

# **From discovery to recovery: Transforming lives and promoting health**

## **Strategic plan 2003 - 2006**

### **Introduction**

The Centre for Addiction and Mental Health (CAMH) is now five years old. The organization's first Strategic Plan, approved in 1999, has guided CAMH through its first five years. After a very comprehensive and exciting process that included advice from clients, families and a variety of stakeholders locally, provincially, nationally and internationally, CAMH has now set the stage for the next three years through the development of its 2003/2006 Strategic Plan. Drawing from the first Strategic Plan, this renewed plan maintains the four key mandates at CAMH – client-centred care, education, health promotion/prevention and research. The plan builds on what we have learned in our early years and what we will do to make a difference for the people and communities we serve in the future.

Our 2003/2006 Strategic Plan also shows our desire to continue to fulfill our vision and mission by improving program and service delivery, staying abreast of the rapidly changing health care environment, developing strategies consistent with our vision, building on opportunities in the environment and valuing our staff and volunteers. The mission and vision statements have been updated to reflect CAMH's increased emphasis on health promotion and the determinants of health as an essential part of our work, and are more clearly and actively focused on improving the lives of people and building healthy communities.

### **About CAMH**

The Centre for Addiction and Mental Health (CAMH) is the largest addiction and mental health organization in North America combining clinical care, health promotion, research and education. CAMH is a Pan American Health Organization and World Health Organization Collaborating Centre and is a teaching hospital fully affiliated with the University of Toronto.

CAMH has created a wide range of clinical, health promotion, support and rehabilitation programs to meet the diverse needs of people who are at risk for

addiction and mental health problems and who are at different stages of their lives and illnesses. Our services include assessment, brief early interventions, intensive psychiatric services, residential programs, continuing care and family support. To build on our direct clinical work, we work with family doctors, home support services, community agencies and other health care providers to ensure that patients/clients and their families can receive assistance in their own communities and homes if possible. We also work to ensure that other service providers have the tools and resources they need to address addiction and mental health issues in their communities.

CAMH brings together internationally recognized researchers in the biological, clinical, social and prevention fields with a range of professional training and a province-wide network of community program staff. As a result, we have a unique capacity to focus our research agenda on the most pressing needs of the communities and to translate new knowledge into action. CAMH's work is key to preventing problems, finding more effective treatments for often debilitating conditions and improving the quality of life for people who are struggling with addiction, substance use problems and mental health problems.

CAMH has locations across Ontario that work with community partners to enhance the capacity and quality of services and systems to prevent and reduce harm associated with addiction and mental health problems. CAMH emphasis is on three areas: youth, concurrent disorders and diverse populations. Our work in these areas is supported by specialists in health promotion to ensure that approaches are evidence based, comprehensive and integrated. CAMH also has addiction and mental health system planning consultants who work with District Health Councils, Ministry of Health and Long-Term Care regional staff, addiction and mental health service providers to ensure that issues related to addiction, mental health and concurrent disorders are addressed in communities around the province. The impact of this work extends across the country and internationally.

The Centre for Addiction and Mental Health (CAMH) was created in 1998 through the successful merger of the former Addiction Research Foundation, the Clarke Institute of Psychiatry, the Donwood Institute and the Queen Street Mental Health Centre.

## Highlights of Progress

In large part due to the solid framework provided by our previous strategic plan, CAMH has made significant progress over the past five years in a variety of different areas, including the completion of the Functional Program which will guide CAMH's clinical programs through the redevelopment of the Queen Street Site, launching of a multi-year public education strategy, establishing provincial priorities in the areas of youth, concurrent disorders and diversity and the acquiring of a new Positron Emission Tomography (PET) scanner — one of only two in Canada. Additional highlights include:

- Average Length of Stay decreased from 87 days to 47 days
- Professional education has increased by over 30%, to 9,000 providers/year
- Over 30% increase in Volunteers
- Research funding has increased by close to 60% to \$28 million per year
- The Foundation has increased its fundraising from \$3 million to \$6 million per year, and its donor base from 2,280 donors to 4,964 donors

## Strategic Directions for the Future

### **Mission**

Improving the lives of those affected by addiction and mental health problems and promoting the health of people in Ontario and beyond.

### **Vision**

Strong and healthy communities, in which people with addiction and mental health problems can access appropriate and effective services and live as full participants.

## Values and Commitments

(listed in alphabetical order)

### **Client-Centered Practice**

**Our Commitment: We put the client at the centre of what we do.**

We believe that being client-centered means: focusing on the individual needs and strengths of clients/patients; showing mutual respect; and collaborating and promoting client participation. Our commitment is shown through practices such as empowering clients, developing cultural and clinical competencies, and promoting clients rights.

## **Continuous Learning**

**Our Commitment: We foster creativity, discovery, learning and the sharing of ideas.**

We believe that ongoing learning, scholarship and self-scrutiny are vital to CAMH. In the workplace, continuous learning means that everyone at every level makes learning, and using what is learned, part of the job as well as sharing what is learned with others. We will share the results of our learning with others.

## **Diversity**

**Our Commitment: We understand and respect each person as unique. We show this respect through sensitivity, dignity and inclusive practices that include people from diverse groups in our decision-making, information-sharing and access to services.**

We believe in the principles of equity and access; we recognize the diversity of race, culture, ethnicity, socio-economic class, language/accents, gender, sexual orientation, age, religion, physical and mental abilities, literacy level and immigration/refugee status. We also respect the diversity of communities we serve by having inclusive practices and policies for our governance, service and employment.

## **Evaluation & Accountability**

**Our Commitment: We will continue to improve, monitor and evaluate our programs and services, and we will be accountable to our stakeholders.**

We will conduct ourselves in a responsible, transparent and ethical manner, and we will uphold high standards of care and practice. A commitment to continuously measure and evaluate programs/services and outcomes will allow us to improve our operations. We recognize our responsibility to clients/patients, families, staff, physicians, volunteers, funders and the public, to use our resources efficiently and effectively. We will engage our stakeholders and build relationships underpinned by respect, dignity, shared values and shared interests.

## **Holistic View of Health**

**Our Commitment: We believe in understanding and helping the whole person, and we believe that public health must be supported in ways that are holistic and focused on recovery.**

We believe health is a complete state of physical, emotional and social well being that is influenced by one's environment (including social, cultural, political and other factors). We are committed to a multi-dimensional view of health and illness. Our approach to service weaves evidence-based practice with humanism, wellness and a focus on key broad determinants of health (housing, employment, income and social support). We want a healthy and safe environment for all clients, staff, physicians, volunteers, students and visitors.

## **Partnership**

**Our Commitment: We will build respectful, collaborative and effective partnerships.**

We recognize that we are but one participant within the health care system, and our collective work is strengthened through partnership. Successful partnerships are characterized by mutual respect, effective teamwork and open communication. Our partnerships are internal (with clients, their families, staff, physicians and volunteers) and external (with local, provincial, national and international agencies and communities).

## **Core Goals**

Our core goals define CAMH's future directions in care, prevention/health promotion, education and research.

### **A. Improve Care and Enhance Health**

**CAMH will improve client-centred quality care, enhance health and improve access to programs and services.**

We will:

1. improve access to CAMH programs and services for clients and their families and facilitate integrated and culturally competent care
2. meet the needs of diverse and higher-risk populations (e.g.,° Aboriginal people, recent immigrants, youth, homeless and marginalized populations)
3. continue to provide quality specialized care for clients with serious and chronic illness
4. improve and measure clinical outcomes and ensure high standards of care in all programs and services
5. continue to enhance client safety through improved knowledge, research, practices and leadership
6. work with partners to address access to basic health care and key determinants of client health housing, employment, income and social support
7. enhance the focus on concurrent disorders both within CAMH and with external

- partners
8. enhance prevention and early intervention initiatives in multiple programs
  9. broaden our health promotion efforts within clinical care and help clients gain more control over their own health
  10. work with partners to increase public understanding of addiction and mental health issues (including addressing stigma and discrimination)
  11. offer a range of harm reduction approaches to treatment (including an abstinence-based approach, when appropriate)

## **B. Discovering, Sharing and Applying New Knowledge**

**CAMH will build a culture of integrated and collaborative approaches to discovering, sharing and applying new knowledge.**

We will

12. be a leader in research, knowledge development, knowledge transfer and best practices
13. strengthen links between CAMH's research, clinical care, health promotion and education work, and increase our focus on translating research into practice, resource materials and public policy
14. expand CAMH's academic teaching and continuing education roles by increasing our partnerships with communities and academic institutions
15. work with partners to support innovation in prevention and health promotion practices across the province
16. play a strong international role in education and research through our collaboration with the World Health Organization and the Pan American Health Organization

## **C. Influencing Public Policy and Promoting Positive System Change**

**CAMH will be a leading and collaborative voice in influencing responsive public policy and broad system improvement.**

We will

17. advocate for positive change in addiction and mental health systems at the regional, provincial, national and international levels
18. influence public policy so that it reflects current research, supports prevention and health promotion, and is responsive to the needs of people with substance use and mental health problems

19. collaborate and consult with stakeholders in developing, disseminating and promoting public policy initiatives

## Enabling Goals

These goals define what we must do as an organization to enable us to achieve our core goals.

### **i. Being the Best Place to Work and Learn**

**CAMH will become the best place to work and learn attracting, supporting and retaining the best team of staff, physicians, volunteers and students who are committed to our mission, vision and values.**

We will

20. build an open, collegial, safe and welcoming organizational culture, free from harassment, stigma and discrimination
21. strengthen recruitment and retention of staff, physicians, volunteers and students
22. ensure competitive compensation and rewards systems
23. continue to develop and implement a formal process for leadership development and succession planning
24. enhance our internal communications
25. be a learning organization developing and supporting continuous internal learning and mentoring strategies throughout the organization
26. model best practices in staff wellness and healthy workplaces

### **ii. Ensuring Long-Term Sustainability and Development**

**CAMH will ensure the long-term sustainability and development of programs and services by effectively using resources and diversifying our funding sources.**

We will

27. seek adequate public funding for programs and services
28. strengthen industry partnerships (e.g., intellectual property, basic science collaborations, investigator-initiated studies)
29. generate alternate sources of revenues
30. raise funds in partnership with the CAMH Foundation
31. continue to develop accountability mechanisms to ensure the effective use of financial resources

### **iii. Providing Effective Information Management Systems and Technology**

**CAMH will develop integrated information management systems and technology to support leadership in clinical care, research, health promotion and education.**

We will

32. create systems and applications to support improved care, health promotion and accountability (including measurement systems, patient records and e-learning)
33. develop and work with provincial information systems in addiction and mental health to support improved clinical care and community health
34. provide the essential information management infrastructure to support current operations and the Queen Street Site Redevelopment project

### **iv. Developing Innovative Facilities**

CAMH will transform the current Queen Street site into a central hub an innovative care, health promotion, research and education village linked to the community and to satellite locations across the province.

We will

35. offer a welcoming, safe and healthy environment at CAMH facilities one that shows dignity and respect while addressing issues of stigma
36. develop flexible, cost-effective facilities that enable progress and innovation in care, education, health promotion and research
37. engage clients, families, community and staff in the site redevelopment and functional planning processes
38. manage the design and construction work to implement appropriate phasing and ensure minimal disruption to client care

## **Implementation**

In order to be successful in pursuing our vision and achieving the goals set out in this plan, CAMH has instituted an implementation, evaluation and monitoring process for this three-year strategic plan. As part of the plan, strategic initiatives have been identified. They are:

### **POSITRON EMISSION TOMOGRAPHY (PET) CENTRE**

The PET Centre involves the production and the distribution of the PET imaging agent Fluorodeoxyglucose (FDG) to other health facilities in the Toronto area. CAMH has the only cyclotron in the Greater Toronto Area. This service will support and expand the existing radiochemistry infrastructure at CAMH. The Pet Centre is planning on acquiring a whole-body PET scanner to expand its research capabilities.

#### **CENTRE OF EXCELLENCE FOR PROBLEM GAMBLING**

Currently, CAMH operates the Problem Gambling Service, the Problem Gambling Project and produces the publication *eGambling: the Electronic Journal of Gambling Issues*, the first publication of its kind. The Centre of Excellence for Problem Gambling will consolidate and expand the current resources at CAMH so those affected by gambling problems are better served, through more treatment services including those that reach out to people affected by gambling problems in new ways, such as telephone counseling and online services. This single integrated unit will allow the organization to play a national and international role in scientific research, knowledge generation and dissemination, and evidence-based practices in the area of problem gambling.

#### **PUBLIC POLICY DEVELOPMENT**

Over the coming years infrastructure will be enhanced to support CAMH's goal of becoming a leading voice in public policy and advocacy. Early priorities include creating new positions and hiring staff so that new public policy priorities can be initiated and to provide greater support to CAMH staff participating in public policy work. An ad hoc mental health policy group will be convened to begin to build a mental health policy agenda for CAMH. In addition, basic monitoring, coordinating and planning infrastructure will be put in place. Linkages between CAMH and other stakeholders will be enhanced so that CAMH can bring both a leadership and collaborating voice to key public policy and advocacy initiatives.

#### **EMPLOYER OF CHOICE**

The Human Resources and Organizational Development Department is in the process of creating a Human Resources Plan that will ensure that the Employer of Choice mandate is consistently and efficiently applied. Committees that will feed information, activities and indicators to be used as benchmarks for success into the

overall plan have been created in the areas of Wellness, Recruitment and Retention, Education and Communication. A Wellness committee that consists of employees from across CAMH has been formed to work on strategies that address issues around Workplace Health. And an Employee Relations coordinator has been appointed with the overall responsibility of ensuring that all Rewards and Recognition activities are communicated and accessible to all staff.

#### **CLIENT EMPLOYMENT INITIATIVE**

Through the client employment initiative CAMH will maximize employment and training opportunities for people with addiction and mental health issues both within CAMH and in the community. Efforts will be focused on ensuring access to a continuum of client-centred services, recruiting and hiring people who have experienced substance use and mental health issues, developing and sharing research, implementing advocacy strategies that address the barriers to employment and providing support to community economic development initiatives. To accomplish these goals a centre wide infrastructure will be put in place that will provide leadership related to client employment issues, Human Resources outreach capacity and the enhancement of internal support capacity.

#### **HOUSING AND COMMUNITY DEVELOPMENT**

The Community Support and Research Unit (CSRU) provides housing and community support services to CAMH programs. In the past, these services did not include the Addictions Program. Under the 2003/06 Strategic Plan, the Addictions Program will now be included and a process is currently underway to finalize a deployment strategy. Areas of focus will include housing support, assessing community needs, program development and planning support.

#### **EARLY INTERVENTION**

Identifying and treating mental health problems in a timely fashion is an emerging area of interest in mental health practice. CAMH provides leadership for early intervention in psychosis and now plans to extend this to other diagnoses. A range of conditions can be treated more effectively and in a shorter period of time if they are diagnosed quickly. CAMH will employ unique strategies in a variety of program areas to continue to build our leadership in this area.

## CAMH ABORIGINAL SERVICES

In response to the unique service needs of Aboriginal people living in Canada, CAMH has established its Aboriginal Services Unit. Working in partnership with the Aboriginal community, CAMH Aboriginal Services provides appropriate services using a holistic approach that is based on Aboriginal values, beliefs and traditions that promote self-determination in service design and delivery. CAMH Aboriginal Health Services is committed to creating accessible addiction and mental health treatment services, education, research and capacity building efforts for aboriginal people.

# Appendix

## Overview of CAMH Services and Programs

### **Clinical Programs:**

Realizing the diverse needs of its clients, CAMH is committed to providing comprehensive, culturally competent and well-coordinated care for people with substance use and mental health problems. Although CAMH offers direct clinical services for people with addiction and mental health problems in Toronto and Peel, through its network of provincial offices, we also provide support and advice to local services and communities across the province to influence change and encourage planning for a range of integrated programs in the addiction and mental health systems.

- **Addiction Programs:** provides a continuum of services for people with substance use problems including withdrawal management, assessment, treatment for all substances of abuse, programs for unique populations, problem gambling and a range of intervention from brief to intensive residential treatment.

- **Child, Youth and Family** (in partnership with the Hospital for Sick Children): provides clinical service, research and education for children with addiction and mental health problems.
- **Dual Diagnosis:** specialized program for individuals with a developmental disability and emotional, behavioural or psychiatric difficulties, their families and care providers.
- **Law & Mental Health:** provides psychiatric services for people who have been charged with or convicted of a criminal offense, and have been deemed unfit to stand trial or not criminally responsible by reason of mental disorder.
- **Mood & Anxiety:** an inpatient and outpatient program that provides services for clients with major depression, bipolar disorder (manic depressive illness), anxiety disorders and obsessive-compulsive disorders.
- **Neuro-geriatric:** for older persons and people with neuropsychiatric problems such as dementia.
- **Schizophrenia:** provides inpatient and outpatient care for people with schizophrenia at all stages of their illness.
- **Women s Program:** primarily serves women who have a history of trauma in combination with a diagnosis of mental illness.
- **General Psychiatry** (in partnership with Mount Sinai): provides mental health services to adults with emotional, psychological or psychiatric problems including emergency services and a psychiatric outreach program.
- **Concurrent Disorders:** offers treatment for people who are facing both addiction and mental health problems.

#### **Research:**

CAMH operates central research facilities in Toronto. It translates research into best practices and shares this knowledge with health care professionals across the province, through our network of offices, and beyond.

The research conducted at CAMH falls into three main areas:

- **Clinical:** supports the research, treatment and education goals of CAMH through scientific publications, presentations and transfer of knowledge to evidence-based practice and to the community at large by focusing on human research.
- **Neuroscience:** focuses on neurobiological mechanisms underlying addiction, mental illnesses and their respective treatments, including the operation of a Positron Emission Tomography (PET) Centre.
- **Social, Prevention and Health Policy:** conducts population surveys and innovative, relevant, rigorous research that contribute to the development of policies, products and services for the addiction and mental health fields.

**Health Promotion:**

We offer a comprehensive approach to addiction and mental health that enables individuals, families and communities to take control over and improve their mental, physical, spiritual and emotional health. CAMH recognizes the importance of health promotion for all people along the continuum of health. Comprehensive strategies to address health promotion involving public education, public policy and targeted programs are developed implemented and activated. These strategies involve various populations (youth, diversity), settings (school, workplace) and intersectoral partnerships.

**Public Education:**

CAMH works towards improving public understanding of addiction and mental health, including the elimination of the stigma faced by those with substance use and mental health problems. CAMH provides community-based education, outreach and prevention programs, and provides Ontario communities with resources and expertise to support public education initiatives for schools, workplaces and the general public. Through our Information Services—including a 1-800 line and Web site, we provide people with access to current, accurate information about alcohol, other drugs and mental health issues.

**Program Planning and Development:**

CAMH assists in the planning, implementation and evaluation of project-based initiatives to improve addiction and mental health services in communities across Ontario.

**Education:**

CAMH offers a vast spectrum of training and development opportunities across Ontario for people working in addiction, mental health and related fields, including:

- Professional disciplines
- Postgraduate and residency
- Continuing Professional Education
- Continuing Medical Education

CAMH also develops a wide range of evidence-based resource materials and publications to support the work of addiction and mental health care providers and to help inform clients, family members and the general public.

**Public Policy Development:**

Influencing change through public policy development and advocacy has been one of CAMH's priorities since the merger. With input from staff, clients, families and stakeholders, CAMH has developed positions on key issues of importance to our clients and has been working to embed a public policy function in the organization. Public policy and advocacy have been identified as a high priority through the Strategic Directions Renewal Process. This is consistent with the experience of staff who have found that interest in CAMH's public policy agenda and enthusiasm for CAMH taking on additional public policy topics continues to grow amongst both internal and external stakeholders.

Based on feedback from staff and other stakeholders, the Board of Trustees has endorsed an enhanced public policy and advocacy role for the organization, with a focus in the coming years on influencing national health care reform initiatives to ensure an appropriate focus on addiction and mental health issues, addiction and mental health system reform, a national drug strategy, and a response to the needs of people who experience discrimination, disadvantage, and marginalization within the addiction and mental health systems.

**Community Relations:**

The Community Relations office has a mandate to work with all parts of the organization to ensure that services are inclusive and reflect the needs of the many constituencies that CAMH serves. Its activities include soliciting input from community stakeholders about CAMH's many activities, facilitating a Neighbourhood Liaison Committee to address issues of common concern to people living and working in the area of the Queen Street site, integrating the input of CAMH's numerous program and community advisory committees into an

organizational decision-making structure, and taking a lead role in influencing public policies that impact CAMH s clients.

**The Diversity Programs Office (DPO):**

The DPO is an internal support resource of CAMH, housed in the Community Relations department. The mandate of DPO is to coordinate, initiate, encourage and support diversity changes in CAMH that will result in respectful and inclusive Governance, Human Resources, Service Delivery and Community Partnerships and Stakeholder Relationships. DPO provides expertise, strategic planning, training, leadership, support and coordination to the organization with respect to issues of access and equity for diverse populations. For CAMH, diverse populations include people from marginalized communities or people who have been treated unfairly because of gender, age, race, ethnicity, country of origin, immigration/refugee status, physical, mental or language ability, sexual orientation, gender identity, religion/spirituality, education/literacy, socio-economic status or family and marital status.