

# MISSION

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

As Canada's leading addiction and mental health teaching hospital, CAMH uniquely combines clinical care, research, policy, education and health promotion expertise. We see ourselves as part of a broader health system and recognize the importance of working in partnership to help build a system that best meets the needs of people affected by mental illness and addiction.

To help steer us through the next few years and continue our commitment to *transforming lives*, CAMH consulted broadly with stakeholders as part of a strategic plan renewal process. Guided by their feedback and an assessment of the current healthcare and economic landscape, we developed the new **CAMH Strategic Plan 2009-2012** – approved unanimously by the CAMH Board of Trustees in May 2009. The plan builds on CAMH's existing Mission, Vision, and Goals, includes some additional Values for the organization, and sets out 5 new Strategic Directions to help sharpen the focus of our work.

# 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.

CAMH is committed to monitoring our progress and to ongoing, transparent communication with clients, families, staff, partners and other stakeholders. We will actively measure our performance, evaluate our outcomes and engage openly with you about our progress and our challenges. We also welcome your feedback, comments and questions, so you are invited to contact us at [strategic\\_planning@camh.net](mailto:strategic_planning@camh.net). We are confident that, by working together, we can help build stronger and healthier communities and improve the lives of those affected by addiction and mental health problems.

For more details about the CAMH Strategic Plan 2009-2012, please visit [www.camh.net](http://www.camh.net).

For information about CAMH, please contact **Public Affairs**: Tel.: 416 535-8501 ext. 4250 | Fax: 416 595-6881

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## CAMH VALUES

### 1 Client-centred Practice

We put the client at the centre of what we do. We focus on individual client needs and strengths, showing mutual respect, encouraging client participation and empowerment, developing cultural and clinical competencies and promoting clients' rights.

### 2 Family-sensitive

We recognize the needs of families and their critical role in supporting people with mental health and addiction problems. We involve family members, as defined by the client, as we support clients in all stages of their care and recovery.

### 3 Holistic View of Health

We believe in understanding and helping the whole person in ways that are holistic and focused on recovery. We believe that health is a complete state of physical, emotional, spiritual and social well-being. We are committed to a multi-dimensional view of health and illness. Our approach to service weaves evidence-based practice with wellness and a focus on the broad determinants of health.

### 4 Respect

We believe that treating people with respect is a key guiding principle for any effective and healthy organization. We have a shared responsibility to treat those who use our services, our partners and other stakeholders with consideration and esteem, mindful of different values and norms. We recognize the essential rights and dignity of all peoples.

### 5 Diversity, Inclusion and Health Equity

We are committed to eliminating differences in health status between groups and to creating a diverse and inclusive workplace. We believe in the principles of equity and access and will respect the diversity of individuals and communities we serve by having inclusive policies and practices for our governance, services and employment. We will work to change social and economic policies and practices that create barriers to opportunity.

### 6 Continuous Learning

We foster creativity, discovery, learning and sharing of ideas. We believe in ongoing learning, scholarship and self-scrutiny at all levels in the organization, and in sharing the results of our learning with others.

### 7 Partnership

We will build respectful, collaborative and effective partnerships. We are but one participant within the health system. Our collective work is strengthened through partnerships characterized by mutual respect, teamwork and open communication.

### 8 Evaluation and Accountability

We will improve, monitor and evaluate our services. We will be accountable to our stakeholders. We will conduct ourselves in a responsible, transparent and ethical manner and uphold high standards of care and practice. We recognize our responsibility to use our resources efficiently and effectively. We will engage our stakeholders and build relationships based on shared values and interests.



## CAMH GOALS

### 1 Improve Care and Enhance Health

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

### 2 Discover, Share and Apply New Knowledge

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

### 3 Influence Public Policy and Promote Positive System Change

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

### 4 Be 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.

### 5 Ensure 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.

### 6 Provide 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.

### 7 Develop Innovative Facilities

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



## CAMH NEW STRATEGIC DIRECTIONS

Through the functional integration of its Clinical, Research, Policy, Education and Health Promotion programs, CAMH will:

### 1 Advance Clinical Specialization and Transform Care

We will continue to build a new model of care, designed to support recovery and in keeping with our specialty role in the mental health and addiction system.

While developing our specialty role, we will maintain emergency, general and acute care services and work with partners to strengthen service networks in a number of key areas. This work is critical to building an integrated continuum of services and to improving access for people needing mental health and addiction services.

### 2 Foster a Climate of Discovery, Innovation and Knowledge Exchange

Building on and enhancing our research strength, we will emphasize knowledge exchange to expand the reach and impact of our discoveries. We are committed to using our research to advance knowledge of mental health and addiction issues, enhance the range of effective treatment options, build system capacity and influence public policy.

### 3 Build System Capacity

CAMH will continue to use its expertise to develop resource materials and training programs to advance health promotion and shape an effective mental health and addiction treatment system.

In concert with these efforts, we will develop and advance opportunities for clinical capacity building in response to our stakeholders' call for more direct access to CAMH clinical expertise 'in the moment'. Initially, these new approaches will focus on our work with the primary care sector and include the use of telehealth and videoconferencing technology to extend our clinical reach beyond the GTA.

### 4 Develop and Extend our Resources

Like all healthcare organizations, we will face financial challenges in the coming years. We will develop new approaches and partnerships to address gaps and optimize the use of resources within CAMH and across the system. We will advocate for more appropriate recognition of and support for mental health and addiction services.

### 5 Foster a Healthy Workplace

CAMH will foster a healthy workplace for people to excel in a culture that embraces diversity and is committed to quality improvement, teamwork, safety and respect.

We value our staff and recognize that they will face many new challenges and opportunities during this period of ongoing transformation. We are committed to supporting our employees and facilitating their professional growth and development to ensure that CAMH can fulfill its mission, vision, values and strategic directions.