

# STRATEGIC PLAN

2006–2009

As Canada's largest addiction and mental health facility, CAMH has taken on an ambitious mandate: transforming lives. To accomplish this, we need to set our organizational directions strategically and renew them regularly—every three years. We began this renewal process in late 2005 by consulting with clients, families, staff and partners in the community, hospital and academic sectors. Hundreds of stakeholders provided enthusiastic input that shaped CAMH's strategic directions for 2006-2009.

There is significant change in Ontario's health system, including a transition to regionally-based governance and accountability through the Local Health Integration Networks (LHINS); an increased commitment to an integrated continuum of care; and an emphasis on health promotion. This changing environment provides CAMH with an exciting opportunity to sharpen our role in the system.

We believe that CAMH's existing mission, vision, values and goals are still relevant and inspiring. Building on these, CAMH's Board of Trustees has set new strategic directions to provide clarity and focus during these changing times, and unanimously approved the CAMH Strategic Plan for 2006-2009. CAMH looks forward to working with our partners and other providers to build a truly integrated system of services and supports for people who are challenged by mental health and addiction issues.

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## 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.



A Pan American Health Organization / World Health Organization Collaborating Centre  
Affiliated with the University of Toronto

*CAMH—transforming lives*

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## 6 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. Continuous learning

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

### 3. Diversity

**We respect each person as unique and demonstrate this through inclusive practices, information sharing and access to services.** We believe in the principles of equity and access and will respect the diversity of communities we serve by having inclusive practices and policies for our governance, service, and employment.

### 4. Evaluation and accountability

**We will improve, monitor and evaluate our services, and 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 respect and shared values and interests.

### 5. 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, and 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.

### 6. Partnership

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



For information on addiction and mental health issues or other resources, please contact:  
CAMH's **R. Samuel McLaughlin Information Centre**:  
Ontario toll-free: 1 800 463-6273 | Toronto: 416 595-6111

For more information on the Centre for Addiction and Mental Health, please contact: **Public Affairs**, Centre for Addiction and Mental Health (CAMH)  
33 Russell Street Toronto, ON M5S 2S1 | Tel.: 416 979-4250 | Fax: 416 595-6881

For information on other CAMH publications or to place an order, please contact:  
**Publication Services**: Tel.: 1 800 661-1111 or 416 595-6059 in Toronto |  
E-mail: [publications@camh.net](mailto:publications@camh.net)

# 7 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 a central hub—an innovative care, health promotion, research and education village linked to the community and satellite locations across the province.

# 5 NEW DIRECTIONS

## 1. Build an Integrated System

CAMH will work with partners and other providers to build an integrated system of services and supports for people with addictions and mental illness.

We will work with community service providers and other hospitals to build a continuum of care that responds to the needs of clients, is evidence-based and creates and incorporates best practice, supports integration and establishes service linkages.

## 2. Provide Specialized Clinical Services

CAMH will provide specialized clinical services in mental health and addictions, and will differentiate its clinical services from other providers.

As the health system transforms, we will focus on those clinical services that a specialized health care provider can best provide. We will work with our community and health system partners to ensure that changes to the continuum of services are implemented in a transparent and incremental manner, and that system capacity exists before services are transferred.

## 3. Expand Support for Best Clinical Practice, Professional Education and Professional Development

CAMH will expand its scope in supporting best clinical practice, professional education and professional development.

We will widen our clinical role beyond the Toronto area, by extending our professional education efforts to a broader range of health professionals, providing clinical consultations, and developing, evaluating and disseminating evidence-based models of care. With other sector partners, we will enhance the development and dissemination of evidence-based resources to support health promotion and prevention.

## 4. Maximize the Reach and Impact of Research

CAMH will extend the reach and impact of its research and will increase the application of research to clinical practice, professional and public education, health promotion and public policy.

We will demonstrate how our research applies to clinical practice, and communicate how new knowledge from research can be applied to healthy public policy, professional and public education, and development of healthy communities.

## 5. Foster a Healthy Workplace

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

We aspire to be a model employer during this period of transition that includes regionalization of the health system and the redevelopment of our Queen Street site—recognizing that CAMH's valued staff will face significant change and new challenges.

