



**camh** Centre for Addiction  
and Mental Health

## **COLLABORATIVE CHANGE LEADERSHIP**

### **Mobilizing Mental Health & Addictions Professional Practice Leaders in Strategic Organizational Transformation**

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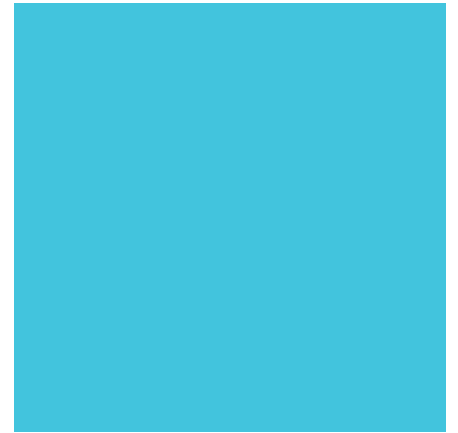
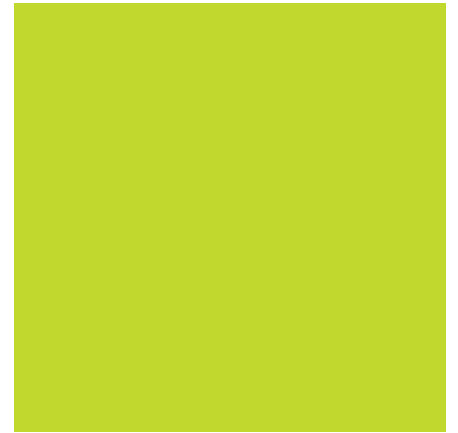
UNIVERSITY OF  
**TORONTO**

# + Centre for Addiction and Mental Health (CAMH)

- Largest mental health & addictions facility in Canada
- Academic Teaching Hospital, fully affiliated with University of Toronto
- 3000 staff
- 32 Professional Practice Leaders
- Served over 28,000 clients with mental illness and addictions in 2012

# + Where We Came From...

- CAMH established 1998
  - Queen Street Mental Health Centre
  - Clarke Institute of Psychiatry
  - Donwood Institute
  - Addiction Research Foundation

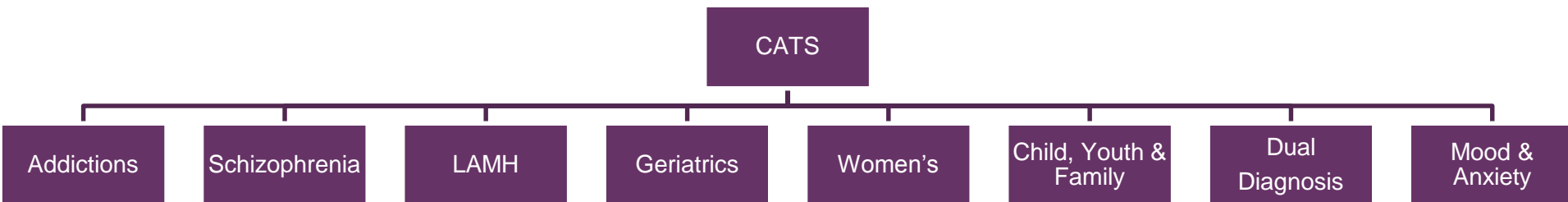
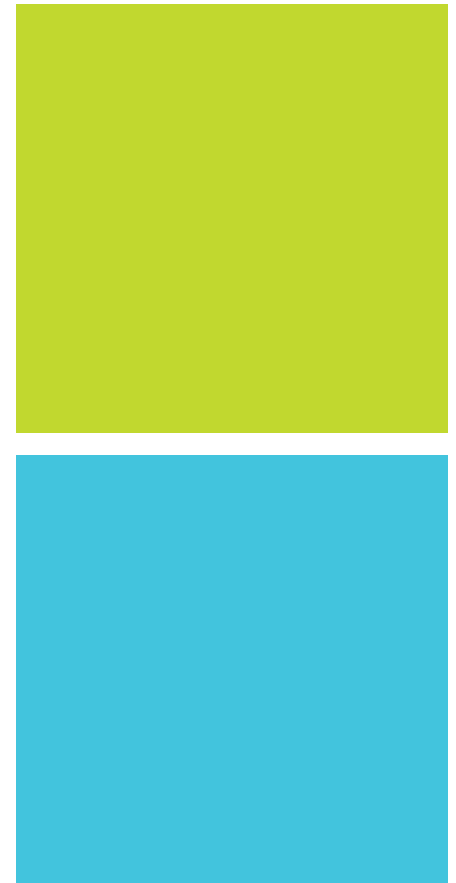


# + Previous Clinical Programs

- Nine Clinical Programs
  - Centralized Assessment, Triage & Support (CATS)
  - Addictions
  - Schizophrenia
  - Law and Mental Health
  - Geriatric Mental Health
  - Women's Mental Health
  - Child, Youth and Family
  - Dual Diagnosis
  - Mood & Anxiety

# + Previous Clinical Program Structure

- Leadership consisted of administrative and clinical directors
- Professional practice leaders worked within program management structure

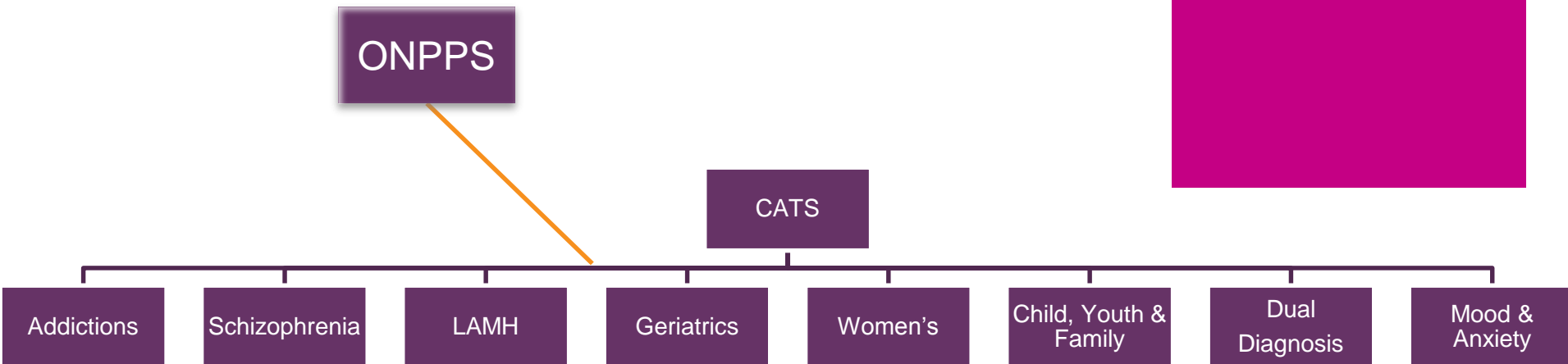


# + Previous Professional Practice Structure

- Office of Nursing Practice & Professional Services (ONPPS)
  - Chief of Nursing Practice and Professional Services
  - Director of Nursing Practice
  - Director of Interprofessional Practice
    - Discipline Chiefs
- Professional practice roles were less defined and indirectly linked to ONPPS
  - Advanced Practice Nurses (APNs)
  - Advanced Practice Clinicians (APCs)
  - Nurse Educators (NEs)

# + Previous Clinical Program Structure

- Office of Nursing Practice & Professional Services (ONPPS) indirectly linked to programs



# + Vision 2020

## Six Strategic Directions

- 1) Enhance recovery by improving access to integrated care and social support
- 2) Earn a reputation for outstanding service, accountability and professional leadership
- 3) Build an environment that supports recovery
- 4) Ignite discovery and innovation
- 5) Revolutionize education and knowledge exchange
- 6) Drive social change

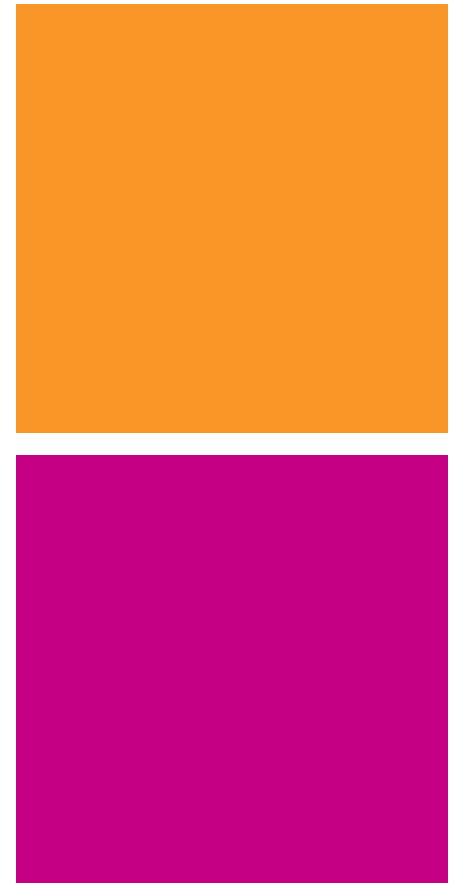




# + Organizational Transformation to Support Strategic Directions

## Clinical program realignment

- Access & Transitions
- Complex Mental Illness
- Ambulatory Care and Structured Treatments
- Underserved Populations



# + Today's Clinical Structure

## Access & Transitions

- Centralize intake, reduce delays in accessing services
- Align accountability for Patient Flow

### Complex Mental Illness

- Groups programs with significant inpatient focus under common leadership

### Ambulatory Care & Structured Treatments

- Majority of treatments are administered on a scheduled basis

### Underserved Populations

- Grouping of smaller but strategic populations
  - Child, Youth & Family
  - Geriatrics
  - Dual Diagnosis

## Access & Transitions

# + New Program & Professional Practice Collaborative Leadership

## Access & Transitions

- Executive Director
- Medical Director
- **Director of Interprofessional Practice**

### Complex Mental Illness

- Executive Directors
- Medical Director
- **Director of Interprofessional Practice**

### Ambulatory Care & Structured Treatments

- Executive Director
- Medical Director
- **Director of Interprofessional Practice**

### Underserved Populations

- Executive Director
- Medical Director
- **Director of Interprofessional Practice**


## Access & Transitions

# + New Interprofessional Practice Leadership Roles

- Professional practice leaders report to Directors of Interprofessional Practice
  - APNs
  - APCs
  - NEs
- Embedded within programs
- Program-based practice initiatives
- Supported by Discipline Chiefs and CAMH-wide practice councils



# Redesigning Professional Practice Roles

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- Advanced Practice Roles
    - Clarification of expectations using CNA framework
  - Strategic professional practice focus
    - Linking roles with strategic plan, corporate practice initiatives & education strategy

# + CNA Advanced Practice Competencies

- Clinical
- Research
- Leadership
- Consultation & Collaboration



# + Translating Competencies into Practice

- Strategic Plan
  - Quality improvement & patient safety
- Corporate Practice Initiatives
  - Best Practice Spotlight Organization (BPSO)
  - Clinical Information System (CIS)
  - Workforce transformation
- Education Strategy
  - University affiliations and teaching hospital links
  - Interprofessional practice networks
  - Interprofessional collaboration/education

# Accomplishments to Date

- Enhanced Professional Practice
  - Increased accountability (strategic directions)
  - Leading corporate projects (BPSO)
  - Building interprofessional collaboration & CAMH-wide staff development
  - Role clarity (national standards)
  - Scholarship (fellowships, cross-appointments)



# + Moving Forward

- Joint accountabilities:
  - Professional Practice
  - Quality, Safety & Risk
  - Client Relations
  - Bioethics
- Mental Health Consortium
  - Specific quality & safety indicators
- Evaluating change
  - Outcome indicators in strategic plan
  - Outcome and process evaluation of collaborative change leadership model in programs



YOU'VE  
CHANGED

