CAMH Education Strategy, 2013–2016

February 11th, 2013



Transforming Education

CAMH has embarked on an ambitious vision to revolutionize mental health education and knowledge exchange. This vision comes from a longstanding commitment to learning across the organization. Building on this commitment, the transformation that this new strategic plan will help enact is the creation of an organization in which everyone is a learner and everyone is a teacher. The result will be a cohesive learning organization and knowledge network that enhances and supports continuous learning together for staff, patients, families and the community.

The Education Strategic Plan has been developed by many people, within and beyond the walls of CAMH, each of whom believes that through education we can transform the lives of our patients and their families. This plan will make CAMH a preferred learning and teaching environment for mental health by ensuring that all students, from every profession, have a high-quality experience and that teachers are supported and mentored to be global leaders and agents of inspirational change. This plan will grow inter-professional teams and support professional development. In addition, re-visioning the role of patients and families in the education experience lies at the heart of this education revolution.

Through this transformation, CAMH will build capacity to better understand and assess change through a renewed commitment to evaluation and high-quality education research.

Knowledge exchange is vital to the growth of CAMH and the mental health community. In our new plan we foster existing educational relationships and build new partnerships and collaborations. By learning, teaching and growing together, we will revolutionize education and transform the lives of our patients and families affected by mental illness and addictions.

I would like to thank everyone who contributed to this Strategic Plan and invite you to join our revolution, aiming to transform mental health education.

Sincerely,

Dr. Catherine Zahn

President and CEO, CAMH

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Department of Psychiatry

Faculty of Medicine University of Toronto

Why Revolutionize Education and Knowledge Exchange?

Our society has made great strides in advancing our understanding of mental illness and addiction. We have tremendous hope and conviction that we can positively affect the lives of everyone touched by mental illness and addiction. And yet, much work remains within health care to build a sustainable, outcome-driven system that can build on this momentum and fulfill this hope.

Vision2020, CAMH's Strategic Plan, is designed to build on the organization's existing strengths, talent and assets as Canada's largest mental health academic health sciences centre, and unlock its full potential to transform lives. A central part of that vision is to revolutionize our role in mental health education and knowledge exchange. The organization is well-positioned to achieve this goal because we already have talented and highly motivated staff in CAMH Education, in addition to expert staff and educators spread throughout the organization.

Why do we need a revolution? Mental health education and knowledge exchange has far too often been fragmented, siloed and lacked a strategic direction. Entirely new approaches and new thinking about education, and the role students, learners, teachers and clients and families is paramount to transforming lives affected by mental health issues and addictions. Students who are training at CAMH need a central place for them to register and congregate in order to connect more meaningfully with our hospital and with each other. And further, CAMH needs to invest resources in education scholarship, evaluation and research. That investment will help us lead health professional education innovation, scholarship and research within the Faculties of Health Sciences, and occupy a significant place at the academic education table in our faculty.

This education strategy has been designed to transform CAMH into a global educational leader and as a model mental health and addictions learning organization. The ambition is to build an organization where everyone is a teacher and a learner — where we provide everyone with the opportunity to be the best teachers they can be, and to ensure the highest-quality experience for learners.

CAMH is uniquely positioned to be a leading mental health learning organization. It is the largest mental health training facility for psychiatrists, nurses, pharmacists, social workers, occupational therapists and other clinicians in Canada. CAMH also plays an important role in working in developing community-based education for allied professionals and the public.

Learners come to CAMH from diverse fields and from all walks of life. One outcome we want for all learners at CAMH is to create advocates for mental health, whether they continue in this field or not. Every learner will carry the commitment to transform the lives of people affected by mental illness and addictions.

Education at CAMH must reflect how we deliver care. It must be team-based, inclusive and rooted in continuous improvement. It involves all members of the team, including clients, their families, partners and members of the public. The commitment to education is life-long—the continual process of learning and changing reflects the commitment to the process of transforming lives.

Education at CAMH will build capacity in social media engagement across the organization and with its network of stakeholders in order to listen to patients and families, facilitate dynamic discussion and promote knowledge transfer.

Discovery is another facet of building a learning organization. To that end we are committed developing high-quality education programs and services based on evidence, evaluation and research.

As an academic health sciences centre and a growing learning-organization, it is essential that we not only create new knowledge and innovations, but that we share these best practices broadly that across CAMH, with the Department of Psychiatry and the University of Toronto, along with our other university and college partners and across the healthcare system. We believe the CAMH Education Strategic Plan is aligned with the strategic plans of CAMH (2012–2020), the Faculty of Medicine (2011–16) with its themes of integration, innovation and impact and the Department of Psychiatry (2012–2017) with its additional themes of development, brain and dialogue. Indeed, the CAMH Education strategic plan is linked in several ways to enhancing clinical care at CAMH. For example we are providing a home for education scholarship and research for the Department of Psychiatry. Further, CAMH Education will also be leading new programs for the department such a developing a patient and family education centre that integrates research into its activities, along with a simulation centre that will help us advance on how we educate staff and faculty and the next generation of health and mental health professionals.

This strategic plan will foster partnerships between the University of Toronto and other universities, colleges and community based organizations to build living learning networks. These revolutionary networks will support and foster the necessary transformational changes in the delivery of mental health care.

Sincerely,

Dr. Ivan Silver, Vice President, CAMH Education Department of Psychiatry, Faculty of Medicine,

Juan J. Silver

University of Toronto

Strategic Planning Process

The Education Strategy planning process was a collaborative effort led by Dr. Ivan Silver, the CAMH Education leadership, CAMH Strategic Planning and The Potential Group. The process was guided by an Education Strategy Task Force and a diverse group of stakeholders including clients, students, front-line staff, faculty and other education leaders.

In designing a planning process, we drew upon the repository of prior experience and work that had been done to advance mental health education. Five working groups were also convened to advance our thinking on key areas of strategic focus:

- 1. Creating an Exceptional Student Experience
- 2. Growing Capacity for Excellence through Professional Development
- 3. Enhancing the Client Experience through Patient and Family Education and Survivorship
- 4. Promoting Optimal Care and Learning through IPE and IPC
- 5. Advancing Education Research and Knowledge Exchange to Drive Our Learning Organization

Each group was co-chaired by two leaders and had diverse membership representing a range of expertise and experience. Each group advanced our strategic thinking on their areas of focus, outlining a broad vision for outcomes to which CAMH should aspire, as well as identifying specific activities that will help us achieve the vision. Working groups also recommended guiding principles that could support this work. The Guiding Principles for the CAMH Learning Organization, as well as the Education Strategy framework that follows, represent a synthesis of the working group's recommendations.

Guiding Principles for the CAMH Learning Organization

- Promote excellence, courage and respect in all the learning and teaching that we do
- Enable everyone to learn and teach
- Embed client and family experiences, perspectives and self-identified needs in all teaching and learning
- Create, transfer and apply knowledge across the organization
- Empower people at CAMH to learn as they work
- Support a culture of continuous improvement and organizational transformation
- Enable equity and access to knowledge, education and health information.

One significant outcome of the work group's recommendations is the expansion of the original areas of strategic focus so that we now have eight pillars of activity within CAMH Education:

- Enhance student experience
- Develop teachers/faculty/mentors
- Grow interprofessional teams
- Enhance client and family education
- Accelerate professional development and academic advancement
- Foster external learning and knowledge exchange
- Advance academic research and excellence
- Enable success through planning and infrastructure.

Aims of the Education Strategy

As a learning organization CAMH:

- Is globally recognized for mental health education that is guided by the engagement and experience of the learner
- Consistently embeds knowledge exchange and best practices with the aim of continuously improving internal capacity and system capacity for delivering excellence in client care and the client experience
- Advances education research and scholarship, informing best practice within CAMH and externally.

Strategic Framework

Academic and research excellence, and the Guiding Principles for the CAMH Learning Organization, enrich and inform the eight key areas for strategic focus. CAMH's values and strategic directions are foundational to all areas of the Education strategy, as is developing the infrastructure for implementation.





Enhance Student Experience

Create a flexible infrastructure that facilitates an exceptional learning experience, while instilling a sense of mental health advocacy for students, clients and all types of professionals.

Priorities

- Provide a high-quality learning experience for every CAMH student and learner
- Engage and recognize every learner in a welcoming environment
- Enable access and success for every student.

Activities

- Build an online student registration system that streamlines processes for students of all disciplines and maintains flexibility
- Support the development of academic supervisors and faculty
- Establish a comprehensive evaluation framework to track the performance of students, programs and academic supervisors
- Create a student centre and provide unique experiences that foster advocacy for mental health and addiction.

- Annual growth in the numbers of students from all mental health disciplines and training programs
- Annual increase in student satisfaction in surveys across all disciplines
- Annual increases in the number of IPE placements available to all health professionals at CAMH.



Develop Teachers/Faculty/Mentors

Develop a multidisciplinary faculty who demonstrate consistent excellence in mental health, teaching, learning and mentorship, and advance CAMH as a client-centred learning organization.

Priorities

- Create a faculty development plan
- Develop guidelines, expectations and accountabilities for preceptors, teachers and academic supervisors
- Foster a community of practice of teachers and educators.

Activities

- Conduct a key stakeholder needs assessment
- Take an inventory of existing resources for faculty development
- Hold an open house/interprofessional networking event
- Establish a committee to develop clear academic award criteria and distribute awards and funding
- Develop consistent guidelines of requirements and expectations for supervisors
- Create the CAMH Academy of Teaching Excellence
- Provide faculty development workshops and online resources to foster effective teaching
- Integrate a wide range of technologies, including online learning, mobile and social media, into teaching practices.

- Achieve high student ratings of faculty and staff educators across the organization compared to other academic health sciences centres
- Annually increase the number of staff who have participated in internal/external faculty development activities
- Increase the number of external teaching awards received by CAMH staff on an annual basis.



Grow Interprofessional Teams

Encourage a culture of interprofessional collaboration (IPC) and education (IPE) across the organization that is rooted in excellence, innovation and an inspired workforce.

Priorities

- Employ point-of-care teams as a vehicle for delivering excellent integrated care and outstanding service
- Build on existing experience, work and talent to grow interprofessional education/ collaboration capacity across all clinical programs, as a means of developing a quality culture.

Activities

- Employ the Centre for IPE 'designation' for students as a driver for enhancing CAMH clinical care teams
- Advance roles and scope of practice on CAMH teams and help clarify IPC best practices and expectations
- Integrate IPE/C principles into the Best Practices Spotlight Organization (BPSO) strategic initiative
- Build IPE/C facilitator capacity across CAMH clinical programs
- Support IPE rounds
- Develop interprofessional learning spaces, including a mental health simulation centre.

- Annual increases in the number of clinical teams that have an IPE/C official designation
- Maintain quarterly IPE Rounds
- Increase the number of staff participating in IPE Rounds
- Achieve or maintain the highest levels of satisfaction with IPE Rounds.



Enhance Client and Family Education

Partner with clients and families to transform, through education and engagement, the client and family experience within CAMH and the broader mental health system.

Priorities

- Ensure that the client and family voice is part of all programming and learning
- Map educational initiatives already underway to better integrate and improve accessibility of information, education, tools and support
- Develop infrastructure to support and mobilize more effective client and family education.

Activities

- Establish an oversight group for Education to bring different stakeholders together, including the Empowerment Council and the Family Council, ensuring that the voices of clients and families are heard
- Map existing assets and resources through an environmental scan and literature review
- Develop a process to better-coordinate the development of educational resources, activities and events at CAMH and ensure that clients and families are represented
- Establish resources to develop a client- and family-as-teachers program.

- Annually increase the number of clients and families members teaching across CAMH
- Annually increase the number of clients and families attending education activities across CAMH
- Annually increase the number of resources distributed to clients and families (including print materials and those delivered through social media, mobile strategies and through online channels)
- Annually improvie on client and family satisfaction with CAMH education activities.

Accelerate
Professional
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Accelerate Professional Development and Academic Advancement

Promote courage, respect and excellence through educational opportunities, systems and resources that empower and hold staff accountable for continuous professional improvement.

Priorities

- Advance faculty appointments of CAMH faculty with our partner universities and colleges
- Ensure equitable and consistent access to professional development support (i.e., protected time, funding, resources, etc.)
- Enhance workplace learning opportunities to promote professional development.

Activities

- Develop a framework for defining core learning and competencies for all staff, in collaboration with clinical programs, the Professional Practice office and CAMH Human Resources/Organizational Development
- Support knowledge exchange to disseminate best practices across CAMH
- Support BPSO activities and implementation across the organization
- Supporting staff financially to participate in ongoing professional development activities
- Provide career support to enable the academic promotion of CAMH faculty.

- Annually increase the compliance rate with core mandatory training
- Annually increase the number of staff/faculty with faculty appointments at partner universities and colleges
- Annually increase the number of faculty promotions where the focus is on education and teaching
- Annually increase the number of education activities related to practice guideline implementation
- Increase the funding to support ongoing professional development activities.



Foster External Learning and Knowledge Exchange

Enhance mental health education support throughout the system by sharing CAMH knowledge, expertise and education resources.

Priorities

- Support continuing mental health education
- Collaborate to foster knowledge exchange—locally, provincially, nationally and globally.

Activities

- Host an international mental health education conference
- Develop an education mobile action team
- Create education and knowledge sharing partnerships with community members
- Collaborate with Provincial Services Support Program (PSSP) to ensure continuous knowledge exchange between CAMH and its partners.

- Annually increase the number of external learners registered in courses/conferences
- Annually increase the number of knowledge sharing partnerships with community members
- Achieve high learner satisfaction ratings at all CE and KE events
- Annually increase the number of CE partnerships with universities and colleges
- Complete one knowledge exchange program annually.

Advance Academic and Research Excellence The following two areas of focus will inform, enrich and support all the domains of work that unfold as part of CAMH's Education Strategy:

Advance Academic and Research Excellence

Build mental health education research and scholarship, while driving academic excellence across CAMH,h that is based on our values and the Guiding Principles for the CAMH Learning Organization.

Priorities

- Develop academic excellence through research education and scholarship
- Integrate the research agenda into clinical practice—narrow the "know-do" gap
- Support and develop the Guiding Principles for the CAMH Learning Organization.

Activities

- Support and conduct research and scholarship across all areas of CAMH's Education Strategy
- · Support the development of evaluation framework measures for educators across CAMH
- Collaborate with strategic partners to advance education research and scholarship.

- Annually increase the number of education research grants across CAMH
- Annually increase the amount of funding for educational research
- Annually increase the number of publications on education topics
- Annually increase the number of posters, and presentations at education conferences
- Annually increase the number of clinicians participating in education research activities
- Annually increase the number of trainees and students engaged in education research activities.



Enable Success through Planning and Infrastructure

Enable the success of the Education Strategy through planning, leadership and accountability.

Priorities

- Establish an education council to guide implementation and alignment with CAMH's strategic directions and to forge a strong link to CAMH's 'Care' agenda
- Partner with the CAMH Foundation and develop new funding opportunities and infrastructure
- Develop leadership for each of the strategic priority areas
- Continue to develop library and information services that respond to users needs.

Activities

- · Leads and partnerships for strategy 'pillars' will be set
- Finalize CAMH Education leadership team and realign organizational structure to support leadership and implementation
- Establish a business plan for educational activities
- Set up an education council.

- Satisfaction with the education council performance in implementing the strategic plan
- Annual increases in education funding and revenues
- · High satisfaction with library and education services.