

DISMANTLING ANTI-BLACK RACISM

Year 2 update on CAMH's strategy

Across Ontario and at CAMH, oppression of and disadvantage against Black communities is evidenced by ongoing racial disparities in mental health and well-being. Specifically at CAMH, in 2020, data showed the rate of restraint use was significantly higher with Black patients compared with white patients. With these concerns in mind and a desire to fundamentally change the way our hospital operates, in February 2021, CAMH launched Dismantling Anti-Black Racism, a landmark strategy that includes 22 actions to decrease anti-Black racism by the end of fiscal year 2022/23. CAMH's Dismantling Anti-Black Racism strategy became a key focus of the hospital-wide initiative Fair & Just CAMH, outlining a plan to accomplish the following:

- ensure safe, accessible and equitable care for Black patients and families;
- build an equitable working environment for Black staff; and,
- eliminate unfair treatment for Black populations within CAMH and across the mental health system

Since its launch many facets of CAMH have worked together, with the support of important community partners, to make meaningful progress on our goals. We are happy to share two examples from each category of the strategy to demonstrate our progress.

For Black patients and families:

A disproportionate number of Black patients are represented in CAMH's forensic units. 217 employees in these units took part in an Equity-Based Response Training program focused on addressing root causes of disparities in the health outcomes of Black patients through examining anti-Black racism at the intersections of mental health and justice systems. These teams have now introduced an equity, diversity and inclusion framework and implementation of new tools such as the Cultural Formulation Interview and the Adverse Childhood Experience Tool to support the provision of equitable care. The forensic unit teams have also introduced a multi-staged approach of implementing Culturally-adapted CBT (CA-CBT) designed specifically for English-speaking Caribbean and African populations in Canada. There are two offerings coming up in summer 2023 to continue to train more CAMH staff in CA-CBT as part of the broader Health Equity Certificate Program. In order to scale and spread this approach, CAMH is now determining ways in which this training program can be adapted for the unique needs of different clinical units, starting with the Geriatric Service, Adult Neurodevelopment and Social Support Services, Psychosis Recovery and Treatment units. This work will be supported by a new Health Equity Coaching Service that is now providing coaching and implementation to support this work.

Oftentimes Black patients and families are negatively impacted by policies that are inadvertently biased against them. For example, most health care policies were originally designed around an expectation of European cultural norms that may look different in some Black communities. To address this, CAMH has started a review of all clinical policies with an equity lens to check that they do not introduce a possibility of bias. This is a major undertaking and is a first of its kind initiative in Canada. Over 175 CAMH staff have been engaged in the process, which has included training sessions through the Health Equity Coaching service and the use of the Ontario Ministry of Health's Health Equity Impact Assessment (HEIA) Tool. To date, 26 CAMH policies have been reviewed and many strategies for improvement have been identified. As new policies continue to come up for review in the policy review cycle, this lens will continue to be applied.

For staff:

To better support an equitable working environment for Black staff, CAMH can point to some simple but powerful internal incident reporting adjustments that have been made. STRIDES – a learning and incident reporting system – was recently updated and now includes an opportunity for the inclusion of new fields to officially report incidents of racism. In parallel with this change, the complaints resolution process was also revised to provide different options for addressing and resolving complaints. Both of these changes are reflected in CAMH's new Anti-Racism, Harassment and Discrimination Policy developed in consultation with the Anti-Black Racism subcommittee of the Horizontal Violence, Anti-Racism, Anti-Oppression Working Group. It is now mandatory for all managers to be trained in this policy, with over 300 managers trained so far.

In 2021, CAMH launched Foundational knowledge on anti-Black racism: An Introductory course for CAMH staff. This training is specific to the Canadian context, and includes real-life case scenarios experienced by Black staff, patients and families at CAMH. The course consists of three self-led modules offered through CAMH's e-learning platform. The training was made mandatory for leaders in 2022. Over 3,000 staff, physicians and learners have completed the course to date.

For CAMH and the mental health system:

The Substance Abuse Program for African Canadian and Caribbean Youth (SAPACCY) provides accessible, Africentric and racial trauma-informed support to Black youth who are dealing with mental health and substance use concerns. To improve access to appropriate care for Black youth, CAMH is helping to build a network of community based services across Ontario built on the SAPACCY model. This model now includes seven community satellite sites across Ontario and is the first-ever Canadian hospital and community partnership focused on offering care to Black youth. To support new and ongoing work, SAPACCY has convened a provincial Black Youth Advisory Panel (BYAP), comprised of diverse Black youth throughout the province, which provides guidance on program design, implementation, evaluation, knowledge exchange and the strategic direction of the service.

SAPACCY has also established a new partnership with the Ministry of the Attorney General to develop a new service that will provide culturally responsive assessments and mental health care for Black and racialized youth involved in the youth justice system. This service marks a significant step towards addressing the ongoing systemic problem of the overrepresentation of young Black and racialized youth in the justice system.

CAMH has made meaningful progress on all 22 actions outlined in the Dismantling Anti-Black Racism strategy but we recognize this is only the beginning of a long journey for our organization. Conversations are taking place about the next iteration of this work, which will continue to include strong engagement with CAMH staff, patients, families, and our wider community.

We would like to thank everybody who is taking part in the delivery of this important work, including the over three thousand people who have completed the Foundational Knowledge in Anti-Black Racism training, the clinical teams who are changing the way they deliver care and the committee members who are diligently assessing hospital-wide processes and policies with an equity lens. We especially recognize members of the Anti-Black Racism and Mental Health Advisory Committee for their dedication and partnership, and the Black health care leaders who have contributed to our learning along the way.

See the appendix for a full list of the 22 action items and our progress.

APPENDIX: Dismantling Anti-Black Racism Strategy Action Items

For Patients and Families

Action 1: CAMH will assess its digital platforms and outreach, including Access CAMH, and develop a plan to promote equitable access to services. The launch of an enhanced referral management system in 2021–22 will be a key component of this plan.

Extensive work on the launch of the enhanced referral management system was identified as a success, but there is more widespread work across various digital platforms necessary to complete this action.

Action 2: CAMH will develop a model of service improvement for Black patients based on the Equity-Based Response Training pilot on its forensic units.

The Equity-Based Response Training pilot on CAMH Forensic units focused on addressing root causes of disparities in the health outcomes of Black patients at CAMH through examining anti-Black racism at the intersections of the mental health and justice systems. The success and high participant satisfaction of this pilot catalyzed the expansion of this work in other areas of the hospital. This scale and spread will consider the ways in which the training program needs to be adapted for the unique needs of different clinical units. The Health Equity Coaching Service will provide key coaching and implementation support for this work. The Office of Health Equity developed the Health Equity Coaching Service in 2022 with the objective of improving health outcomes and quality of care at CAMH through planning, policy, programs, and education.

Preliminary engagement for the scale and spread of the Equity-Based Response Training has begun with leadership from the Geriatric Service, Adult Neurodevelopment and Social Support Services, Psychosis Recovery and Treatment units. Immediate next steps include readiness assessments for identified clinical units, confirmation of resources and timelines, and engagement with external consultants.

Additional simple changes have taken place to support feelings of belonging and dignity for Black patients, such as appropriate grooming products being made available for Black patients in Forensic units, as well as the introduction of spices in the dining room at the request of Black patients.

Action 3: CAMH will train staff in culturally adapted CBT and increase access to culturally adapted CBT at CAMH.

The Health Equity Certificate Program includes training in Culturally Adapted Cognitive-Behavioural Therapy (CA-CBT) for English-speaking Caribbean and African populations in Canada. There are continuous program offerings throughout the year and will continue to be offered to CAMH staff in the future. The Forensic units at CAMH have also introduced a multi-staged approach of implementing CA-CBT in their clinical practice as a part of their larger equity, diversity and inclusion framework. A pilot group has been created to begin this work, which will be scaled up in future.

Updating the CA-CBT manual and training materials has been identified as the next step in order to implement widespread training.

Action 4: All managers will take the Immigrant and Refugee Mental Health Course funded by Immigrant, Refugees and Citizenship Canada (IRCC).

The Immigrant and Refugee Mental Health Course is a free, online, self-led course designed to enhance the knowledge, skills and networks of settlement, social and health service providers. The course is part of the larger Immigrant and Refugee Mental Health Project (IRMHP), which also includes monthly webinars, e-newsletters, a toolkit of resources and an online community of practice with access to subject matter experts. Although access to the existing course and all IRMHP resources is readily available, we recognized that it would be more successful and relevant if managers were able to take a course designed specifically for leadership. Therefore, the IRMHP team has been working on the development of a manager-specific course, which will be launched in the coming months with enrollment for the fall of 2023.

Action 5: CAMH will increase the staffing of SAPACCY to four full-time clinical staff and a manager.

After years of ongoing advocacy, newly secured provincial funding has enabled the expansion of Substance Abuse Program for African and Caribbean Canadian Youth (SAPACCY) at CAMH. CAMH's staffing complement now consists of three full-time social workers, one full-time registered nurse, and one full-time case manager. An additional social worker is also focused on supporting a new partnership with the Ministry of the Attorney General (more information in Action 13) and the Northwest Toronto Justice Centre to support justice-involved youth in accessing SAPACCY services. There are also two psychiatrists with dedicated time to SAPACCY.

Action 6: CAMH will conduct a review to identify and analyze clinical processes where improvement and change is needed to better meet the needs of Black populations.

A review process is now underway for patient-care policies. The first step of this work consisted of a series of training sessions for over 175 CAMH staff with the CAMH Health Equity Coaching service on the Health Equity Impact Assessment (HEIA) tool. The HEIA is an Ontario Ministry of Health tool used to support the review of patient-care policies with the lens of equity, anti-Black racism, and inclusion. Application of the HEIA tool is now ongoing and has been applied to 26 policies so far.

CAMH's Office of Health Equity recently worked with the Ontario Ministry of Health to revise the HEIA tool to reflect current domestic and global movements on anti-racism and equity as well as the pandemic. Work on HEIA continues to be underway, such as the updating of supporting resources, capacity building and digitizing the tool. A pilot of the revised tool will run in fall 2023 and we hope the updated version will support CAMH in our continued review of clinical processes.

For Staff

Action 7: CAMH will develop a process to identify horizontal violence and other forms of racism, and to document and report incident rates.

STRIDES – a learning and incident reporting system – was recently updated and now includes an opportunity for the inclusion of new fields to officially report incidents of racism. In parallel with this change, the complaints resolution process was also revised to provide different options for addressing and resolving complaints. Both of these changes are reflected in CAMH's new Anti-Racism, Harassment and Discrimination Policy developed in consultation with the Anti-Black Racism subcommittee of the Horizontal Violence, Anti-Racism, Anti-Oppression Working Group. It is now mandatory for all managers to be trained in this policy, with over 300 managers trained so far.

A series of qualitative interviews by third-party consultants with CAMH staff were conducted in 2021 to help gain a better and deeper understanding of the extent to which horizontal violence exists and is experienced within the organization. The report is currently being anonymized so that it can be shared with CAMH staff while protecting the privacy and confidentiality of interview participants.

Action 8: CAMH's Horizontal Violence, Anti-Racism, Anti-Oppression Working Group will develop a work plan to eliminate anti-Black racism through initiatives at CAMH.

The Anti-Black Racism Subcommittee of the Horizontal Violence, Anti-Racism, Anti-Oppression Working Group (HVARAO WG) developed and implemented an ongoing work plan, such as the updating of STRIDES to report incidences of racism, the launch of Employee Resource Groups and the creation of a new Anti-Racism, Harassment and Discrimination Policy.

Action 9: CAMH will develop a support system for Black staff and a mechanism for confidential reporting of racist incidents.

In addition to the changes made in reporting systems and policies as mentioned in Action 7, two new Employee Resource Groups were established for Black staff and Black managers. These groups provide Black staff space for support, mentorship, and development. The Black Employee Resources Group hosted an open house in 2022 engaging with over 200 frontline staff and Executive Leadership. Meetings and events hosted by the ERGs are ongoing.

Action 10: CAMH will develop, implement and monitor a plan to improve the recruitment, retention and progression of Black physicians, staff, students and trainees.

As CAMH undertakes a process to develop our next strategic plan, People & Experience has identified this as a priority for future work. Feedback is currently being collected to determine priority initiatives and areas of opportunity.

For example, through the improved collection of sociodemographic data on staff, People & Experience will be able to better track areas of weakness and strength in recruitment, retention and talent development for Black staff. We also anticipate that ERGs, supported through People & Experience, will contribute to a culture shift that improves recruitment, retention and progression of Black physicians, staff, students and trainees.

In August 2023, CAMH Medical Affairs launched a sociodemographic data collection tool for new staff and will be expanding this to existing physicians with the 2024 reappointment process. This will help identify opportunities for recruitment, retention and development of Black physicians.

Action 11: CAMH will collect sociodemographic data on staff and will use this to measure progress on the diversity of its workforce and equality and inclusivity of its recruitment, retention and talent development practices.

In order to collect staff sociodemographic data, in 2011 CAMH launched a Workforce Equity Survey to be completed by all existing, new, and prospective CAMH staff. Data from the survey

were also used to identify potential Employee Resource Group opportunities. A relaunch has taken place in 2023 with more inclusive questions and a purposeful action plan on how to best use the data to support equity in talent management.

Action 12: Staff will be trained in anti-Black racism, equity and cultural safety.

The Health Equity Certificate Program (HECP) was already in place prior to the release of this strategy. In response to Action 12, the program has undergone a revamp including a review and relaunch of the Introduction to Health Equity course and the Asking the Right Questions: Gender Identity and Expansion course. Both courses are now being offered virtually and for in-person sessions. These courses, in addition to other HECP courses, are accredited by the University of Toronto.

We also recognized a gap in our training offerings for content on anti-Black racism. In 2021, we launched the Foundational Knowledge on anti-Black racism training course. This course consists of three self-led modules offered through CAMH's e-learning platform. The training was made mandatory for leaders in 2022. Over 3,000 staff, physicians and learners have completed the course to date. The continued revamp of the Health Equity Certificate Program will also work towards including the anti-Black racism introductory course as part of the program's accredited offerings.

For CAMH

Action 13: CAMH will use its voice to advocate for better social conditions for Black populations in order to decrease the risk of mental illness and improve recovery rates.

CAMH is advocating for better social conditions for Black populations in a number of ways, and will continue to do so, recognizing that this work will need to be prioritized for many years into the future. Here are some examples:

- A partnership between SAPACCY, the Provincial System Support Program (PSSP) at CAMH, the Ministry of the Attorney General and the Northwest Toronto Justice Centre has been established to develop a new service that will provide culturally responsive assessments and mental health care for Black and racialized youth involved in the youth justice system. This service marks a significant step towards addressing the ongoing systemic problem of the overrepresentation of young Black and racialized youth in the justice system.
- PSSP receives funding from the Mental Health and Addictions Centre of Excellence to lead a program titled "Understanding mental health and well-being in later life," and part of their mandate is to educate older adults and service providers working with older adults about the

social and structural factors that influence the mental health of older adults from immigrant, ethno-cultural and racialized groups. They are accomplishing this through the development of an online course and publishing other resources, such as snapshots of research in this area.

- PSSP is supporting the Toronto Community Crisis Service (TCCS), a pilot launched by the City of Toronto in 2021 in partnership with leading community mental health organizations. This pilot was initiated in response to over-policing and tragic outcomes among members of the community experiencing mental and behavioural health challenges, particularly Black, Indigenous and racialized communities and aims to provide a community-based, non-police-led crisis response service for people experiencing mental and behavioural health crises. PSSP is leading the evaluation of the TCCS, working in close collaboration with the City of Toronto, Toronto Police Services and TCCS community partners to generate high-quality evidence in support of this innovative, community-based model of crisis care. Initial results show the service is successfully supporting police diversion in the pilot areas, with the data actively being used to support ongoing quality improvement within the service to better meet community needs. Ultimately, this will be used to inform the spread and scale of this non-police-led model across the City of Toronto.

Action 14: CAMH will work with the Ontario Ministry of Health and Ontario Health to ensure equitable access to and uptake of appropriate structured psychotherapy for Ontario's Black populations.

CAMH is flowing funding to Women's Health in Women's Hands Community Health Centre (WHWHCHC) as a satellite delivery site of the Ontario Structured Psychotherapy program to deliver CA-CBT in a community setting. WHWHCHC is a strong partner of CAMH that services Black populations. Work to continue to use the Ontario Structured Psychotherapy program to improve access to and uptake of CA-CBT for Black populations is planned for the future.

Action 15: CAMH will work with the Ontario Ministry of Health and the Mental Health and Addictions Centre of Excellence to ensure equitable access to and uptake of new child and youth mental health services for Black populations.

Youth Wellness Hubs Ontario (YWHO), situated in CAMH, is co-leading a research study with Dr. Fatimah Jackson-Best from McMaster University and the Black Health Alliance, Dr. Kwame McKenzie, Director of Health Equity, CAMH and Kevin Haynes, Provincial Network Lead for SAPACCY at PSSP, CAMH, using Afrocentric approaches to better understand how to provide integrated services and measurement-based care to Black youth and youth of color. YWHO is also working with hubs to build collaborative relationships with local community partners engaging in work to support Black youth.

Action 16: CAMH will work with the Ontario Ministry of Health to develop mental health funding models that better meet the needs of Black populations in Ontario.

This action item has been a particular area of challenge for CAMH. Moving forward, we hope to find opportunities to work with the Ontario Ministry of Health to develop mental health funding models that better meet the needs of Black populations in Ontario.

Action 17: CAMH will work with the Ontario Ministry of Health and Ontario Health to secure funding for a community network of services similar to SAPACCY.

CAMH has worked with The Black Health Alliance, community health and social service organizations and the Ontario Ministry of Health to secure funding for the SAPACCY network expansion to seven new community sites. These sites include: Caribbean African Canadian Social Services (North York), Hamilton Urban Core Community Health Centre (Hamilton), Rexdale Community Health Centre (Etobicoke), Roots Community Services (Peel), TAIBU Community Health Centre (Scarborough), Upstream Ottawa Mental Health Community Support (Ottawa), and Windsor Essex Community Health Centre (Windsor). To support new and ongoing work, PSSP has convened a provincial Black Youth Advisory Panel (BYAP), comprised of diverse Black youth throughout the province, which provides guidance on program design, implementation, evaluation, knowledge exchange and the strategic direction of the SAPACCY expansion.

Action 18: CAMH will support the Black Health Alliance to implement Ontario-wide initiatives to improve pathways to care for Black populations.

The Black Health Alliance's Pathways to Care project is in progress with efforts to have work continue past the current funding cycle. The Office of Health Equity, SAPACCY and PSSP at CAMH are key partners of this work. The current focus includes:

- supporting the roll out of the network, and building out the SAPACCY model;
- building increased capacity to handle more complex patients at the hospital site; and,
- creating important connections to forensics and other parts of the justice system.

Action 19: CAMH will develop partnerships to help identify opportunities to streamline access to care including to improve clinical, education and information supports for primary and secondary care organizations whose work focuses on Black populations. These relationships will be modelled on the successful partnership with WHIWH-CHC.

CAMH is in the midst of developing a new strategic plan. A comprehensive engagement plan is rolling out with a focus on CAMH's role in the health care system and the supports needed to improve capacity for mental health care in primary and secondary care.

Action 20: CAMH will report annually on the outcomes of care for Black people receiving treatment at the hospital.

CAMH is committed to improving our clinical data collection process in order to release public reports on the outcomes of care for Black people receiving treatment at our hospital. A Health Equity subcommittee of the Data Reporting and Governance Committee was created to provide CAMH-wide leadership and oversight with respect to health equity data collection, measurement & reporting. Specifically, this task force will have a focus on the use, dissemination and disclosure of data related to sociodemographic data across CAMH by:

- providing a governance framework to sociodemographic data at CAMH;
- recommending measurement and reporting priorities that are aligned with the priorities of CAMH for annual reporting;
- setting goals and workplans for the use, and wider dissemination and disclosure of sociodemographic data (i.e., including the annual patient outcomes data report); and,
- partnering with the Fair & Just CAMH Steering Committee with regards to sociodemographic data reporting.

Action 21: CAMH will develop protocols to ensure that data collection and interpretation of data are grounded in evidence-based community principles.

CAMH's Campbell Family Mental Health Research Institute has developed an equity survey for trainees and scientists to ensure that the collection and interpretation of data is aligned with best practices. The trainee survey was developed through consultation with the inaugural Director of EDI at the University of Toronto.

CAMH's Campbell Family Mental Health Research Institute has also hosted two highly attended EDI focused learning events, which highlighted anti-Black racism, led by the Director of EDI at the University of Toronto.

Action 22: Research at CAMH will develop and implement a plan to improve research on Black mental health, including how it will build its research capacity; train all staff on the impact of anti-Black racism on research design and methods; improve the quality of its research; and clearly articulate its accountability and governance of socio-demographic data.

As part of the development of the new CAMH Koerner Centre for Research Training, CAMH Research is continuing to develop capacity-building programs to support researchers in understanding the impact of anti-Black racism on research design and methodology. For

example, the Centre is coordinating across the TAHSN hospitals to develop a curated repository of available trainings and tools to build capacity and accountability in research on Black mental health. The Centre will also implement new awards in 2024 for trainees from underrepresented groups.

CAMH Research is also making a concerted effort to pitch research proposals focused on supporting Black communities and we are monitoring the success of funding growth in this area.

Additionally, for the first time, CAMH has nominated a Black CAMH scientist for a Canada Research Chair position.