CAMH
Provincial System Support Program

A strategy forward, together

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Content

CAMH & PSSP
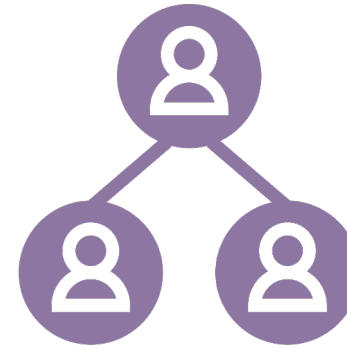
The **Provincial System Support Program (PSSP)** at the **Centre for Addiction and Mental Health (CAMH)** aims to support the mental health and substance use system in Ontario.
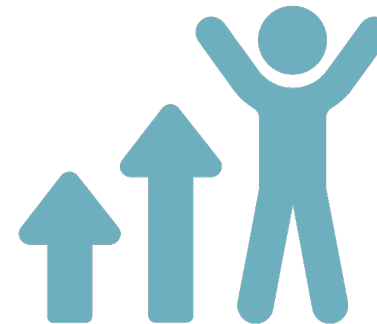
A leader in mental health and substance use research, CAMH is the largest mental health hospital in Canada, with PSSP directing its province-wide scope of system-level support.

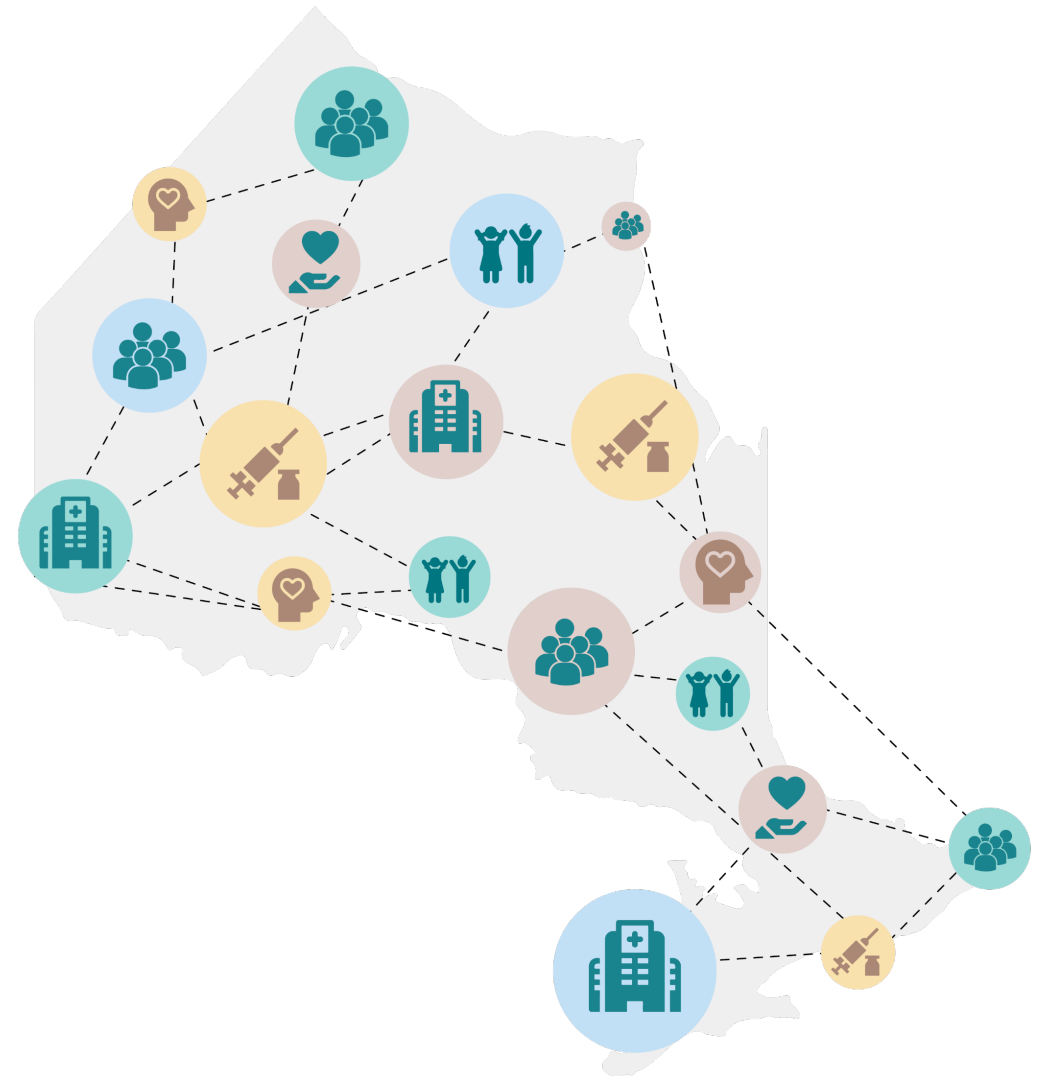**Connect**

Support

Improve

Make Accessible

Provincial Systems Support Program

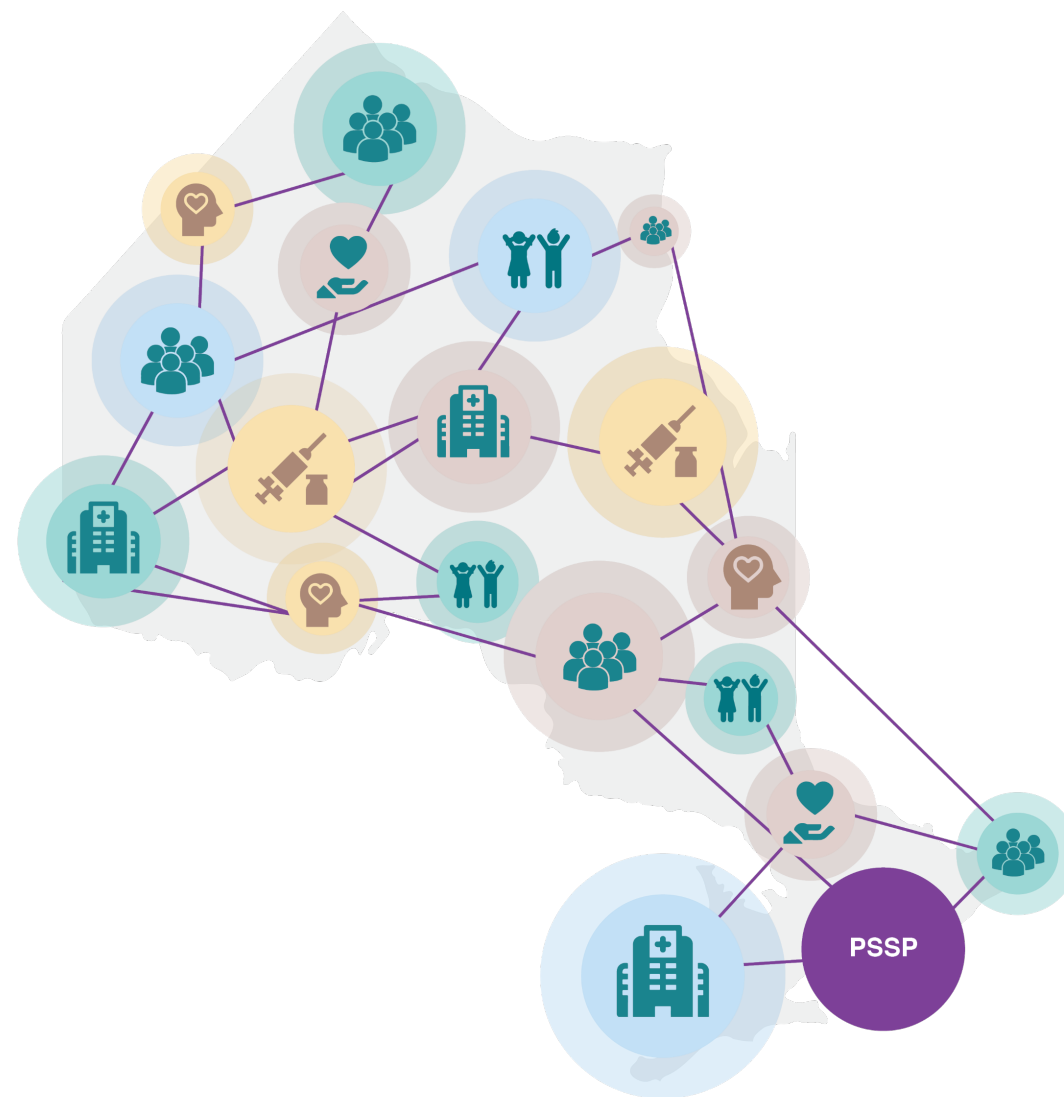## **10 locations**
across Ontario

Ontario

Provincial Systems Support Program

Working in the mental health and substance use care system

# Provincial Systems Support Program

To bridge gaps, connect, improve support, and bring about positive change in the system

The Challenge

The Provincial System Support Program (PSSP) is currently reimagining its strategic goals, with an emphasis on **improving access and equitable outcomes** for structurally marginalized groups.

- Identify the needs of groups and communities made marginal by the mental health and substance use systems

- Recommendations about how PSSP can optimize its position, people, and expertise to enhance community resilience and transformation of mental health and substance use services
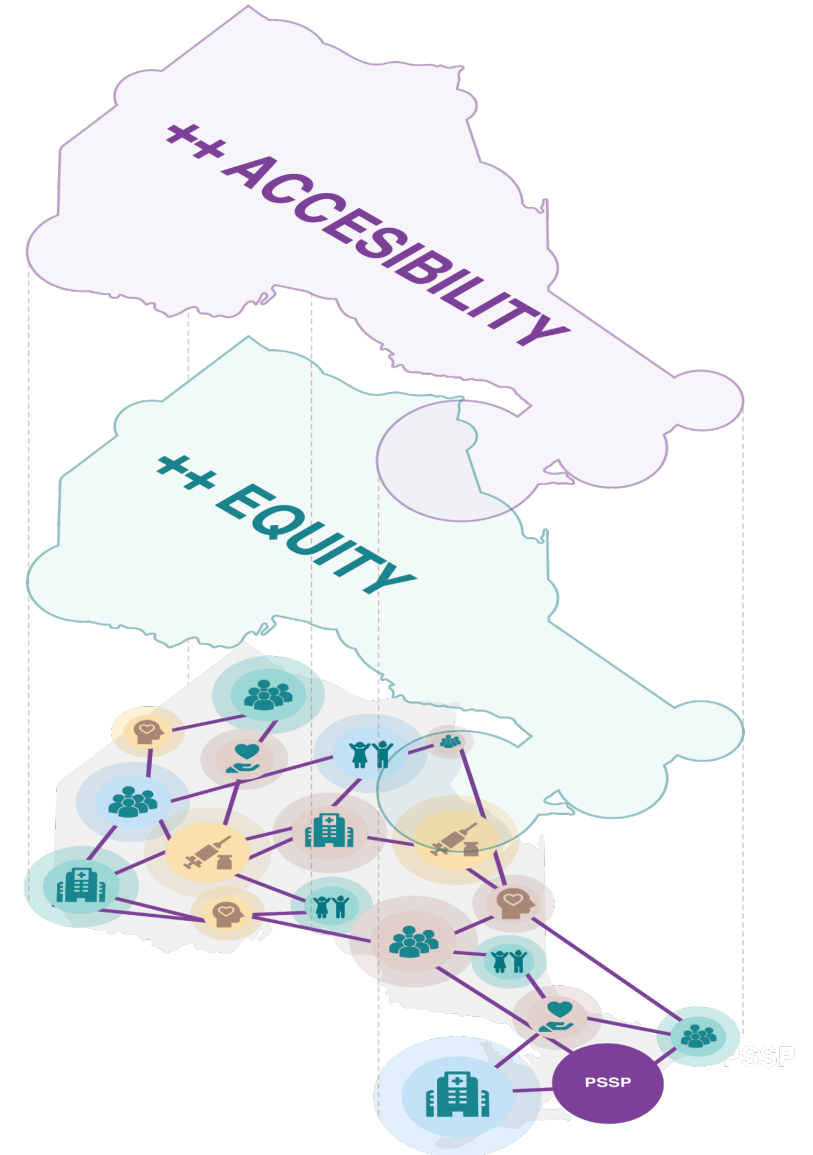
Background Work
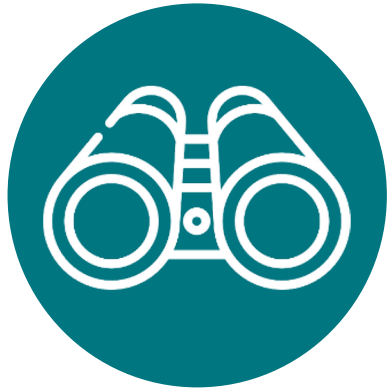
Horizon Scanning

To discover and understand trends and shifts in the sector

Stakeholder Interviews
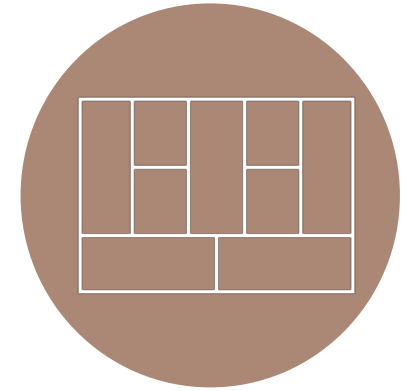
To understand the organization and identify its strengths and areas for improvement

System Mapping

To map, define, and understand the system where PSSP exists, and identify levers for change

Business Model Analysis

To understand, tweak, develop, and evaluate alternative strategies, models and possibilities

Horizon Scan & The Viable Systems Tree
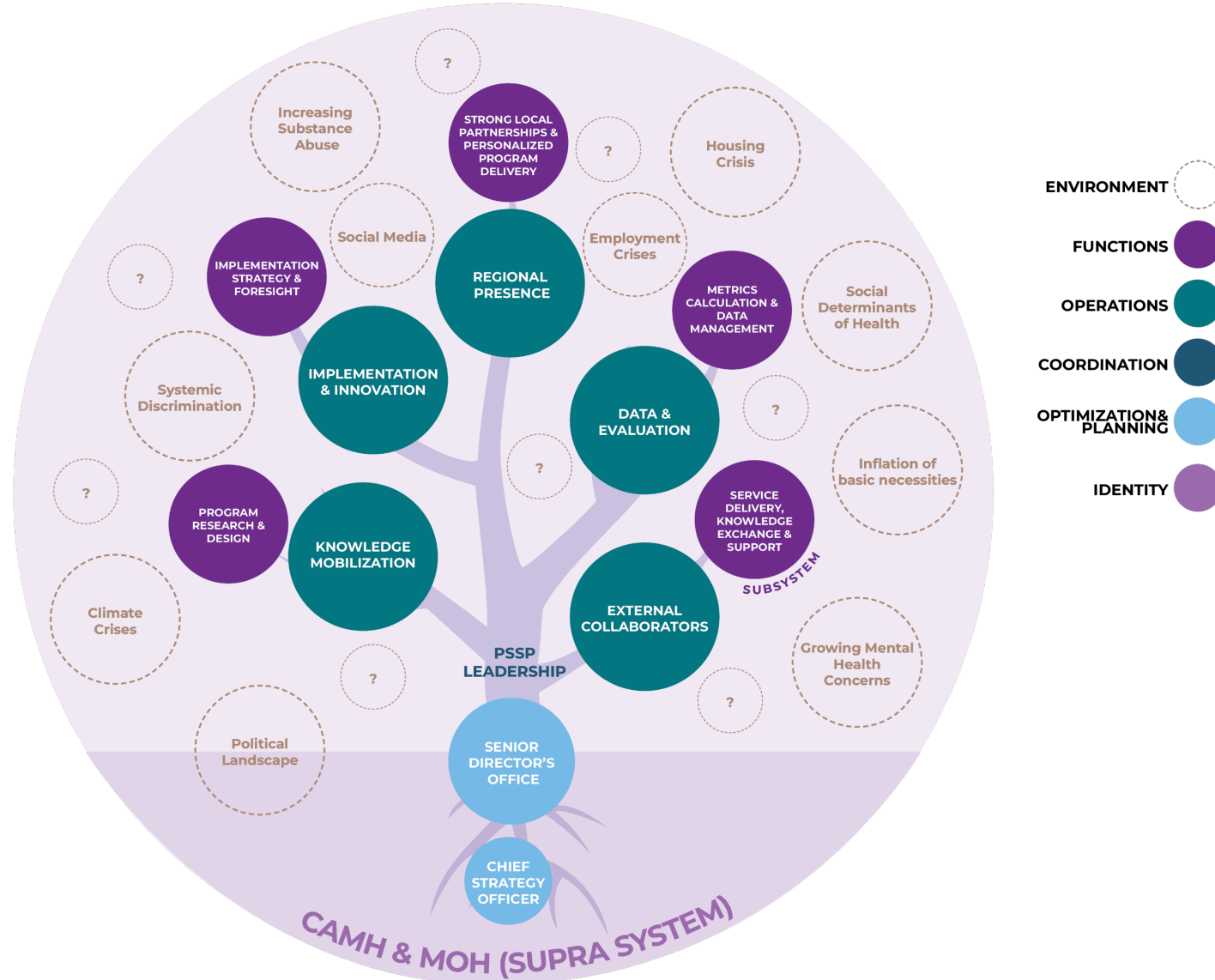
Current Model
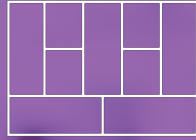
MHA CoE gets **reliable, efficient support for their areas of priority** and in return provides **funding.**

CAMH get **expert, reliable, efficient support for their hard to address projects** and in return provides **operational funding, access to resources.**

Partner Organizations get **planning, training, guidance, resource support and co-creation** and in return provides **knowledge exchange and project data.**

*__Customer Segment__ gets __Value Proposition__ and in return provides __Revenue__

Influence Map

A co-created map that explores hierarchies, power dynamics, and the nature of relationships between stakeholders in the system
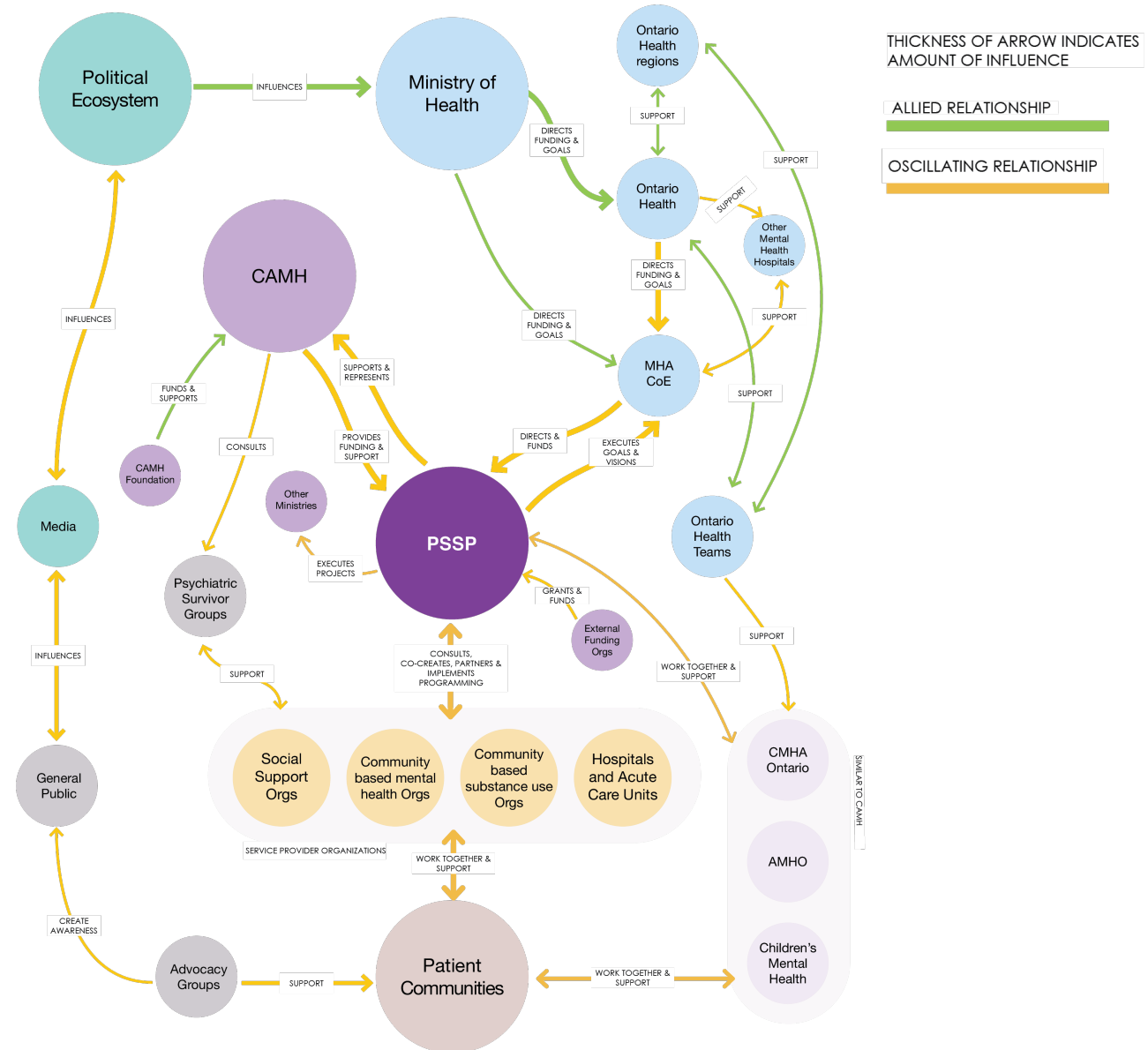
Influence Map

The problem space for the proposed challenge
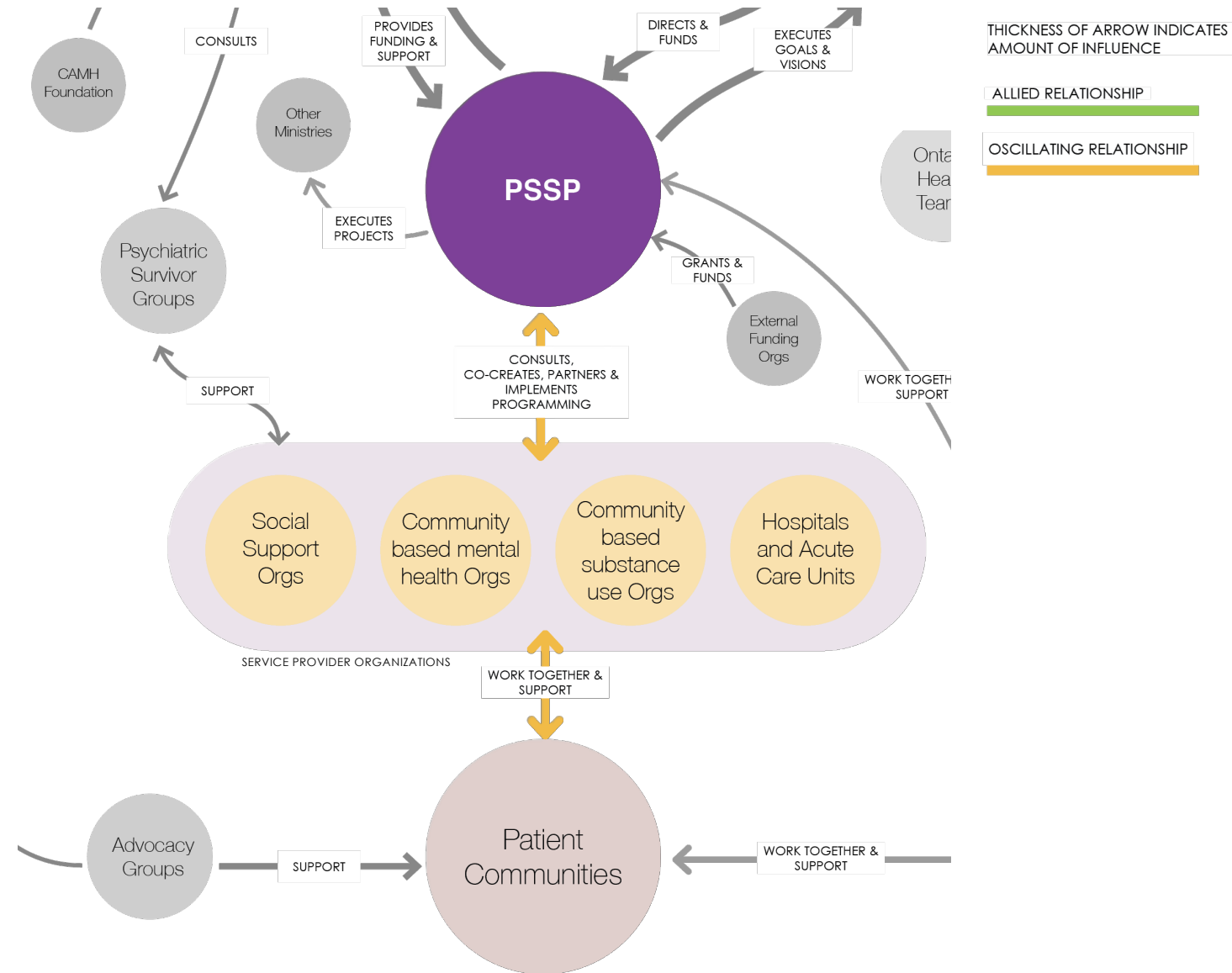
Influence Map

However, relationships between important stakeholders are oscillating

THICKNESS OF ARROW INDICATES AMOUNT OF INFLUENCE

ALLIED RELATIONSHIP

OSCILLATING RELATIONSHIP

CAMH

Ontario Health

DIRECTS FUNDING & GOALS

DIRECTS FUNDING & GOALS

MHA CoE

SUPPORTS & REPRESENTS

FUNDS & SUPPORTS

PROVIDES FUNDING & SUPPORT

DIRECTS & FUNDS

EXECUTES GOALS & VISIONS

SUPPO

CONSULTS

CAMH Foundation

Other Ministries

PSSP

Ontario Health Teams

EXECUTES PROJECTS

Psychiatric Survivor Groups

GRANTS & FUNDS

External Funding Orgs

SUPPORT

CONSULTS, CO-CREATES, PARTNERS & IMPLEMENTS PROGRAMMING

WORK TOGETHER & SUPPORT

SU

Social Support Orgs

Community based mental health Orgs

Community based substance use Orgs

Hospitals and Acute Care Units

Influence Map

To address the given problem, we saw a need to address the challenge further up in the system

THICKNESS OF ARROW INDICATES AMOUNT OF INFLUENCE

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Interview Synthesis → Strengths

These core competencies are based on PSSP's **outstanding capabilities, unique activities and offerings, and strengths** as they stand today at the enterprise level.
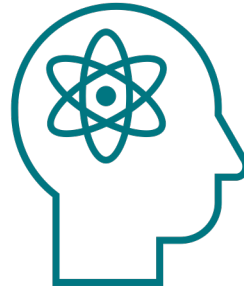
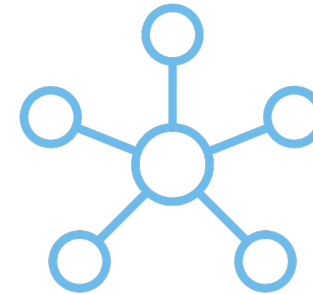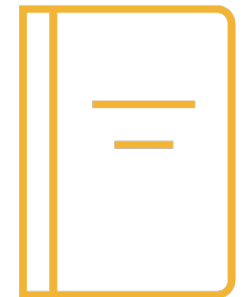**Knowledge Leadership**
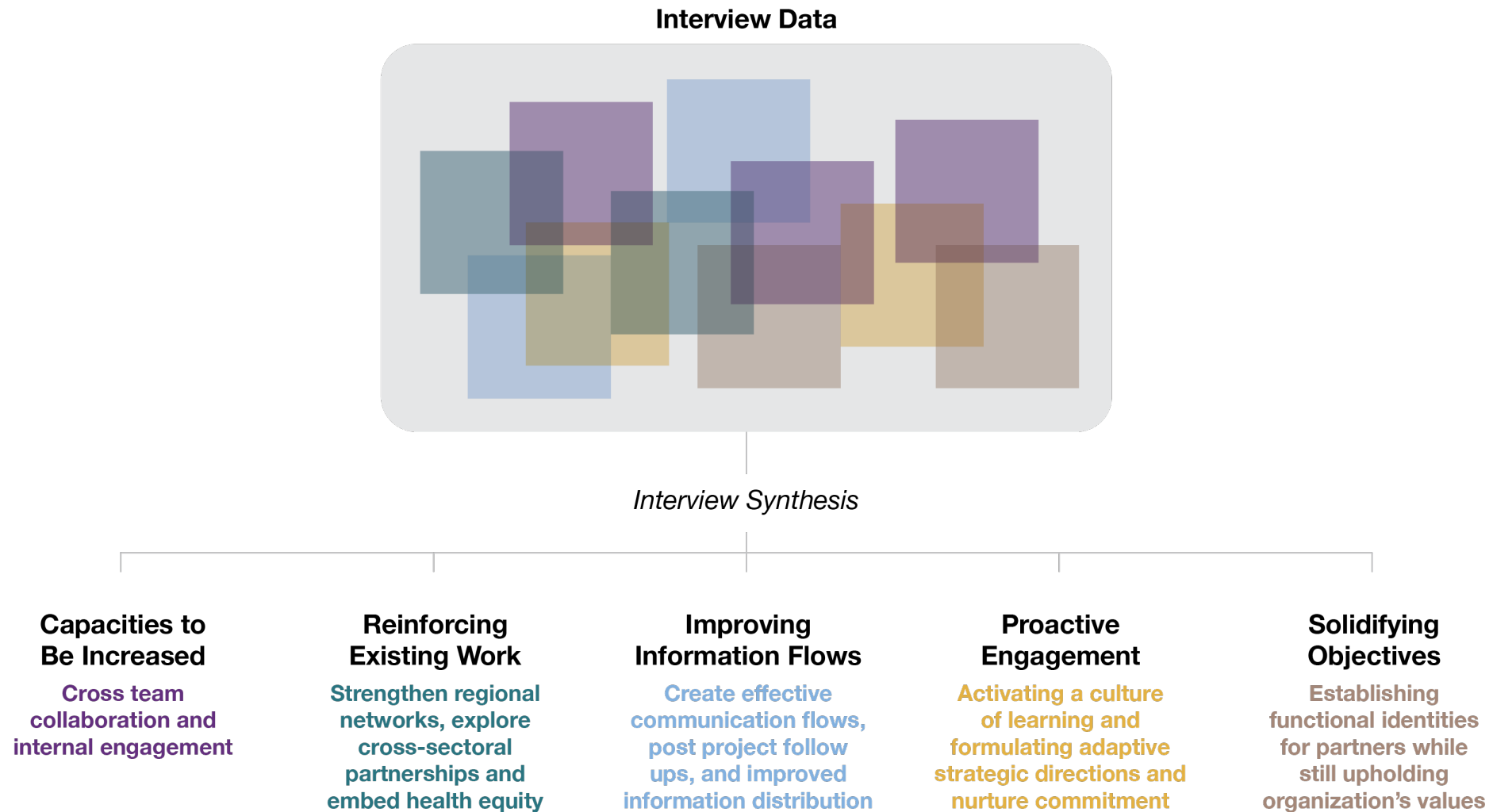
System Intervention

Guiding Health Equity

Sector Education

Relationship Building

Resource Development

Interview Synthesis → Areas of Opportunity

Interview Data

Interview Synthesis

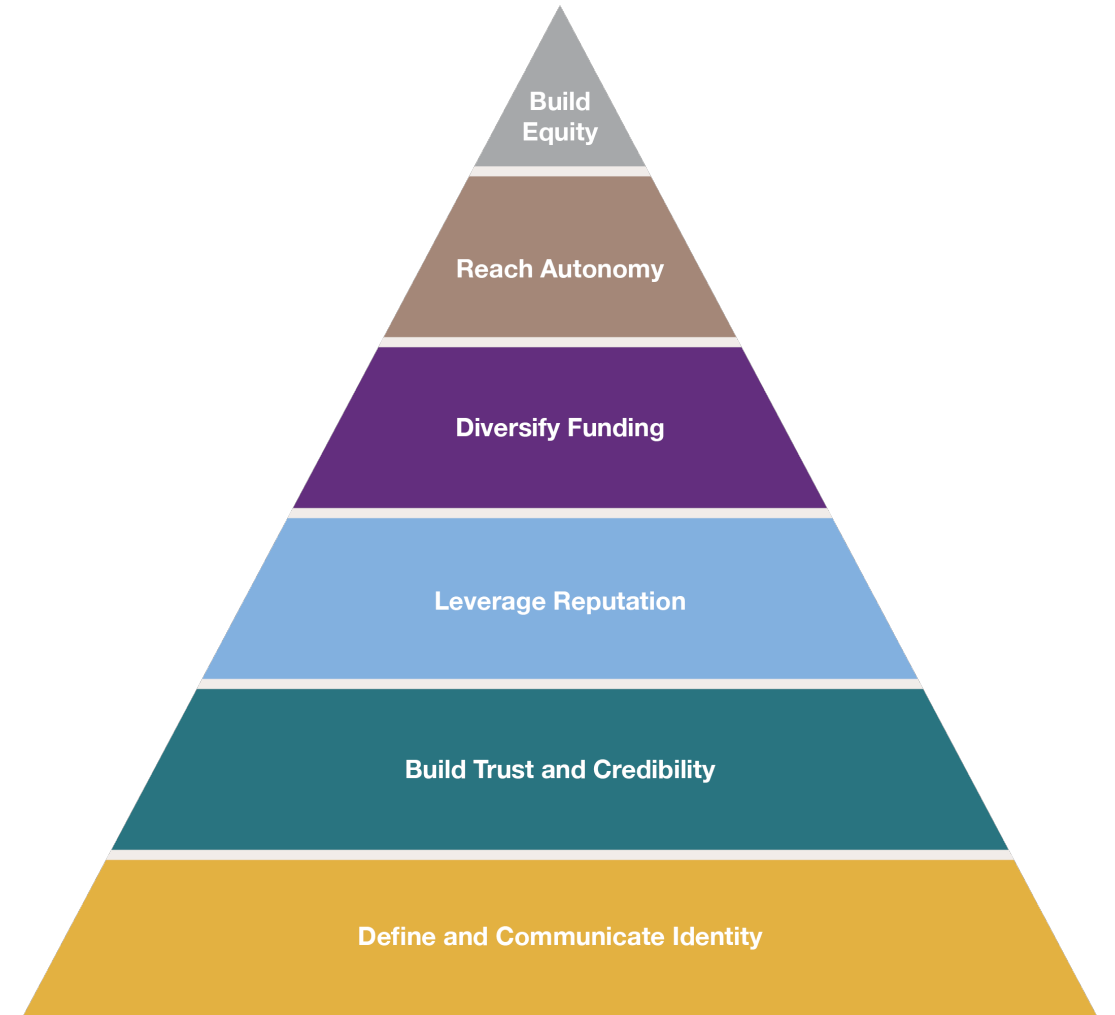| Capacities to Be Increased	Reinforcing Existing Work	Improving Information Flows	Proactive Engagement	Solidifying Objectives
Cross team collaboration and internal engagement	Strengthen regional networks, explore cross-sectoral partnerships and embed health equity	Create effective communication flows, post project follow ups, and improved information distribution	Activating a culture of learning and formulating adaptive strategic directions and nurture commitment	Establishing functional identities for partners while still upholding organization's values

Redefining the Challenge

How can PSSP better **communicate and support their mission, vision, and values** to internal and external stakeholders to **ensure the advancement of equity** in the mental health and substance use care system?

The Climb to Equity

The PSSP Pyramid is a model to direct the actions needed **to reinforce their strong base** while continuing to build up towards the stated goals.

Build Equity

Reach Autonomy

Diversify Funding

Leverage Reputation

Build Trust and Credibility

Define and Communicate Identity

An Identity Forward Approach

The Value of Identity

PSSP for PSSP

If you establish a strong internal identity, you can become an **engaged and vibrant community builder**, who provides **internal stakeholders with clear goals and contributions** to advance equity in the system.

The Value of Identity

PSSP for CAMH

If you establish a strong internal identity, you can become a **highly trusted partner in co-creation**, who **builds and improve CAMH's reputation as a community partner** while advancing equity in the system.

The Value of Identity

PSSP for MHA CoE

If you establish a strong internal identity, you can become a **highly trusted partner in co-creation**, who **provides highly effective program implementation** while advancing equity in the system.

Building Blocks of Identity

Strategic Direction
What do we want to become?

IDENTITY
Who we are

Perception
How do we communicate?

Organizational Culture
How do we support our values?

Focus Areas & Initiatives

Focus Area 1: Define

Internal Audit

Develop an internal survey to gather data that supports the development of an internal systems analysis
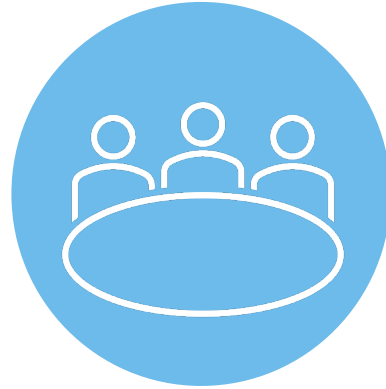
Goal Articulation

Define manageable strategic goals and provide actionable pathways for job roles to understand their contribution

Focus Area 2: Communicate

Communications Campaigns

Create and execute communications campaigns for internal and external stakeholders

Internal Communications Strategy

Formulate and implement communications strategies for both internal awareness and project best practices
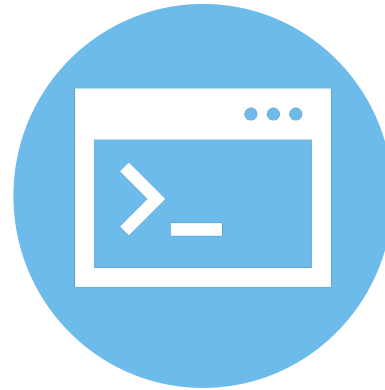
Public-Facing Communications

Build a central, digital repository of all past projects, update the website and create a menu of services

Focus Area 3: Improve

Data Collection and Evaluation

Establish a process for documentation of all projects with social impact evaluation, categorization, and post-project reflection plan

Software

Invest in internal communication process design and SharePoint development and build CRM platform

Project Management

Aid existing project scoping and collaboration processes through recommended tools and social impact assessment

Focus Area 4: Engage

Hiring and Retention

Reform recruitment and hiring practices and prerequisites to allow for more room for those with lived experience

Employee Engagement

Cross-disciplinary project teams, an annual conference, and a monthly newsletter
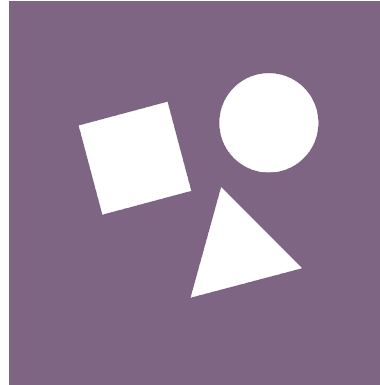
Train and Learn

Cross-training, personal development opportunities and a robust project management and review process
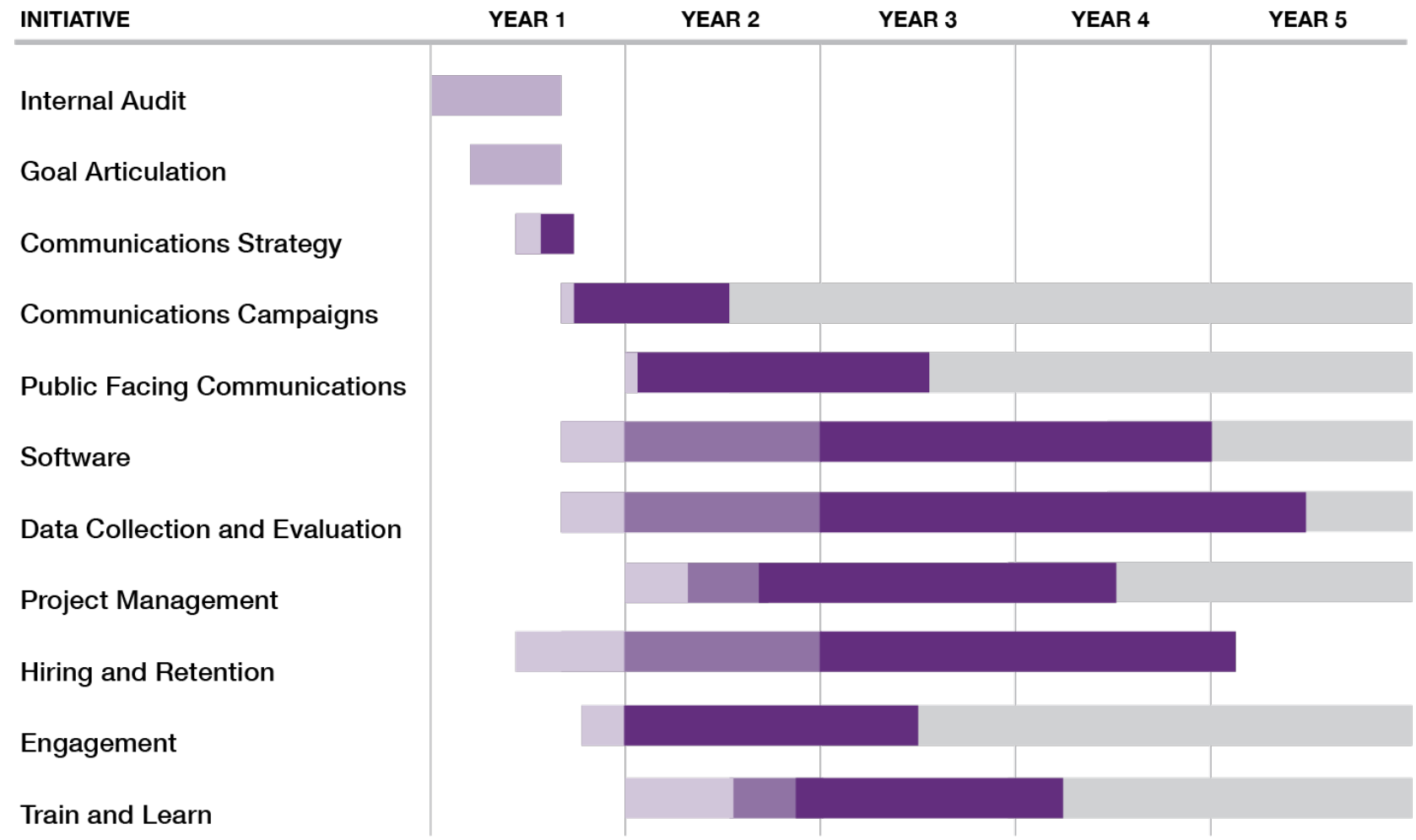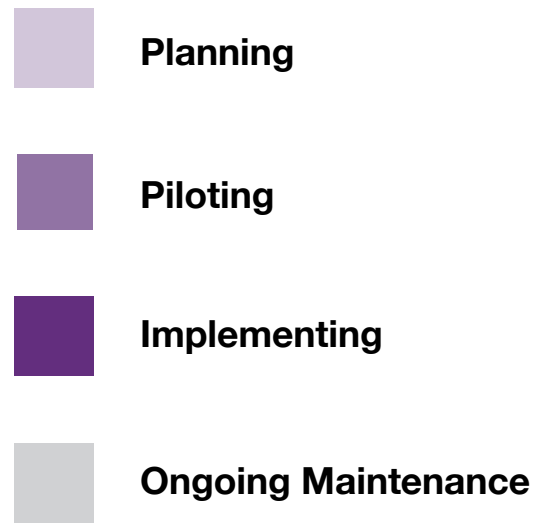
Key Resources

Human Resources
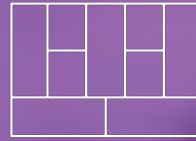
Physical & Digital Resources

Financial Resources

Timeline

Planning

Piloting

Implementing

Ongoing Maintenance

| INITIATIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Internal Audit					
Goal Articulation					
Communications Strategy					
Communications Campaigns					
Public Facing Communications					
Software					
Data Collection and Evaluation					
Project Management					
Hiring and Retention					
Engagement					
Train and Learn					

Future Strategic Initiatives

PSSP—Expert

School boards, employee family assistance programs, employers, and community groups get **data-backed consultancy and support services with an equity focus for program implementation** and in return pay a **consultancy fees.**

Municipalities, cities, municipal community organizations get **equity-focused consulting services for strategic planning and community engagement** and in return pay a **consultancy fees.**

*__Customer Segment__ gets __Value Proposition__ and in return provides __Revenue__
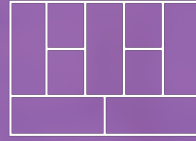
PSSP—Coach

Individuals interested in upskilling get **micro-credential courses in PSSP's areas of expertise** and in return provide **course fees**

Mental health communities, practitioners, practitioner associations, and clinicians get **topical workshops, courses, and certifications in PSSP's areas of expertise** and in return pay **workshop and course facilitation fees.**

Corporate training departments in medium to large enterprises, teaching hospitals, and EFAPs get **customized training modules that provide data-backed training to employees** and in return pay **licensing fees.**

*Customer Segment gets Value Proposition and in return provides Revenue

Recommendations & Conclusion

Recommendations

- Conduct **further interviews**, widening the sample to include CAMH and **external stakeholders**

- Co-create a **system framing analysis** with stakeholders

- Co-create a **system intervention strategy** with stakeholders

- **Audit existing human resources** and budgets to **identify reallocation opportunities** to administer the identity forward approach

- Co-develop tools mentioned as part of resources

Conclusion

Through key allocation of resources and collaborations that build towards a strong identity, projects will not only address current challenges but also act to build the reputation of PSSP (and CAMH) as equity-focused knowledge leaders in the sector. With an aligned, clear, and focused direction, PSSP and its stakeholders can forge **forward together**.

Conclusion: Voices from PSSP

Together you can make PSSP a

_____

Knowledge leader

Cross-sectoral specialist in mental health & substance use

National centre for equity in mental health & substance use systems

Trusted community partner for mental health & substance use

Program in every province

Learning organization

Expert in systems intervention