

CAMH Redevelopment

# Building Better Tomorrows

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IMPACT REPORT  
**Fall 2020**

# Thank you

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From CAMH staff, patients, and our entire community – thank you for supporting the hospital's vision to transform our Queen Street site so that we can better serve our patients, and help revitalize the Queen West community.

Evidence has shown that well-designed environments can reduce patient stress, improve recovery process, and boost staff morale. Guided by these facts, CAMH embarked on a bold mission to create facilities that would redefine mental health care.

Every phase in this redevelopment has included experts, staff, volunteers, and patients and their loved ones to ensure that we could deliver truly innovative patient care and research. Thanks to your support, I am confident that we got it right.

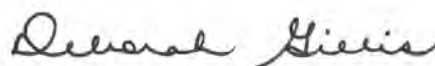
When our redevelopment vision was first ignited in 2005, we knew that we wanted to create more than buildings. We knew that mental health care had to have a brighter future going forward. And we knew that it would take collaboration with true champions of mental health to make this a reality.

The McCain Complex Care & Recovery Building and the Crisis & Critical Care Building are inviting spaces where patients can heal with dignity. These new state-of-the-art facilities also represent recovery, and new opportunities for collaboration, groundbreaking research, enriched education, and life-changing treatment. Most importantly, they represent hope.

The new CAMH is a testament to what can happen when we work together. I'm excited to see what the future holds, and look forward to sharing more positive stories of change as they unfold.

Thank you for believing that Mental Health is Health, and for supporting people living with mental illness in Toronto and around the world.

Sincerely,



**Deborah Gillis**

*President & CEO, CAMH Foundation*



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## Transforming Care

The Queen Street Campus Redevelopment Project is a bold and ambitious four-phase plan to redevelop CAMH's historic 27-acre Queen Street site and transform it into the mental health facility of the future.

The most recent phase included the completion of CAMH's two new clinical buildings.

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## The Vision

To build respectful and dignified spaces that support the best in crisis and complex mental health care – and integrate CAMH with our community.



# The Numbers

Your generosity enabled CAMH to achieve a major milestone in its redevelopment with the completion of two state-of-the-art mental health care facilities. CAMH's future will be filled with elevated patient care, research, and education in mental health – all because of you.



## \$285 million+ raised

as part of the Breakthrough Campaign—the largest-ever campaign for mental health in Canada to date.



## 600,000 ft<sup>2</sup>

of new clinical, research, and education space.



## 235

inpatient beds

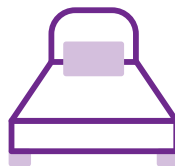
which prioritize natural light and nature views, and provide a welcoming and dignified environment for patients.



## 41

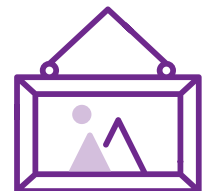
psychiatric intensive care units (PICUs)

which provide a more private and low stimulation space for patients in distress to receive treatment and observation. PICUs have higher patient to clinician ratios and individualized patient treatment is carried out by an interprofessional team.



## 12 single bedrooms

in the Emergency Observation Unit (*compared to six before, where patients often shared rooms*).



## 34 new pieces of art

selected as part of CAMH's Therapeutic Art Project, including 10 installations and 24 stand-alone pieces.



## 7,100 m<sup>2</sup> TD Commons

mixed-use green space, which is the largest open space on CAMH property.



The new Gerald Sheff and Shanitha Kachan Emergency Department in the Crisis & Critical Care Building is open

## 24/7.

It's Ontario's only emergency department dedicated to mental health assessment and treatment.

# Welcome to a new CAMH

## The Queen Street Campus Redevelopment Project was sparked by an ambitious question: **how do we advance mental health care?**

**The answer:** Creativity. Commitment. And compassion. Donors overwhelmingly supported CAMH's Breakthrough Campaign making these two buildings possible. Thanks to you, we completed the boldest phase of our redevelopment yet!

Construction of the McCain Complex Care & Recovery Building and the Crisis & Critical Care Building began in 2014. These two state-of-the-art buildings were officially completed in October 2020 and both welcomed patients and staff in November 2020.

"We've made progress, but our work to bring health equity to people with mental illness is not finished. The CAMH redevelopment is a symbol of progress," says Dr. Catherine Zahn, CAMH President and CEO.

"In this phase of our redevelopment, we reintroduce ourselves to Queen Street. The iconic corner of Queen and Ossington invites our community to join us as we continue this important work in support of people living with mental illness. And, it celebrates the progress we've made together to redefine health," she continues.

Dr. Zahn held a special tour of the Crisis & Critical Care Building for the Premier of Ontario, Doug Ford; Provincial Health Minister, Christine Elliott; Associate Minister, Michael Tibollo; and Medhat Mahdy, Chair, Board of Trustees. CAMH's Vice-President of Critical Care, Linda Mohri, co-led the tour and discussed the importance of the new **Gerald Sheff and Shanitha Kachan Emergency Department (ED)** – Ontario's only one dedicated to mental health.



**"Today is filled with hope as we realize a vision that has been two decades in the making."**

– Dr. Catherine Zahn, CAMH President and CEO



**[Watch the ribbon cutting.](#)**

**[Join the tour.](#)**

**[Watch a time-lapse video of the buildings being constructed.](#)**

# Prioritizing patient engagement

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CAMH's two new facilities are more than bricks and mortar. Both were built knowing that the patient experience had to be put first.

"Patients and families were included in the entire process," says Miriam McCann, CAMH's Manager of Patient and Family Experience. "From design features and conversations with developers, to finishing touches and mock tours – their voices were heard." This is an evolution from how spaces were historically designed which, in some cases, health care providers put their insights above patients'.

"Everything in the new buildings recognizes the primacy of patients and their families," says Dr. David Goldbloom, CAMH's Senior Medical Advisor and CAMH Foundation Board Director. "The new ED features one entrance for people who come on their own steam and another for people escorted by police. Although improved over time, our old ED wasn't purpose-designed to provide a sense of relief and a space for people in crisis. At times, it felt cramped and lacking in privacy. But this new space is completely inviting."

The redevelopment also prioritizes education and advocacy. The **RBC Patient and Family Learning Space** is a welcoming resource where patients, their families, and the public can openly learn about mental health. "Imagine somebody coming through the ED with family and friends who might've never experienced any mental issues," adds Andrew Johnson, Manager of Client and Family Education at CAMH. "They can talk to us about what things mean, how to help their loved ones, and how to care for themselves. They can also research independently if they want."

CAMH is intentionally creating ongoing public engagement and more ears are listening. This speaks volumes about the emphasis put on mental health today, and the success of awareness strategies.



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**"In any crisis, our first job is to reduce people's anxiety and provide hope. These buildings help do that."**

**- Dr. David Goldbloom**

*Senior Medical Advisor, CAMH  
Director, CAMH Foundation Board*

# Simon and the Dancing Bear

## Inspiring new artwork graces the McCain Complex Care & Recovery Building lobby

Simon Shimout (also known as Napayok) learned how to carve while growing up in Rankin Inlet, Nunavut. “I’ve mostly carved soapstone, alabaster, or caribou antlers. But I’ve never done anything like *this* before,” he admits.

*This* refers to his 18-foot long sequence of nine tiles carved from Algonquin limestone. This winning design for CAMH’s Therapeutic Art Installation Project now welcomes visitors in the McCain Complex Care & Recovery Building’s lobby.

Simon’s a storyteller. Each tile is a chapter in his story and contains imagery from his Inuit culture. As a CAMH patient, they speak to his journey of transformation and recovery.

One tile with a group of fish swimming in a circle represents the cycles of life. Elsewhere, extant happiness is seen in a dancing polar bear. In another, a man turns into a bird representing moving forward freely.

“The eagle is flying high, watching out for other people, keeping an eye on them and ensuring their safety,” describes Simon.

Like recovery and redevelopment, the overall theme of the art piece is transformation. “Transformation comes from our spiritual beliefs,” he explained in his submission to the art project jury. “Although we’re human, we may also possess qualities of other creatures. I will draw on these traditions to convey a sense of my own journey to inspire and give hope to others. The carvings incorporate the visual language of my people...as symbols of my own resilience, transformation and recovery.”

Artwork has been vital to Simon’s recovery at CAMH. He worked with a CAMH occupational therapist and used Workman Arts studio space to bring his artistic vision to life. It took an estimated 500 hours over a three-month period to complete the project.

**“This project helped me with my mental health. I’m more stable now, working with my team at CAMH and using my coping skills. I hope this artwork will inspire everyone who sees it, and also demonstrates my thanks to everyone at CAMH who helped me on my personal journey.”**

**- Simon Shimout** (also known as Napayok)  
Artist, CAMH patient, and winner of  
CAMH’s Therapeutic Art Installation project



# From the patient perspective

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I first came to CAMH because of acute depression, anxiety and severe panic attacks with chronic substance abuse for over a decade. I was finally referred to CAMH in December 2017 when my family physician couldn't alleviate my symptoms.

I was jittery at first. But my consultation with my psychiatrist was comforting and reassuring. After discussing my background and medical notes, I immediately felt that I was at the right place, and had an outlined action plan. I could see a glimmer of hope, which was priceless.

Some of the older buildings felt like other hospitals. Cold and cookie-cutter. But the new buildings have vibrant patient-centred design features like rooms with improved natural light and access to green space. These valuable landscapes will enrich my therapeutic experience and will provide a safer, more comforting, and blissful environment.

”

– **Rohan R. Mehta**, *Co-Chair of CAMH's Patient Advisory Committee*

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We came to CAMH's ED because my son was having suicidal thoughts. It was stressful but I was relieved to know we were somewhere my son could get the help he needed.

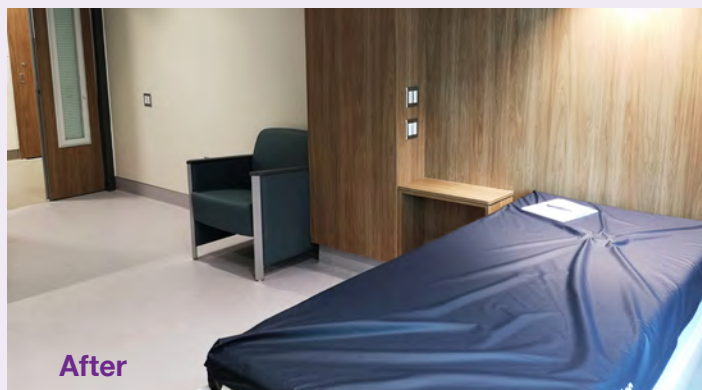
The wait in the old ED was long and there was no privacy. It didn't make us feel calm. Eventually, my son was admitted but he had to share a room with a patient experiencing an extremely violent psychotic episode. A private room with a private shower would have provided my son with more dignity. Though, he received great care from staff.

Looking ahead, I love the idea of a neighbourhood; a space that isn't isolated but belongs to a community. More spaces for family visits that offer privacy and pleasant surroundings; more programming and activities for patients and loved ones to do together; more outdoor spaces to help process stress. I hope the new buildings welcome people with respect and dignity – not intimidation – and reduce the stigma associated with mental illnesses. The new physical settings should make people living with mental illness feel that they belong to a community, because they do. And it's a strong one.

”

– **Susan Conway**, *Co-Chair of CAMH's Family Advisory Committee*

## Patient Room Before & After



# The future of care and recovery

## McCain Complex Care & Recovery Building

**The new McCain Complex Care & Recovery Building houses 110 inpatient beds, 16 psychiatric intensive care units, research and education facilities, a library, a 300-seat auditorium, and a unique therapeutic neighbourhood.**

The McCain Complex Care & Recovery Building is also home to three innovative centres allowing for easier collaboration between researchers and clinicians. This will make life more efficient for patients too, as they won't have to travel from Queen Street to College Street for treatments or programming. Everything will now be housed in one convenient location.



### Tour de Bleu Therapeutic Neighbourhood

This shared space was made possible by support from the Peter Gilgan Foundation's Tour de Bleu cycling event. It includes multi-room space where inpatients can participate in structured and evidence and recovery-based programming, an exercise room, computer training room, teaching kitchen, space for patient and family education, and a music and art studio space.

### Auditorium

The new 300-seat auditorium features state-of-the-art audio visual equipment and lighting. It will expand our ability to share research findings with partner organizations like the University of Toronto. It's also a space where we will welcome world leaders for speaker series, as well as host donor, patient, and public events.

### Temerty Centre for Therapeutic Brain Intervention

Established in 2012, the Centre is one of the world's leading centres in novel brain stimulation treatments, research and training.

### Azrieli Adult Neurodevelopment Centre

Created in 2018, the Centre is the first research and education centre in Canada dedicated to improving care for adults with neurodevelopmental disabilities and mental health challenges.

### Slaight Family Centre for Youth in Transition

Funded in 2013, the Centre is the first centre in Canada dedicated to understanding and treating severe mental illness in young people from the late teens through early adulthood.

### Welcome Home to Workman Arts

Workman Arts is a CAMH partner organization that was found in 1987 by Lisa Brown, a former psychiatric nurse at CAMH. It originally operated out of CAMH's Queen Street site before moving to Dufferin Street during the Queen Street Redevelopment Project. This multidisciplinary arts organization supports artists with lived experience and uses art to promote awareness of mental health and addiction issues.

**We're excited to welcome it home!**

# The future of care and recovery

## CAMH Crisis & Critical Care Building

The new Crisis & Critical Care Building improves integrated care through 125 inpatient beds, 25 psychiatric intensive care units, a 24/7 psychiatric emergency department, as well as psychosis coordinated care services, outreach services and youth education programs.

### Ontario's Most Unique 24/7 Emergency Department

CAMH's **Gerald Sheff and Shanitha Kachan Emergency Department** is Ontario's only emergency department dedicated to 24/7 emergency assessment and treatment for adults with mental health and substance use issues. The new space is twice the size of the old one with three assessment rooms and more treatment rooms, which will reduce wait times. Private waiting areas and entrances for emergency transport services enable improved intake, assessment and triage procedures for patients.

"Currently, when patients arrive at the ED, they're registered outside the department and then wait to be triaged inside the department," says Marc Greene, Senior Manager, CAMH Emergency Department. "Now, patients will be triaged first and then registered all within the ED." Separate entrances for police and emergency transport vehicles are a key addition to maintain a calm setting, especially since some patients are triggered by or afraid of police.

"Sometimes patients or families who have never come to the ED get nervous about having to go somewhere else to be admitted," Marc comments. The new ED mitigates this hurdle by having onsite clinical units. It's also located next to key clinical programs which will improve collaboration and pathways to care, and promote a better understanding across the programs of how emergency care works.

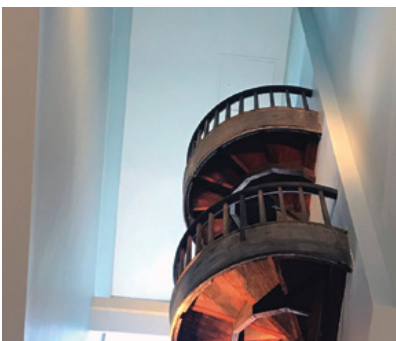
"The ED can be complex, busy and a bit overwhelming," adds Marc. "Now people have the chance to actually see what happens. We'll be onsite. Very visible. Very present."



Before



After



### CAMH's Iconic Staircase

CAMH's most iconic piece of history lives in the Crisis & Critical Care Building. The spiral stair was preserved from the original 1850 Provincial Lunatic Asylum, Ontario's first institution to care for people living with mental illness. Since then, it's been restored and installed at the peak of the building in a skylight, mimicking its placement in the dome of the original asylum. Physically, it's a reminder of the past and symbolizes how we can continue moving upwards toward something better.

# A Healing Hospital Space

## Recovery inside and out

“Before I gave a tour of the mock space, I went and sat in the patient room for about half an hour,” acknowledges John Spavor, Transition Manager. “I tried to put myself in the shoes of a patient who would be experiencing their recovery journey in this room. I tried the switches for the lights and the window. I sat and laid on the bed, sat in the lounge chair and at the desk. I stood and gazed out the window imagining what the view would be like of the green spaces. The room felt comfortable and safe to me – a place to think and relax but also to engage in one’s own recovery. From a clinical perspective, I think we got it right. I hope our clients feel the same way.”

The new CAMH inpatient bedrooms prioritize natural light and nature views, and provide a welcoming environment for patients. They also feature more privacy, safety, and patient control features (lights, windows) to make rooms feel less institutional and more home-like.



## Healing Outdoor Spaces

Optimizing access to high-quality green space has always been part of the vision for the transformed CAMH campus because it benefits our patients, and our community.

Spanning 7,100 square metres, **TD Commons** is the largest open space on CAMH property. It sits on the east end of our Queen Street campus and is a popular place for patients, staff, and our community to meet and reflect, and for their children to play.

As part of the redevelopment, TD Commons was improved to include diverse greenery, beautifully lit walking paths, benches, a pavilion, a children’s play zone, a wet play area and misting station, and an outdoor art installation—The Monument to the White Squirrel—a 5,000 kilogram sculpture designed by Brendan Vickerd and acquired as part of the Therapeutic Art Project.

CAMH officially named the area TD Commons in November 2019 to recognize TD’s transformational gift of \$20 million, representing their commitment to mental health.

## The White Squirrel

CAMH’s “unofficial mascot” has been a part of hospital lore for years. Now a downtown Toronto staple, they can be seen along Queen West and especially throughout Trinity Bellwoods Park. Today, you can spot a six-foot tall one on CAMH grounds too.

“One of the most challenging aspects of mental illness in my experience is that sense of isolation, that feeling that you are going through something that no one else understands. You feel distanced from your community. I want this work of public art to be a touchstone between people—something that facilitates social cohesion and breaks down that sense of isolation.”

– **Brendan Vickerd**, artist and winner of CAMH’s Therapeutic Art Installation project



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# CAMH of the Future

The Queen Street Redevelopment Project was ignited by a vision. In this vision, people can heal with dignity and respect in spaces that are truly conducive to recovery. Also, families can support their loved ones living with mental illness, and access the information and resources to provide care. And lastly, people touched by mental illness can look forward to a future filled with hope. Because of you, CAMH is one step close to fully realizing that vision. Thank you for your leadership and support of CAMH throughout this redevelopment.

Together, we are redefining what we thought was possible and are building better tomorrows for people living with mental illness.

**You are making the CAMH of the future one where patients and their families can feel safe and confident in the care they receive, and one where Mental Health is Health.**

**We are truly grateful for your generosity.**

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# Looking Forward

As we complete this phase of redevelopment, inpatient services from College Street and Queen Street relocated to the new buildings in late November 2020. The new facilities opened to the public shortly afterward.

In our next phase of redevelopment, improved facilities will replace CAMH's existing locations for patients with complex mental illness who have encountered the legal system.

This current phase of redevelopment was a monumental success. But there is still more work to do as patients are still currently being treated and recovering in outdated CAMH facilities. Today, we are planning for what the future will look like, including integration of our research enterprise and our clinical services, to fulfill our vision for better tomorrows.

We look forward to creating this future with you.

