

TRUTH & RECONCILIATION **ACTION PLAN** 2021 - 2024: **FINAL REPORT**



camh

Reconciliation should be accompanied by justice, otherwise it will not last.

Corazon Aquino, former President of the Philippines

(Quote from the Truth and Reconciliation Commission of Canada)

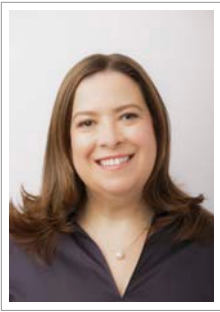
CAMH LAND ACKNOWLEDGEMENT

CAMH is situated on lands that have been occupied by First Nations for millennia; lands rich in civilizations with knowledge of medicine, architecture, technology, and extensive trade routes throughout the Americas. In 1860, the site of CAMH appeared in the Colonial Records Office of the British Crown as the council grounds of the Mississaugas of the New Credit, as they were known at the time.

Today, Toronto is covered by the Toronto Purchase, Treaty No. 13 of 1805 with the Mississaugas of the Credit.

Toronto is now home to a vast diversity of First Nations, Inuit and Métis who enrich this city.

CAMH is committed to reconciliation. We will honour the land through programs and places that reflect and respect its heritage. We will embrace the healing traditions of the Ancestors, and weave them into our caring practices. We will create new relationships and partnerships with First Nations, Inuit and Métis and share the land and protect it for future generations.



MESSAGE from LORI SPADORCIA

Senior Vice President, Public Affairs, Partnerships
& Chief Strategy Officer

I am pleased to present the final report of the Truth and Reconciliation (T&R) Action Plan 2021-2024, marking a milestone in CAMH's ongoing commitment to addressing the historical and ongoing impacts of colonialism and racism on health care services and the well-being of First Nations, Inuit and Métis in Canada. We recognize the documented legacy of racism within health care institutions, evidenced by the tragic losses of Brian Sinclair, Joyce Echequan, Keegan Combes, and Heather Winterstein and so many more.

Acknowledging the influence of colonial institutions in perpetuating oppression across sectors of education, social services, and health care, CAMH reaffirms its dedication to truth and reconciliation in our new strategic plan, *Connected CAMH* noting that "Truth and Reconciliation is Health."

CAMH is steadfast in its mission to foster stronger relationships between Indigenous and non-Indigenous Peoples and communities. Since its inception, the T&R Action Plan has focused on cultivating a work environment where First Nations, Inuit and Métis staff feel respected and valued, where patients have access to culturally and linguistically appropriate programs and services and where systems are strategically connected and culturally relevant. We have publicly reported on our progress toward the goals outlined in the Action Plan and our equity and inclusion work through Fair & Just CAMH.

My deepest gratitude goes to the Shkaabe Makwa team and Leadership Circle, community Elders, Knowledge Keepers, and Indigenous health care leaders who have provided invaluable guidance, wisdom and insight throughout this journey. You have challenged us and have propelled us toward greater accountability and understanding in our ongoing pursuit of truth and reconciliation.

I also want to extend heartfelt recognition to the Reconciliation Working Group, now in its 7th year, for its unwavering dedication to advancing this crucial work. The group was recognized on a national scale, being named a Leading Practice with the Health Standards Organization.

As we reflect on the achievements of the Action Plan, we acknowledge the importance of the milestones reached, as well as the special moments shared along the way. Some of my favourite moments include: witnessing staff and physician demand for San'Yas Core Mental Health and Bystander to Ally training, and the evolution of Aboriginal Services to expand its growth potential as Shkaabe Makwa Clinical Services grounded in culture, language and ceremony and the best of medical practice. First Nations and Métis art in the new buildings along with a Ceremony Room, Elders Office and medicine gardens acknowledges Indigenous presence and programming at CAMH. There have been so many times of reflection, inspiration and celebration that have brought us together and helped us to move forward in this journey.

Our work is evolving as we deepen our commitment to the principles of truth and reconciliation, guided by our vision of a more connected CAMH and laser focused on redefining health for all.

Sincerely,

Lori Spadorcia





MESSAGE from

RENNIE LINKLATER

SENIOR DIRECTOR, SHKAABE MAKWA

Nearly 25 years ago, a team of First Nations social workers alongside the late Chapin Asin -Elder Vern Harper created the Aboriginal Services program at CAMH to provide culturally grounded care for Aboriginal patients. The creation of Aboriginal Services (since renamed to Shkaabe Makwa Clinical Services) was one of the first steps towards better supporting the unique needs of First Nations, Inuit and Métis patients at CAMH.

Over the ensuing two transformative decades, CAMH has strengthened hospital commitments to improve practices and partnerships with First Nations, Inuit and Métis. The Final Report of the Truth and Reconciliation Action Plan shows how far CAMH has come in acknowledging its role as a colonial institution. This is a significant step forward as it has changed the landscape of the campus and opened up a space for critical dialogue and action.

Since joining CAMH 13 years ago, and now in my role as Senior Director of Shkaabe Makwa, I have witnessed and participated in CAMH's pursuit of health justice through policy changes and purposeful action, including strategic investments, that prioritize culturally safe care, clinical service integration, capacity development through direct services, and research, evaluation and knowledge exchange for First Nations, Inuit and Métis.

When the Truth and Reconciliation Commission of Canada's Calls to Action were released in 2015, Indigenous and non-Indigenous staff members at CAMH mobilized to address the health-related Calls to Action #18-24 and the inequitable health outcomes of Indigenous peoples.

Today at CAMH, Indigenous approaches to wellness and ways of wholistic healing are not only respected – they are championed. In the new strategic plan *Connected CAMH: 2024-2030*, health justice is at the

forefront alongside a promise to deepen CAMH's organizational commitment to Truth and Reconciliation. As CAMH moves forward, so does its dedication to being a safe and supportive hospital service for Indigenous peoples.

From my office on CAMH's Queen Street campus, I can look out onto the Ceremony Grounds and see a Medicine Garden, Sacred Fire, Teepee, and Sweat Lodge that First Nations, Inuit and Métis patients have access to as part of their care at CAMH. I recently had the honour of joining patients and staff from across CAMH as they came together to receive teachings to construct our new Sweat Lodge. We also danced with our colleagues, patients and community members in celebration of "Connecting with All Our Relations" at the CAMH 2024 Pow Wow in mid-September.

Our efforts to advance the movement for Truth and Reconciliation at CAMH were made possible through the vision, dedication and insightful leadership of Kahontakwas Elder Diane Longboat, Senior Manager, Strategic Initiatives. As she convened colleagues across the hospital to embark on this mission, many seeds were planted and medicines began to grow. People have changed and systems have changed - and for that, we are very grateful for her inspiration, thoughtfulness and kind heart. Chi-miigwech to Kahontakwas for leading the path that has brought us all together. We are making a difference in the healthcare system.

In the spirit of Reconciliation,

Rennie Linklater, PhD



OUR HISTORY OF MOVING TOGETHER



During National Indigenous History Month in June 2017, Lori Spadorcia, then Vice-President of Community Partnerships, convened a meeting to discuss what the CAMH response to the 94 Calls to Action released by the Truth and Reconciliation Commission of Canada (TRC) would be.

A group of CAMH people from all across the organization gathered in conversation and decided to

continue to meet to bring to life the health-related Calls to Action #18-24, of the TRC Final Report.

Later that year, the Reconciliation Working Group (RWG) hosted their inaugural meeting and began working towards the creation of the CAMH Truth & Reconciliation Action Plan.

TIMELINE FOR FIRST NATIONS, INUIT AND MÉTIS WELLNESS ADVANCEMENTS AT CAMH



By 2019, Fair and Just CAMH was launched to implement CAMH's commitment to health equity and a safe workplace, free from discrimination. Meeting on a regular basis, the Fair and Just Steering Committee committed to focus on data sharing, training, supporting staff and improving health outcomes. Advancements underway in the Truth and Reconciliation Action Plan were presented and discussed at this committee.

In 2020, CAMH released the strategic plan, *One CAMH* with a vision to redefine health. The new strategy offered CAMH the opportunity to develop a comprehensive and public commitment to truth and reconciliation to address racism in health care experienced by First Nations, Inuit and Métis patients, families, and CAMH people.

Later in 2020, Shkaabe Makwa was created as the first hospital-based centre for First Nations, Inuit and

Métis wellness in Canada, designed to drive culturally responsive systems initiatives to achieve health justice and wellness for First Nations, Inuit and Métis communities through the advancement of research, workforce development, and innovative health models that harmonize traditional knowledge and medical expertise. The Shkaabe Makwa Leadership Circle was formed this same year, to guide the direction and work of the Centre.

And finally, in May 2021, the Truth and Reconciliation Action Plan 2021-2024 was launched by CEO Dr. Catherine Zahn at a CAMH Town Hall. The Action Plan was born within the Reconciliation Working Group, a dynamic staff committee with a view to developing stronger relationships among Indigenous and non-Indigenous staff, creating safe learning environments, and contributing to systems transformation in tackling racism and discrimination.

This Action Plan is guided by three principles:

1. Safe Work Environment for First Nations, Inuit and Métis CAMH people

2. Safe Services for First Nations, Inuit and Métis Patients and Families

3. Accountability for Meeting Targets

This plan also consists of fourteen elements, guiding the work of the hospital. This report shares the progress made in each of the fourteen areas.

Some progress highlights include:

SAFE WORK ENVIRONMENT

- San'yas Cultural Safety Training has been available to CAMH people since 2017, approximately 1,200 people have completed Core Mental Health and Bystander to Ally training.
- 519 seats available for San'yas training in 2023-24 with 85% completion rate.
- Since 2022, 467 Pledges to Reconciliation have been made by CAMH people to engage in learning, healing and action-oriented endeavours embodying truth and reconciliation in their personal work, teams and communities.

SAFE SERVICES FOR PATIENTS AND FAMILIES

Shkaabe Makwa Centre integrated the former Aboriginal Services into Shkaabe Makwa Clinical Services that are culturally and linguistically grounded for patients, families and community.

CAMH policies are being reviewed for anti-racism, reconciliation and cultural safety; 41 have been approved and 79 are in committees for approvals.

New Smudging Protocol, Smudging videos, posters for privacy in ceremony and support instructions for clinicians.

Training materials are being developed to assist clinicians in providing culturally responsive, safe clinical care.



**CAMH TRUTH AND RECONCILIATION
ACTION PLAN 2021-2024**

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ACCOUNTABILITY

Progress on the Action Plan is reported annually to the Board of Trustees, the Executive Leadership Team, and regularly to Fair & Just, quarterly to the Quality Improvement Committee and Shkaabe Makwa Centre for First Nations, Inuit and Métis Wellness.

Truth & Reconciliation is embedded in CAMH Strategic Plan: *Connected CAMH 2024-2030*.

A reconciliation page on CAMH's website was published in the Spring of 2024: camh.ca/reconciliation

MOVING TOGETHER: FOURTEEN STEPS TO RECONCILIATION FOR ORGANIZATIONAL TRANSFORMATION

1. Disseminating the Action Plan to CAMH staff and physicians with a clear demonstration of support from CAMH leadership.

In September 2020, organizational commitments to truth and reconciliation made by CAMH leadership were affirmed in two unanimous resolutions by the Board of Trustees and the Executive Leadership Team. These endorsements set the foundation for the remaining thirteen elements in the plan to be realized.

The Truth and Reconciliation Action Plan was shared with all CAMH people at a Town Hall in May 2021, led by CEO Dr. Catherine Zahn. This was one of the most well-attended virtual events held that year.

2. Ensuring the CAMH land acknowledgement is visible in all buildings.

The CAMH land acknowledgement was posted in all public buildings, lobbies and entrances. A French-language version has been posted.

A brand update in 2023 allowed CAMH people to include the land acknowledgement in their e-mail signatures. A video for “Welcome to the Territory” by Knowledge Keeper, Mark Sault (Gikinoo’amaagew Inini) of the Mississaugas of the Credit First Nation, has been produced to accompany the land acknowledgement. It can be used in public events, and in local or international meetings.

3. Reviewing all CAMH staff orientation materials to ensure they reflect CAMH’s legacy as a colonial institution and its commitment to reconciliation.

The slide presentation at orientation for all new staff members describes the First Nations, Inuit and Métis work underway at CAMH and includes resource materials for further study. Annual reviews are completed to ensure information is up to date.

4. Initiating foundational Indigenous anti-racism/anti-oppression training and Indigenous Cultural Safety training for all CAMH staff and physicians, including follow-up coaching and mentoring.

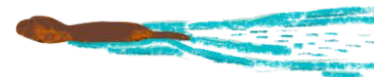
A working group composed of Shkaabe Makwa, Education, and the Health Equity Office has commenced in response to the College of Physicians and Surgeons of Ontario (CPSO) request to formulate curriculum content and determine facilitators for an accredited training program on anti-racism in health care.

Shkaabe Makwa coordinated access to the San’yas Indigenous Cultural Safety Training to select CAMH people from 2021 onwards. In fiscal year 2023-24, the greatest investment was made through dedicated funding for 500 seats. Further more, due to the high demand, CAMH was able to provide funding for 19 more (total of 519) people for San’yas training.

They were enrolled in foundational training for “Core Mental Health” as well as advanced training in “Bystander to Ally” for those who had previously completed the foundational training courses.

CAMH people from across the hospital¹ participated in San’yas training in fiscal year 2023-24 (Table 1). Seats were offered to CAMH people by invitation, targeting areas of the hospital where Indigenous patients are often present, as well as supporting those CAMH people who expressed interest in taking the training.

To date, approximately 1,200 CAMH people have enrolled in San’yas Indigenous Cultural Safety Training.



5. Prioritizing resources available for CAMH staff and physicians to undertake training that will assist them in developing core clinical competencies relevant to reconciliation and Indigenous health.

In response to prioritizing resources to enable training to occur, in 2023-2024, dedicated compensation for nursing staff to undertake San'yas training was provided. Senior leadership approved additional compensation due to the limited flexibility nursing staff have when on shift and the shortage of nurses both during and post-pandemic. Nursing staff primarily completed San'yas training in their off-hours.

6. Ensuring that CAMH's intranet contains a home for all materials to support staff and physician education and report on actions take on reconciliation.

During this period, a special section of the CAMH intranet was developed for CAMH people to access information and resources on truth and reconciliation.

The site includes information on all the work of the Reconciliation Working Group for webinars, publications, Pledge to Reconciliation, recommended readings, film selections, and scholarly reports on truth and reconciliation. Reports on progress for the Action Plan, along with RWG informational materials are also located here to support learning, healing and action.

7. Along with hospitals across the Toronto region, developing a confidential way for hospital staff and patients to report incidents of racism through a system-wide Anti-Racism Secretariat and Ombudsperson respecting Indigenous cultural safety and mandated to investigate and respond to all incidents.

Continuing reports of Indigenous deaths in emergency rooms, denial of care, racial profiling and egregious incidents of inappropriate treatment have prompted discussions around the development of a system-wide response for an Ombudsperson and a Secretariat embodying the authority to investigate, report and reconcile all reported incidents of racism. The office must be independent of government as well as any affiliation to a health care, public health, not for profit, or political body.

Over the Action Plan period, data gathered on these incidents by both a Toronto hospital and one in northern Manitoba have shaped and supported the need for this work to move ahead, focusing on an Ombudsperson and Secretariat that is province-wide.

8. Conducting a comprehensive review of all policies and practices to ensure they:

(i) embody and anti-racist, anti-colonial and anti-oppressive framework

(ii) do not result in re-traumatization and,

(iii) embed CAMH's reconciliation agenda in all policies.

A Senior Health Policy Analyst position was created in 2023 to support the work of all policy committees within CAMH. The Senior Health Policy Analyst reviews CAMH policies and guidance documents with a lens of promoting Indigenous cultural safety, dismantling anti-Indigenous racism and supporting truth and reconciliation. To date, 41 policies have been reviewed, with an additional 79 reviewed by the Senior Health Policy Analyst and moving through the committee processes.

The review of policies and the creation of new policies where gaps are identified will continue.

9. Expanding race-based data collection and methods of collecting data to inform care.

Extensive discussions have been underway with Ontario Health on First Nations, Inuit and Métis data collection for some time. Some hospitals are using First Nations, Inuit and Métis patient data to improve patient care while others have stopped any use of First Nations, Inuit and Métis data until a proper data governance system can be established with Indigenous partners.



Currently, CAMH has formed a data governance committee with the Health Equity Office, Shkaabe Makwa and the Performance Analytics. The committee's terms of reference and relationship to other system partners are in development.

10. Enhancing healing programs that are culturally and linguistically-based, and patient and family centred for First Nations, Inuit and Métis patients, addressing mental health and substance use challenges.

Shkaabe Makwa has successfully transitioned Aboriginal Services to its clinical management and programming to become Shkaabe Makwa Clinical Services. The service is undergoing program redesign to advance clinical care and traditional healing.

11. Appointing a Reconciliation Review Committee that reports annually to the Board of Trustees and the Executive Leadership Team through a work plan and report card on the progress of the organization toward reconciliation.

The Reconciliation Review Committee comprised of clinical leadership transitioned into an advisory group as internal approval processes were streamlined. The Executive Leadership Team and the Board of Trustees formed the reporting bodies who received Action Plan updates, reports and provided guidance and continue to do so.

12. Supporting the integration of monitoring and evaluation of reconciliation actions with the wider CAMH performance metrics.

Throughout the life cycle of the Action Plan, reports were required to document progress and ensure targets were being met in a timely manner. The following report cycles were followed:

- Fair and Just CAMH: as requested.
- Quality Improvement Plan: quarterly reports were submitted on CAMH people completion rates of Indigenous Cultural Safety Training to inform the CAMH quality improvement plan and the number of policies under review or completed.
- CAMH Goal Tracker: quarterly reports were

submitted on progress against all Action Plan targets to inform the CAMH operating plan.

- Executive Leadership and Board of Trustees: annual reports were prepared for review by executive and board leadership of the organization.
- Public reporting: a Mid-Way Report of Progress was publicly shared to show progress on all fourteen elements of the Action Plan.
- An evaluation of the role of the RWG in building relationships, inspiring learning, and supporting system change.

13. Pursuing joint initiatives and mutually supportive work among the Reconciliation Working Group, Fair and Just Steering Committee, the Horizontal Violence, Anti-Racism, Anti-Oppression Working Group and the Safe & Well Committee. A member of the Reconciliation Working Group will sit on each aligned committee.

A member of the RWG is also a member of all of these committees as they resume in-person meetings with a virtual option.

14. Ensuring there is a dedicated section on camh.ca for materials related to CAMH's reconciliation agenda including a location that publicly tracks our progress.

Information about reconciliation work at CAMH can now be found at camh.ca/reconciliation as well as camh.ca/shkaabemakwa and facebook.com/shkaabemakwa.





CLOSING MESSAGE from KAHONTAKWAS DIANE LONGBOAT

SENIOR MANAGER, STRATEGIC INITIATIVES, SHKAABE MAKWA
& CAMH ELDER, RWG ELDER-ADVISOR

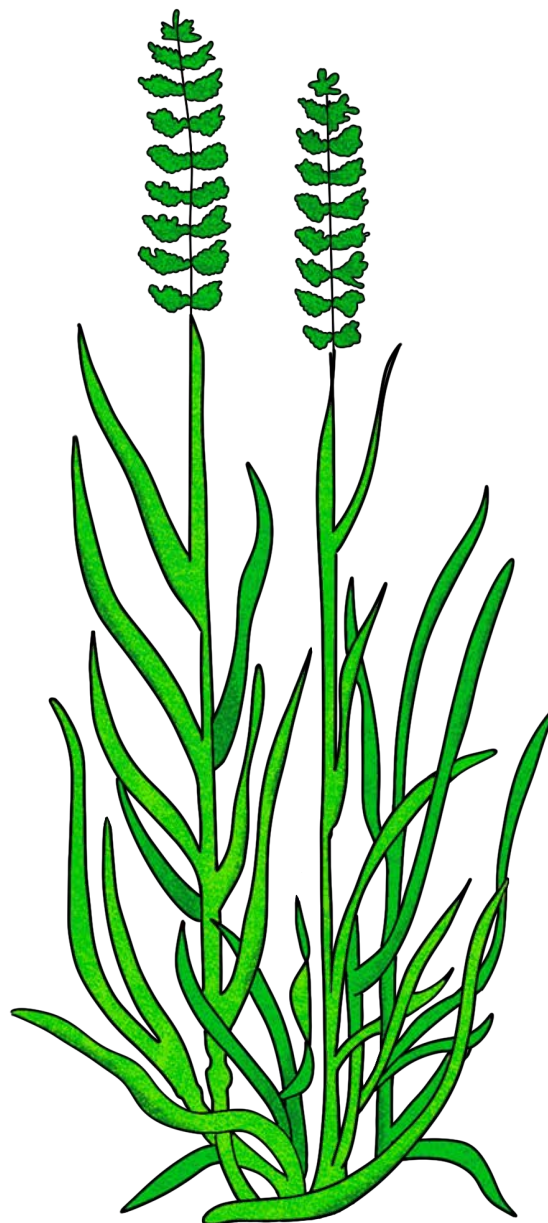
As we look to the implementation of the updated CAMH strategic plan, *Connected CAMH: 2024-2030*, we find that truth and reconciliation is now embedded in the new CAMH strategy, recognizing that “Truth and Reconciliation is Health”. The statement requires that CAMH take up actions to bring targeted health services to First Nations, Inuit and Métis and increase access to safe, culturally based services, delivered with high quality of care in dedicated care pathways that serve the needs of Indigenous patients. We are learning together in a dynamic environment of innovation and societal change. Our connections to communities whether urban or rural are critical to the provision of relevant services.

We strive to be anchored by the words of our Ancestors to live by our traditional teachings, reminding us that we all need healing. The re-balancing of mind, body and spirit is embedded within our languages, cultures and ceremonies as a critical aspect of the Indigenous healing journey. Thus integrating culture and tradition into our hospital, and the system at large, is of paramount importance to high quality care for Indigenous people.

The results of an internal evaluation underway on the impact of the CAMH Reconciliation Working Group on CAMH people will point to our lessons learned and reveal where more work needs to be done.

CAMH is a study in social innovation, showing where change can take root and flourish and where seeds can be planted that may take more time to blossom. We hope that you will join us in this journey of transformation to embody Two Row Medicine in our system, an alignment of the best of medical practice with the best of traditional medicine practice.

Diane Longboat

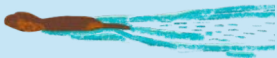


GLOSSARY OF ARTWORK



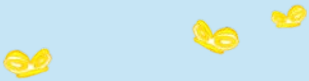
BEAR

- Associated with medicinal knowledge, emphasizing natural remedies and respect for Mother Earth's resources.
- Represents physical, emotional, and spiritual strength, teaching courage in the face of challenges.



BEAVER

- Uses their knowledge to have a significant, positive impact on the environment around them.
- Reminds us that we all have gifts and a purpose in this world.



BUTTERFLY

- Represents rebirth and embracing new phases in life with hope and optimism.



DEER

- Embodies gentleness, patience, and compassionate interactions.
- Symbolizes generosity, with a focus on respecting and honouring the gifts of nature.



DRAGONFLIES

- Symbolizes change, adaptability, and seeking deeper understanding and balance.



HUMMINGBIRD

- Small animals that show incredible resilience and determination.
- Travels great distances, symbolizing perseverance and overcoming challenges.
- Brings positive energy and happiness, reminding us to find joy in difficult times.

SAGE



- Used for cleansing and restoring balance, aligning mind, body, and spirit.
- Facilitates connection with the spirit world and invites guidance from ancestors.

SWEETGRASS



- Seen as the “hair of Mother Earth,” embodies the spirit of gentleness and love.
- Associated with bringing positive energy, healing, and protection.

TOBACCO



- The first gift from Creator.
- Used to show gratitude and respect, reflecting the principle of giving back and acknowledging spiritual and natural gifts.
- Teaches humility and recognizes of the spirit world’s assistance as a gift.



WOLF

- Represents strong sense of community, cooperation, and the importance of family ties.
- Symbolizes loyalty and courage, encouraging dedication and strength in adversity.

ABOUT THE ARTIST: **OLIVIA KEAST**

Olivia Keast is a member of Hiawatha First Nation with English and Scottish relations. As a multimedia artist, she blends her love for creativity and storytelling in this digital artpiece. Olivia’s work as a Reconciliation Working Group member reflects her commitment to promoting a more inclusive and wholistic approach to wellness, inspired by her experience working to provide culturally informed mental health and addiction training resources for First Nations, Inuit and Métis communities. Through her art, she seeks to evoke feelings of joy, hope and connection.

