

Who are these people and
what do they do anyway?

**Your Senior Leadership Team
in the Central Zone Mental
Health & Addictions Program**

Drs Jason Morrison & David Pilon
January 11, 2017



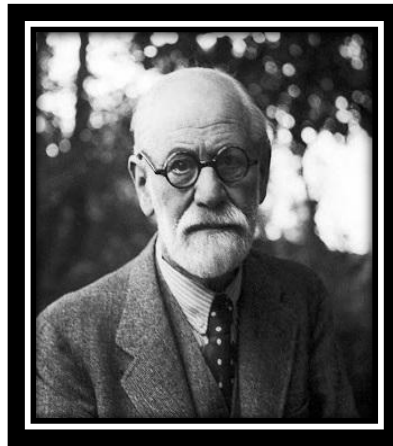
Objectives

- Understand the leadership structure of the local and provincial Mental Health & Addictions Program
- Be able to identify the leaders of the program
- Understand how decisions are made within the program

PRE-TEST



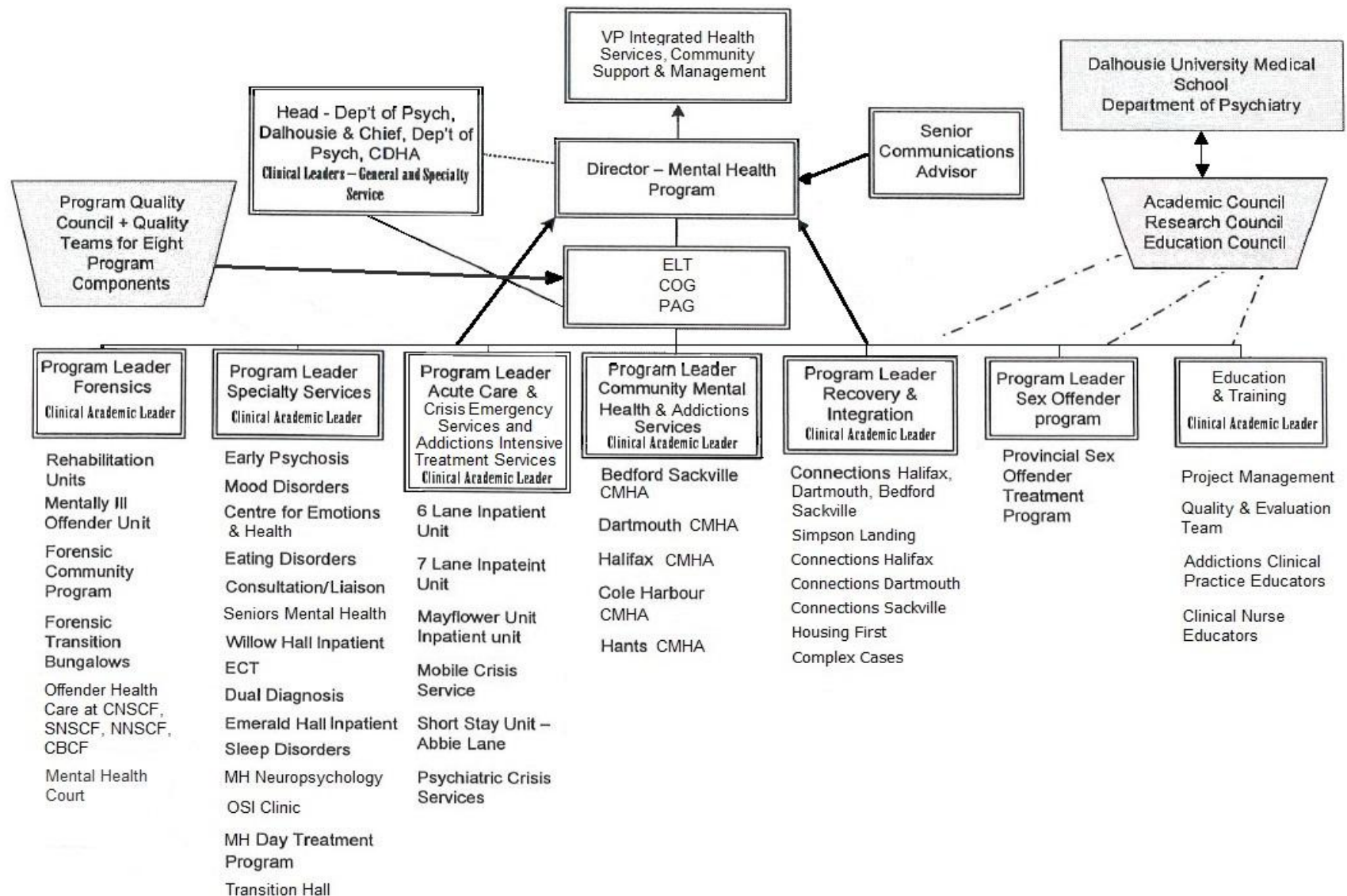
Who is the
Director of
Central Zone



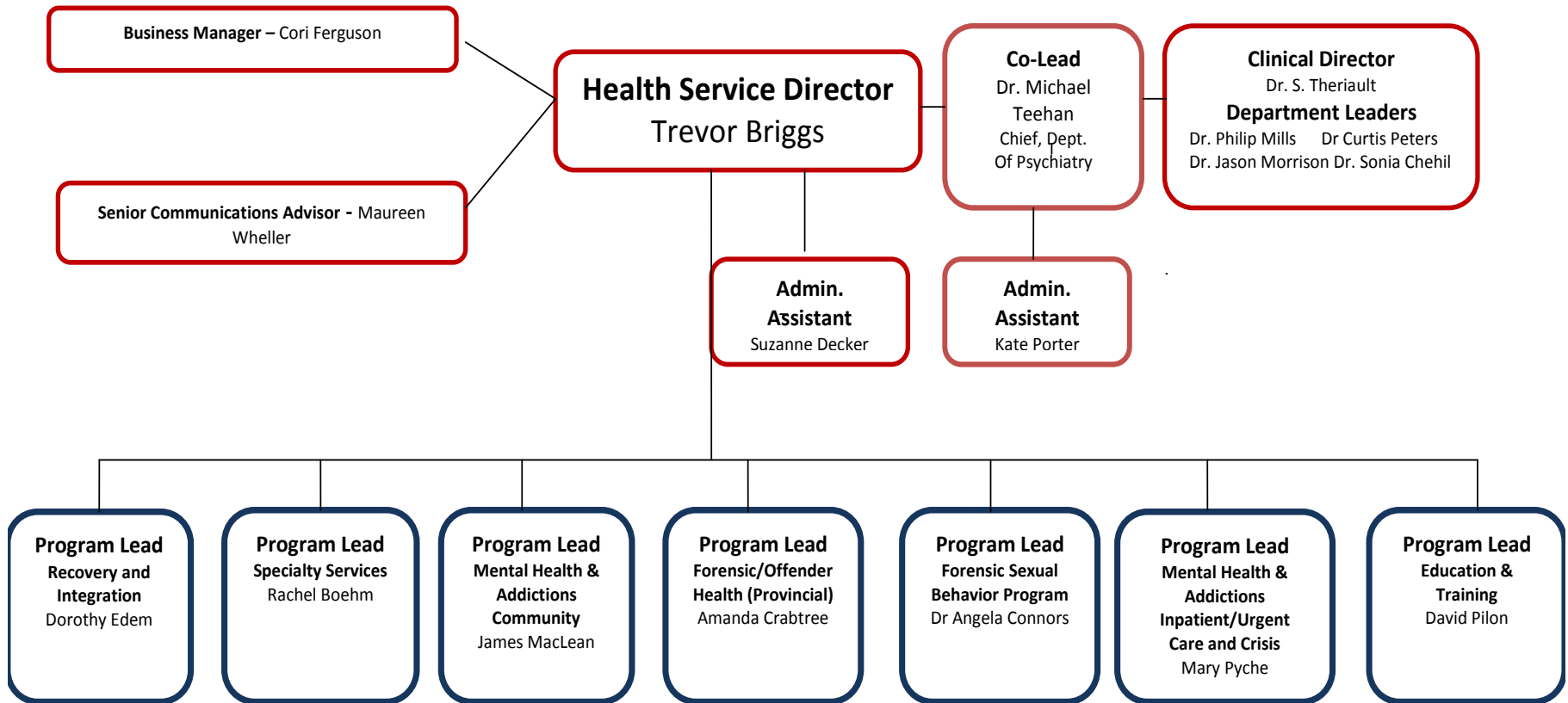
Mental
Health &
Addictions?



Central Zone Mental Health & Addictions Organizational Chart



Mental Health and Addictions
Central Zone



WHERE ARE YOU IN THE ORG CHART?

PROVINCE (NSHA)

CENTRAL ZONE PROGRAM

PORTFOLIO

SERVICE/TEAM

YOU

WHERE ARE YOU IN THE ORG CHART?

PROVINCE (NSHA)

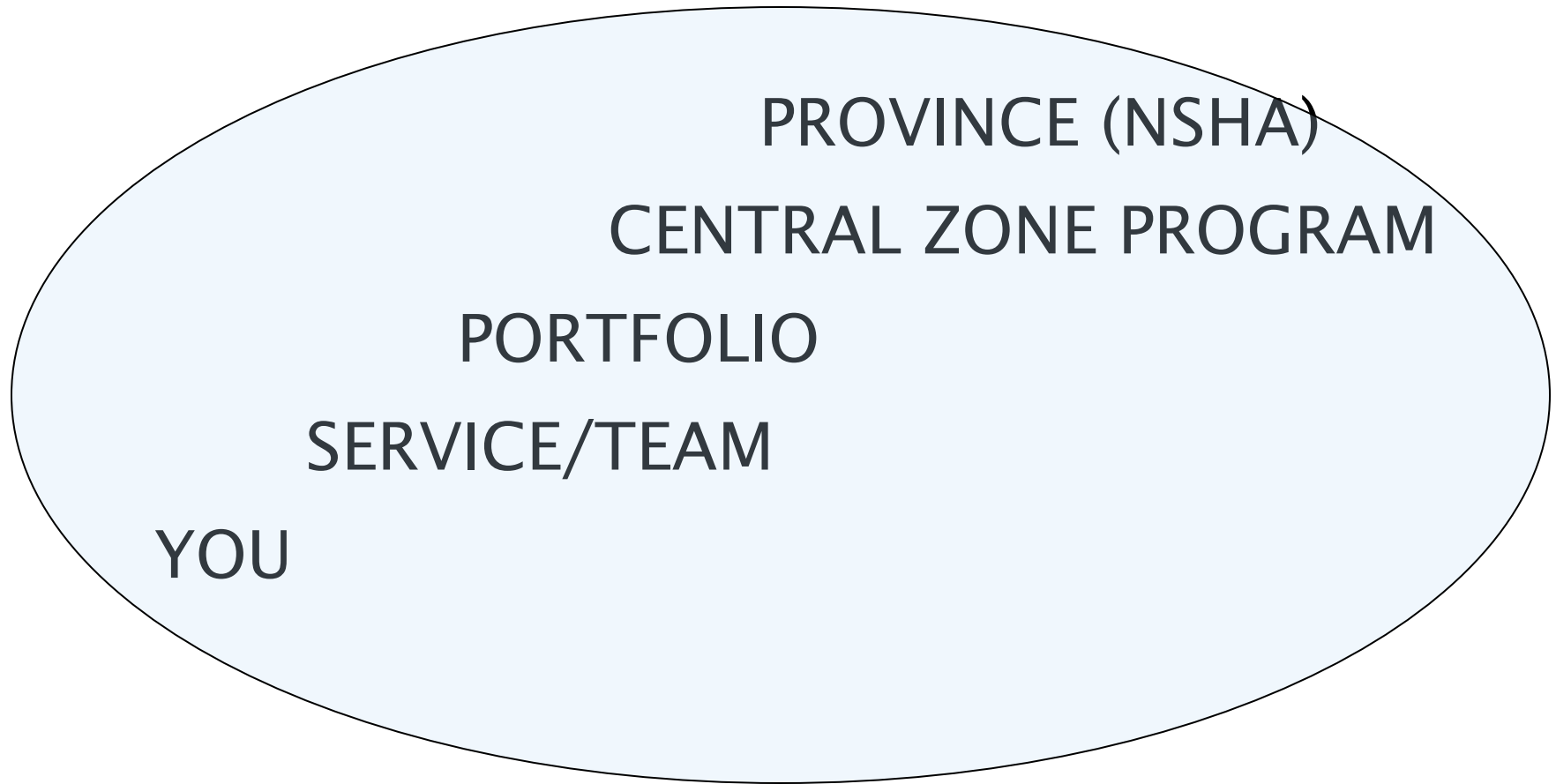
CENTRAL ZONE PROGRAM

PORTFOLIO

SERVICE/TEAM

YOU

WHERE ARE YOU IN THE ORG CHART?



Say you have an idea...

- What do you do with an idea?
- Who else can help with your idea?
- Who do you talk to?
- What does co-leadership mean?
- How does the decision get made (or not!)?

Say you have an idea...

PROVINCIAL LEADERSHIP



ZONE SENIOR LEADERSHIP

- Executive leadership team
- Clinical operations group



TEAM LEADERSHIP

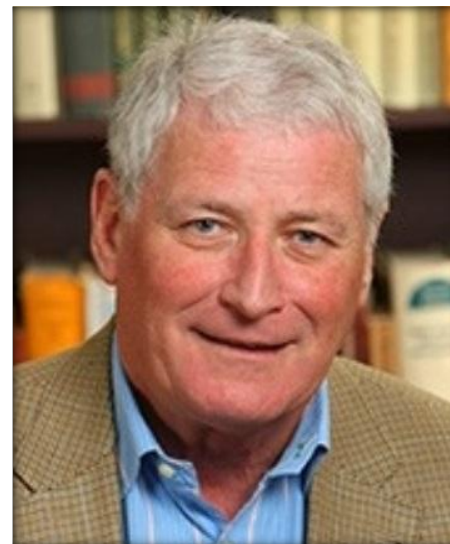


INDIVIDUAL IDEA

Mental Health and Addictions Executive Leadership



Trevor Briggs
Director



Dr. Michael Teehan
Head, Department
of Psychiatry

Co-Leadership

- Effective April 1, 2009, Capital Health established a Co-Leadership culture where administrative and physician leaders work collaboratively with joint responsibility for services, programs, and units.
- Aligns physician service delivery responsibility with clearer involvement in and accountability for the collaborative leadership of NSHA.
- Co-leaders are equivalent in a hierarchical sense.
- Recognizes that co-leaders bring different skills, knowledge, expertise and behaviors and do not work in parallel in their areas of responsibility but rather interlink to see their work together as a whole.
- Individuals within the Team/ Service/ Program report to only one co-leader; the collective Team/ Service/ Program is accountable to both co-leaders.
- Co-leaders together share an accountability for the functioning of the Team/ Service/ Program, and outcomes achieved.
- Strengthens collaboration and creates synergy between clinical and administrative functions.
- Recognizes the interdependence of clinical, academic and administrative goals and aligns clinical, academic and administrative leadership.
- Establish a practical linkage between levels of decision-making.

Central Zone Mental Health and Addictions Program

- Recovery & Integration
- Specialty Services
- Community Mental Health
- Forensics/Offender Health
- Acute Care, Crisis/Emergency Services and Addictions Intensive Treatment Services
- Education & Training

Recovery and Integration



Dorothy Edem
Program Leader



Dr. Jason Morrison
Clinical Co-Lead
Deputy Clinical Director



Norma Lewis
Manager
Connections
Halifax, Simpson
Landing



Sylvie Gibeau
Manager
Connections
Dartmouth and
Connections
Sackville



Sandra Traynor
Clinical
Operations
Supervisor
Community
Transition
Program



Dorothy Edem
Housing First,
Complex Cases



Recovery and Integration Portfolio

Highlights

- Developed a new clinical model for outpatient services.
- Greatly improved our documentation of our clinical encounters.
- Developed a range of psychological services for our patients.
- Provided earlier and smoother transitions for our patients coming from acute care.

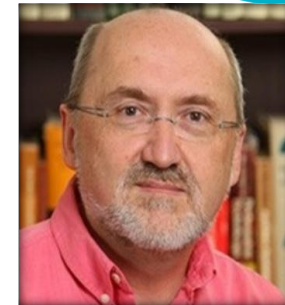
Challenges this year include:

- Implementing the new clinical model.
- Securing more psychiatric resources for our program.
- Develop a sustainable plan for our buildings.
- Collaborate with Community Mental Health about transition between teams.

Mental Health Specialty Services



Rachel Boehm
Program Leader



Dr. Scott Theriault
Clinical Co-Lead
Clinical Director



Marie Kavanaugh
Manager, Mental
Health Day
Treatment
Program



Derek Leduc
Manager
Operational
Stress Injury
Clinic



Lee Mailman
Manager, HSM Mt
Hope
Transition Hall



Amanda Nickerson
Clinical Operations
Supervisor, Seniors
Mental Health, ECT



Oluseye Akinkunmi
Clinical Operations
Supervisor, Dual
Diagnosis Program

Rachel Boehm: Early Psychosis, Mood Disorders, Seniors Mental Health, Centre for Emotions & Health, Reproductive Mental Health, Eating Disorder Clinic, Consultation Liaison, Borderline Personality Disorders Treatment, Sleep Disorders Clinic, and Neuropsychology

Mental Health Specialty Services Portfolio

Highlights

- Model of Care Transformation at Emerald Hall (new disciplines integrated on team and new approaches to care introduced, with a strong focus on behaviour intervention; ongoing work to support team in better understanding how to work with patients with autism)
- Response to volume pressures at ECT (new processes introduced to reduce pressures and improve patient flow)
- OSI Clinic grand opening and stabilization of new clinic/team; up to full volumes of referrals now and seeing patients across NS; a full service clinic that is a part of a national network of OSI clinics across Canada

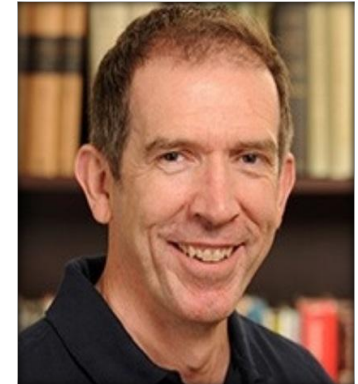
Community Mental Health and Addictions



James MacLean
Program Leader



Dr. Sonia Chehil
(Mental Health)
Clinical Co-Lead
Deputy Clinical
Director



Dr. Philip Mills
(Addictions)
Clinical Co-Lead
Deputy Clinical
Director



Donalda Edgar
Manager,
Dartmouth



Kim Fleming
Manager,
Cole Harbour



Neal Henderson
Manager,
Cobequid
& Hants



Bayers
(HSM:
vacant)



Lynn Lowe
Addictions
Community
Based Services
Wyse Rd &
Bedford Row

Community Mental Health and Addictions

Highlights

Continue integration of Mental Health and Addiction:

- One co-leadership team for community Mental Health and Addictions
- One quality team for community Mental Health and Addictions
- Next step is enhanced clinical integration

Improving communication and collaboration:

- Establishing processes for psychiatric consultation within CMH&A
- Establishing processes for transitions between CMH&A and partner services across the Mental Health and Addictions program as well as the IWK
- Establishing processes for consultation and transitions with primary care

Forensic/ Offender Health (Provincial)



Amanda Crabtree
Program Leader



Dr. Aileen Brunet
Clinical Co-Lead



Lisa Jeffers
Manager
Mentally Ill
Offender Unit
Offender Health
Burnside &
Yarmouth



Dr. Angela Connors
Program
Leader
Forensic,
Sexual
Behaviour
Program



Brenda Mate
Manager
Forensic
Rehabilitation
Transition
Bungalows
and
Community
Program



Jackie Morrissey
Clinical
Operations
Supervisor
Cape Breton



Carol Gavel
Clinical
Operations
Supervisor
New
Glasgow



Amanda Crabtree
Mental Health
Court

Forensic/ Offender Health (Provincial)

Highlights

- Restructuring of inpatient rehabilitation units to enhance safety and security.
- Working to increase in house knowledge around substance use and related best practice
- Working to enhance relationships with addiction services

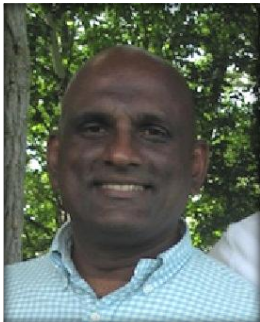
Acute Care, Crisis/Emergency Services and Addictions Intensive Treatment Services



Mary Pyche
Program Leader



Dr. Curt Peters
Clinical Co-Lead Deputy
Clinical Director



Joseph Ratnasothy
Manager, Abbie
6 & 7 Lane



Patsy Trahan
Manager,
Mayflower



Charlene Casey-Gomes
Manager, Inpatient
Addictions
Central Intake
Addictions
Opioid Treatment
Program
Addiction Liaison
Service



Heika Sarty-Boutilier
Manager, Short
Stay Unit
Psychiatric
Emergency
Service



Matthew White
Manager, Mental
Health Mobile
Crisis Team
Mental Health &
Addictions
Urgent Care
Service



Cynthia Legacy-Turcott
Bed Management
& Patient Flow
Coordinator



Acute Care, Crisis/Emergency Services and Addictions Intensive Treatment Services Portfolio

Highlights

- Opioid Replacement Treatment Program – Evidenced Based Care and Treatment and enhanced service for this growing treatment seeking population
- Lens of Access and Transition in Acute Care - flow & integration back into community and management of flow with ALC/Ready to Discharge challenges with DCS and Continuing Care
- Ongoing focus on the Provincial 24/7 Telephone Crisis Intervention Service

Education and Training



Dr. David Pilon
Program Leader



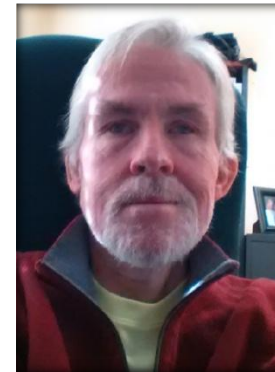
Dr. Margaret Rajda
Clinical Co-Lead



Shauna Blundon
Project Management

**Clinical
Nurse Educator
Team**

**Addictions Clinical
Practice Educator
Team**



Shaun Black
Manager
Quality &
Evaluation
Team



Dr. David Pilon
NSHA Networks



Education & Training Portfolio

Highlights

- Transitioning various Central Zone activities and roles into provincial context (Decision Support, Quality, Nonviolent Crisis Intervention...)
- Working with Provincial Education & Training Working Group to create Education & Training framework
- Coordinating roll-out of Year 1 priority training activities

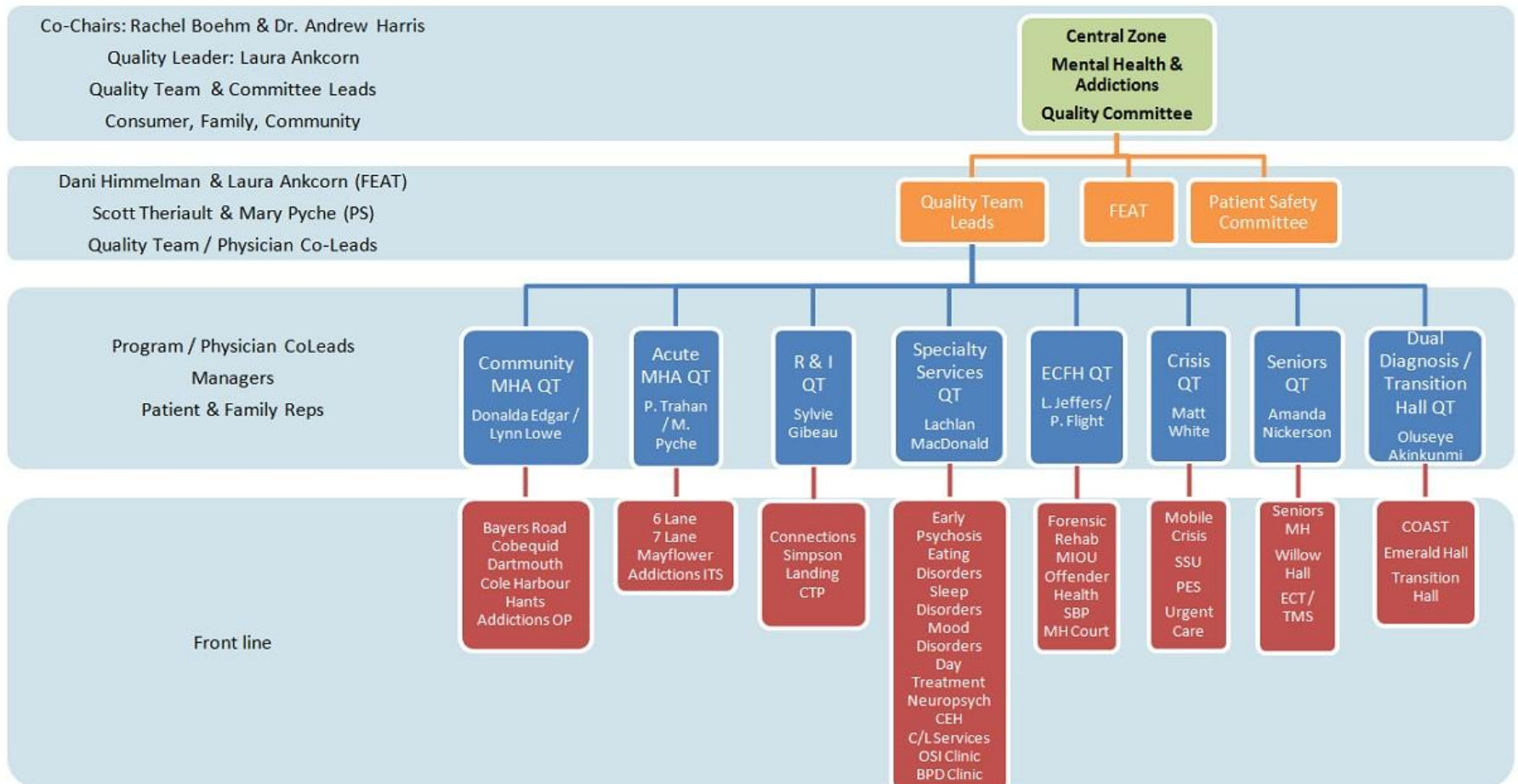
Quality Program


- Mental Health & Addictions Interdisciplinary Quality Improvement & Safety Central Zone Council
- 8 Quality Teams
- Many quality themes/initiatives: Family involvement, Collaboration of Care...
- Interdisciplinary Morbidity & Mortality (M&M) Review
- Patient Safety Quality Review



Laura Ankcorn
Quality Leader
Decision Support Analyst

Mental Health & Addictions Quality Structure





NSHA Interdisciplinary Quality
Improvement and Safety Council

Mental Health and Addictions
Interdisciplinary Quality
Improvement & Safety
Program Council

Mental Health and Addictions
Interdisciplinary Quality
Improvement & Safety
Western Zone Committee

Mental Health and Addictions
Interdisciplinary Quality
Improvement & Safety
Eastern Zone Committee

Mental Health and Addictions
Interdisciplinary Quality
Improvement & Safety
Northern Zone Committee

Mental Health and Addictions
Interdisciplinary Quality
Improvement & Safety
Central Zone Committee

Western
Zone
Quality
Team

Western
Zone
Quality
Team

Eastern
Zone
Quality
Team

Eastern
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Quality
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Northern
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Quality
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Northern
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Quality
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Central
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Quality
Team

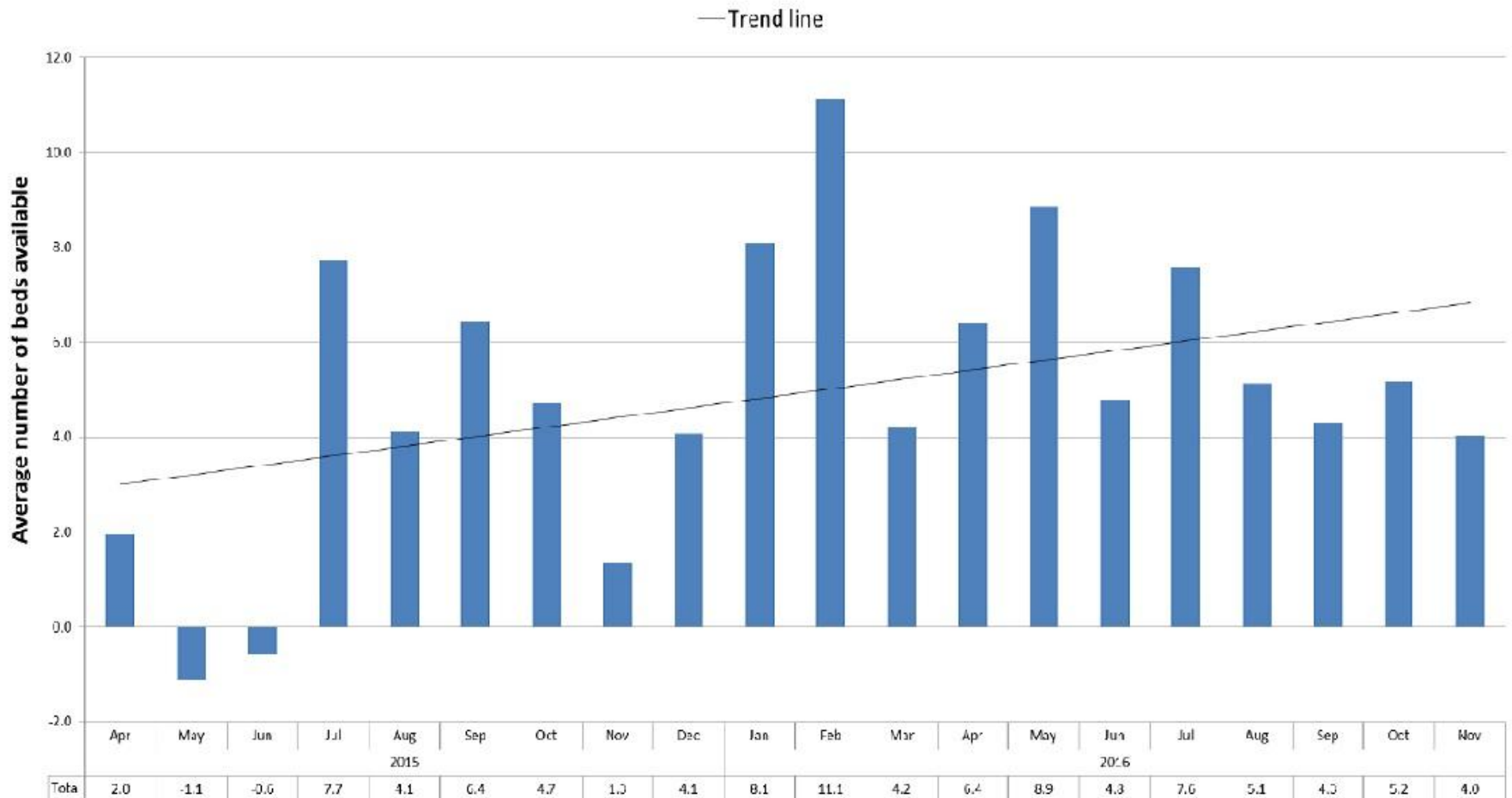
Central
Zone
Quality
Team

Central Zone Quality Teams:

Seniors Mental Health, Acute
Mental Health & Addictions,
Community Mental Health &
Addictions, Specialty Services,
Recovery & Integration, East
Coast Forensics Hospital, Crisis,
Dual Diagnosis/Transition Hall

Decision Support Reporting

Average number of beds available daily in Mental health Inpatient units (based on Daily report)



Discipline Leadership

Professional Practice Leaders



Dr. Andrew Starzomski
Psychology



Denise Marchand
Social Work



Robert Baird
Recreation
Therapy



Sherran Henderson
Occupational Therapy

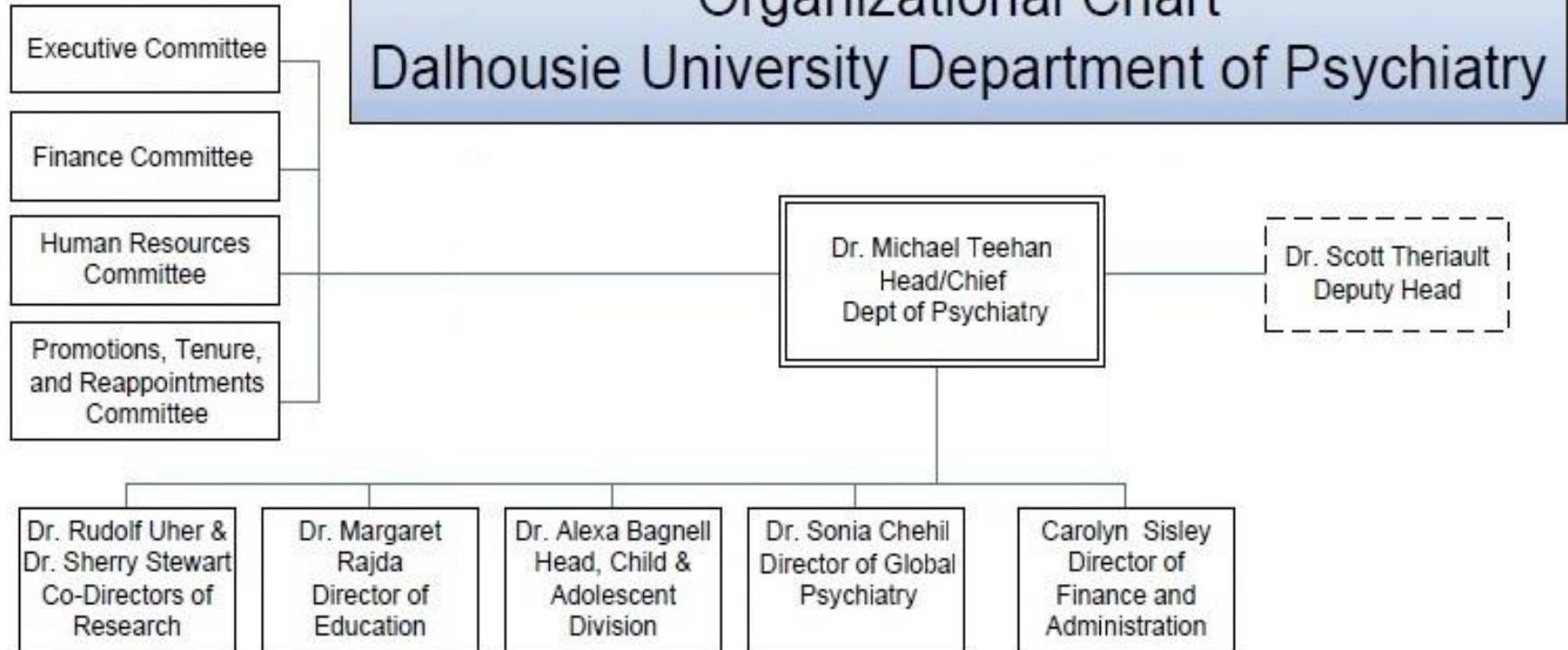


Physician Leadership

- Department of Psychiatry leadership structure:
 - Head
 - Clinical Director
 - Deputy Clinical Directors
- Clinical Academic Leader - Co-Leads with Health Services Manager
- Department Education roles (Postgrad Program Director, Assistant Program Director, Continuing Professional Development, Undergrad Medical Education, Psychotherapy, Humanities)
- Research, HR, and Finance roles
- Physicians are not NSHA employees

Organizational Chart

Dalhousie University Department of Psychiatry





Leadership Groups

Executive Leadership Team (ELT)

Clinical Operations Group (COG)

Public Advisory Group (PAG)

Inpatient Managers Group

All-Managers Group

EXECUTIVE LEADERSHIP TEAM

Trevor Briggs (Chair)
Dr. Michael Teehan
Dr. Scott Theriault
Dr. Jason Morrison
Cori Ferguson
Maureen Wheller
Public Advisory Committee Rep
2 Clinical Operations Group Reps
Suzanne Decker (Support)

PUBLIC ADVISORY GROUP

Maureen Wheller (Co-Chair)
MH&A Rep
Lisa Mullin (Co-Chair)
Exec Dir Marguerite Centre
Michael McGinnis- *Community Health Board*
Julie Thomas – *Healing Our Nations*
Diane MacDougall – *Schizophrenia Society*
Lynn Yetman – *Healthy Minds Co-Op*
Margaret Murray - *CMHA*
Charlie Power – *Family Voice*
Loretta Sparks – *Community Health Board*
TBD – *Mental Health Consumer*
Suzanne Decker (Support)

CLINICAL OPERATIONS GROUP

Rachel Boehm (Co-Chair)
Dr. Sonia Chehil (Co-Chair)
Mary Pyche-MH&A Inpatients/Urgent Care/Crisis
Derek Leduc-OSI
Amanda Crabtree-Forensics
Dr. David Pilon-Education & Training
Dr. Curt Peters-Deputy Clinical Director
Dr. Jason Morrison – Deputy Clinical Director
Dr. Philip Mills-Addictions
Dorothy Edem-Recovery & Integration
James MacLean-Community MH&A
Dr. Angela Connors-Sexual Behaviour
Suzanne Decker (Support)

QUALITY COUNCIL

Rachel Boehm (Co-Chair)
Dr. Philip Tibbo (Co-Chair)
Laura Ankorn
Trevor Briggs
Jackie Clark
Dr. Nick Delva
Dani Himmelman
Sylvie Gibeau
Ruth Helliwell
Susan Shaddick
Debbie Phillips
Jamey Piedalue
Dr. David Pilon
Mary Pyche
Dr. Scott Theriault
Heather Thompson
Maureen Wheller
Erin Wilson

Leadership Groups

Executive Leadership Team (ELT)

Trevor Briggs, Director

Dr. Michael Teehan, Head & Chief

Dr. Scott Theriault, Clinical Director

Dr. Jason Morrison, Deputy Clinical Director

Clinical Operations Group Co-leads (rotate)

Cori Ferguson, Business Manager

Maureen Wheller, Communications, Public Advisory Group Co-Lead

Lisa Mullin, Public Advisory Group Co-Lead

Suzanne Decker, Administrative Support



Leadership Groups

Clinical Operations Group (COG)

Program Leaders

Deputy Clinical Directors

Suzanne Decker, Administrative Support



Leadership Groups

Public Advisory Group

Julie Thomas, Healing Our Nations
(First Nations)

Loretta Sparks, Community Health
Board (Black Community)

Andy Cox, IWK Community
Stakeholders Relations

Carmen Celina Moncavo,
Immigrant Services Association of
Nova Scotia

Marg Murray, CMHA

Michael McGinnis, The Youth
Project



Lisa Mullin
Executive Director,
Marguerite Centre
Co-Lead



Maureen Wheller
Co-Lead

Lynn Yetman, Healthy Minds Cooperative

Vacant, First Voice Addictions

Charlie Power, Family Member

Suzanne Decker, Administrative Support

Leadership Groups

Inpatient Managers Group

- Patsy Trahan – Mayflower
- Joseph Ratnasothy – 6 & 7 Lane
- Lisa Jeffers – ECFH MIOU
- Sandra Traynor – Community Transition Program
- Lee Mailman – Mt Hope
- Amanda Nickerson – Willow Hall
- Oluseye Akinkunmi – Emerald Hall
- Heika Sarty-Boutilier – Short Stay Unit
- Cynthia Legacy-Turcotte - Bed Manager, Patient Flow Coordinator
- Charlene Casey-Gomes – Inpatient Addictions
- Norma Lewis – Simpson Landing
- *Program Leaders:* (Rachel Boehm, Mary Pyche, Dorothy Edem)



Leadership Groups

All-Managers Group

- Monthly forum to assemble Program Leaders, Managers and Clinical Operations Supervisors to update each other, learn new policies and to collaborate on process.
- Cori Ferguson (Chair)

Finance

CZ MHA Budget:

\$71,000,000

160 cost centres

721 FTEs

Finance Committee:

Cori Ferguson (Chair)

Trevor Briggs

Jason Morrison

Shaun Black

James MacLean

Kim Fleming

Rachel Boehm

Mary Pyche



Cori Ferguson
Business Manager
Mental Health and Addictions
Central Zone

Provincial Context



Provincial Context



Dr. Linda Courey
Senior Provincial Director Mental
Health & Addictions

Zone Mental Health and Addictions Directors:

Dana Pulsifer
Western Zone
Director

Samantha Hodder
Northern Zone
Director

Dr. Julie MacDonald
Eastern Zone
Director

Trevor Briggs
Central Zone
Director

Provincial Context



Janet Knox, CEO

VP

VP

VP

VP



VP

VP

VP

VP

Lindsay Peach, VP Integrated Health Services, Community Support & Management

Senior
Provincial
Director



Senior
Provincial
Director

Dr. Linda Courey, Senior Provincial Director



So what about your idea...?

- Care & Service Delivery
- Finance
- Training opportunities
- Infrastructure
- Personnel
- Program Devolvement
- Quality Assurance
- Program Integrity...

Idea



Staff to Manager

Manager to Program Leader

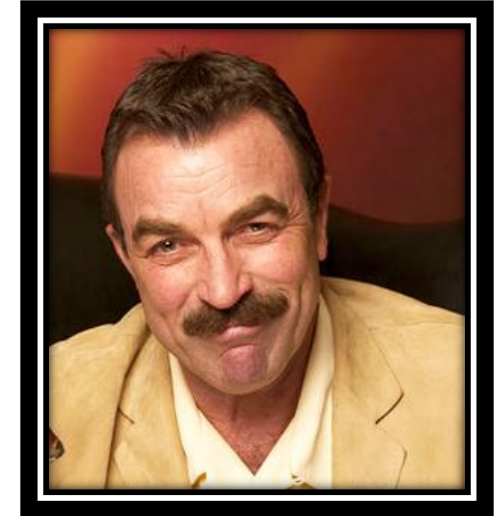
PL confers with CAL/DCL

To Zone Director

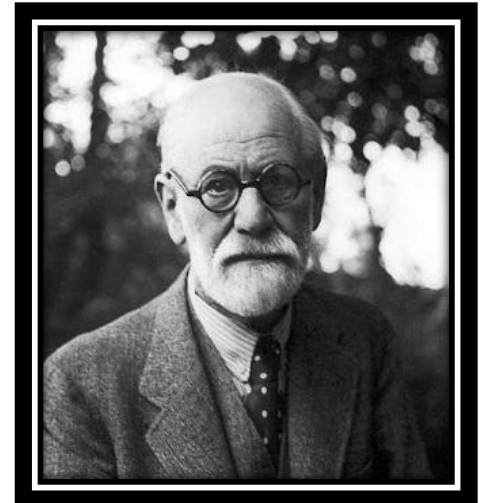
ELT or Senior Prov Director

VP

Post-Test



Who is the
Director of
Central Zone
Mental
Health &
Addictions?





Your Questions?