

CMHA HALIBURTON, KAWARTHA, PINE RIDGE 2013-2016 Strategic Plan

The Canadian Mental Health Association, Haliburton Kawartha Pine Ridge Branch (CMHA HKPR) has completed a process to establish a strategic plan identifying future agency priorities and directions for the period 2013-2016. The strategic plan for the newly formed organization was developed with extensive stakeholder involvement.

Planning steps included the following:

- In the fall of 2012 the Joint Executive Governance Committee established project terms of reference and selected an external planning consultant to help facilitate the process. An interim plan was developed at that time.
- An Environmental Scan was carried out involving a document review, meetings with Board members from CMHA Kawartha Lakes and CMHA Peterborough, a staff survey, a client survey and interviews with partner agencies, funders and other key stakeholders.
- In early April members of the newly constituted CMHA HKPR Board and senior management team attended a full-day strategic planning session. They reviewed the information from the environmental scan and developed preliminary versions of the mission, vision, values and strategic goals for the organization.
- A discussion paper describing the emerging strategic plan was circulated in April 2013, followed by focus group sessions with clients and staff to gather input to agency directions.
- On May 15, 2013 the management team participated in a one-day implementation planning workshop to develop strategies and milestones to move the plan forward.
- A draft plan was produced, circulated and finalized for presentation to the Board at its June 2013 meeting.

The new strategic plan will serve to solidify the past accomplishments of CMHA Kawartha Lakes and CMHA Peterborough and guide the new organization's growth and development over the coming years.

Attached: Environmental Context
 Mission, Vision, Values and Foundation
 Strategic Goals
 Preliminary Implementation Plan
 Keeping the Plan Alive
 Strategic Planning Model

June 17, 2013

THE ENVIRONMENTAL CONTEXT

The following “SWOT” analysis (strengths, weaknesses, opportunities and threats) for CMHA HKPR was assembled from the environmental scan data and stakeholder feedback.

- Strengths:**
- Dedicated and knowledgeable staff
 - Broad range of programs and services
 - Client centred
 - High level of client satisfaction
 - Capable leadership
 - New office space in Peterborough
 - Positive working environment
 - Collaborative community player with strong partnerships
 - Good relations with funders
 - Accreditation and quality improvement focus
- Weaknesses:**
- Challenges with large and diverse catchment area
 - Service gaps and disparities across communities
 - Resource constraints
 - Inflexible funding models
 - Community visibility
 - Competitive wages
 - Space and facilities issues
 - Kawartha Lakes location not accessible
- Opportunities:**
- Expanded partnering/connections with other agencies
 - Outreach to rural areas
 - Workplace mental health
 - New funding and revenue streams
 - Providing back office services
 - Addressing needs of seniors and youth population
 - Concurrent disorders programming
 - Building on strengths from integration of two branches
- Threats:**
- Economy and sustainability of funding
 - Demand/resource shortfalls
 - Growth outpacing infrastructure, spreading too thin
 - Political uncertainties and potential for changes in gov’t priorities
 - Change issues and challenges
 - Competition/duplication of services
 - Increased complexity of client needs
 - Potential for staff burnout

Any strategic initiatives undertaken by CMHA HKPR should build on strengths, rectify weaknesses, capitalize on opportunities and address threats.

MISSION, VISION, VALUES AND FOUNDATION

Mission

A mission statement should be a clear description of the purpose, mandate and “business” of an organization. Participants in the planning process proposed the following mission statement for the newly formed CMHA HKPR organization:

To promote and support mental health recovery and wellness by working with individuals, families and community partners

Vision

A vision statement describes the "preferred future state" of an organization and its stakeholders. CMHA HKPR's vision statement, which links to the CMHA National vision statement, is the following:

Mentally healthy people living in an inclusive society free from stigma

Values

Values are the principles and beliefs that guide an organization's relationships with its stakeholders as it discharges its mission in pursuit of its vision. CMHA HKPR's values reflect the values of CMHA Ontario and appear below:

- Self-Determination – We support an individual's involvement in decisions that affect their life.
- Diversity – We value diverse perspectives and the lived experience that all people bring
- Social Justice – We are committed to removing barriers and discrimination that impact quality of life, and supporting equitable access to resources, so that people can fully participate in society.
- Creativity – We encourage innovative ideas and new ways of working that are responsive to the changing needs of our community.
- Social Responsibility – We are environmentally responsible and committed to working in the public interest and for social good.
- Integrity – We value honesty and ethical behaviour.
- Respect – We honour and support the dignity of each individual.
- Accountability – As a publicly funded charitable organization we are committed to using our funds as efficiently and effectively as possible and to being open to the highest standards of public scrutiny.

Next steps will be for staff to develop specific behaviour statements for each value.

Foundation

Foundation is the basis upon which something is supported or stands. Our Mission, Vision and Values stand on a foundation of 3 pillars – Knowledge, Hope and Belonging. This foundation supports our belief that Mental Health for All is possible and echoes the motto of CMHA National.

EMERGING GOALS

Twelve high-level goals emerged from the process, relating to three strategic themes of service enhancement, collaborative leadership and organizational development.

Enhancing Our Services

- 1.1 Enhance the availability and accessibility of services throughout the four counties in partnership with others
- 1.2 Develop and deliver mental health workplace programming
- 1.3 Incorporate continuous quality improvement in all service delivery
- 1.4 Promote client safety, health and wellness

On completion of the service goals CMHA HKPR will have maintained excellence in service delivery while expanding services to address identified community needs.

Being a Collaborative Leader

- 2.1 Raise the profile of CMHA and increase awareness of mental health in the larger community
- 2.2 Collaborate with others to ensure clients have access to a coordinated and seamless system of services and supports by building on current partnerships and creating new ones
- 2.3 Support local, provincial and national advocacy, decision making and best practices for mental health services

On completion of the leadership goals CMHA HKPR will be recognized as a Centre of Excellence for community-based mental health services.

Developing Our Organization

- 3.1 Maintain a positive workplace culture
- 3.2 Maximize governance and managerial effectiveness
- 3.3 Leverage technology in operations and service delivery
- 3.4 Continually seek operational efficiencies internally and through cost sharing arrangements with other agencies
- 3.5 Grow the resource base of the organization

On completion of the organizational development goals CMHA HKPR will be an employer of choice, fostering a positive workplace culture that embraces efficiency and accountability built on a foundation of sustainable resources.

A high-level preliminary implementation plan is attached as a sample illustrating the types of actions necessary to achieve the goals. A more detailed implementation plan will be developed by staff and linked to the budget and operational plans of the agency.

PRELIMINARY IMPLEMENTATION PLAN

Service Goals

Goal 1.1 – Enhance the availability and accessibility of services throughout the four counties in partnership with others

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|---|--|----------------|----------------|----------------|
| 1.1.1 | Identify needs, gaps and overlaps in current services in the communities we serve using existing and new information | x | | |
| 1.1.2 | Establish capacity for ongoing monitoring of community needs | | x | → |
| 1.1.3 | Enhance peer outreach in KL, Northumberland and Haliburton | x | → | → |
| 1.1.4 | Apply for funding for homelessness | x | | |
| 1.1.5 | Expand family support in 4 County | | x | → |
| 1.1.6 | Improve transportation re: community care | | x | → |
| 1.1.7 | Identify existing and new service delivery partners | → | → | → |
| <u>Year One Deliverables:</u> Preliminary needs assessment report; homelessness funding enhancement; Peer Outreach in KL and Northumberland | | | - | - |

Goal 1.2 – Develop and deliver mental health workplace programming

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|---|---|----------------|----------------|----------------|
| 1.2.1 | Research best practices | x | | |
| 1.2.2 | Conduct environmental scan of targeted employers | x | | |
| 1.2.3 | Develop relationships with key organizations such as Chamber of Commerce, Women's Business Network, OW | x | → | → |
| 1.2.4 | Develop a menu of services such as employee assistance program, diversity awareness, stress management, mental health workshops, etc. | | x | |
| 1.2.5 | Program delivery | | → | → |
| <u>Year One Deliverables:</u> Research report; business case; implementation plan | | | - | - |

Goal 1.3 – Incorporate continuous quality improvement in all service delivery

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|-------|--|----------------|----------------|----------------|
| 1.3.1 | Implement ongoing QI initiatives for front-line programs in accordance with Accreditation requirements | x | → | → |
| | | | | <i>Cont'd</i> |

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|---|---|----------------|----------------|----------------|
| 1.3.2 | Establish and improve mechanisms to ensure uptake of ROPs, other quality initiatives and new policies | x | | |
| 1.3.3 | Institute objective measures to monitor client satisfaction and outcomes across programs | | x | → |
| 1.3.4 | Conduct cross training to develop staff resiliency within and between programs | | x | → |
| <u>Year One Deliverables:</u> QI projects for all front-line programs | | | - | - |

Goal 1.4 – Promote client safety, health and wellness

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|--|---|----------------|----------------|----------------|
| 1.4.1 | Follow accreditation standards related to client safety | x | | |
| 1.4.2 | Develop new policies and procedures for client safety matters | x | | |
| 1.4.3 | Embed client safety in all programs | → | → | → |
| <u>Year One Deliverables:</u> New policies and procedures communicated to staff; accreditation standards addressed | | | - | - |

Leadership Goals

Goal 2.1 – Raise the profile of CMHA and increase awareness of mental health in the larger community

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|---|--|----------------|----------------|----------------|
| 2.1.1 | Increase social media presence | x | | |
| 2.1.2 | Identify/recruit high profile speakers and champions | x | x | |
| 2.1.3 | Form promotional partnerships with other organizations such as Bell, YWCA/YMCA, Trent, Fleming, Y.E.S. | x | x | |
| 2.1.4 | Expand public education | | x | → |
| 2.1.5 | Develop a branding strategy for the new organization | | x | → |
| 2.1.6 | Develop and maintain positive relationships with media influences | → | → | → |
| <u>Year One Deliverables:</u> 10 speakers identified; two new partnerships; business round table held | | | - | - |
| | | | | <i>Cont'd</i> |

Goal 2.2 – Collaborate with others to ensure clients have access to a coordinated and seamless system of services and supports by building on current partnerships and creating new ones

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|--|---|----------------|----------------|----------------|
| 2.2.1 | Assess current agency infrastructure capacity and viability to service increased client specific populations such as seniors, individuals with concurrent disorders and transitional aged youth | x | | |
| 2.2.2 | Seek new and strengthened program delivery collaborations with hospital programs and community based service providers | x | → | → |
| 2.2.3 | Explore new funding sources such as LHIN, RFPs, fundraising, grants and collaborative submissions | | x | → |
| <u>Year One Deliverables:</u> Capacity report; new partnership arrangements identified | | | - | - |

Goal 2.3 – Support local, provincial and national advocacy, decision making and best practices for mental health services

| | <i>Strategy</i> | <i>2013-14</i> | <i>2014-15</i> | <i>2015-16</i> |
|---|---|----------------|----------------|----------------|
| 2.3.1 | Identify areas of support in relationship to agency, community and client benefits/needs | x | | |
| 2.3.2 | Align agency standards with Accreditation standards as well as ministry guidelines and best practice models of care – including EPI, Case Management, Crisis and Concurrent Disorders | x | | |
| 2.3.3 | Identify appropriate agency representatives to participate on specific committees and boards at the local, provincial and federal level | | x | → |
| 2.3.4 | Promote national and provincial initiatives locally through sponsorship, hosting and information dissemination | | x | → |
| 2.3.5 | Develop expertise in leading best practices in the community | | | x |
| <u>Year One Deliverables:</u> List of staff skill/expertise areas; list of groups requiring representation. | | | - | - |

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Organizational Development Goals

Goal 3.1 – Maintain a positive workplace culture

| | <i>Strategy</i> | 2013-14 | 2014-15 | 2015-16 |
|---|--|---------|---------|---------|
| 3.1.1 | Assess KL and PB past survey results and work with Accreditation Canada to align our culture survey with the Worklife Pulse survey into one document | x | | |
| 3.1.2 | Develop a formal program information sharing process | x | → | → |
| 3.1.3 | Ensure staff recognition through standing items on all-staff meeting agendas and annual celebration events | x | x | x |
| 3.1.4 | Review “Wow” program survey and develop changes from recommendations | x | | |
| 3.1.5 | Standardize processes and procedures to ensure staff equity across the organization | x | → | → |
| <u>Year One Deliverables:</u> Revised survey; manager attendance at other team meetings to deliver information; Wow recommendations implemented | | | - | - |

Goal 3.2 – Maximize governance and managerial effectiveness

| | <i>Strategy</i> | 2013-14 | 2014-15 | 2015-16 |
|---|--|---------|---------|---------|
| 3.2.1 | Implement targeted board recruitment practices based on expertise and geographical location | x | → | → |
| 3.2.2 | Establish a board development program including an orientation manual, self-review process and ongoing training | x | x | → |
| 3.2.3 | Review organizational structure, clarify management roles and standardize areas of responsibility, decision making and expectations. | x | | |
| 3.2.4 | Develop and implement a management succession planning program | | x | → |
| <u>Year One Deliverables:</u> New board members recruited; board orientation manual; organizational review report | | | - | - |

Goal 3.3 – Leverage technology in operations and service delivery

| | <i>Strategy</i> | 2013-14 | 2014-15 | 2015-16 |
|-------|--|---------|---------|---------------|
| 3.3.1 | Evaluate current use of technology including gaps, utilization level, issues and support needs | x | | |
| | | | | <i>Cont'd</i> |

| | <i>Strategy</i> | 2013-14 | 2014-15 | 2015-16 |
|--|--|---------|---------|---------|
| 3.3.2 | Establish a technology communications and training plan | x | → | → |
| 3.3.3 | Develop technology policies and procedures | | x | |
| 3.3.4 | Introduce technology applications to address identified gaps, reduce workloads, enable quality service and increase seamless care for clients and community partners | x | → | → |
| <u>Year One Deliverables:</u> Technology assessment report; communication process in place; increased tech support for issues affecting direct client services | | | - | - |

Goal 3.4 – Continually seek operational efficiencies internally and through cost sharing arrangements with other agencies

| | <i>Strategy</i> | 2013-14 | 2014-15 | 2015-16 |
|---|---|---------|---------|---------|
| 3.4.1 | Explore possibilities of providing back office functions to smaller organizations | x | | |
| 3.4.2 | Hold an annual retreat for all back office staff (HR, Finance, Admin.) for LEAN process mapping | x | → | → |
| 3.4.3 | Develop a process manual for administration | | x | |
| <u>Year One Deliverables:</u> One process mapping exercise implemented by each admin. team; potential external organizations identified | | | - | - |

Goal 3.5 – Grow the resource base of the organization

| | <i>Strategy</i> | 2013-14 | 2014-15 | 2015-16 |
|--|--|---------|---------|---------|
| 3.5.1 | Implement Sumac Donor Management | x | → | → |
| 3.5.2 | Develop and implement policies for giving, thanking and receiving | x | → | → |
| 3.5.3 | Support three internally directed special events | → | x | → |
| 3.5.4 | Develop an annual giving program | x | → | → |
| 3.5.5 | Cultivate and steward major donors | | x | x |
| 3.5.6 | Develop a legacy program | | | x |
| 3.5.7 | Pursue Ministry and LHIN RFPs, funding and new grant opportunities | → | → | → |
| 3.5.8 | Explore revenue generation and fee-for-service opportunities | | x | x |
| 3.5.9 | Explore social enterprise opportunities | | | x |
| <u>Year One Deliverables:</u> Sumac implemented; FR policies in place; 200 participants in annual giving program | | | - | - |

KEEPING THE PLAN ALIVE

CMHA HKPR's identified strategic directions pertain to enhancing its services, raising its leadership profile, and developing its organization. The organization is well positioned to address its strategic challenges and opportunities with a committed board, dedicated staff and an energized client base.

However, a new plan is like a new vehicle - it depreciates by 30 percent during each year of service. The turbulence of the human services environment in Ontario will necessitate ongoing "service and maintenance" of the plan by monitoring, refining and periodically revising goals and strategies.

While CMHA HKPR's management and staff are responsible for achieving the goals and objectives in the strategic plan, the Board of Directors is responsible for providing "stewardship" of the plan by keeping it relevant, valid and vital. Ensuring that strategic plans remain as "living documents" is the essence of effective governance.

The strategic model used in the planning process is attached. Suggested board roles related to the various components of the strategic plan are described below:

Environment: The environmental scan information gathered during the planning process should be monitored closely. Board discussions about trends, events and emerging issues should be explicit and ongoing. Board members are in the best position to do environmental scanning because of their community knowledge and connections.

SWOT: As part of the environmental scanning process, CMHA HKPR's strengths, weaknesses, opportunities and threats should be reviewed regularly and revised as goals are achieved and environmental factors change.

Mission: The mission statement is the most stable and constant component of the strategic plan. However, as goals are achieved or major environmental changes occur, revisions may be appropriate.

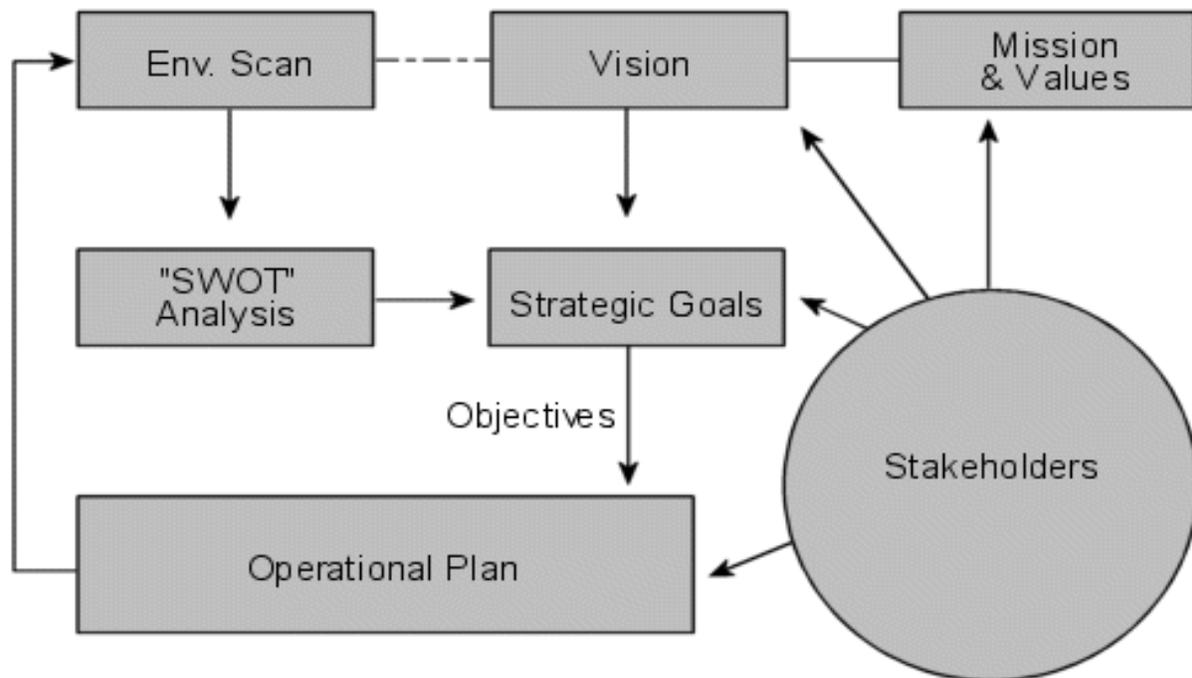
Goals: Strategic goals and objectives should always be monitored against outcome measures with progress reports from staff at key milestones. The CMHA HKPR Board and management may periodically need to shift the emphasis and nature of the directions based on information from the ongoing environmental scan and changes to the SWOT analysis.

The consultant will remain on call to provide rollout advice and support, and will participate in a follow-up teleconference in six months to review progress and update the environmental scan.

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THE STRATEGIC PROCESS
(Model followed during the CMHA HKPR planning process)



Environment – Environmental scanning is the starting point for any strategic planning process. It should include trends, events and emerging issues in the economic, technological, demographic and political domains, as well as a close examination of the nature of the organization itself.

SWOT Analysis – The SWOT analysis is based on environmental data and delineates present strengths and weaknesses in the internal environment as well as future threats and opportunities in the external environment.

Vision – A description of the desired “future state” of the organization.

Mission and Values – A statement of purpose for the organization and an articulation of the values important to its stakeholders.

Goals – Broad statements of strategic direction. Good strategic goals are a mix of dreams (the vision) and reality (the SWOT analysis).

Stakeholders – Identified in the environmental scanning stage, stakeholders should be formally and appropriately involved throughout the planning process.

Operational (Implementation) Plan – A specific and detailed set of actions necessary for meeting strategic objectives. It includes time frames, responsibilities and resource allocations. Monitoring and ongoing revision is a crucial component.

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