



**Canadian Mental
Health Association**

Haliburton, Kawartha, Pine Ridge
Mental health for all



Pathway to a Successful Future Strategic Plan 2022-2025

A Message from our Board President and CEO

Strategic planning provides an opportunity to reflect on the past and celebrate successes. Our most recent plan, produced in 2017, focused heavily on reducing stigma around mental health. What a difference five years has made. Although mental health stigma continues to remain a concern across society, thanks to the work of many—including Canadian Mental Health Association, Haliburton, Kawartha, Pine Ridge (CMHA HKPR)—the openness surrounding mental health in our communities has shifted profoundly. We are grateful to all those, internally and externally, who have worked with great energy and have achieved so much in such a short time on this important issue.

As important as it is to reflect on the past, strategic planning also looks ahead to the future. In 2021, after a period of organizational growth and change—including navigation of the COVID-19 pandemic—our CMHA HKPR Board of Directors began the exciting process of developing a new strategic plan.

CMHA HKPR's Board consists of a passionate, knowledgeable, and community-driven group of volunteers, with a diverse set of skills and abilities. It is our responsibility to ensure strong governance and stewardship of the organization. As we, alongside our community, adjust to the pandemic and its impact on our community's well-being, this is more important than ever.

In planning our approach, we wanted to ensure that our new strategic plan would respond directly to the current environment and reflect the evolving needs of those we serve and the community. As such, our Board prioritized stakeholder engagement. We engaged clients, family members and caregivers, staff, management, funders, government representatives, and community partners from across the region to gain a comprehensive understanding of our stakeholders' views, needs, and hopes. From the outset to the culmination of our Board discussions, we asked difficult questions and listened deeply. Our goal was to develop a three-year strategic plan based on meaningful feedback, setting the vision for a strong and sustainable future.

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As part of the process, we undertook an analysis of the environment in which we operate. We also assessed CMHA HKPR's current capacities, opportunities, and aspirations for growth. From this base of engagement and analysis, we set three strategic directions that will guide us over the next three years.

We are deeply proud of our organization's successes and look forward to a future full of potential—a future where CMHA HKPR continues to bring a sense of hope and belonging to clients, families, and the community by providing accessible and high-quality mental health and addictions supports and services.

We extend our gratitude to everyone who took the time to share their ideas with us.

Sincerely,



Valdis Martyn, Board President



Mark Graham, CEO

Our Foundation

Mission

We work to improve the lives of people in our Haliburton, Kawartha, Pine Ridge (HKPR) community, through leadership, collaboration, and the continual pursuit of excellence in community-based mental health and addictions services.

Vision

An inclusive community that embraces and fosters the mental health of everyone.



MENTAL HEALTH FOR ALL

Our Foundation

Values

Self-Determination

We are grounded in a philosophy of recovery, increasing everyone's capacity to build resilience, become more empowered, make informed choices, and to transform choices into actions and meaningful outcomes.

Social Justice

We are committed to removing barriers and discrimination that impact quality of life, and supporting equitable access to resources, so that everyone can fully participate in society.

Collaboration

We are committed to working with our partners in the public interest and for social good.

Diversity and Inclusion

We embrace the dignity, integrity, beliefs, and culture of each person and seek to continuously provide safer environments for recovery.

Creativity

We promote innovative ideas and new ways of working that are responsive to the changing needs of our community.

Accountability

As a publicly funded charitable organization we are committed to transparency and managing our resources efficiently and effectively.

Introduction

For more than a hundred years, CMHA has supported Canadians with their mental health and paved the way as Canada's most established community mental health organization. CMHA is recognized as a pioneer and innovator for mental health reform. As one of 75 local branches across the country, the Canadian Mental Health Association – Peterborough Branch was established in 1951. Since its inception, the organization has experienced exponential growth, including its amalgamation with the Kawartha Lakes Branch in 2013.

Today, CMHA HKPR is dedicated to improving the mental well-being of our communities through an extensive range of community-based mental health and addictions services and programs. We serve the counties of Peterborough, Northumberland, Haliburton, and the City of Kawartha Lakes.

With the support of creative partnerships and a team of knowledgeable, passionate staff, our services instill hope and empower individuals in their journey with mental health. As we continue to experience rising demand for services in our communities and as we celebrate an increasing social awareness and acceptance of mental health, CMHA HKPR's future is bright and full of potential.



Planning Process

From June 2021 to January 2022, CMHA HKPR was engaged in the process of developing a new three-year strategic plan. The strategic planning approach, facilitated by Laridae, was based on best practice for the non-profit sector. The approach supported and provided oversight for the Board of Directors as they championed the planning and development of the final strategy.

It was important to ensure a strong foundation for the plan, informed by experience, evidence, and the broadest-held perceptions of the individuals who interact with CMHA HKPR on a regular basis—the clients, family members, caregivers, staff, partners, and members of the communities that CMHA HKPR serves.

Through focus groups, interviews, and an online survey, feedback was gathered from 257 stakeholders. The engagement process was designed to gather their input, ideas, and suggestions, while leaving a positive legacy of more aware and informed stakeholders.

“CMHA is by far the most progressive agency of community-based care in mental health in Canada.” - Survey Respondent

The following are the themes that emerged as areas of strategic importance:

- Programs and Service Delivery
- Approach to Care & Philosophy of Practice
- Access, Navigation, & Service Transitions
- Privacy and Confidentiality
- Housing
- Community Trends and Service Gaps
- External Communication and Outreach
- Mental Health Stigma
- COVID-19 Reflections
- Internal Communications, Systems & Processes
- Internal Human Resources
- Health Human Resources
- Quality of Care Measurement and Performance Improvement
- Partnership and Collaboration
- Ontario Health Teams
- Strategic Advice to the Board

Through focused, purposeful discussion, the CMHA HKPR Board unanimously agreed on three strategic directions.

Our Strategic Directions

Over the next three years, CMHA HKPR is focused on maintaining a position of leadership in the community. At the core of our strategic directions is a commitment to respond—above all else—to emerging mental health and addictions priorities and the diverse needs of our HKPR community.

In direct response to what we heard from our community of stakeholders, and the internal and external considerations that shaped the planning process, the following are our three directions:

- 1.) Our Clients
- 2.) Our People
- 3.) Our Community



Embedded within each strategic direction are core functions that act as a foundation for moving strategy into action. In implementing our strategic plan we will:

- Consider effective communications and engagement with everyone we work with in meaningful and reciprocal ways, measuring our effectiveness along the way.
- Prioritize the health and safety of our team, those we serve, and our community.
- Integrate diversity, equity and inclusion throughout our organization and in everything we do.
- Recognizing that change is inevitable, we will embed effective change management principles as we continue to build a strong organization that can adapt with growing demand and shifting community needs.

Our Clients

We exist to serve our clients. Through our programs and services, we strive to create a sense of hope and belonging, where each individual feels heard and supported. Our daily work and decisions are driven by our clients and their families and caregivers. By focusing on access and capacity, communication, and inclusivity and safety, we will strive to ensure that everyone who wants help, gets help.

Over the next three years, we commit to **Our Clients** through:

- **Diversity, Equity, & Inclusion:** Addressing the mental health needs of diverse populations, including racialized, LGBTQ2S+, and Indigenous peoples. Making positive changes to ensure our programs and services continue to evolve to meet the needs of everyone we serve.
- **Building Capacity and Increasing Access:** Strategically growing our organization in a way that increases access to service; strives to minimize geographical, cultural, and other systemic barriers; and increases capacity for needed mental health, addictions, and supportive housing services.
- **Evidence-Based Services:** Working holistically with our clients to choose evidence-based, measurable interventions to achieve the best possible outcomes.



Our People

The CMHA HKPR team positively impacts the lives of thousands of people. Our team's passion, dedication, and knowledge inspire and enable us to deliver important services to support clients through their mental health journeys. In the coming years, we commit to ongoing investment in our valued team.

Over the next three years, we commit to **Our People** through:

- **Workplace Culture:** Continuing to offer regular opportunities for learning, debriefing, and engagement to ensure our people feel supported in their work. Prioritizing safety at work and ensuring a more diverse and inclusive workplace culture through our internal systems. Demonstrating appreciation for challenging work by recognizing and celebrating staff contributions and focusing on work-life balance and flexible work arrangements.
- **Team Recognition:** Commitment to ongoing compensation benchmarking and an exploration of other opportunities to increase financial recognition. Strengthening our recruitment and retention processes, to increase CMHA HKPR's competitive advantage as an employer of choice.
- **Systems and Processes:** Leveraging technology and implementing effective processes to improve the experiences of documentation and communication for our staff with increased ease, efficiency, and accuracy.

Our Community

Collaboration and partnership are essential for us to realize CMHA HKPR's mission. By deepening our current relationships and forming new strategic partnerships, we can jointly address our community's most pressing mental health and addictions priorities. We will continue to strengthen our presence across the HKPR region and build on communication and awareness among partners.

Over the next three years, we commit to **Our Community** through:

- **Integrated Services:** Investigating opportunities for integrated, shared services, and new partnerships, with a clear understanding of how CMHA HKPR's role intersects with other services and sectors. Seeking to reduce siloes and duplication across the communities we serve and the wider mental health and addictions sector.
- **Communications and Information Sharing:** Improving access to transparent and expanded information to increase awareness of CMHA HKPR's services. Ensuring clients and partners understand and can easily access our range of services.

Next Steps

Our strategy will provide guidance to CMHA HKPR over the coming years. Together, as a Board of Directors, we have committed to the success of CMHA HKPR and to our vision and mission. Having come to the end of our strategic planning journey, we are prepared to implement the following action items:

1. Communicating the strategic plan, both internally and externally
2. Developing annual goals and objectives to implement each strategic priority
3. Providing year-end progress updates for stakeholders
4. Seek regular feedback as the directions are implemented

Conclusions

The Board of Directors is pleased to acknowledge all that the CMHA HKPR team has accomplished to date.

We thank everyone who took the time to contribute thoughts and feedback through our engagement activities, especially during such a tumultuous year with many competing priorities.

The Board of Directors looks forward to the implementation of this strategic plan to improve mental health and wellness in our community. We invite you to join us in this new stage of CMHA HKPR's journey.





Canadian Mental Health Association

Haliburton, Kawartha, Pine Ridge

Mental health for all

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