



# Canadian Mental Health Association

Haliburton, Kawartha, Pine Ridge

*Mental health for all*

## Pathway to a Successful Future: Strategic Plan 2017-2020

KNOWLEDGE



HOPE



BELONGING



MENTAL HEALTH FOR ALL!



## Message from the Board Chair & CEO

The Board of Directors and staff of the Canadian Mental Health Association, Haliburton, Kawartha, Pine Ridge (C.M.H.A. H.K.P.R.) are pleased to present our 2017-2020 Strategic Plan, 'Pathway to a Successful Future'.

Our newest strategic plan is a way for us to provide a roadmap for our organization that helps us identify where we are today, to communicate where we aspire to be, and to identify the priorities and underlying principles that will guide our journey over the next three years.

This plan was created with valuable input from our staff and community partners, as well as the clients and families that we serve. With the input that we received, we will implement the three identified strategic priorities and apply the eight strategic objectives to our everyday service delivery to our clients. Working in collaboration with our clients, our community partners, and our Board, staff, and volunteers, we will endeavour to improve mental health services in the communities we serve.

We hope you will share in our excitement and enjoy reading our 2017-2020 Strategic Plan, Pathway to a Successful Future.

Sincerely,



*Patrick Dunn*  
Patrick Dunn  
Board Chair



*Mark Graham*  
Mark Graham  
CEO

## Who We Are

On April 1, 2013, Canadian Mental Health Association (C.M.H.A.) Kawartha Lakes and C.M.H.A. Peterborough branches amalgamated to form the Canadian Mental Health Association Haliburton, Kawartha, Pine Ridge (C.M.H.A. H.K.P.R.). We celebrated our fourth anniversary in April, 2017, and we have grown into a large and diverse organization with over 200 employees, providing programming and services over an area of 13,134 square kilometres.

We offer a wide range of community-based mental health services in four counties, including crisis response and intervention, safe beds, mental health case management, peer outreach, court support and release from custody programs, dual diagnosis programs, social enterprise consumer initiatives, vocational support programs, early psychosis intervention, hospital-to-home transition supports, suicide prevention, housing, a financial trustee program, family and caregiver supports, Ontario Telemedicine (O.T.N.), health promotion, public education, and services and supports for gender-fluid, gender-questioning, and transgender people.

### CM.H.A. HKPR 2016-2017: YEAR BY THE NUMBERS



**205**  
Staff supported  
**5,138**  
Clients



**838**  
Patients seen at  
our Ontario  
Telemedicine  
Network clinic



**12,171**  
Phone calls  
received by  
Four County Crisis



**1,612**  
Safe Bed  
resident nights



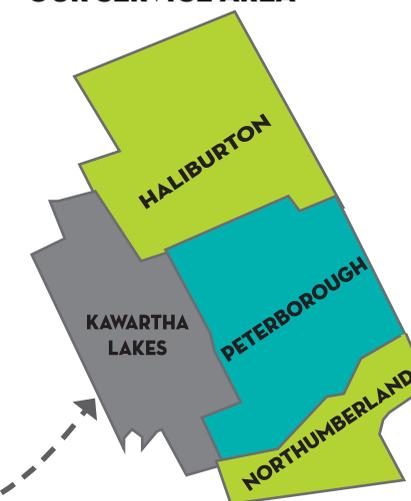
**309**  
Affordable &  
supportive  
housing units



**4,366**  
People engaged  
in our education  
programs

**ACROSS FOUR COUNTIES!**

### OUR SERVICE AREA



## Our Process

C.M.H.A. H.K.P.R. undertook this planning project to review and revitalize our previous agency strategic plan, which was developed in 2013, and to create a strategic backdrop to inform our operations and decision-making. Our strategic planning activities included:

- In the spring of 2016, the C.E.O. and the Board established project terms of reference and selected an external planning consultant to help facilitate the process.
- An environmental scanning phase was carried out over the summer and fall of 2016. This involved a document review, a Board and management survey, interviews with external stakeholders, discussions with the management team, and a staff survey.
- In late October 2016, members of the Board and management team attended a six-hour strategy session. They reviewed the information from the environmental scan and developed preliminary versions of the mission, vision, values, and strategic goals.
- There was a further consultation process, which included a widely distributed discussion paper and focus group sessions with staff and clients.
- The management team met again in January 2017 to finalize the mission, vision, and values and develop high level strategic focus statements.
- In the spring of 2017, the management team finalized and completed an implementation model and action plan with indicators and data collection methods. The Board of Directors received the new Strategic Plan for final approval in July of 2017.

## Next Steps on our Pathway

Efforts towards achieving the goals set out in this plan have already begun. A year one (2017-2018) Operational Plan has been developed to help guide staff in their day-to-day activities. This plan aligns with the strategic priorities, and includes action plans, along with indicators, measurable metrics, and who is responsible. This plan will be reviewed on a quarterly basis, and a 2018-2019 Operational Plan will be developed in the summer of 2018, and a 2019-2020 plan in the summer of 2019.

Now it is time to get to work because the services we provide to enhance the mental health system are of utmost importance to our community. It's up to all of us to create a robust sector where individuals and their families receive the right care at the right time. The strategic direction laid out in this document will help us achieve this goal.

## Stakeholder Engagement

We acknowledge that stakeholder engagement is essential in shaping the strategic direction of our organization. We undertook a robust stakeholder engagement process from August to December 2016, which included:



**August:** Board and Management Survey

25 respondents



**August-October:** Community Partner Interviews

27 interviewees



**October:** Staff Survey

64 respondents



**October:** Board & Management Strategy Session

30 attendees



**November-December:** Client and Staff Focus Groups

73 participants



**November-December:** Discussion Paper

32 respondents

**Total number of engagements = 251**

# What We Believe

This strategic plan reflects a renewed path forward for C.M.H.A. H.K.P.R., but our core beliefs as an organization remain the same. We operate on a strong foundation supported by three pillars, which support our belief that **mental health for all** is possible. Our pillars are:

**Knowledge:** Through education and open dialogue we can help to provide our community with a greater understanding of mental illness, and to eliminate stigma.

**Hope:** Through our services we are able to foster hope that we are a community where everyone who needs help, gets help.

**Belonging:** Through our programs we are able to promote belonging to a community which is an important part of recovery.



# Our Commitments

## Supporting Recovery

### To us recovery is defined as...

An experience where you actively engage in your own process, working independently and with others to enjoy a meaningful life in your own community, to fully exercise your rights and freedom as citizens, and to achieve the quality of life you desire.

### Our approach to recovery is...

Working together in partnerships of empowerment and respect for lived experience, embracing key principles of hope, self-determination, responsibility, and social inclusion.

### Embracing the recovery approach...

We recognize that you are a unique individual with the right to determine your own path towards mental health, well-being, and a meaningful fulfilling quality of life.

## Providing client and family-centred care

We are committed to putting our clients and families first. In all of our services and programs we work with clients and families to understand their needs, and put their priorities at the centre of what we do. We respect people from all walks of life and value diversity. We continuously strive to make our spaces safer and more supportive, so that every person can explore meaningful ways to experience recovery and improve the quality of their life.

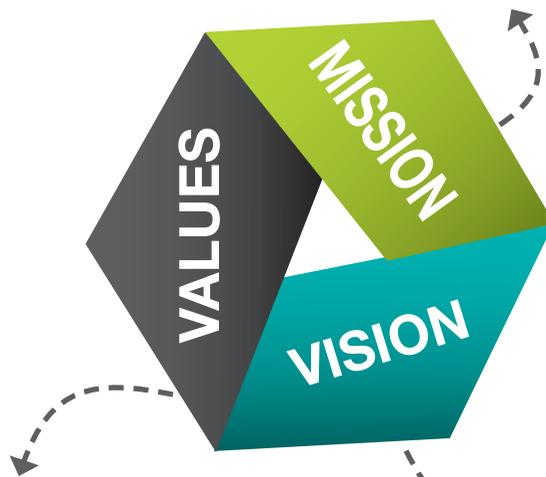


# Our Mission, Vision, and Values

While our foundation remains the same, throughout our engagement process, we discovered a need to update our Mission, Vision, and Values, reflecting the core direction of our organization as we move forward into the future. The updated statements are:

## Our Mission

In partnership with clients, families and the community, we provide best practice services through education, advocacy, therapeutic supports and assistance with social determinants, to improve mental health recovery and quality of life.



## Our Values

- + Self-Determination
- + Social Justice
- + Collaboration
- + Diversity and Inclusion
- + Innovation
- + Accountability

## Our Vision

Mentally healthy people thriving in an inclusive society free from stigma.

# Our Values Defined

## Self-Determination

We are grounded in a philosophy of recovery, increasing the capacity of clients and families to build resilience, become more empowered, make informed choices, and to transform choices into actions with successful outcomes for each person.

## Social Justice

We address the barriers and discrimination that impact people’s quality of life. We support equitable access to resources, so everyone can fully participate in society.

## Collaboration

We continuously build on community experience and expertise in the delivery of mental health and addictions supports. Our partners are: individuals who use our services, families, community service providers, staff, volunteers, students, our Board of Directors, and provincial and national partners in mental health and addictions.

## Diversity and Inclusion

We respect the dignity, integrity, beliefs and cultures of all people and seek to continuously provide safer environments for recovery.

## Innovation

We value the continuous momentum of ongoing quality improvement in the provision of effective and evidence-based services and supports.

## 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.

# Our strategic priorities



## For Our Clients

**Goal:** We will integrate welcoming, accessible, safe, client and family-centred care with best practices to provide high quality mental health services.

**Objectives:**

- Utilizing ongoing feedback from clients, families and community members to identify service gaps and improvement opportunities
- Implementing and evaluating best practices for each service
- Ensuring a strong safety and quality focus in all agency programs and activities

## For Our Community

**Goal:** We will provide community mental health expertise, advocacy and leadership, in collaboration with partners, towards the improvement of systems and supports.

**Objectives:**

- Creating seamless service pathways, coordinated care plans and improving service navigation
- Developing clear and well articulated relationships with existing and new partners
- Engaging with our community to promote **knowledge, hope and belonging**

## For Our Organization

**Goal:** We will co-create a diverse, healthy, safe, and positive workplace culture that values and engages employees, students and volunteers to achieve operational excellence.

**Objectives:**

- Ensuring sustainable resources are in place to enable the organization to carry out its responsibilities effectively
- Improving employee job satisfaction, wellness practices, communication, recognition and teamwork

# Contact Us

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## **Administrative Office**

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Fax: (705) 748-4078

Email: [info@cmhahkpr.ca](mailto:info@cmhahkpr.ca)

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