

**ADDICTION OUTREACH MUSKOKA PARRY SOUND
MUSKOKA-PARRY SOUND COMMUNITY MENTAL HEALTH SERVICE**

STRATEGIC PLAN (APRIL 2014 TO MARCH 2018) REFRESH

This refresh has been drafted in light of recent developments, particularly the move to complete integration of Addiction Outreach Muskoka Parry Sound (AOMPS) and Muskoka-Parry Sound Community Mental Health Service (MPSCMHS) and the decision of the Board that the agency become a branch of the Canadian Mental Health Association. The following points have guided the development of this refresh:

1. The spirit of the Local Health System Integration Act, 2006 implies that meaningful strategic planning should be done by the Local Health Integration Network (or in our case, the two Local Health Integration Networks (LHINs) of which we are a part) as a whole. The LHINs are also able to muster far better decision support than our community agencies which have limited funding to allocate to this end. We will, therefore, use our resources in LHIN processes and look to those processes to set the parameters within which we develop our agency strategic plan.
2. Any strategic planning on our part has to begin with a recognition that over the past decade funding and expansion of the community addictions and mental health sector has resulted, less from proposals emanating from specific agencies, than from investment decisions made at a provincial or LHIN level: this significantly lessens the utility of agency-based strategic planning.
3. Given the work involved in integrating the two organizations, relocating in Parry Sound, and achieving accreditation, as well as the possibility of having to add or expand functional centres, we will have limited resources with which to pursue other strategic directions.
4. Any consultation with stakeholders requires being clear with them as to the limited flexibility community addictions and mental health agencies have in regard to populations to be served and services to be provided: it has been our experience that stakeholders, particularly service users, wish to see changes on the part of the larger system which, while we can advocate for it to respond, we cannot make do so.
5. The timeframe for this refreshed and unified strategic plan presumes;
 - a. That the plan will be revisited and refreshed (as far as is necessary) between January and March each year and will, along with the analysis of the results of our outcome and satisfaction measures, as well as other sources of information, determine the annual operational/quality improvement plan for the upcoming fiscal year, and
 - b. That, given succession planning underway, a comprehensive strategic planning exercise will be started as of April 2017 to result in a new strategic plan as of April 2018.

Strategic Direction	Strategic Goal	Accountability	Action(s)	2014-15 Short Term Targets	2015-18 Long Term Targets	Measuring Outcome
Increase Integration	Achieve complete integration of AOMPS and MPSCMHS	Boards of AOMPS & MPSCMHS Executive Director	Boards and Executive Director will obtain legal guidance and implement the prescribed process to complete integration.	Formal integration of AOMPS and MPSCMHS resulting in a unified addictions and mental health agency serving Muskoka and Parry Sound.	Maintain and improve unified addictions and mental health agency serving Muskoka and Parry Sound.	Unified addictions and mental health agency serving Muskoka and Parry Sound.
	Continued participation in the North Simcoe Muskoka LHIN (NSMLHIN) Care Connections process	Board of Directors Executive Director Muskoka Manager of operations Senior Management	Appropriate representatives of the Board of Directors participate in NSM LHIN processes as required. Other staff serve on the Care Connections committees as necessary.	To be determined by the process	To be determined by the process	Greater integration of the health care system particularly the addictions and mental health sector
	Maximize opportunity to participate in the North East LHIN (NELHIN) planning process	Executive Director Senior Management Parry Sound Manager of Operations	1) Maintain the District of Parry Sound & Muskoka Health System Planning Committee and ensure that the appropriate NELHIN staff is kept in the loop. 2) Participate as non-voting members of the Nipissing Mental Health and Addictions Committee. 3) Attend pertinent events in the NELHIN as resources allow. 4) Lobby for a place at the table on all pertinent NELHIN working groups.	Our agency is recognized as a necessary participant in addictions and mental health planning by the NELHIN.	Our agency is recognized as a necessary participant in addictions and mental health planning by the NELHIN.	Being asked to participate in the NELHIN planning processes

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Ensure Continuous Quality Improvement and Client Safety	Accreditation via Accreditation Canada	Manager of Quality Improvement Primer Team	Processes will be implemented that will enable AOMPS and MPSCMHS to meet the primer standards. See accreditation work plan.	Primer Accreditation Complete	Qmentum Accreditation compliance achieved by 2017	Accreditation Primer (green/yellow) award following January 2015 site survey. Qmentum Accreditation approved by 2017.
	Maintain and refine our quality focused common annual work cycle	Senior Management	Follow through process as articulated in that document.	See 2014 - 2015 operating and Quality improvement work plan	ongoing	Annual evaluation by Senior Management
	Become a trauma informed agency	To be determined	Research and develop a detailed plan moving forward on this objective. Steps will include; manager with lead accountability will pursue training, appropriate training for staff will be arranged, a staff committee will be created to review and revise policies and procedures to ensure that we are trauma informed.	Manager with lead accountability will be identified and trained.	Manager will move forward with forward with other steps as identified under "Actions".	Opinion of trauma expert that the agency is trauma informed

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	Further develop capacity to use social media and renew our website.	Manager of Quality Improvement	<p>Research will be done as to how other similar organizations are making use of social media and a plan developed and implemented to increase use of social media.</p> <p>Access services for website development/support available to CMHA branch organizations and bring our website up to the standards maintained by comparably resourced CMHA Branches.</p>	Steps required in becoming a CMHA branch will be taken	Steps as noted under "Actions" with regard to social media will be taken as well as further steps necessary with regard to the website.	Agency is making appropriate use of social media and website is comparable to those of other similarly resourced CMHA branches.
	Collect accurate and complete information about client medications and utilize this information during transitions of care.	Manager of Quality Improvement	Implement Accreditation Canada Med Rec ROP for Home and Community Care	Primer Accreditation	Qmentum Accreditation	<p>Accreditation Primer (green/yellow) award following January 2015 site survey.</p> <p>Qmentum Accreditation approved by 2017-18.</p>

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Increase Resources	Become a branch of the Canadian Mental Health Association	Executive Director	Take the legal and other steps necessary and sign the Branch/Division Agreement.	Have become a branch of the Canadian Mental Health Association.	Make all necessary changes to reflect new affiliation and name change	Have become a branch of the Canadian Mental Health Association
	Be nimble and flexible to maximize opportunities that arise out of provincial government and LHIN processes.	Senior Management	Until the opportunity arises action is limited to ongoing participation in LHIN processes and monitoring provincial developments.	As unfolds	As unfolds	Opportunities for improved addictions and mental health services for Muskoka and Parry Sound have been pursued
	Lobby the North Simcoe Muskoka LHIN to address existing inequitable distributions of mental health and addictions resources within the LHIN.	Executive Director	Participate in the process including the NSM LHIN Care Connections Mental Health and Addictions Coordinating Council.	Agreement is reached as to the current status of resource distribution and plan for achieving equity over time is developed.	Further resource allocation is adjusted to address any inequities.	Additional addictions and mental health resources within the NSM LHIN are distributed in such a way as to address inequities.
	Continue to lobby the North East LHIN to recognize AOMPS and MPSCMHS as the primary providers of addictions and mental health services in the District of Parry Sound.	Executive Director Parry Sound Manager of Operations	Maintain relationship with Sudbury/Manitoulin Hub lead staff and build relationship with Nipissing/Temiskaming lead staff	NELHIN Nipissing/Temiskaming Hub lead staff visit our Sundridge office for an orientation to the services we provide in that Hub.	That additional community addictions and mental health services to be provided in the District of Parry Sound are provided by our agency.	That the community addictions and mental health system in the District of Parry Sound is not experienced by service users or health service providers as more complicated than it was.
			Proposal 1: For a peer Recovery Home in the Town of Parry Sound	Complete and submit proposal	Implement proposal if approved	Funding approval for peer recovery Home in Parry Sound, site selection and development as per agreement.
			Proposal 2: For an increased presence of addictions and mental health workers in the Emergency Department of the West Parry Sound Health Centre.	Implement proposal if approved	Maintain service	Evidence of increased presence of addictions and mental health workers in the Emergency Department of the West Parry Sound Health Centre.

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	Continue to build the Resource Development Committee of the Board of Directors in order to be able to provide a Public Education Program.	Board of Directors Resource Development Committee Executive Director	Recruit, appoint, orient and train committee members to be effective in their roles. Implement the Resource Development Strategic Plan.	Hold initial Public Education workshops during Mental Illness Awareness week in October. Raise \$17000 for a FTE at 0.20 Public Education Worker by June 2015.	Iterative improvement and expansion of Resource Development Strategy.	The Resource Development Committee will realize the goal of raising \$85000 annually by June 2018 providing for a full time Public Education worker.

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Take Care of Staff	Continue with the goal of achieving competitive compensation and benefit equity with the hospital sector.	Executive Director	Use every opportunity to raise this issue and the necessity of regular base funding increases with funders and government.	Dependent on funder	Dependent on funder	Wage and benefit equity with hospital sector
	Implement the Mental Health Commission of Canada's Psychological Health and Safety in the Workplace Standards.	Manager of Human Resources and Administration	Evaluate our agency against the standards identifying any standards unmet, develop and implement a plan to meet those standards.	No target for 2014-15	Steps as identified under "Actions"	Agency meets the Mental Health Commission of Canada's Psychological Health and Safety in the Workplace Standards.
	Improve the environmental work life of staff, including health and safety issues related to the office environments.	Parry Sound Manager of Operations Manager of Human Resources and Administration	Complete leasehold improvements and relocation with the Town of Parry Sound.	Dependent on funder	Dependent on funder	A new location is established which provides an improved work life for staff in terms of the office environment and health and safety.
Muskoka Manager of Operations		Begin process of improving our accommodations in Bracebridge.	Analysis of options and choice as to best	Plan for implementing chosen option	Improved accommodation which provides an improved work life for staff in terms of the office environment and health and safety.	