



**Canadian Mental
Health Association**
Muskoka - Parry Sound

**Addictions and
Mental Health Services**

2022 -2026 Organizational Strategy

Capillary Consulting
July 2022



Foundational Components.

Any Strategy is underpinned by a series of core foundational elements that direct, drive and inform. These are the vision and mission and values. The following are the key components of each for the Canadian Mental Health Association Muskoka Parry Sound (CMHAMPS).

Vision:

Empowering individuals, families and communities to thrive through hope, recovery, wellness and healthy lifestyles

Mission Statement:

Canadian Mental Health Association, Muskoka-Parry Sound branch is committed to hope and recovery through integrated mental health and addiction services. Using effective, safe, innovative partnerships and practices, we provide the highest quality treatment, support, education, and advocacy for the people of Muskoka-Parry Sound.

Core Values:

- Self-Determination and Empowerment
- Social Justice
- Collaboration
- Diversity, Equity and Inclusion
- Excellence, Quality and Innovation
- Accountability

Team Values:

- Mutual Trust
- Respect
- Honest & Transparent Communication
- Teamwork

This is underpinned by the tag line: **Recovering and Thriving**

Executive Summary & Document Purpose

The 2022-2026 Strategy will reflect upon the journey CMHAMPS has traveled on but focus on how it will build the journey ahead, address the challenges and needs of the organization and how it can best serve the community of Muskoka-Parry Sound.

There are six key areas for focus when defining the future Strategy:

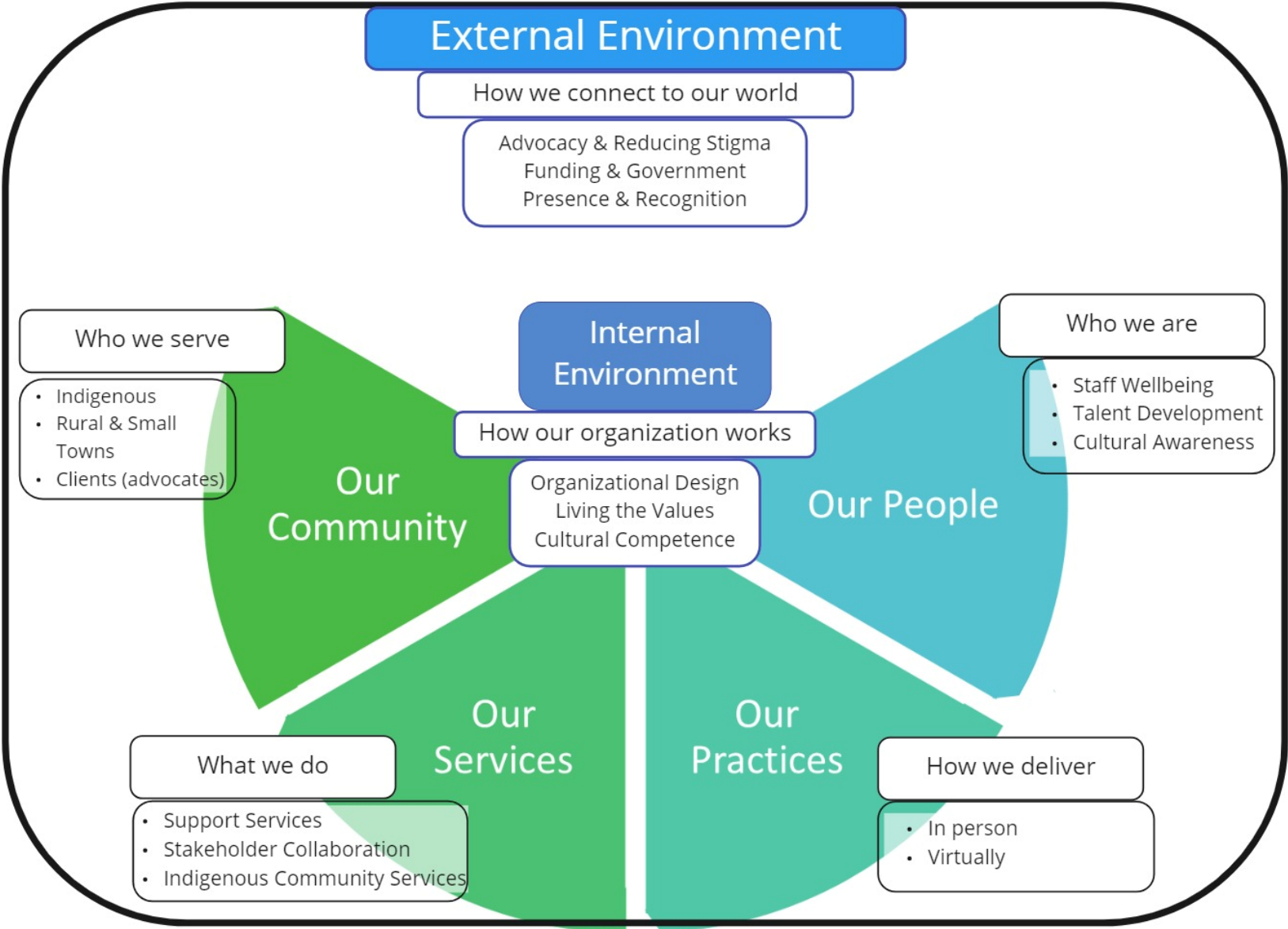
1. The External Environment, which drives the relationship to funding and how the outside world views the organization.
2. The Internal Environment, that frames the organizational relationships it operates within.
3. The Community it serves across Muskoka-Parry Sound.
4. The People who make up the organization and deliver its services.
5. Services offered and delivered by the organization for the community of Muskoka-Parry Sound.
6. Practices that shape the most effective and efficient way to deliver services.

These six key areas are not mutually exclusive and have strong interdependencies and support each other's success.

With the strategy focusing on the journey between now and 2026, it will also be important to reflect that the journey ahead is one of growth and measured activity across that timeline. As we explore each of the above areas, we will be considering the needs and situations that challenge each area and identifying options to address these through questions posed and clear answers to these, with additional consideration to goals for short-term (2022-23), medium term (2023-2025) and longer term (2025-26 onwards) approaches.

This document will consider each of the six areas in term, identifying focus and actions to be undertaken, while addressing the questions for each that needs consideration. The content being the answers to follow of these questions across the short-, medium- and longer-term.

Before we dive into these areas, we have created a graphic representation of these focus points that can be seen on the next page.



External Environment

How we connect to our world

- Advocacy & Reducing Stigma
- Funding & Government
- Presence & Recognition

Internal Environment

How our organization works

- Organizational Design
- Living the Values
- Cultural Competence

Our Community

Who we serve

- Indigenous
- Rural & Small Towns
- Clients (advocates)

Our People

Who we are

- Staff Wellbeing
- Talent Development
- Cultural Awareness

Our Services

What we do

- Support Services
- Stakeholder Collaboration
- Indigenous Community Services

Our Practices

How we deliver

- In person
- Virtually

1. The External Environment: How we connect to our world.

The most important relationships for the organization focus on the way it is funded and the way its work is perceived by others.

1.1. Advocacy & Reducing Stigma

Working within mental health and addiction services there are many perceptions and misconceptions within the public at large as to why the services are needed. CMHAMPS should keep building on its advocacy work, collaborating with other organizations to push back on the stigma and promote the cause and purposes of the organization.

ACTIVITY:

- Collaborate to improve awareness of mental health needs across the community
- Support PR activities and other media campaigns e.g. May is mental health awareness month
- Vocalize the lived experience and share success stories and just like me narratives

Q: How do we reduce the stigma associated with Mental Health & Addiction?

1.2. Funding & Government

Primary funding for the success of the agency comes from government and public funds and grants for specific programs. There is also a strong relationship with social services and Ontario health services which may inform and collaborate with the delivery of services with their operations, or in collaboration with their activities.

ACTIVITY:

- Undertake review of unallocated funding use and opportunities for flexible funding
- Create clear partnership and collaboration terms of reference with social services and Ontario health
- Consider non-monetary support mechanisms that could benefit the agency (e.g. space, equipment)

Q: How do we maintain our funding and increase flexible usage of funds?

1.3. Presence & Recognition

Getting the voice of the agency out there will not only raise its general profile but also make it known to more people who need its services.

ACTIVITY:

- Develop a broader outreach program and connect to new spaces and opportunities
- Utilize existing relationship to spread the good work and share the successes

Q: How do we get seen by the right people?

The External Environment – Timeline for Activities

2022-23

Support PR activities and other media campaigns e.g. May is mental health awareness month

Vocalize the lived experience and share success stories and just like me narratives

Utilize existing relationship to spread the good work and share the successes

2023-2025

Collaborate to improve awareness of mental health needs across the community

Develop a broader outreach program and connect to new spaces and opportunities

Undertake review of unallocated funding use and opportunities for flexible funding

2025-2026 +

Consider non-monetary support mechanisms that could benefit the agency (e.g. space, equipment)

Create clear partnership and collaboration terms of reference with social services and Ontario health

2. The Internal Environment: How our organization works.

Consideration of the internal relationships, organizational needs and dependencies as well as the culture and structure need to be the best support framework possible to enable and empower success.

2.1. Organizational Design

Understanding who does what, where and why and how this all fits together is important to realize the potential of the organization and its people.

ACTIVITY:

- Undertake an organizational analysis and structural review, building on findings from strategy work
- Identify potential opportunities for innovation, technologies, and process improvement
- Review internal and external relationships to build upon successes and reduce impact of pain points
- Develop a board role analysis and consider how the relationship between board and organization grows.

Q: How do we maximize our organizational potential?

2.2. Living the Values

Demonstrating the core and team values within the organization to support a culture of inclusivity and respectful recognition of each other's roles and responsibilities.

ACTIVITY:

- Develop a list of actions that can be easily undertaken by all staff to demonstrate living the values
- Develop a shadowing or mentoring program to further understanding of the work done throughout the organization.
- Find opportunities to benchmark values and demonstration of values with other organizations

Q: How do we demonstrate belief and commitment to our values?

2.3. Cultural Competence

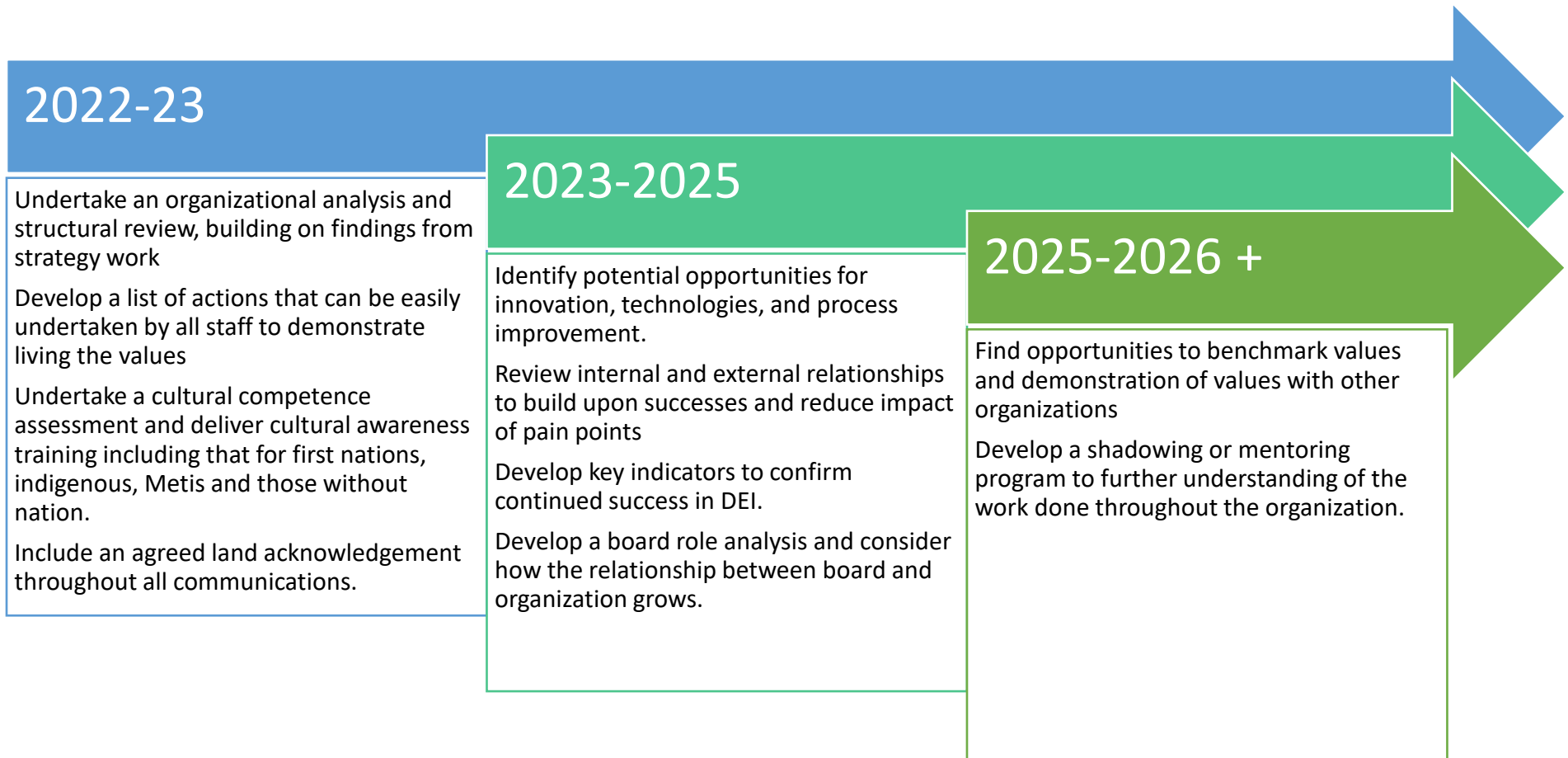
Embracing the Diversity, Equity & Inclusion of all people within the organization, recognize the strengths they bring to make the organization more capable.

ACTIVITY:

- Undertake a cultural competence assessment and deliver cultural awareness training including that for first nations, indigenous, Metis and those without nation.
- Develop key indicators to confirm continued success in DEI.
- Include an agreed land acknowledgement throughout all communications.

Q: How do we recognize everyone's value and the benefits they bring to CMHAMPS?

The Internal Environment – Timeline for Activities



3. Our Community: Who We Serve.

Recognizing Muskoka Parry Sound represents a diverse community, geographically dispersed and the people within that community have the support, guidance, and other services they need to navigate mental health and addiction.

3.1. Our indigenous community

Understanding and respecting of indigenous community needs and relationship with CMHAMPS

ACTIVITY:

- Define the connection of indigenous practices with western practices and how that will be reflected within the CMHAMPS operating model.
- Identify opportunities for sharing good practices and approaches between CMHAMPS and the indigenous community, including the continued growth of B'Saanibamaadsiwin.

Q: How do we best serve our indigenous community?

3.2. A Rural and Small-Town region

Recognizing the challenges of small town and very rural settings with challenging road networks, minimal public transit and extensive technology limitations across the region.

ACTIVITY:

- Define opportunities for virtual community connection to be expanded and maintained, removing transportation challenges and potential discomfort of local visibility of clients.
- Explore opportunities for technology and internet access to be expanded, advocating for its increased presence and looking to existing technology organizations for support and expansion of access to devices.
- Define a regular offering of support services across the region, expanding options to more locations

Q: How do we provide services to a large and dispersed rural and small-town population?

3.3. Being an advocate for Our Clients

Recognizing that our clients give CMHAMPS the purpose to exist and that everyone is either an existing client or potential client.

ACTIVITY:

- Continue to provide support needs to anyone with mental health and addiction needs, through current or past lived experience
- Advocate for the needs of the community, recognizing that this may need courage and be disruptive to the government and other organizations upon which CMHAMPS relies.

Q: How do we best serve existing and potential clients?

Our Community – Timeline for Activities

2022-23

Identify opportunities for sharing good practices and approaches between CMHAMPS and the indigenous community, including the continued growth of B'Saanibamaadsiwin.

Define opportunities for virtual community connection to be expanded and maintained, removing transportation challenges and potential discomfort of local visibility of clients.

Continue to provide support needs to anyone with mental health and addiction needs, through current or past lived experience

2023-2025

Define the connection of indigenous practices with western practices and how that will be reflected within the CMHAMPS operating model.

Define a regular offering of support services across the region, expanding options to more locations

Advocate for the needs of the community, recognizing that this may need courage and be disruptive to the government and other organizations upon which CMHAMPS relies.

2025-2026 +

Explore opportunities for technology and internet access to be expanded, advocating for its increased presence and looking to existing technology organizations for support and expansion of access to devices.

4. Our People: Who we are.

An organization is only as good as the people that are part of it. It needs to be reflecting on how the organization values its people, the roles they undertake and the performance they achieve.

4.1. Staff Wellbeing

Understanding that the environment of mental health and addiction can be very challenging both mentally and physically for those that work there.

ACTIVITY:

- Develop a mental health first aid program for staff to acknowledge their limitations and respond to their wellness needs
- Provide training and professional development opportunities to develop resilience and self care techniques.
- Create a system that recognizes individual capacity limits and actions to be taken when limits are placed under pressure.
- Explore the potential of an internal peer support scheme

Q: How should we effectively care for our staff?

4.2. Talent Development

Working to attract and retain the best talent is key to the organizational success of CMHAMPS, this includes developing those that are in the organization and recognizing the need to also continuously develop this inhouse capacity.

ACTIVITY:

- Develop clear guidelines for remote and on site working opportunities for all staff
- Review compensation based on work undertaken and capability, recognizing the value to the organization of each individual role.
- Consider a whole compensation package to offer in kind benefits that address accommodation and other challenges without effecting salary values
- Consider the opportunities of mentorship schemes and other in house shadowing opportunities
- Define a board member recruitment process that reflects those that are best placed to progress the organization, advocate for its purpose and add value to the capacity needs of the board.

Q: How can we achieve the best from our staff?

4.3. Cultural Awareness

Taking a Diversity, Equity & Inclusion focused approach to any activities undertaken inhouse.

ACTIVITY:

- Integrate continuous education and accountability with a DEI lens for all staff

Q: How do we support staff to become more culturally aware?

Our People – Timeline for Activities

2022-23

Provide training and professional development opportunities to develop resilience and self care techniques.

Develop clear guidelines for remote and on site working opportunities for all staff

Define a board member recruitment process that reflects those that are best placed to progress the organization, advocate for its purpose and add value to the capacity needs of the board.

2023-2025

Create a system that recognizes individual capacity limits and actions to be taken when limits are placed under pressure.

Develop a mental health first aid program for staff to acknowledge their limitations and respond to their wellness needs

Integrate continuous education and accountability with a DEI lens for all staff

Consider the opportunities of mentorship schemes and other in house shadowing opportunities

Consider a whole compensation package to offer in kind benefits that address accommodation and other challenges without effecting salary values

2025-2026 +

Explore the potential of an internal peer support scheme

Review compensation based on work undertaken and capability, recognizing the value to the organization of each individual role.

5. Our Services: What We Do.

Patient, client and family centred care and services that maintain and develop opportunities that provide a range of operational, advisory and guiding services to the community we serve.

5.1. Support services for mental health and addiction

Continuing to offer best practice services to individuals needing guidance navigating mental health and addiction.

ACTIVITY:

- Continue to provide support services to those with historical and current MHA needs through a portfolio of offering in person and virtually, in groups and individually e.g. peer support
- Provide clinical guidance, actions and treatment services for those in need, including times of crisis.
- Maintain Accreditation status for the organization

Q: How do continue to provide the best services to our clients?

5.2. Collaborate with key stakeholders

Delivering service excellence requires us to recognize when a partner or other stakeholder can best serve the client needs, or be engaged with our services to provide the

ACTIVITY:

- Continue to develop constructive connections with Muskoka Parry Sound, social, community and health focused organizations, to collaborate on advocacy and connected best practices.
- Develop greater opportunities for in hospital and community presence for peer support and others to help MHA needs within the community.
- Continue to make representation on Ontario Health Team (OHT) development and other health service providers who connect or operate within our community

Q: How can we maximize the benefit of collaborating with community stakeholders?

5.3. Indigenous Community Services

Embracing the Diversity, Equity & Inclusion of all people includes making services available to our indigenous community in Muskoka Parry Sound.

ACTIVITY:

- Continue service collaboration for indigenous communities e.g. growth of B'Saanibamaadsiwin
- Develop a regular community engagement with all first nations, indigenous groups, Metis and others without nation that can improve MHA service approaches to be more inclusive.

Q: How do we best service our indigenous community needs?

Our Services – Timeline for Activities

2022-23

Continue to provide support services to those with historical and current MHA needs through a portfolio of offering in person and virtually, in groups and individually e.g. peer support
Provide clinical guidance, actions and treatment services for those in need, including times of crisis.
Continue service collaboration for indigenous communities e.g. growth of B'Saanibamaadsiwin

2023-2025

Maintain Accreditation status for the organization
Develop greater opportunities for in hospital and community presence for peer support and others to help MHA needs within the community.
Continue to make representation on Ontario Health Team (OHT) development and other health service providers who connect or operate within our community
Continue to develop constructive connections with Muskoka Parry Sound, social, community and health focused organizations, to collaborate on advocacy and connected best practices.

2025-2026 +

Develop a regular community engagement with all first nations, indigenous groups, Metis and others without nation that can improve MHA service approaches to be more inclusive.

6. Our Practices: How We Deliver

Patient, client and family centred care and good practices that shape services to our community. We recognize the need to practice in ways that best suit our clients and the way we present as an organization within Muskoka Parry Sound region.

6.1. In-Person activity

Recognizing that in person interaction is best suited to a significant number of clients and collaboration with stakeholders.

ACTIVITY:

- Continue to offer in person group activities and referral guidance at locations throughout the region
- Provide in situ support at hospitals and other spaces for client navigation needs at time of crisis and/or other support needs.
- Provide opportunities for in person meeting, collaboration and connection across the organization to synthesize approaches and understand services and approaches available to all.

Q: How do we gain the best results from in person connection?

6.2. Virtual activity

Recognizing the opportunities that virtual connectivity provides for client and staff interaction without transportation and time resource needs.

ACTIVITY:

- Undertake a thorough review of all services and practices within them to determine options for virtual connectivity and create a comprehensive list of virtual delivery
- Explore opportunities for greater access to digital connection for client interactions.
- Explore opportunities for staff interaction to be more effective using digital technologies.

Q: How do we gain the best results from virtual connection?

Our Practices – Timeline for Activities

2022-23

Continue to offer in person group activities and referral guidance at locations throughout the region

Provide in situ support at hospitals and other spaces for client navigation needs at time of crisis and/or other support needs.

2023-2025

Provide opportunities for in person meeting, collaboration and connection across the organization to synthesize approaches and understand services and approaches available to all.

Undertake a thorough review of all services and practices within them to determine options for virtual connectivity and create a comprehensive list of virtual delivery

Explore opportunities for staff interaction to be more effective using digital technologies.

2025-2026 +

Explore opportunities for greater access to digital connection for client interactions.