



Children's Mental Health Ontario

Santé mentale pour enfants Ontario

2009/10 – 2011/12 Strategic Plan

January 2009

I. Introduction

**Children’s Mental Health Ontario
Strategic Plan 2009/10 – 2011/12**

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I. Introduction

Purpose

To outline Children's Mental Health Ontario's objectives for 2009/10 – 2011/12 and the strategies and tactics it will use to achieve those objectives.

Children's Mental Health Ontario's Dual Role

Recently Children's Mental Health Ontario adopted the following Mission and Vision.

Mission

We champion the right of every child and youth in Ontario to mental health and well-being.

Vision

An Ontario where every child and youth grows up mentally healthy.

Children's Mental Health Ontario as the primary catalyst in both strengthening Ontario's child and youth mental health agencies and enhancing mental health services for children, youth and their families in Ontario.

These reflect Children's Mental Health Ontario's fundamental duality:

1. Working to strengthen its member network of community-based agencies; and
2. Pushing for broader reform that will lead to a comprehensive, integrated system of mental health services for children and youth in Ontario.

Both aspects of our work aim at ensuring the right of every child and youth in Ontario to mental health and well-being.

The Strategic Plan's Developmental Process

This Plan was developed through an extensive process that included initially seeking input from member agencies and other stakeholders, a Strategic Planning Task Force of the Board developing an initial draft which was circulated for comment among member agencies, and finally, revisions being made to the original draft based on those comments.

I. Introduction

The Key Organizing Principle of the Strategic Plan

The process of developing this Plan resulted in consensus around what our objectives and broad strategies should be, but also resulted in literally dozens of ideas for the tactics we should be employing.

In fact, far more tactics were suggested than could realistically be undertaken during the period covered by the Plan.

By and large, the many suggested tactics fell into one of two groups: the needs of today, and the possibilities for tomorrow. Essentially,

1. What Children's Mental Health Ontario must do over the next three years to meet the immediate needs of Ontario's children and youth and of its member agencies.
2. What Children's Mental Health Ontario could be doing in the future to enhance the ability of Ontario's child and youth mental health system, including its member agencies, to more effectively meet the needs of Ontario's young people.

It was obviously important to ensure that the former were included in the Plan, but it seemed equally obvious that the latter should not simply be forgotten. The former primarily included the programs and initiatives that we have been working on in recent years, plus some already in development; the latter primarily consisted of initiatives whose feasibility and importance have not been fully evaluated, but which have the potential to contribute significantly to meeting our goals.

Thus, the Plan organizes Children's Mental Health Ontario's 2009/10 – 2011/12 work into two distinct categories:

1. Core Services and Initiatives, which will be the focus of the organization's efforts during the planning period; and
2. Potential Services and Initiatives for Evaluation, which will be evaluated and either implemented or designated for implementation, if deemed valuable and affordable.

While the specific tactics included in the plan are based on circumstances and thinking at the time the plan was approved, of course changing circumstances and/or operational planning may result in some modifications.

At the end 2012, the goal is that:

1. The tactics included in the "Core Services and Initiatives" will have been effectively executed.
2. The tactics included in "Potential Services and Initiatives for Evaluation" will have been evaluated and it will have been determined which, if any, should be included in Children's Mental Health Ontario's next long-term Strategic Plan. Of course, there is the possibility some will have been deemed important enough to be implemented between 2009 and 2012.

II. Objectives

Children's Mental Health Ontario will have four objectives for the period 2009/10 to 2011/12.

1. Strengthening Member Agencies:

To strengthen the financial and operating capacity of Children's Mental Health Ontario's member agencies.

2. Building Awareness and Understanding:

To build awareness and understanding of child and youth mental health among Ontario's general public, government and allied professionals.

3. Improving Services and Outcomes:

To improve services and outcomes for children and youth with mental health problems.

4. Expanding Children's Mental Health Ontario's Capacity:

To develop the financial and organizational capacity necessary to ensure the achievement of Children's Mental Health Ontario's strategic plan.

III. Strategies

Children's Mental Health Ontario will implement the following strategies in order to achieve our 2009/10 – 2011/12 Objectives

1. Strengthening Member Agencies

Objective

To strengthen the financial and operating capacity of Children's Mental Health Ontario's member agencies.

Strategies

Children's Mental Health Ontario will pursue three strategies to achieve this objective:

Strategy A Advocate with the Ontario Government for:

- a) Increases in annual funding that, at a minimum, meet the member agencies' rising costs;
- b) Increased investment to enable more service capacity and stronger organizational infrastructure; and
- c) Support of the costs of implementing Evidence Based Practices.

Strategy B Provide communication and networking linkages for member agencies' staff and volunteer leaders.

Strategy C Provide shared member services to increase agency effectiveness and efficiency.

III. Strategies

2. Building Awareness and Understanding

Objective

To build awareness and understanding of child and youth mental health among Ontario's general public, government and allied professionals.

Strategies

Children's Mental Health Ontario will pursue four strategies to achieve this objective.

- Strategy A** Develop public education programs targeted at the general public that aim to encourage children, youth and their parents to seek help for mental health problems and to encourage supportive behaviour.
- Strategy B** Develop and manage programs that assist professionals who work with children and youth in sectors other than mental health to identify, refer and support those who may need mental health services.
- Strategy C** Identify and support programs to engage youth (up to age 24) in developing and conducting peer education and support programs and to involve them in advocacy and public education activities.
- Strategy D** Identify and support programs to assist families in identification, referral and support and involve them in advocacy and public education programs.

3. Improving Services and Outcomes

Objective

To improve services and outcomes for children and youth with mental health problems.

Strategies

Children's Mental Health Ontario will pursue five strategies to achieve this objective.

- Strategy A** Campaign for equitable, comprehensive, and available child and youth mental health services throughout Ontario.
- Strategy B** Promote continuous improvement through accreditation.
- Strategy C** Promote the use of evidence-based services and promising practices.
- Strategy D** Promote data collection, analysis, and ongoing evaluation to inform practice change and service improvement.
- Strategy E** Nurture and support cross-sectoral networks of organizations and individuals working with children and youth.

4. Expanding Children's Mental Health Ontario's Capacity

Objective

To develop the financial and organizational capacity necessary to ensure the continuation and enhancement of Children's Mental Health Ontario's Core Services and Initiatives and to undertake the Potential New Services and Initiatives that are deemed important.

Strategies

Children's Mental Health Ontario will pursue four strategies to achieve this objective:

- Strategy A** Increase annual revenue.
- Strategy B** Expand and develop the capacity of human resources including youth, parents, agency staff and volunteers in the support of province-wide and local programs and initiatives.
- Strategy C** Review and revise the governance structure and ensure effective processes.
- Strategy D** Improve operations, in particular business planning, communication with members, financial management and human resource management.

IV. Tactics - Core Services and Initiatives

This section outlines the tactics related to our Core Services and Initiatives which Children's Mental Health Ontario will undertake throughout the planning period.

1. Strengthening Member Agencies

Objective

To strengthen the financial and operating capacity of Children's Mental Health Ontario's member agencies.

Strategies

Children's Mental Health Ontario will pursue three strategies to achieve this objective:

Strategy A Advocate with the Ontario Government for:

- a) Increases in annual funding that, at a minimum, meet the member agencies' rising costs;
- b) Increased investment to enable more service capacity and stronger organizational infrastructure; and
- c) Support of the costs of implementing Evidence Based Practices.

Strategy B Provide communication and networking linkages for member agencies' staff and volunteer leaders.

Strategy C Provide shared member services to increase agency effectiveness and efficiency.

Tactics

As part of its Core Services and Initiatives, Children's Mental Health Ontario will use the following tactics to implement these strategies.

A. Advocate with the Ontario Government

Tactic 1 Develop and manage the annual budget request including:

- i) Soliciting input from member agencies
- ii) Developing a pre-budget submission
- iii) Developing plans and materials to be used by the member agencies in support of lobbying efforts in their communities
- iv) Developing communications programs that specifically support the annual advocacy objectives
- v) Expanding the media relations program to ensure both on-going media coverage in support of the advocacy objectives and a rapid response to events.

IV. Tactics - Core Services and Initiatives

- Tactic 2** Identify potential opportunities for additional targeted government investments (e.g. the “poverty agenda”, anti-bullying initiatives, diversion from child welfare) through ongoing contact with politicians and public servants.
- Tactic 3** Develop the Children's Mental Health Ontario Advocacy Network with the objective of maximizing the operating effectiveness and efficiency of provincial and local advocacy efforts.
- Tactic 4** Develop a cadre of credible “authorities”, including parents and youth, who can and will actively support the provincial and local advocacy programs.

B. Provide communication and networking linkages for member agencies’ staff and volunteer leaders.

- Tactic 1** Produce bi-weekly “Fast Reports” e-newsletter.
- Tactic 2** Coordinate semi-annual regional meetings.
- Tactic 3** Re-organize Children’s Mental Health Ontario’s events, in particular the annual fall conference, in order to reduce costs and increase accessibility. Some options to be considered include:
 - i) Organizing a full conference only in alternate years, and hosting a smaller meeting for Executive Directors and Board leaders of member agencies in the off-years to coincide with Children’s Mental Health Ontario’s Annual General Meeting
 - ii) Offering workshops on clinical topics throughout the year via webinars, teleconferences, etc., instead of including those topics in the annual fall conference which would be limited to a smaller leadership event attended by Executive Directors and Board leaders of Children’s Mental Health Ontario members for advocacy and other sector-wide topics (e.g. lobbying, Children’s Mental Health Week, network development, youth engagement, family engagement)
 - iii) Organizing full-day regional meetings that include some combination of clinical, management and governance topics as an alternative to offering these sessions at a province-wide event.
- Tactic 4** Provide discussion forums (“virtual” communities of practice) at www.kidsmentalhealth.ca.

C. Provide shared member services to increase agency effectiveness and efficiency.

- Tactic 1** Negotiate and facilitate access by Children’s Mental Health Ontario members to insurance, employee benefits, salary surveys, legal advice, training through Safeguards Training for Children and Adult Services (Safeguards), and criminal reference checks.

2. Building Awareness and Understanding

Objective

To build awareness and understanding of child and youth mental health among Ontario's general public, government and allied professionals.

Strategies

Children's Mental Health Ontario will pursue four strategies to achieve this objective.

Strategy A Develop public education programs targeted at the general public that aim to encourage children, youth and their parents to seek help for mental health problems and to encourage supportive behaviour.

Strategy B Develop and manage programs that assist professionals who work with children and youth in sectors other than mental health to identify, refer and support those who may need mental health services.

Strategy C Identify and support programs to engage youth (up to age 24) in developing and conducting peer education and support programs and to involve them in advocacy and public education activities.

Strategy D Identify and support programs to assist families in identification, referral and support and involve them in advocacy and public education programs.

Tactics

As part of its Core Services and Initiatives, Children's Mental Health Ontario will use the following tactics to implement these strategies.

A. Develop public education programs targeted at the general public that aim to encourage children, youth and parents to seek help and to encourage supportive behaviour.

Tactic 1 Develop and manage Children's Mental Health Week on a "planned centrally, executed locally" basis in which, Children's Mental Health Ontario:

- i) Executes province wide initiatives
- ii) Provides regions and individual member agencies with plans and materials for local implementation.

Tactic 2 Develop the Children's Mental Health Ontario Public Education Network with the objective of maximizing the operating effectiveness and efficiency of provincial and local Public Education efforts.

Tactic 3 Manage www.kidsmentalhealth.ca to ensure the public content is accurate, relevant, current, easily navigable, well linked to other relevant websites, graphically appealing and robust.

IV. Tactics - Core Services and Initiatives

- Tactic 4** Develop communication materials for use in public education activities by Children's Mental Health Ontario, its members and partners, including:
- i) Promotional materials such as brochures, fact sheets, posters, car magnets, wristbands
 - ii) Print advertisements
 - iii) Broadcast materials such as videos, public service announcements, computer resources.
- Tactic 5** Expand the media relations program to ensure both on-going media coverage in support of the Public Education objectives and rapid response to events.
- Tactic 6** Establish and support a Speakers' Bureau of high-profile champions: youth, parents and other family members, and clinical professionals who will present in community and professional forums (such as schools, public meetings, conferences, member agency's annual general meetings, service clubs) and are available for comment to the media.
- Tactic 7** Work to ensure Mental Health Commission of Canada's anti-stigma campaign appropriately encompasses children and youth.

B. Develop and manage programs that assist professionals who work with children and youth in sectors other than mental health to identify, refer and support those who may need mental health services.

There are no Core Programs or Initiatives under this strategy. See "Potential Services and Initiatives for Evaluation" for further information.

C. Identify and support programs to engage youth (up to age 24) in developing and conducting peer education and support programs and to involve them in advocacy and public education activities.

- Tactic 1** Determine the most effective and efficient way for Children's Mental Health Ontario to support youth engagement based on learning from The New Mentality Pilot Project and other organizations' youth engagement programs such as those of The Centre of Excellence in Youth Engagement, the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO, the Laidlaw Foundation and others.
- Tactic 2** Facilitate the participation of youth in Children's Mental Health Ontario events and in other mental health conferences and meetings.
- Tactic 3** Establish a province-wide Children's Mental Health Ontario Youth Action Committee and determine the best mandate, governance and linkages to Children's Mental Health Ontario.

D. Identify and support programs to assist families in identification, referral and support and involve them in advocacy and public education programs.

- Tactic 1** As part of the Child and Youth Mental Health Information Network, develop and disseminate evidence-based information for parents and families.
- Tactic 2** Support and collaborate with Parents for Children's Mental Health.

3. **Improving Services and Outcomes**

Objective

To improve services and outcomes for children and youth with mental health problems.

Strategies

Children's Mental Health Ontario will pursue five strategies to achieve this objective.

Strategy A Campaign for equitable, comprehensive, and available child and youth mental health services throughout Ontario.

Strategy B Promote continuous improvement through accreditation.

Strategy C Promote the use of evidence-based services and promising practices.

Strategy D Promote data collection, analysis, and ongoing evaluation to inform practice change and service improvement.

Strategy E Nurture and support cross-sectoral networks of organizations and individuals working with children and youth.

Tactics

As part of its Core Services and Initiatives, Children's Mental Health Ontario will use the following tactics to implement these strategies.

A. Campaign for equitable, comprehensive, and available child and youth mental health services throughout Ontario.

Tactic 1 Advocate for accelerated implementation of "A Shared Responsibility: Ontario's Policy Framework for Child and Youth Mental Health."

B. Promote continuous improvement through accreditation of Child and Youth Mental Health Agencies.

Tactic 1 Manage an accreditation program for child and youth mental health agencies in Ontario.

Tactic 2 Develop more automated and web-based accreditation resources and processes, including a web-based discussion forum for accreditation 'leads' at member agencies.

Tactic 3 Update management, governance and staffing standards.

Tactic 4 Add standards regarding youth engagement.

Tactic 5 Explore a transition from in-house peer-based to third-party accreditation by partnering with other Canadian accreditors to establish a joint accrediting body for community-based health and social services.

C. Promote the use of evidence-based services and promising practices.

- Tactic 1** Coordinate Children's Mental Health Ontario's activities with those of the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO and other key partners through the Child & Youth Mental Health Information Network in order to determine and clarify respective roles, coordinate activities, and make the best use of resources for the greatest system impact.
- Tactic 2** Provide clinical and other evidence-based resources at www.kidsmentalhealth.ca.
- Tactic 3** Host/co-host professional development programs and training workshops using various formats (e.g., in conjunction with Children's Mental Health Ontario conferences, online, through videoconference, and as stand-alone events). Potential partners include Safeguards, The Hincks-Dellcrest Centre – Gail Appel Institute, the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO, and others.
- Tactic 4** Develop facilitated web-based Evidence Based Practice (EBP) communities of practice among staff of Children's Mental Health Ontario member agencies to support information-sharing, e-learning, etc..
- Tactic 5** Promote and facilitate training through Safeguards Training for Children and Adult Services.

D. Promote data collection, analysis, and ongoing evaluation to inform practice change and service improvement.

- Tactic 1** Support leadership of the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO in the evaluation of program outcomes.
- Tactic 2** Conduct biennial surveys of Children's Mental Health Ontario members on relevant indicators (e.g., services, partnerships, financial status, unmet needs) to inform CMHO strategies.
- Tactic 3** Gather, analyse and disseminate Brief Child and Family Phone Interview (BCFPI) data on system performance, including wait times, presenting needs, and demographics of those served.
- Tactic 4** Seek expanded contract terms and funding from the Ministry of Children and Youth Services to develop agency-specific report formats for BCFPI and assist agencies that wish to develop their own analysis capacity.

E. Nurture and support cross-sectoral networks of organizations and individuals working with children and youth.

Tactic 1 Advocate for Ontario Ministry-level leadership, including the removal of inter-ministerial barriers to collaboration among community-based, school-based and hospital-based service providers.

Tactic 2 Participate in provincial, national and international networks (e.g., Advisory Council and Consumer and Advocates' Network at the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO, Campaign 2000, Child and Youth Mental Health Information Network, Child Welfare League of Canada, National Children's Alliance, Ontario Alliance of Children and Youth Associations, Provincial Council for Children's Health).

4. **Expanding Children's Mental Health Ontario's Capacity**

Objective

To develop the financial and organizational capacity necessary to ensure the continuation and enhancement of Children's Mental Health Ontario's Core Services and Initiatives and to undertake Potential New Services and Initiatives that are deemed important.

Strategies

Children's Mental Health Ontario will pursue four strategies to achieve this objective.

Strategy A Increase annual revenue.

Strategy B Expand and develop the capacity of human resources including youth, parents, agency staff and volunteers in the support of province-wide and local programs and initiatives.

Strategy C Review and revise the governance structure and ensure effective processes.

Strategy D Improve operations, in particular business planning, communication with members, financial management and human resource management.

Tactics

As part of its Core Services and Initiatives, Children's Mental Health Ontario will use the following tactics to implement these strategies.

A. Increase annual revenue.

Tactic 1 Expand membership in all categories (accredited, organizational and individual).

Tactic 2 Solicit grants and donations that do not conflict with fundraising by member agencies.

B. Expand and develop the capacity of human resources including youth, parents, agency staff and volunteers in the support of province-wide and local programs and initiatives.

Tactic 1 Develop plans that clarify roles and responsibilities and develop networks and other communication channels that will facilitate the effective and efficient implementation of programs and initiatives.

Tactic 2 Develop a skills inventory and address human resource gaps across the whole organization (i.e. staff, Board, volunteers).

C. Review and revise the governance structure and ensure effective processes.

Tactic 1 Review and, as necessary, change the governance model and processes, including: the respective roles of the Board and Executive Director/CEO; Board composition and size; linkages to youth and parent organizations; the use and composition of Board Committees and Task Forces; and Board operating policies.

D. Improve operations, in particular business planning, communication with members, financial management and human resource management.

Tactic 1 Improve planning, financial, human resource and other management systems and policies to meet Children's Mental Health Ontario's accreditation standards.

Tactic 2 Align financial and operational planning with Children's Mental Health Ontario's fiscal year (July 1 to June 30) and develop annual goals that enhance accountability throughout the organization.

Tactic 3 Provide additional information to members about activities of the Children's Mental Health Ontario Board of Directors, committees and staff through various means such as posting Board minutes on the members' only section at www.kidsmentalhealth.ca, and bi-monthly e-mail reports from the Executive Director/CEO.

V. Potential New Services and Initiatives

This section outlines the services and programs which Children's Mental Health Ontario will evaluate during the planning period and, if deemed valuable and affordable, which CMHO will implement itself or assist and support others to implement.

1. Strengthening Member Agencies

Objective

To strengthen the financial and operating capacity of Children's Mental Health Ontario's member agencies.

These Potential New Services and Initiatives will be evaluated:

Strategy A Advocate with the Ontario government.

1. Developing a policy and advocacy plan related to wait times for child and youth mental health services.

Strategy C Provide shared member services to increase agency effectiveness and efficiency.

1. Offering additional member services (e.g., grant-writing, group pension plan, human resource management services, succession planning, an online library of member agencies' operating policies).

2. Building Awareness and Understanding

Objective

To build awareness and understanding of child and youth mental health among Ontario's general public, government and allied professionals.

These Potential New Services and Initiatives will be evaluated:

Strategy A Develop public education programs aimed at the general public that aim to encourage children, youth and their parents to seek help for mental health problems and to encourage supportive behaviour.

1. Enhancing Children's Mental Health Week by expanding school-based activities.

Strategy B Develop and manage programs that assist professionals who work with children and youth in sectors other than mental health to identify, refer and support those who may need mental health services.

1. Adapting or developing and disseminating early identification screening tools and referral information for use by relevant/related organizations and professionals such as teachers, child care workers, public health workers, police officers, youth leaders, post-secondary health clinic workers, community developers, recreation, culture and sports leaders.
2. Developing materials and approaches to facilitate links between accredited service providers and the medical field such as family health teams, community health centres, paediatricians and family physicians, and public health workers.
3. Facilitating links between accredited service providers and schools, which might involve:
 - a) Researching current successes, barriers and opportunities.
 - b) Identifying and promoting evidence-based, classroom-based programs, preferably made-in-Ontario.
 - c) Developing a framework for collaboration between service providers and schools (e.g., a collaboration template, suggested activities).

Strategy C Identify and support programs to engage youth (up to age 24) in developing and conducting peer education and support programs and to involve them in advocacy and public education activities.

1. Adopting a more inclusive name for Children's Mental Health Ontario (i.e., one that captures a broader spectrum of ages and stages from infancy to young adulthood).

Strategy D Identify and support programs to engage families in identification, referral and support and involve them in advocacy and public education activities.

1. Facilitating access by Children's Mental Health Ontario's member agencies to evidence-based parenting programs and resources, preferably made-in-Ontario (e.g., COPE – Community Parent Education).

3. Improving Services and Outcomes

Objective

To improve services and outcomes for children and youth with mental health problems.

These Potential New Services and Initiatives will be evaluated:

Strategy A Campaign for equitable, comprehensive, and available child and youth mental health services throughout Ontario.

1. Advocating for a legislated mandate and standards for community-based child and youth mental services.
2. Assessing and reporting on Ontario's adherence to the United Nations Convention on the Rights of the Child, perhaps in partnership with others such as the Consumer and Advocates' Network of the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO.
3. Assessing and reporting on inequities in the provision of services that may contravene provincial and/or federal human rights legislation, perhaps in partnership with others such as the Consumer and Advocates' Network of the Provincial Centre of Excellence for Child and Youth Mental Health at CHEO.

Strategy C Support the use of evidence-based services and promising practices.

1. Engaging the Ministry of Children and Youth Services (MCYS) in supporting implementation of evidence-based practice by funding both the staff time required and programs that support the transition to an evidence-based platform of services.
2. Negotiating access to online academic databases and library resources (e.g., journals) for Children's Mental Health Ontario members.
3. Collaborating in the development of practice guidelines for physicians and post-secondary curricula for child and youth work, medicine, nursing, policing, psychology, social work, teaching and other relevant professions.

Strategy D Promote data collection, analysis, and ongoing evaluation to inform practice change and service improvement.

1. Expanding training and support related to the Brief Child and Family Phone Interview (BCFPI) to all service providers funded by the Ministry of Children and Youth Services (i.e. including those that are not Children's Mental Health Ontario members).

Strategy E Nurture and support cross-sectoral networks of organizations and individuals working with children and youth.

1. Convening cross-sectoral events and networking opportunities that promote collaborative working relationships and consistent practices among service providers at the community level.
2. Developing a system, potentially on-line, that recognizes and exchanges knowledge about existing local and regional networks and partnerships.
3. Supporting the development of integration 'pilots' in 2-3 communities.
4. Determining the feasibility and value of creating a Canada-wide association for child and youth mental health, either by transforming Children's Mental Health Ontario or through partnerships at the provincial/territorial or national level (e.g., Child Welfare League of Canada, Mental Health Commission of Canada).

4. Expanding Children's Mental Health Ontario's Capacity

Objective

To develop the financial and organizational capacity necessary to ensure the continuation and enhancement of Children's Mental Health Ontario's Core Services and Initiatives and to undertake the Potential New Services and Initiatives that are deemed important.

These Potential New Services and Initiatives will be evaluated:

Strategy A Increase annual revenue.

1. Exploring the feasibility and value of establishing a major fundraising event, including the prospect of revenue-sharing with Children's Mental Health Ontario's member agencies.
2. Exploring the feasibility and value of establishing a foundation.
3. Exploring the potential to fund or partially fund existing and new services and initiatives through operating them as social enterprises.

V. Tactics - Potential New Services and Initiatives