

# CMHO STRATEGIC PLAN

**Our mission** is to champion the right of every child and youth in Ontario to mental health and well-being.

**Our vision** is an Ontario where every child and youth grows up mentally healthy.

**Our vision for Children's Mental Health Ontario** is 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.

Accordingly, **we have three strategic goals:**

- 1. Support and strengthen our members, and advocate for child & youth mental health services.**
- 2. Provide leadership and engage our members, families, youth and other allies to reform Ontario's child and youth mental health system.**
- 3. Develop the financial and organizational capacity necessary to ensure the achievement of the Children's Mental Health Ontario's strategic plan.**

## Strategies

### **1. We support our members by:**

- Advocating for funding*** that enables agencies to meet the demand for timely and effective child and youth mental health services in their communities.
- Establishing accreditation standards*** that inspire and support continuous quality improvement, and providing a recognized and credible accreditation program for members.
- Facilitating knowledge exchange*** with and among members on matters related to evidence-informed practice, government policy and initiatives, agency leadership and management, and CMHO activities and services.
- Providing shared services*** that reduce members' costs and increase their effectiveness including clinical staff training, employee benefits, insurance, group purchasing of supplies and services, legal services, biennial compensation survey, etc..
- Responding to member-specific requests*** for information and advice on strategic and operational issues.

### **2. We lead system reform by:**

- a) **Developing and promoting proposals for change, with our members**, to improve the organization, delivery and funding of child and youth mental health services in Ontario.
- b) **Mobilizing networks and coalitions of stakeholders** in Ontario's child and youth mental health system, including families and youth.
- c) **Advocating for urgent implementation of 'A Shared Responsibility'**, the Ontario government's policy framework for child and youth mental health.
- d) **Analysing intake data** to compile trends about the demand for services, demographics of service users, and wait times.
- e) **Developing and delivering training in youth engagement** as an effective strengths-based practice that enables youth to influence and contribute to a system that serves them.

### 3. We develop Children's Mental Health Ontario's capacity by:

- a) **Increasing annual revenue**
- b) **Expanding and developing the capacity of human resources** including youth, parents, agency staff and volunteers in the support of province-wide and local programs and initiatives.
- c) **Ensuring effective governance** structure and processes.
- d) **Improving operations**, in particular business planning, communication with members, financial management and human resource management.

## Tactics and Activities

### 1. Tactics/activities to support our members include:

- (a) **Advocating for funding** that enables agencies to meet the demand for timely and effective child and youth mental health services in their communities.
  - i. Develop and support, with our members and provincial partners, community-based coalitions of stakeholders to advocate with politicians about the gap between service capacity and the mental health needs of children & youth.
  - ii. Engage and support youth as advocates, through The New Mentality.
  - iii. Make formal and informal representations to the Ontario government: public servants, politicians and their advisers.
  - iv. Engage stakeholders to become active in a community-based coalition through outreach and communication activity, including Children's Mental Health Week.
- (b) **Establishing accreditation standards** that inspire and support continuous quality improvement, and providing a recognized and credible accreditation program for members.
  - i. Develop the Canadian Centre for Accreditation for launch in 2013.

- Develop new standards for governance, management and leadership.
  - ii. Manage an effective CMHO accreditation process through 2011-12.
    - Ensure a smooth transition to CCA's accreditation process that is cost-neutral for CMHO members.
- (c) **Facilitating knowledge exchange** with and among members on matters related to evidence-informed practice, government policy and initiatives, agency leadership and management, and CMHO activities and services.
- i. 'Satellite' groupings of member agencies (for joint advocacy and linkage to CMHO)
  - ii. Website: members' section, news, clinical news, events, professional resources
  - iii. Clinical webcasts (approximately monthly)
  - iv. E-mail lists and online discussion forums (for Executive Directors, Finance & Administration Managers, Clinical Directors, Accreditation Leads, etc.)
  - v. Fast Reports (bi-weekly, September through June)
  - vi. Annual conference (November)
  - vii. Special bulletins, conference calls, webcasts, in-person meetings (as required)
  - viii. Annual member satisfaction survey.
- (d) **Providing shared services** that reduce members' costs and increase their effectiveness.
- i. Clinical staff training (through Safeguards , at nominal cost to CMHO members)
  - ii. Employee benefits (through Great West Life/Deacon Insurance)
  - iii. Insurance (through Moore-McLean Insurance/various insurers)
  - iv. Group purchasing of supplies and services (through GAIN)
  - v. Legal services (through Lonny Rosen/Gardner Roberts LLP)
  - vi. Compensation survey (biennial, in partnership with Family Service Ontario/Canada)
  - vii. ONEmail secure patient information exchange (through eHealth Ontario).
- (e) **Responding to member-specific requests** for information and advice on strategic and operational issues.

## 2. Tactics/activities to lead system reform include:

- (a) ***Developing and promoting proposals for change, with our members***, to improve the organization, delivery and funding of child and youth mental health services in Ontario.
- i. Monitor government initiatives and proposals, data and frontline innovations related to child and youth mental health services in Ontario and elsewhere.
  - ii. Convene and support working groups to draft position statements on important and timely issues/topics.
  - iii. Engage CMHO members, and allied stakeholders when appropriate, to review and improve draft position statements, and to advocate for the final position.
- (b) ***Mobilizing networks and coalitions of stakeholders*** in Ontario's child and youth mental health system, including families, youth, members' volunteers and staff, other child and youth service providers, educators, etc.).
- i. Co-lead a coalition of provincial organizations whose members are stakeholders in the child and youth mental health system.
  - ii. Develop and support, with our members and provincial partners, community-based coalitions of stakeholders in child and youth mental health.
  - iii. Facilitate local coalitions to undertake collaborative activity in relation to advocacy for funding, Children's Mental Health Week, CMHO's policy development, and advocacy for system reform.
- (c) ***Advocating for urgent implementation of 'A Shared Responsibility'***, the Ontario government's policy framework for child and youth mental health.
- i. Develop advocacy materials that include specific 'asks' consistent with both 'A Shared Responsibility' and CMHO position statements.
  - ii. Meet with relevant Ministerial decision-makers, political support staff, public servants, and opposition party critics/staff to seek commitments for reform.
  - iii. Support CMHO members and community-based coalitions to meet with local MPPs and nominated political party candidates to seek commitments for reform.
  - iv. Track commitments of MPPs, candidates, etc..
- (d) ***Analysing intake data*** to compile trends concerning demand for services, demographics of service users, and wait times.

- i. Manage CMHO's contract with the Ministry of Children and Youth Services to train and support intake workers in the use of the Brief Child and Family Phone Interview, and to produce quarterly/annual reports derived from province-wide data.
- (e) ***Developing and delivering training in youth engagement*** as an effective strengths-based practice that enables youth to influence and contribute to a system that serves them.
- i. Manage CMHO's contract with the Provincial Centre of Excellence for Children and Youth Mental Health at CHEO to develop and deliver a training program that mobilizes youth to improve the quantity and quality of child and youth mental health services in Ontario.

**3. Tactics/activities to develop Children's Mental Health Ontario capacity include:**

- a) ***Increasing annual revenue***
  - i. Maintain existing membership revenue by delivering on members' expectations and through ongoing two way communications with them
  - ii. Expand membership in all categories (accredited, organizational and individual)
  - iii. Solicit grants and donations that do not conflict with fundraising by member agencies.
- b) ***Expanding and developing the capacity of human resources*** including youth, parents, agency staff and volunteers in the support of province-wide and local programs and initiatives.
  - i. Develop networks and other communication channels that will facilitate the effective and efficient implementation of programs and initiatives.
  - ii. Collaborate with other organizations that support the child and youth mental health cause.
- c) ***Reviewing and revising the governance*** structure and ensure effective processes.
  - i. Conduct ongoing evaluation and make adjustments as required.
- d) ***Improving operations***, in particular business planning, communication with members, financial management and human resource management.
  - i. Conduct ongoing evaluations and make adjustments as required.