

A new Strategic Plan to guide the
organization forward.

Revised Strategic Plan 2016-2018

Children's Mental
Health of
Leeds & Grenville

cmhlg.ca



Introduction

The Board of Directors and Management Team of Children's Mental Health of Leeds & Grenville (CMHLG) committed to the development of a three-year Strategic Plan in 2014. This planning process helped to generate new ideas and focus, define the organization's priorities, and renew energy around ongoing initiatives.

It was decided during the planning process that the priority for the Board of Directors would be to discuss and decide on the overarching strategic priorities for CMHLG for the next three years. Subsequent work plans and details would be developed by the Management Team.

As part of the Strategic Planning process, a series of surveys were distributed electronically to the Board and Management, CMHLG staff, and community partners. These surveys asked about the strengths, weaknesses, opportunities and threats for CMHLG. They also explored specific issues that had received attention recently.

This report articulates the priorities decided upon by the Board and Management Team during a planning session on May 3rd, 2014. The strategic priorities were framed by information and discussions about the organization's vision for the future, creative brainstorming, and understanding of critical issues, all using a strength-based perspective.

Update

In July of 2015 Children's Mental Health of Leeds and Grenville was selected as Lead Agency for the Lanark, Leeds and Grenville Service Area. Over the next seven months they worked with their Core Service Delivery Partner, Open Doors for Lanark Children and Youth, to conduct a needs assessment for the geographic region of Lanark Leeds and Grenville. They talked to over 49 individual service providers in addition to youth and parents. They then worked with their community partners to develop regional priorities that have been outlined in the Core Service Delivery Plan and the Community Mental Health Plan for Lanark, Leeds and Grenville. Following the submission of these ministry reports the region held a joint board meeting where the priorities were approved on a strategic level and implemented into the strategic direction of both agencies.

With these additions and the additions of mandated requirements as outlined in the readiness markers for Lead Agency implementation the Board of Directors of Children's Mental Health of Leeds and Grenville approved a revision to the strategic plan that outlined new strategic priorities for the fiscal years 2016-17 and 2017-18. Objectives remaining from the 2014-17 strategic plan were maintained or revised to meet the needs of Children's Mental Health of Leeds and Grenville being implemented as Lead Agency as early as March 2018.

The following priority areas are the result of this process.



System Transformation

Education and Information

Client Focused Outcomes and Accountability

Accreditation

Learning Organization & Positive Internal Culture

Effective and Deliberate Use of Technology



Strategic Priorities 2016-2018

1. System Transformation

Goal:	Cultivate a LLG regional approach to children’s mental health services that is client centred with clearly communicated effective pathways to care that remove barriers faced by both youth and families.
Outcomes:	CMHLG will be fully implemented as Lead Agency by March 2018 CMHLG will have a full and strong partnership with Open Doors. CMHLG staff will be fully informed and engaged in the changes resulting from system transformation
Objectives:	<ul style="list-style-type: none">• Cultivate an organization that is change-ready and adaptable to the needs of System Transformation at all levels.• Pursue a positive and collaborative approach to system transformation at all levels in the region.• Ensure clear and ongoing communications internally and externally to facilitate transition.• Develop a collaborative, working relationship with Open Doors that will ensure the best possible services are available to children, youth and their families across the three counties• Ensure that governance and legal requirements are in place to protect CMHLG as they take on the role of Lead Agency

2. Education and Information

Goal:	Develop a communication plan, and associated tools, in order to proactively educate and inform our community, partners and clients within LLG. **aspects of this plan will help meet Objective 1: System Transformation and Objective 4: Accreditation
Outcome:	Stakeholders have a clear understanding of CMHLG services and Lead Agency responsibilities, and understand the rationale and evidence supporting each.
Objectives:	<ul style="list-style-type: none">• Develop a clear, consistent plan for providing communications that will educate and inform stakeholders on system transformation and the role of lead agency• Provide information to CMH staff across the region in a transparent and timely manner• Ensure that the plan incorporates youth and family engagement practises to help ensure that programs and services are client informed• Transparent communication for System Transformation (objective 1)• Transparent communication for Accreditation (Objective 4)

3. Client-focused Outcomes and Continuous Quality Improvement

Goal:	Build on commitment to client-focused outcomes and continuous quality improvement.
Outcome:	Clients are better served across LLG. CMHLG as a lead agency is accountable to the ministry for all of LLG and there is a regional continuous quality improvement plan which is used on an ongoing basis to monitor and improve effectiveness and efficiency of services for the entire region.
Objectives:	<ul style="list-style-type: none">• Develop a regional quality improvement program that includes benchmarks and



- targets that can be monitored on an ongoing bases
- Develop a contractual agreement with Open Doors for services provided in Lanark County
 - Develop a regional complements and concerns process that incorporates incident and serious occurrence reporting and a conflict resolution process
 - Obtain and use client-level feedback for planning and evaluation purposes.
 - Recognize and continue commitment to evidence-base services and continuous improvement.

4. Accreditation

Goal:	Ensure that CMHLG meets accreditation standards outlined by the Canadian Centre for Accreditation
Outcome:	Successful accreditation
Objectives:	<ul style="list-style-type: none"> • Ensure that policies, procedures and practices are consistent with accreditation standards • Identify areas where improvement is needed and make necessary improvements • Ensure that system transformation work and accreditation work are aligned • Participate in an accreditation review • Celebrate successes

5. Learning Organization

Goal:	Further develop as a learning organization
Outcome:	CMHLG's staff and management are supported in their learning goals and contributions to a positive organizational culture that celebrates a strong focus on client outcomes.
Objectives:	<ul style="list-style-type: none"> • Continue to build on and move forward with agency-wide training plan • Develop core competency work further and incorporate them into performance appraisals and assess core competencies of staff to provide a base line • Develop an interview question bank that support core competency recruitment level evaluation (Behavioural Rating Scales) • Individual Staff Training Plans • Celebrate and build on the positive internal culture, talented staff, and mutual desire to provide exceptional services to clients.

6. Effective and Deliberate Use of Technology

Goal:	Thoughtful and deliberate use of technology to facilitate access for clients.
Outcome:	Improved access to services for clients, improved internal efficiencies and data management, and improved partner collaboration.
Objectives:	<ul style="list-style-type: none"> • Securely collaborate with referral agencies to integrate client information to minimize repetition. • Stay open and adaptable to the integration of new technologies that improve client access and services. • Look for ways to mitigate risk using technology • Strengthen communication processes using technology including SharePoint

