

A new Strategic Plan to guide the  
organization forward.

# **Strategic Plan**

## **2014-2017**

Children's Mental  
Health of  
Leeds & Grenville

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## **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 3<sup>rd</sup>, 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.

The following priority areas are the result of this process.

**System Transformation**

**Education and Information**

**Client-focused Outcomes and Accountability**

**Collaboration and Capacity-Building**

**Learning Organization & Positive Internal Culture**

**Effective and Deliberate Use of Technology**



# Strategic Priorities 2014-2017

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## 1. System Transformation

<b>Goal:</b>	<b>Cultivate an organization that is change-ready and adaptable to the needs of System Transformation at all levels.</b>
<b>Outcomes:</b>	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
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Pursue a positive and collaborative approach to system transformation at all levels in the organization.</li><li>• Ensure clear and ongoing communications internally and externally to facilitate transition.</li><li>• Develop a collaborative, working relationship with Open Doors that will ease the transition to Lead Agency for Lanark, Leeds and Grenville and ensure the best possible services are available to children, youth and their families across the three counties</li></ul>

## 2. Education and Information

<b>Goal:</b>	<b>Develop an ongoing communication plan, and associated tools, in order to proactively educate and inform our community, partners and clients.</b>
<b>Outcome:</b>	Stakeholders have a clear understanding of CMHLG services and model of care, and understand the rationale and evidence supporting these programs.
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Identify and address gaps in understanding and information among stakeholders.</li><li>• Develop a clear, consistent plan for providing communications that will educate and inform stakeholders and improve mental health literacy.</li><li>• Investigate engaging a Communications Specialist.</li><li>• Pursue opportunities for consultancy role for CMHLG to provide external knowledge transfer on children's mental health issues.</li><li>• Utilize Board-to-Board and inter-agency advocacy to strengthen universal understanding of children's mental health.</li></ul>

## 3. Client-focused Outcomes and Accountability

<b>Goal:</b>	<b>Build on commitment to client-focused outcomes and accountability.</b>
<b>Outcome:</b>	Clients are better served and the organization provides information and accountability over-and-above Ministry targets, which is used on an ongoing basis to monitor and improve effectiveness and efficiency of services.
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Make client information accessible throughout the organization in an effective and secure manner, to improve client intake and treatment.</li><li>• Obtain and use client-level feedback for planning and evaluation purposes.</li><li>• View accreditation as an ongoing process in order to operationalize reporting and information requirements.</li><li>• Recognize and continue commitment to evidence-base services and continuous improvement.</li></ul>



## 4. Collaboration and Capacity-Building

<b>Goal:</b>	<b>Operationalize our role in the health care continuum through collaboration and capacity-building.</b>
<b>Outcome:</b>	Every partner in the continuum of children’s mental health services understands and embraces their role.
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Increase and support external collaboration.</li><li>• Protocols and agreements will be in place with all other organizations and agencies who have responsibility for some part of the children’s mental health continuum, that ensure smoother client navigation and seamless service across the health, education and children’s mental health sectors.</li><li>• On a proactive basis, explore how to maintain our Mission in providing timely and effective services in the face of increased referrals.</li></ul>

## 5. Learning Organization with Positive Internal Culture

<b>Goal:</b>	<b>Understand, celebrate and build on the Learning Organization and the positive internal culture of CMHLG.</b>
<b>Outcome:</b>	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.
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Exercise consistent internal communication and messaging.</li><li>• Continue to build on and move forward with agency-wide training, core competencies, and other learning goals.</li><li>• Understand the impact of uncertainty around System Transformation, and other factors, and address insecurities, emotional implications, financial concerns through open and engaged pathways of communication.</li><li>• Celebrate and build on the positive internal culture, talented staff, and mutual desire to provide exceptional services to clients.</li></ul>

## 6. Effective and Deliberate Use of Technology

<b>Goal:</b>	<b>Thoughtful and deliberate use of technology to facilitate access for clients.</b>
<b>Outcome:</b>	Improved access to services for clients, improved internal efficiencies and data management, and improved partner collaboration.
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Securely collaborate with referral agencies to integrate client information to minimize repetition.</li><li>• Develop an outcome-based model for performance tracking, training and learning, communications and capacity-building through technology.</li><li>• Stay open and adaptable to the integration of new technologies that improve client access and services.</li></ul>



## Contact Information

This plan was developed by the Board of Directors and Management of CMHLG with support from Facilitator and Consultant Elizabeth Green.



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