



# Strengthening Our Collective Impact



Canadian Mental  
Health Association  
Prince Edward Island  
*Mental health for all*

## Strategic Plan 2016-2020

# WRITING THE NEXT CHAPTER IN PEI – TOGETHER

The Canadian Mental Health Association – PEI Division (CMHA-PEI) has been offering community-based supports and services and promoting the mental health of all Islanders since 1959.

CMHA-PEI is one of ten provincial divisions of Canada’s first and only truly national mental health organization. Specialized services and supports are delivered in, and tailored to, the community and its mental health needs. The work of CMHA-PEI directly impacts the lives of many individuals and their families struggling with their mental health. CMHA-PEI partners within the community and with government to provide these services and supports.

The organization also provides a leadership role in assisting the government on the development and implementation of mental health policies for the province.

CMHA-PEI exists to promote the mental health of all persons on the Island by working with individuals, groups and communities to increase control over and enhance their mental health.

## Who We Are

Our MISSION nationally is **to facilitate access to the resources people require to maintain and improve mental health and community integration, build resilience, and support recovery from mental illness.**

CMHA fulfills our mission by:

- **Building capacity:** Strengthening the capacity of individuals, families, professionals, organizations, and communities to address mental health needs.
- **Influencing policy:** Influencing the design and implementation of policies and services related to mental health.
- **Providing services:** Providing services and supports that maintain and improve mental health and community integration, build resilience and support recovery from mental illness.
- **Developing resources:** Building the internal financial and human resources and partnerships required to address mental health needs.

CMHA-PEI provides programs and services, delivers education and training, and engages in research, advocacy and the development of social policy. Our recovery and aftercare community-based programs and services are key strengths of the organization.

## What We Believe In

CMHA carries out its day-to-day activities based on the following CORE VALUES:



## What We Envision for the Future

Our VISION is for:

### **Mentally healthy people in a healthy society**

Our GOAL is to be recognized as **the key partner in strengthening and enhancing Islanders' ability to achieve and maintain positive mental health**. Our goal is achieved by working with people with lived experience, government, service providers, and communities.

Our years of experience in delivering quality community-based supports and services and our connection to a strong national organizational network give us the ability to provide strong leadership and expertise in population mental health.

## How We Are Going to Achieve This Vision

The following STRATEGIC PRIORITIES are how we are going to achieve our overall goal to be the key partner in strengthening our collective impact towards our shared vision:

- 1. Ensure Quality Services and Supports**
- 2. Provide Strategic Leadership**
- 3. Strengthen Our Voice**
- 4. Enhance Our Organizational Health**

## Working Together

Achieving the vision of mentally healthy people in a healthy society requires a commitment by all Islanders. This means continuing to build and strengthen relations with all stakeholders – individuals, groups, community, government, and the general public.

The CMHA-PEI Board and Management embarked on a strategic planning process to identify priorities for the next five years. MRSB Consulting Services was engaged to help facilitate this process which included receiving feedback from various stakeholders. More than two hundred Islanders provided feedback to an online survey and close to 30 stakeholders participated in a facilitated workshop. The priorities were defined by Board and Management and are aligned with the national CMHA strategic direction.

The resulting 2016-2020 Strategic Plan outlines the strategic priorities and strategies to help achieve our shared vision in Prince Edward Island.

Embracing the voice of people with mental illness and mental health problems

PRIORITY 1:

**Ensure QUALITY SERVICES AND SUPPORTS**

through consumer focused, effective, relevant, evidence-informed supports and programs

Using evidence to inform our work \* Being transparent and accountable

PRIORITY 2:

**Provide STRATEGIC LEADERSHIP**

in priority need areas pertaining to mental health that are impacting our communities

PRIORITY 3:

**Strengthen OUR VOICE**

on behalf of people with mental illness and mental health problems

Promoting inclusion \* Working collaboratively \* Influencing the social determinants of health

PRIORITY 4:

**Enhance Our ORGANIZATIONAL HEALTH**

by strengthening our internal capacity to achieve our strategic priorities

Focusing on the mental health needs of all age groups

*Mentally healthy people in a healthy society and we bring leadership*

*We facilitate access to resources*

Priority 1

## Ensure **QUALITY SERVICES AND SUPPORTS**

through consumer focused, effective, relevant, evidence-informed supports and programs

CMHA-PEI delivers quality services and supports. CMHA-PEI will strive to ensure the highest quality services are delivered.

**Delivering quality services is at the core of what we do.**

### Strategies

**1.1 Continue to deliver and grow the internationally accredited psychosocial rehabilitation Clubhouse program which includes housing, employment services, education, and life skills development.**

We will commence the process to achieve accreditation for the Alberton Clubhouse so all Clubhouse programs are delivered to the same standards.

Clubhouse is a recovery-oriented model providing a supportive and restorative community that focuses on the individual's recovery plan and is strength-based and needs focused. The client-centered approach involves supports and services to individuals who are in the early stages of their illness as well as to those who have experienced more severe and persistent illnesses.

**1.2 Ensure our programs and services are effective, relevant, and evidence-informed.** Our Fitzroy Centre Clubhouse in Charlottetown and Notre Dame Place Clubhouse in Summerside are internationally evaluated and accredited on a regular basis. We will build on our experience with the accreditation process to facilitate the accreditation of the Hope Centre Clubhouse in Alberton.

We will action an ongoing evaluation and review process of all our other programs.

**1.3 Define the role CMHA-PEI has in addictions services.**

We are seeing an increase in clients who have co-occurring diseases. CMHA-PEI's role in addressing the needs of those with addictions must be better defined.

Our goal is for the effective integration of mental health and addictions treatment. We need a clear vision of what integration looks like so that we can effectively and actively manage recovery and aftercare. We will look to best practices, partnerships, and our national organization's strategic direction to ensure the delivery of quality services.

**1.4 Increase our internal capacity to address the growing number of individuals and families approaching CMHA-PEI for assistance who are presenting with high levels of distress and requiring support and assistance.**

**1.5 Ensure our services reflect the diverse needs of our population.** We will work towards establishing relationships including the First Nations populations and support newcomers associations and groups to assist immigrants in addressing mental health concerns.

**Mental illness affects people of all ages, educational and income levels, and cultures.**

## Priority 2

# Provide STRATEGIC LEADERSHIP

in priority need areas pertaining to mental health that are impacting our communities

Building on the more than 30 years of providing housing services support, CMHA-PEI has gained invaluable expertise and has a continued and increasing role in building the continuum of housing supports in PEI. CMHA-PEI also has a pivotal role in helping to advance priority need areas pertaining to mental health that are impacting our communities.

## Strategies

**2.1 Continue to play a lead role in the development and delivery of a continuum of housing options and supports for people with mental illness and mental health problems.** Housing needs to be affordable, safe, and can include independent or supported options depending on the needs of the individuals.

Safe and affordable housing is an investment in mental health promotion and mental illness prevention and recovery. When a person has adequate housing they experience fewer health problems and are able to devote more of their income to food and other necessities for themselves and their family.

**2.1.1** Ensure all housing initiatives are appropriately resourced to deliver supports to our clients and are financially sustained in the long-term.

**2.1.2** Support the provincial government with the development and implementation of a new housing strategy.

**2.1.3** Evaluate the current program and define the next phase of Housing First (including supports) after the completion of the federal government funded pilot.

**2.1.4** Identify and respond to the housing needs of individuals and families who struggle with a mental illness or mental health and addictions problems.

**2.1.5** Advocate to the all levels of government to support people with a mental illness or mental health problem to find safe and affordable housing.

**2.2 Work with the provincial government and the communities of Kings County to assess the needs and identify any gaps in community-based mental health supports and services.**

**2.3 Lead the development of a formalized community-based peer support model for Prince Edward Island.** We will develop this evidence-informed model working with the provincial mental health system.

**2.4 Increase our knowledge and understanding of the mental health needs of children, youth, seniors, and individuals in conflict with the law.** We will facilitate strategic partnerships to address identified gaps.

**10-20% of Canadian youth are affected by a mental illness or disorder. Only 1 out of 5 children who need mental health services receives them.**

Priority 3

## Strengthen OUR VOICE

on behalf of people with mental illness and mental health problems

All of CMHA-PEI's programs, services, activities, and events are geared towards promoting mental health for Islanders.

Our goal is to help build capacity to enable individuals, groups, and communities to increase control over, enhance, and maintain their mental health. All Islanders have a role in achieving and maintaining positive mental health.

**We will continue to leverage the knowledge and input of strategic partners and stakeholders to advance priorities and services.**

### Strategies

**3.1 Strengthen our partnership with the provincial government in support of mental health.**

3.1.1 Advocate and address gaps in services and supports including a crisis response model.

3.1.2 Support province-wide priorities and more widely communicate the impact of supports and services on the mental health of Islanders.

3.1.3 Inform and influence legislation, regulations, and policies based on the mental health needs of our communities by leveraging the research, priorities, and resources of CMHA nationally.

**3.2 Build positive messages and educate the public to strive towards eliminating stigma in the community.**

We will develop a communications strategy that effectively uses social and traditional media to promote mental health and CMHA-PEI services and supports.

**3.3 Build capacity in the community and within businesses to promote mental health through a formalized approach to delivery of education and training.**

**3.4 Develop and enhance relations with psychiatrists, all other physicians, and other healthcare professionals to strengthen our collective role in supporting the mental health of Islanders.**

**3.5 Partner with Atlantic provincial divisions of CMHAs to strengthen the voice in Atlantic Canada, and together, have a greater impact on regional issues at the national level.**

**20% of Canadians will personally experience a mental illness in their lifetime.**

Priority 4

# Enhance Our ORGANIZATIONAL HEALTH

by strengthening our internal capacity to achieve our strategic priorities

CMHA-PEI provides supports and services to people with mental illness and mental health problems in PEI. In order to fulfill this role, it is important that CMHA-PEI has adequate staff, volunteers, and financial resources.

## Strategies

- 4.1 **Develop a financial plan to enhance our sustainability through the diversification of financial resources** (e.g., planned giving, reserve funds, and fund development).
- 4.2 **Work towards enhancing staff development to enable our staff to address the increasingly complex mental health and addictions problems of our clientele.**
- 4.3 **Plan for succession at all levels of the organization.**
- 4.4 **Ensure new and existing initiatives are properly resourced (human, physical, and financial).**
- 4.5 **Strengthen board governance and engagement.**  
 Review and assess board roles and responsibilities with respect to our governance model to address gaps and develop better opportunities for board engagement.



A strong organization is needed today and into the future to support the increasingly complex mental health needs in PEI.