



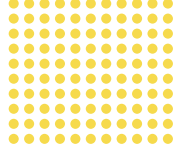
# Strategic Plan 2021 to 2025



canadian mental health association  
**Simcoe County**



Canadian Mental  
Health Association  
Simcoe County  
*Mental health for all*



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## Ambitious Call to Action from CEO and Board President

The Board of Governors and staff of the Canadian Mental Health Association, Simcoe County (CMHA-SC) branch are delighted to present our Strategic Plan (2021-2025).

As we emerge from the pandemic, many individuals and families living in Simcoe County are facing the social, economic and mental health impacts of a prolonged public health emergency. We are proud of the efforts of CMHA-SC staff and volunteers during these unprecedented times. We are even more optimistic about what we can achieve when we set our sights on a unified vision for the future—one that inspires bold and positive change, includes diverse voices and positively impacts the experiences of the individuals and families we serve.

The extensive engagement undertaken to co-create this strategy enabled us to reimagine the next chapter of our organization. This inclusive approach has led to a plan that reflects the ambition, compassion and hopefulness that emanates from this organization. Thank you to everyone for your inspiring and passionate contributions. This strategic plan is more than a response to a changing world; it is an ambitious call to action to build a future where, *individuals living in Simcoe County can easily access high quality mental health and addiction services and supports that empower them and respond to their unique circumstances.*

Our strategic framework is centred on individuals and families to help ensure they receive the best possible services and supports. We look forward to working together to achieve our strategic pillars and priorities over the next four years. The **Quality & Reporting** pillar emphasizes establishing the foundation to provide high quality MHA services and supports for individuals and their families. The **Documentation Quality & Data Driven**

pillar focuses on ensuring our documentation drives the best possible decision making about our MHA services and supports while effectively supporting our daily operations for the individuals and families we serve as well as our CMHA-SC team.

The **Integrated & Innovative** pillar focuses on demonstrating the value of our integration efforts with our community partners and evaluating innovative models of care to ensure we are meeting the needs of those we serve. This is relevant for establishing ourselves as an attractive option for funders to implement new initiatives and models of care, ultimately bringing more resources and care options to our community. The **Improved Access & Impact** pillar focuses on demonstrating the value of our integration efforts with our community partners and evaluating innovative models of care to ensure we are meeting the needs of those we serve.

Four key enablers that will help us advance our plan encircle the strategic framework: Vital Infrastructure, Partnerships, People Supports and Just Culture and **Diversity, Equity and Inclusion (DEI)**. DEI is our most important enabler and focuses on embracing our responsibility as an employer and community-based MHA service provider to understand and address how inequities, inter-generational trauma, oppression and racism impact our employees, volunteers and the individuals and families we serve.

We have set the strategic plan in place with best practices in planning, monitoring and evaluation and we look forward to working together to achieve our shared goals over the years to come. We hope you share in our excitement and enjoy reading our CMHA-SC Strategic Plan (2021-2025) and we are grateful for you being part of our journey.



**Dr. Valerie Grdisa**

A handwritten signature in blue ink, reading "Valerie Grdisa".

CEO,  
CMHA Simcoe County



**Stephen Bertelsen**

A handwritten signature in blue ink, reading "Stephen Chester Bertelsen".

Board President,  
CMHA Simcoe County



## Introduction

### ABOUT CMHA SIMCOE COUNTY

As a leading community-based mental health agency, CMHA-SC is committed to providing services and supports for individuals and families experiencing mental health and addiction (MHA) issues, including problem gambling, in Simcoe County. CMHA-SC empowers individuals and families to make choices and reduce potential harm through a broad range of services and supports in the community as well as a variety of social, educational, vocational, rehabilitation, specialized and internal programs. We serve all members of our diverse community, including those of different race, culture, religion, gender identity, sexual orientation, ability and age.

Our programs help individuals and families to lead lives filled with meaning and promise. With approximately 250 dedicated staff members, and more than 75 volunteers delivering services in our offices in Barrie, Orillia, Collingwood, Midland, Innisfil and soon Wasaga Beach, CMHA-SC is the largest MHA service provider in the region. We trace our origins back to 1960, when a group of Barrie residents concerned about the lack of services and support for individuals with mental health difficulties established *Barrie Mental Health* to lobby the government to provide the community with its first psychiatrist. The fledgling organization grew in both size and scope, becoming a vital part of the health and social services landscape for the region. We serve and support thousands of individuals each year.

CMHA-SC is a local chapter of CMHA Ontario and of CMHA National that includes more than 10,000 staff and volunteers in more than 100 community locations. CMHA National was founded in 1918 and is the longest standing health charity in Canada.

There is a global MHA crisis. The need to advocate for easily accessible and high quality MHA services and supports is significant and growing continually. Each year, one in every five Canadians experience a mental illness, substance use or gambling problem at an enormous human cost to those individuals, their families and their communities. With appropriate treatment, we support people to achieve their individualized goals. CMHA-SC is proud to be an integral part of the lives of so many individuals and families in our community.



**250 STAFF**

**75 VOLUNTEERS**

**OFFICES IN  
BARRIE, ORILLIA,  
COLLINGWOOD,  
MIDLAND, INNISFIL AND  
SOON WASAGA BEACH**

*“Peer support has changed my life. My supporter has provided me with many resources and a listening ear. It is so nice to have someone who understands fully what I’m going through and someone who will listen and care unconditionally. I believe the need is paramount within communities and it is comforting to know it is accessible to anyone. Thanks very much for the fantastic and genuine service provided through peer support.”*

– Peer support program participant





## WHAT'S DRIVING US NOW

This plan is the culmination of months of research and engagement. We understood that this was a critical moment for our organization given the impact of several important dynamics that are the crucial context for our operations, including:

- The demand for MHA services is growing rapidly in the region CMHA-SC serves.
  - The human and economic costs of MHA are enormous, and society has become more aware of these widespread impacts.
  - Leaders at all levels of government are dedicating more attention and resources to support MHA.
  - Ontario is in the early stages of an important set of reforms to the MHA services landscape intended to result in transformation of the sector.
  - Ontario Health has established the MHA Centre of Excellence and challenged it to improve the quality and coordination of care delivered across the province, resulting in new accountabilities and new opportunities for CMHA-SC.
  - Ontario Health is committed to addressing racism and discrimination and reducing inequities in the health system. As part of this commitment, Ontario Health has established the *Equity, Inclusion, Diversity and Anti-Racism Framework (2021)*.
  - The Ministry of Health and Long-Term Care's Ontario Health Teams (OHT) initiative has offered a platform for organizations across the healthcare continuum to meet and plan local integration efforts. CMHA-SC has been a leader in the development of local OHT with the expectation of stronger linkages across hospitals, primary care and other healthcare organizations as well as with local social services providers and charitable organizations.
  - Emerging technologies and therapeutic approaches continue to expand the array of available and proven approaches for treatment of MHA.
  - COVID-19 has impacted the mental health and well-being of all Canadians and the opioid crisis has become a shadow pandemic. This has required a massive surge in the use of virtual care options and outreach services for the delivery of CMHA-SC services and supports. This has presented challenges but also opportunities that must be considered when planning for how the organization will operate post-pandemic.
- "Family Mental Health Initiative (FMHI) sessions are so informative, calming and supportive. My counsellor offers a non-judgemental and empathic approach and really meets me where I am. I feel totally heard and not so alone. It feels good to have my needs acknowledged and to be provided with great strategies and treatment options. Thank you for this important resource."***

– Family Mental Health Initiative Program participant

Developing a strategic plan in this environment is both exciting and challenging and provided us with an opportunity to reimagine our approach to how we design and deliver services and supports.

When we started, we set out to do more than simply develop a strategic plan document. We knew this was an important opportunity to engage the entire organization and our key partners in considering the effect these dynamics could have on the organization, our staff, our partners, and most importantly, the people we serve.

Our goal was to achieve alignment with the direction of CMHA Ontario and CMHA National, the expectations of our main funding organizations and the needs of those we serve and the communities in which we operate. This plan is the result of those efforts.



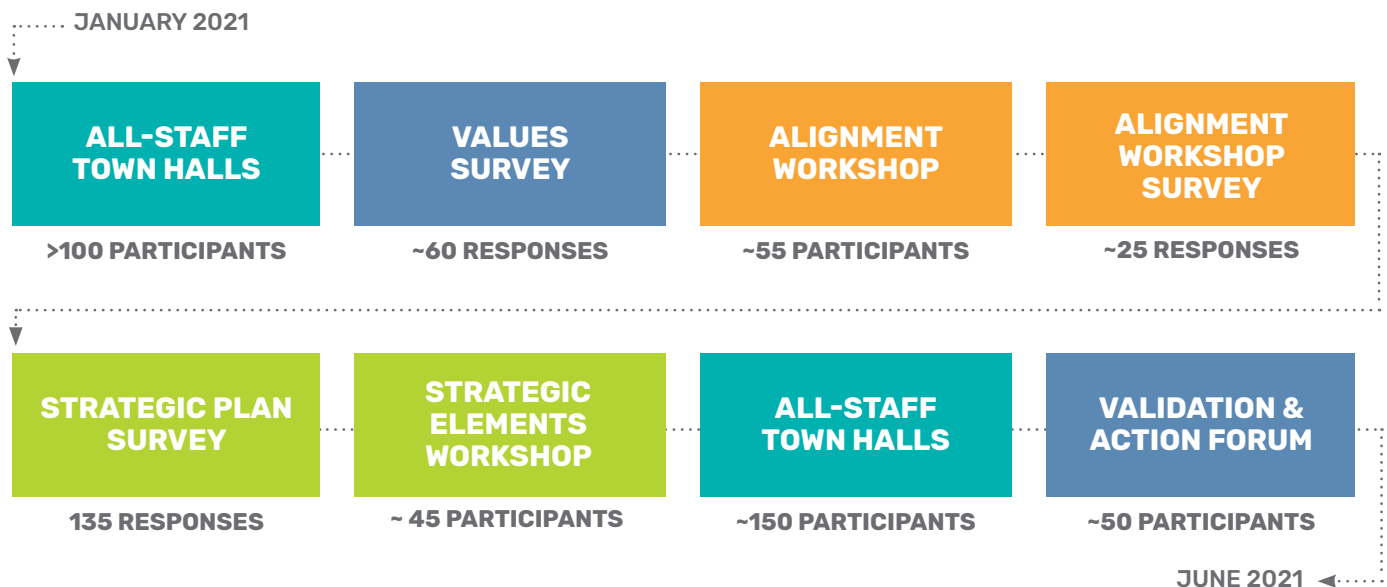
## Our Strategic Planning Process

### BUILDING THE PLAN TOGETHER

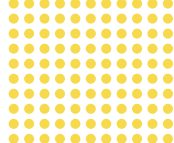
Diverse voices within and outside of the organization came together to determine the strategic priorities for our future. One goal of the strategic planning process was to be inclusive of those in the organization and to communicate and obtain feedback at every stage.

Within CMHA-SC, we want to acknowledge the hard work of the Strategy Working Group who met weekly (or more) to advance the strategic plan and contribute to the successful completion of the strategic plan. We spoke with CMHA-SC staff, the Management Team, the Senior Leadership Team, and the Board of Directors through their participation in surveys, Town Halls, Management Forums, Board Update Meetings, and two in-depth co-creation workshops. Each touchpoint provided feedback and consideration that was incorporated to ensure the plan reflects what is really happening in the organization. Strategic priorities were also informed by feedback gathered formally (e.g., surveys) and informally from staff, volunteers, individuals and families. We began by revisiting the vision and mission of the organization and re-defining our core values about how we work with those we serve, each other and our partners. From there, the conversation shifted to change by identifying the critical priorities and how we can tackle them over the next four years.

### CMHA SIMCOE COUNTY ENGAGEMENT BY THE NUMBERS



We spoke with 35 partners from 28 organizations representing health and social services, MHA, community safety, school boards, elected officials and Ontario Health to ensure our plan reflected the most important priorities in our evolving MHA landscape as well as our individuals and families' greatest needs. Our staff, volunteers and peer support workers acted as advocates for the individuals and families we serve by considering their voice throughout the strategic planning process. A broad and diverse range of stakeholders were engaged to provide feedback on the draft plan to ensure it resonate with how they see CMHA-SC and where we can grow.



## Our Vision, Mission and Values



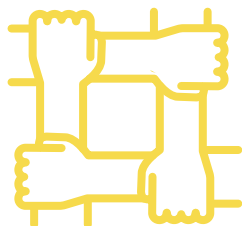
### Our Vision

Individuals living in Simcoe County can easily access high quality MHA services and supports that empower them and respond to their unique circumstances.



### Our Mission

We are passionate about providing person-centred MHA services and supports. We advocate for the needs of the individuals and families we serve. We are committed to innovation and are continuously improving our programs and services. We collaborate with our community partners to design and transform an integrated system within Simcoe County.



### Our Values

#### *When working with those we serve, we will:*

- Build therapeutic relationships that are based on respect, trust, and compassion.
- Collaborate with individuals and families throughout their journey.
- Empower individuals and families to make choices about their care.

#### *When working with each other, we will:*

- Value the unique contributions that each of us brings to achieving our mission.
- Commit to building collaborative relationships based on respect, trust and integrity.
- Challenge each other to be our best professional selves.

#### *When working with our partners, we will:*

- Develop and maintain meaningful relationships with partners to improve the client and family journey.
- Embrace every opportunity to share our knowledge, skills and expertise as a community-based organization.

### WHY VISION, MISSION AND VALUES MAKE A DIFFERENCE

We are committed to realizing our vision, we will work collaboratively with our partners to connect individuals and families to the MHA services and supports they need to help them along their journey towards mental health and well-being.

We will focus on achieving our mission at all times, because it is a reflection of why we exist and how we bring value to those we serve and the broader community.

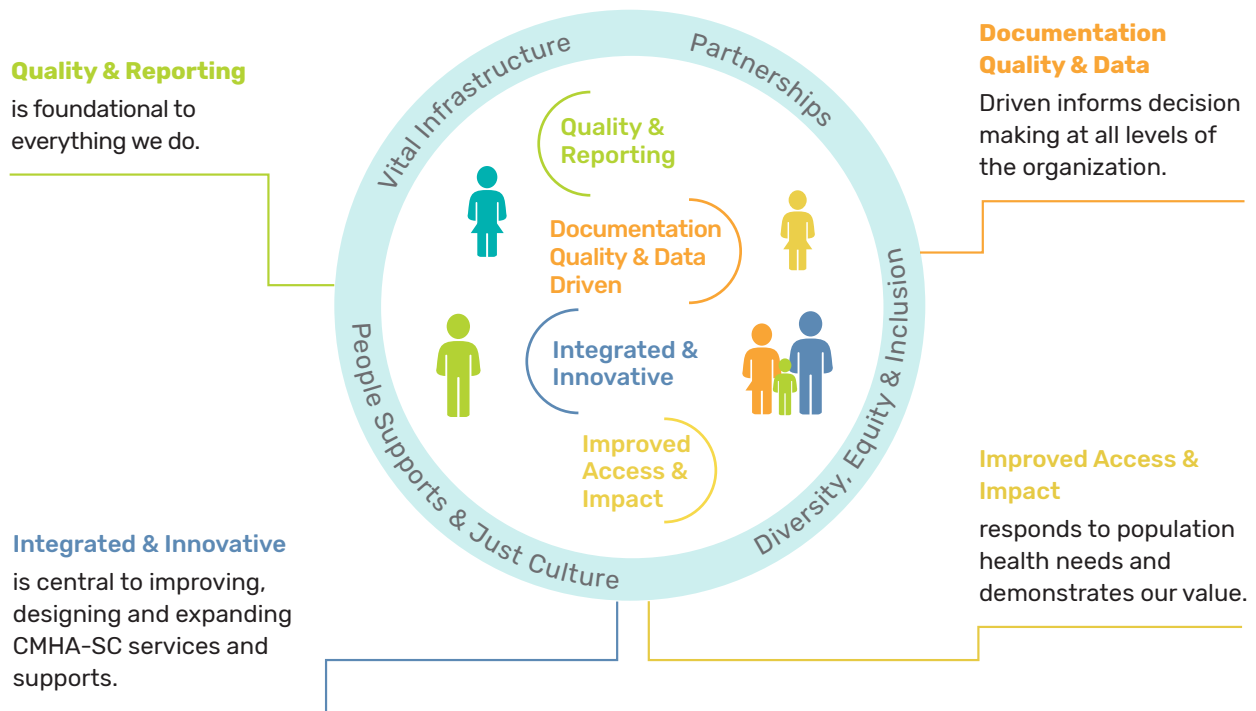
We are dedicated to living our values with each other, those we serve, and with our partners because they guide the actions, and interactions, that will make us stronger together.

# The Strategic Framework

## OVERVIEW

Our strategic framework is centred around individuals and families to help ensure they receive the best possible services and supports.

Over the next four years, CMHA-SC will focus our efforts on four strategic pillars that are linked as depicted in the centre of the strategic framework. The pillars include Quality and Reporting, Documentation Quality and Data, Integrated and Innovative and Improved Access.



The four key enablers that encircle the strategic framework will help us advance our plan. We will immediately focus our efforts on promoting diversity, equity and inclusion. Significant effort will also be focused on modernizing our vital infrastructure and people supports while strengthening our partnerships and just culture.

**Diversity, Equity & Inclusion** is embedded into everything we do.

**Vital Infrastructure** provides CMHA-SC staff and volunteers with the tools they need.

**Partnerships** are central to coordinating MHA services and supports and co-designing the health system in Simcoe County.

**People Supports & Just Culture** will empower CMHA-SC staff and volunteers.





# The Strategic Pillars

## THE FOUR STRATEGIC PILLARS IN CMHA-SC'S STRATEGIC FRAMEWORK ARE:

### 1. Quality & Reporting

This strategic pillar emphasizes establishing the foundation to provide high quality MHA services and supports for individuals and their families.

**What does success mean?** All staff and Board of Directors are fully trained and are applying the quality framework and related tools for improving quality and reducing risks.

**Key priorities:**

- A. Work together to establish a Total Quality Management System.
- B. Establish Integrated Risk Management Reporting.

### 2. Documentation Quality & Data Driven

This strategic pillar focuses on ensuring our documentation drives the best possible decision making about our MHA services and supports while effectively supporting our daily operations for the individuals and families we serve as well as our CMHA-SC team.

**What does success mean?** All staff are fully trained on meeting the required documentation standards and high quality data is being used to drive decision making at all levels of the organization.

**Key priorities:**

- A. Focus our efforts on improving our documentation practices and data quality across all programs and services.
- B. Utilize data-driven decision making to design, evaluate and improve programs and services (e.g., intersectoral coordination for housing).

### 3. Integrative & Innovative

This strategic pillar focuses on demonstrating the value of our integration efforts with our community partners and evaluating innovative models of care to ensure we are meeting the needs of those we serve. This is relevant for establishing ourselves as an attractive option for funders to implement new initiatives and models of care, ultimately bringing more resources and care options to our community.

**What does success mean?** CMHA-SC is actively participating in several integration initiatives including OHT system transformation. We continue to revitalize and reinvest in CMHA-SC facilities to respond to population health demands.

**Key priorities:**

- A. Focus on key integration opportunities with health and social services (HSS) partners (e.g., OHT, HSS campus).
- B. Measure the impact of innovative models of care.

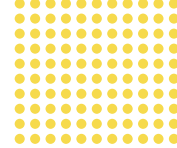
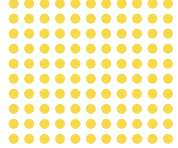
### 4. Improved Access & Impact

This strategic pillar focuses on improvement initiatives that respond to the needs of the individuals and families we serve. We will advance our thought leadership across the region and province by advancing our expertise.

**What does success mean?** All staff are unleashing their energy in continuous quality improvement and community engagement. We will work together to enhance their capabilities and capacity to create results they really care about as we become a learning organization.

**Key priorities:**

- A. Implement continuous improvement initiatives at the programmatic and agency-wide levels of the organization.
- B. Increase individual, family and community engagement (e.g., client and family advisory committee, fundraising efforts).
- C. Demonstrate thought leadership (internal and external stakeholders) by advancing 2-3 areas of expertise across the region and re-/start CMHA-SC signature events.



Strategic Plan Implementation Timelines: Key Priorities

Pillar	Priority	Initiative	2021	2022	2023	2024	2025
1. Quality & Reporting	1.A. Establish Total Quality Management System	1.A.i. Design and embed a CMHA-SC quality framework					
		1.A.ii. Involve all staff in quality improvement (QI) training opportunities					
		1.A.iii. Promote a 'quality-driven' mindset					
	1.B. Establish Integrated Risk Management Reporting	1.B.i. Establish an evidence-based incident management and analysis framework					
		1.B.ii. Refine the Integrated Risk Management framework					
2. Documentation Quality & Data Driven	2.A. Improve Documentation and Data Quality	2.A.i. Clean up and streamline electronic health record (EHR) system					
		2.A.ii. Improve clinical documentation and data quality					
		2.A.iii. Complete data and documentation maintenance and auditing					
	2.B. Utilize Data-Driven Decision Making	2.B.i. Advance management's data knowledge and capabilities					
		2.B.ii. Optimize provincial evaluation initiatives					
3. Integrated & Innovative	3.A. Further integration with HSS Partners	3.A.i. Pursue integration initiatives with one or more partners					
		3.A.ii. Ensure CMHA representation on Ontario Health Teams (OHT) tables and alignment					
		3.A.iii. Conduct a review of facilities for potential co-location					
		3.A.iv. Re-locate Crisis Service					
	3.B. Measure the impact of innovative models of care	3.B.i. Demonstrate value and impact of innovative models of care					
		3.B.ii. Conduct structured evaluation of in-person/ blended/ virtual care					
	4.A. Implement continuous improvement initiatives	4.A.i. Unleash staff energy for Continuous Improvement					
		4.B.i. Co-Design Community Engagement Strategy					
		4.B.ii. Foster a Culture of Philanthropy and Donor Engagement					
4. Improved Access & Impact	4.C. Demonstrate thought leadership	4.C.i Understand Current Inventory of Knowledge Transfer and Exchange (KTE) activities.					
		4.C.ii. Facilitate revenue-generating KTE activities.					
		4.C.iii. Develop publication capacity and disseminate thought leadership					

Annual markers represent fiscal year, April 1st-March 31st



# Key Enablers

## COMMITMENTS AND KEY AREAS OF FOCUS

The key enablers will create the conditions, supportive environment and "just culture" necessary for us to achieve our strategic goals together.

The commitments and key areas of focus for the key enablers are summarized below.

### 1. Diversity, Equity & Inclusion

Diversity Equity & Inclusion is immediate priority as this enabler ensures we are embracing our responsibility as an employer and community-based mental health and addiction service provider to understand and address how inequities, inter-generational trauma, oppression and racism impact our employees, volunteers, and the individuals and families we serve.

#### As an employer, we are committed to:

- Understanding the composition of our workforce and making progress towards ensuring our team reflects the diversity of our broader community.
- Engaging in evidence-based approaches to improving performance on DEI-related matters.
- Fostering a culture that welcomes and respects people of diverse backgrounds.
- Establishing policies, procedures and norms that accelerate our DEI maturity.
- Monitoring and reporting progress toward DEI maturity as a key priority at all levels of the organization.
- Responding to the provincial priorities regarding equity, inclusion, diversity and anti-racism.

#### As an agency providing MHA services, we are committed to:

- Understanding and reflecting on the needs of the diverse communities we serve.
- Creating an environment that is welcoming and respectful toward people of diverse backgrounds.
- Collecting and meaningful use of data to improve our ability to understand our performance and develop targeted programs and services to address vulnerable or underserved groups as part of our quality improvement focus.

#### Diversity, Equity & Inclusion

*"At the CMHA-SC, we are committed to removing systemic barriers that impede on the human rights of our staff and volunteers and the individuals and families we serve. With education and training, our strong leadership team, governance policies and an engaged, enthusiastic staff, CMHA can be a model agency that values diversity, inclusion and equity in client services and staff hiring and advancement practices."*

– Dr. Orlena Broomes (Board member)

#### Key areas of focus:

- 1.A. Continue with relevant CMHA-SC Committees: Senior Leadership Team/Management/Direct Service Team Leads, Social, Trauma-Informed, Harm Reduction, Client & Family Advisory, Inclusion, Diversity, Equity & Awareness (IDEA) and Board of Governors.
- 1.B. Conduct a third-party Diversity, Equity & Inclusion assessment of CMHA-SC focused on all three key elements of DEI with an emphasis on anti-Indigenous and anti-Black racism to establish a baseline of performance on DEI-related matters and to establish priorities and desired outcomes.
- 1.C. Ensure governance and operational systems, structures, policies and procedures at CMHA-SC reflect a commitment to DEI objectives.
- 1.D. Enhance education and training on DEI-related matters in accordance with the DEI assessment recommendations and include learning sessions at program review days.
- 1.E. Evaluate, refine, sustain and monitor the impact of DEI efforts on CMHA-SC, at both operational and governance levels.

## 2. Vital Infrastructure

Vital infrastructure considers the facilities, information technology (IT), structures, processes, governance and other infrastructure requirements that are necessary to deliver on our CMHA mandate and our strategic priorities.

### Key areas of focus:

- 2.A. Continue with relevant CMHA-SC Committees for IT/Virtual Solutions, Senior Leadership Team/Management/Direct Service Team Leads and Administrative Professionals.
- 2.B. Expand IT infrastructure for virtual care and e-solutions for daily operations.
- 2.C. Embed accountability architecture at all levels (i.e., to individuals, team, program, agency, communities, region and provincial bodies/funders and regulatory bodies).
- 2.D. Establish the Total Quality Management System with support from CMHA-SC committees.

### Vital Infrastructure

*"A solid, efficient, reliable infrastructure provides CMHA-SC staff with the foundation they need to deliver high quality MHA services and supports to individuals, families and communities. As we transition into the post-pandemic era, it will be critical that we get the right blend of virtual and in-person services within the CMHA-SC facilities."*

– Sheri Scaini, Manager, Safety, Security and Facilities Management

### Quality & Reporting

*"By embedding a total quality management system into our operations and equipping everyone in the organization with the QI knowledge and skills to be successful, we will continue to improve how we work with individuals, families, and our community partners to see the best results!"*

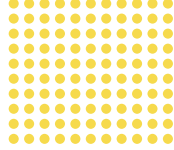
– John Henderson, Clinical Director

### Documentation Quality & Data Driven

*"We recognize that evidence-based program evaluation and improvement relies on collecting and maintaining high quality data. By prioritizing documentation and data quality we establish the foundation for rigorous assessment of our program outcomes and continuous service enhancement"*

– Rebecca Harris, Coordinator, Health Information and Knowledge Translation





### 3. Partnerships

CMHA-SC works as part of an integrated system throughout Simcoe County. All partners play a key role in ensuring CMHA-SC can deliver on our mandate and achieve client service excellence. Building and maintaining meaningful relationships with our partners is essential to delivering high quality services and supports for those we mutually serve.

#### Key areas of focus:

- 3.A. Collaborate with strategic partners, Ontario Health Teams (OHT), Ontario Health (Central Region), intersectoral partners, provincial partners and all levels of government to build, strengthen and optimize relationships and partnerships.



#### Improved Access & Impact

*"Improving system pathways and service coordination helps to ensure the individuals we serve receive timely, easy access to services and supports. We continually strive to engage with our community and partners to strengthen our approach."*

– Lynne Cheliak, Clinical Director

#### Integrative & Innovative

*"CMHA-SC staff are often required to be integrative and innovative in their work on a daily basis. Now more than ever, the work that we do requires out of the box thinking while providing support to those we serve in a good way"*

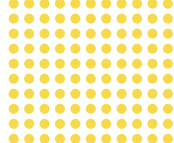
– Holly Laforge, Indigenous Wellness Coordinator and Counsellor

#### Partnerships

*"CMHA-SC is part of an integrated system supporting the mental health and well-being of those in Simcoe County. We are made stronger by working together with our partners to establish innovative ways to ensure the individuals and families we serve are receiving the right care throughout the system. Together we are better!"*

– Dr. Valerie Grdisa, Chief Executive Officer





## 4. People Supports & Just Culture

People supports refers to creating a learning environment with dedicated resources to enable our CMHA workforce to perform and deliver on our mandate. This includes developing a clear understanding and implementing the processes that are necessary to ensure ongoing personal and professional growth for CMHA staff. A 'just culture' means a system of shared accountability between an organization and its employees.<sup>1</sup>

In a 'just culture', CMHA-SC is responsible for the design of systems, structures and processes for responding in a fair and just manner to staff actions. A 'just culture' helps create an environment where individuals feel free to report errors and help the organization learn from mistakes. Together, this shared accountability creates a safe and transparent workplace culture, which enables high quality services and supports for the individuals and families we serve.

### Key areas of focus:

- 4.A. Continue with relevant CMHA-SC Committees: People (HR), Peer Support Network, Volunteer Network, Professional Development (PD) & Training, PD Processes & Approvals, Journal Club, Staff Advisory Council, Professional Practice, Inclusion, Diversity, Equity & Awareness (IDEA), Health & Safety, French Language Services.
- 4.B. Create post-COVID-19 business continuity plan, CMHA-SC: *The Way Forward (2021)* that includes an agreed upon approach to a hybrid work from home / in-office model.
- 4.C. Review the total compensation and benefits program to move towards alignment with industry benchmarks.
- 4.D. Ensure every staff member experiences a 'just culture' in that every person is treated fairly, equally and with respect.



### People Supports & Just Culture

*"This process has created a cohesion and unified feeling throughout the agency that I don't think previously existed. It created a safe space for people to express their thoughts on how the agency looks now and what it can look like. I think this work has also pointed out some elephants in the room that have been hanging out there a long time, but acknowledged them in a positive and productive way."* – Gina Frederick, Social Worker, Early Psychosis Intervention Program

*"My counsellor has helped me maintain resilience through their sense of humanity and our well-developed therapeutic bond. They listen to me through the challenges of the addiction process. I am so thankful for their continued support; I couldn't have made it without their care."* – Addiction program participant

<sup>1</sup> Brigham Health. (2021). What Is Just Culture? Changing the way we think about errors to improve patient safety and staff satisfaction. Available from: [link](#)

## Strategic Plan Governance Structure

This governance structure depicts the interrelationships and accountabilities at both the governance and operational levels, to move forward the strategic pillars and priorities. All CMHA-SC committees and their respective efforts will be fully integrated into the strategic plan activities.



## Our Responsibility

As an organization, CMHA-SC understands that the histories of slavery, colonization and institutions of our past continue to shape the present and create enduring gaps between racialized and Indigenous Peoples and others.<sup>2</sup> We understand that inequities also exist for individuals who experience overt and systemic discrimination based on age, ancestry, colour, race; citizenship; ethnic origin; place of origin; sex; gender identity/expression; sexual orientation; creed; family/marital status; disability; record of offences and other protected grounds.

We acknowledge that individuals experience the effects of discrimination differently and that within diverse groups, the impact is often along intersectional lines. Finally, we recognize the three most significant determinants of mental health and substance use are social inclusion, freedom from discrimination, violence, and access to economic resources.

We embrace our responsibility as an employer and as an agency providing MHA services to understand and address the ways in which these forces impact our employees, volunteers and the individuals we serve.

This starts with having a shared understanding of the key terms, Diversity, Equity and Inclusions as defined below:

**'Diversity'** is the demographic mix of the community and involves recognizing and respecting everyone's unique qualities and attributes, but focuses particularly on groups who remain underrepresented in the community.<sup>3</sup>

**'Equity'** is the fair and respectful treatment of all people and involves the creation of opportunities and reduction of disparities in opportunities and outcomes for diverse communities. It also acknowledges that these disparities are rooted in historical and contemporary injustices and disadvantages.<sup>4</sup>

**'Inclusion'** is the creation of an environment where everyone feels welcome and respected, focusing on groups that remain underrepresented in the community. It means creating the conditions in which everyone has the opportunity to fully participate in the community and everyone's talents are valued and celebrated.<sup>5</sup>

It is important to note that while an inclusive group is by definition diverse, a diverse group is not always inclusive.

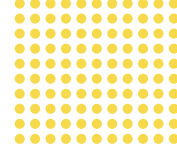
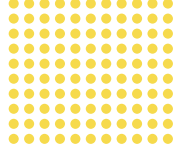


<sup>2</sup> Ontario Health. Available from: <https://www.ontariohealth.ca/equity-inclusion-diversity-and-anti-racism>

<sup>3</sup> University of Toronto Division of the Vice-President, Research & Innovation. (2019). Equity, diversity & inclusion. Available from: [link](#)

<sup>4</sup> University of Toronto Division of the Vice-President, Research & Innovation. (2019). Equity, diversity & inclusion. Available from: [link](#)

<sup>5</sup> University of Toronto Division of the Vice-President, Research & Innovation. (2019). Equity, diversity & inclusion. Available from: [link](#)



Enabler Implementation Timelines: Key Areas of Focus

Enabler	Key Areas of Focus	2021	2022	2023	2024	2025
1. Diversity, Equity & Inclusion	1.A. Continue with relevant CMHA-SC Committees: Senior Leadership Team/Management/Direct Service Team Leads, Social, Trauma-Informed, Harm Reduction, Client & Family Advisory, Inclusion, Diversity, Equity & Action (IDEA) and Board of Governors.					
	1.B. Conduct a third-party Diversity, Equity & Inclusion (DEI) assessment of CMHA-SC focused on all three key elements of DEI with an emphasis on anti-Indigenous and anti-Black racism to establish a baseline of performance on DEI-related matters and to establish priorities and desired outcomes.					
	1.C. Ensure governance and operational systems, structures, policies and procedures at CMHA-SC reflect a commitment to DEI objectives.					
	1.D. Enhance education and training on DEI-related matters in accordance with the DEI assessment recommendations and include learning sessions at program review days.					
	1.E. Evaluate, sustain and monitor the impact of DEI efforts on CMHA-SC operations, governance and cultural transformation.					
2. Vital Infrastructure	2.A. Continue with relevant CMHA-SC Committees for Information Technology/Virtual Solutions, Senior Leadership Team/Management/Direct Service Team Leads and Administrative Professionals.					
	2.B. Expand IT infrastructure for virtual care and e-solutions for daily operations.					
	2.C. Embed accountability architecture at all levels (i.e., to individuals, team, program, agency, communities, region and provincial bodies/funders and regulatory bodies).					
	2.D. Establish the Total Quality Management System with support from CMHA-SC committees.					
3. Partnerships	3.A. Collaborate with strategic partners, Ontario Health Teams (OHT), Ontario Health (Central Region), intersectoral partners, provincial partners and all levels of government to build, strengthen and optimize relationships and partnerships.					
4. People Supports & Just Culture	4.A. Continue with relevant CMHA-SC Committees: People (HR), Peer Support Network, Volunteer Network, Professional Development (PD) & Knowledge Exchange, PD Processes & Approvals, Staff Advisory Council, Professional Practice, IDEA, Health & Safety, French Language Services.					
	4.B. Create post-COVID-19, CMHA-SC Business Continuity Plan (Direct Services) that includes an agreed upon approach to a hybrid work from home / in-office model.					
	4.C. Review the total compensation and benefits program to move towards alignment with industry benchmarks.					
	4.D. Ensure every staff member experiences a 'just culture' in that every person is treated fairly, equally and with respect.					

Annual markers represent fiscal year, April 1st-March 31st





# canadian mental health association **Simcoe County**



Canadian Mental  
Health Association  
Simcoe County  
*Mental health for all*

 [cmhastarttalking.ca](http://cmhastarttalking.ca) | [starttalking.ca](http://starttalking.ca)

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 CMHA SC

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