

Huron-Perth Centre for Children & Youth

STRATEGIC PLAN 2008-2011

From 2003-2007 the Long Range Planning Committee comprised of an equal mix of Board and staff members commenced the implementation of actions identified in the 2003-07 Strategic Plan. Ongoing evaluation of Centre progress on efforts to date as well as identifying new areas of action have been in process with the goal of development of a new plan to guide the Centre from 2008-2011. The processes to confirm a new plan have included an analysis of current issues of action/work taken from board discussions, work from standing committees of the Centre and a full board-staff discussion which utilized the “Wicked Question” approach to discern areas for further focus. The development of this plan has been overseen by the LRP Committee. While seeking community input on Centre services will always remain an essential aspect of quality assurance measures, there has been no formal external consultation process used to seek feedback on a new Strategic Plan as there is a strong sense within the organization that the areas for action are appropriate to guide the Centre to strengthen its capacity to remain consistent with the Centre’s mission statement of “We help families solve problems”.

One aspect of the process to determine key elements in the plan is of particular note. The “Wicked Question” approach, used by Consultant Ruth Armstrong of Vision Management Services, utilized to facilitate discussions in organizations and the Centre proved to be no exception. Questions were developed in consultation with members of the LRP Committee in consultation with Vision Management. The nature of each question is intended to elicit diverse and compelling comments in an open discourse between participants. The 1.5 hour discussion held June 20, 2007 during the Centre’s annual event “The Pause”, offered a rich exchange between board and staff with themes captured in poignant drawings. A further consultation with the “artists” confirmed the meaning. Thematic drawings can be viewed at the Annual General Meeting held September 26, 2007 and the ideas expressed have been reflected in both the need areas and action items. The process fostered the creative expression of the challenges faced by the Centre, opened dialogue to identify possibilities and honoured the traditions of healthy board-staff consultations and relations.

The Long Range Planning Committee comprised of both Board and staff representatives, holds the responsibility to oversee the implementation of the actions identified in the final plan. It is anticipated that the adopted plan will evolve as circumstances change. The committee is responsible for ensuring ongoing communication with staff and Board about progress and in consultation with staff, recommending any significant changes of the plan to the Board. This committee will provide a summary report that documents actual results achieved and any emerging issues, challenges or opportunities to be incorporated in any subsequent strategic plan.

Our annualized Plan of Action focuses on five areas that builds on the work of Strategic Plan of 2003-07, has involved the Board, management and staff and led by the LRP committee. This plan has been possible through the dedication of the following individuals who have served on the LRP committee for 2006-07:

Board: Bridget Bates, Frances Brennan, Lorie Corrie, Dale Howatt (Acting Chair), Jeff Morris, Shemim Tejpar, Marg O’Reilly (until Feb 2008), Stacey Adams

Staff: Kyra Brightwell, Patty Hills, Terri Sparling, Meryl Thomas, Michelle Van Loon, Julie Webster, Heather Becker

This plan was shared at the Centre’s Annual Meeting on September 26, 2007, an occasion that marked the Centre’s 30th Anniversary of services to children, youth and families. The draft document went through three more reviews including staff consultation in November 2007 and final review by LRP Dec-Feb 2008. Prepared for Board Review and Approval on March 25, 2008

“Seek Trust Not Truth”

Wicked questions were initially defined by Brenda Zimmerman to dislodge self-fulfilling prophecies, open the ground for new experimental possibilities and increase information in a system. They are particularly useful to managers and boards who want to ‘test’ or second-guess their plans. Wicked questions have a tension or paradox built into them that encourages a more comprehensive examination of complex issues. The answers are not easy and so invite more creative responses from those who are asking the questions.

Wicked Questions are questions that:

- *Illustrate the complexity of a situation*
- *Have a tension or paradox embedded in them*
- *Have no simple/definitive answer*
- *Are often provocative*



Huron-Perth Centre’s “Wicked Questions”...

- How can we grow deeper without growing broader? What kinds of growth/transformation will both change and stabilize the Centre?
- What does collaboration look like when we’re competing for money, staff and public awareness? If partnering is a way to maximize limited resources for the benefit of serving clients, when is the work/cost to create partnership not worth the effort?
- How do we ensure that bold decisions are not reckless ones? When is not taking a risk a risk?

KEY AREAS & RESULTS

RESOURCES... *adequate space, organizational structure, priority setting processes, maximize resources opportunities, contributions to the transformation of a “systems of care” for kids*

CONTINUED EXCELLENCE... *ensuring efforts meet needs of client base and consistent with mandate and philosophy, use of data and knowledge for continuous improvement and best practices, support knowledge transfer and learning in the field consistent with professional and accreditation standards*

CARE OF STAFF & VOLUNTEERS... *improved compensation and continued recognition/appreciation, healthy workplace and mechanisms to monitor workloads for all, strengthened supports to staff to manage the work, self care as priority*

CONTINUUM OF CLIENT CARE... *reduced/strengthened management of waiting list, expansion of service continuum of options to clients consistent with mission & philosophy, healthy partnerships that meet client needs*

STRENGTHENED ACCOUNTABILITY MEASURES... *broadened vision for enhanced accountability practices that result in strengthened risk management, demonstrated value for money measures, meaningful measures of service outcomes and adequate levels of support to all staff*

ENHANCING CORE RESOURCES... *adequate space, organizational structure, priority setting processes, maximize resources opportunities, contributions to the transformation of a “systems of care” for kids*

ACTION AREA	IDEAS	WHO INVOLVED	PRIORITY and TIMELINES
update an analysis of space needs to address current and anticipated growth	<i>(consideration to current leased space, creative alternatives, purchased space, use of satellite and/or outreach services)</i>	1)Board-Staff discussion led by management/LRP; 2) consultation with landlords	Commence 2008, ideally spring
undertake a comprehensive organizational review of resources for their adequacy and efficiencies	<i>(adequacy of current management structure -time/priorities/supervision, admin functions & needs, technology efficiencies, job descriptions, file/case management systems, office hours / coverage, effective use of meeting times, increase consistencies in work flow practices/processes) Utilize past reports from HR consultant, management retreat, MCYS CMH mapping exercise</i>	1)Management with regular updates to Board and staff 2)Board decision on any significant changes 3)Possible use of external consultant	In process as of December 2007 MAPPING – March 2008 - ? Management Retreat May 14
articulate and strengthen the various processes used to evaluate resources and set priorities for decisions about new expenditures and manage growth	<i>(consider impact of growth on structures, involve staff in decision-making, cost-benefit analysis when establishing partnerships)</i>	Management with board and staff consult	2008 as part of Policy revisions
continue to educate decision-makers about the resource levels needed to meet the needs of clients	<i>(advocacy, involvement in local/regional/provincial tables, open communication with funders, support efforts to implement MCYS policy framework for children and youth/ “systems of care” for children and youth)</i>	CEO with managers Board	Ongoing
continuing exploration of alternative sources of funding/resources	<i>(alternative funding committee that explores grants, corporate sponsorships, partnership, purchase of service agreements, funding committee, consideration to a broadened use of volunteers) Continued advocacy for inpatient beds for children and youth</i>	Management as opportunities present Coalition “CALL TO ACTION MPP Membership on CMH Network, Adult MH Network and Huron Perth Community Planning Table	Ongoing Ongoing

MAINTAINING EXCELLENCE... ensuring efforts meet needs of client base and consistent with mandate and philosophy, use of data and knowledge for continuous improvement and best practices, support knowledge transfer and learning in the field consistent with professional and accreditation standards

ACTION	IDEAS	WHO INVOLVED	PRIORITY and TIMELINE
<p><i>evaluate existing and prospective Centre programs and services for their consistency to our mission statement “We help families solve problems” and to our Service Philosophy that honours a family-systems perspective and the skill set of the multi-disciplinary team</i></p>	<p><i>Cross –office discussions with staff on treatment philosophy, family systems approach</i></p> <p><i>Scheduled cross-office program discussions to involve and inform staff</i></p>	<p><i>1)management with staff reps from all teams</i></p> <p><i>2) Board discussion</i></p>	<p><i>TBD</i></p>
<p><i>utilize the data system to influence service decisions</i></p>	<p><i>(strengthen consistency in collection, distribution and staff consultation re: data systems used- KIDS/BCFPI/CAFAS/other outcome measures)</i></p>	<p><i>1)KIDS team with tech support</i></p> <p><i>2)management team</i></p>	<p><i>Ongoing</i></p>
<p><i>continued focus on service delivery consistent with clinical best practice, client feedback and accreditation standards</i></p>	<p><i>Staff PD</i></p> <p><i>The Pause – Celebrating Excellence</i></p>	<p><i>1)Quality Assurance</i></p> <p><i>2)Staff teams</i></p>	<p><i>Ongoing</i></p>
<p><i>further development of professional development opportunities</i></p>	<p><i>(ongoing training in technology, parenting, best practices, use of speakers at staff meetings, review and strengthen new staff orientation, consider more group training on current/relevant treatment issues, increasing capacity to offer training to new professionals)</i></p>		
<p><i>re-accreditation within CMHO in 2010</i></p>		<p><i>1)QAC</i></p> <p><i>2) Accreditation team</i></p>	<p><i>Nov 2008</i></p>

PRESERVING STAFF... *improved compensation and continued recognition/appreciation, healthy workplace and mechanisms to monitor workloads for all, strengthened supports to staff to manage the work, self care as priority*

ACTION	IDEAS	WHO INVOLVED	PRIORITIES & TIMELINES
<i>establish healthy workloads at all levels including strengthening procedural practices for continual monitoring of workload issues</i>	<i>(unfinished task from 2003-07 Plan)</i>	<i>1) management with assistance from KIDS team 2) staff consult</i>	<i>Underway as of Feb 2008 with intake discussions</i>
<i>continue focused efforts to improve compensation levels to a mid-range standard within the region</i>	<i>(maintain annual review of package/when additional funding is acquired, continuing work on achieving benchmarks-ways to improve compensation levels)</i>	<i>Salary & benefits Management Board</i>	<i>Ongoing</i>
<i>Ensure staff receive the ongoing clinical support and individual encouragement they require</i>	<i>(use of formal debriefing times, develop the mentor-coach model, ongoing team-building, efforts to maintain family/close-knit staff community that cares for one another, all staff connected through supervision, preservation of "open door for consultation and support" presence at regular staff team meetings, full utilization of professional development)</i>	<i>Management with staff consultation</i>	<i>November 2007 and ongoing</i>
<i>continue to support healthy work environment and positive decision-making processes at all levels</i>	<i>(recognition/appreciation of efforts, increasing inter-office discussions to maintain open communication trust/working relations; use of cross-office discussions on important matters involving change)</i>	<i>Management</i>	<i>Ongoing</i>
<i>continue commitment to self care practices at the individual and organizational level</i>	<i>(element of self care at meetings, openness to new ideas for self-care)</i>	<i>ALL Salary & benefits</i>	<i>Ongoing</i>

STRENGTHENING RESPONSIVENESS TO CLIENTS...*reduced waiting/action to respond to waiting clients, expansion of service continuum of options to clients consistent with mission & philosophy, healthy partnerships that meet client needs*

ACTION	IDEAS	WHO INVOLVED	PRIORITY & TIMELINES
<i>explore options to reduce the waiting/respond to waiting clients; offer service while waiting</i>	<i>(review intake processes, increase use of internal/external options in lieu of placing on list, referral checklist, use waiting list pilots past and present to redefine responses to waiting clients, update information package to waiting clients, resource materials on common conditions; review who gets service)</i>	<i>Clinical Services Managers with intake teams/delegated roles to staff</i>	<i>Feb 2008 and in process</i>
<i>integrate new resources into continuum of services</i>	<i>(youth justice and adult services a part of service continuum within a children's mental health centre, evaluate impact of tele-psychiatry on services/duration of service/knowledge gained from consultation)</i>	<i>Staff consult and management Program specific meetings Team meetings</i>	
<i>identify opportunities to expand continuum of services if resources were available</i>	<i>(expanding existing services, consider evening drop-in seek out best practices/creative ideas from other centres, PD choices tailored to this area)</i>	<i>ALL CMHO</i>	
<i>create partnerships when this will best serve clients</i>	<i>(that may assist to respond to waiting clients, create more service options, enhance existing services and/or contribute to an area of need in the service continuum) and there is viability (cost-benefit analysis)</i>	<i>Management in consult with board and staff</i>	

BROADENING PRACTICES OF ACCOUNTABILITY... *...broadened vision for enhanced accountability practices that result in strengthened risk management, demonstrated value for money measures, meaningful measures of service outcomes and adequate levels of support to all staff*

ACTION	IDEAS	WHO INVOLVED	PRIORITY & TIMELINES
<i>increase understanding of Accountability</i>	<i>(use of Accountability Project material, Auditor General's Report and any other material that serves to educate board and staff on what it means to be "accountable")</i>	<i>CEO with Business Manager and Audit Committee</i>	<i>2008</i>
<i>review of existing accountability measures at governance and operational levels to identify areas those that offer value and those that may be evolved in new ways</i>	<i>(BOARD - establishment of an audit committee, explore value for money audit processes, , risk management practices, review of Carver governance model, STAFF- review Quality Assurance practices, clearer supervisory structures for clinical and administrative needs)</i>	<i>1) Audit Committee 2) QAC</i>	<i>2008</i>
<i>establishing a framework for policy and practices that embrace the a full view of areas of accountability</i>	<i>Draw on material from Accountability Project and other risk management material</i>	<i>CEO with Business Manager and Audit Committee</i>	<i>2008</i>