

*"We believe that positive relationships are the foundation for healing and for realizing the potential in all persons."*



**The Huron-Perth Centre for Children & Youth – Strategic Plan 2018-2021**  
*... where the voices of children, youth and families influence decisions and where staff pursue quality and cultivate collaboration*



**3 Strategic Directions**

**Child/Youth/Family voice matters**



The processes in place provide regular opportunities for children, youth and families to share ideas and feedback that influence decisions about programs and services.

**Quality in all we do**



All staff functions and operational procedures and processes contribute to positive outcomes for children, youth and families.

**Cultivate Collaboration**



The value placed on relationships with others at both the individual and organizational levels for the purpose of benefiting the lives of children, youth and families with mental health concerns.



## WHERE THE VOICES OF CHILDREN, YOUTH & FAMILY MATTERS

The processes in place provide regular opportunities for children, youth and families to share ideas and feedback that influence decisions about programs and services.

Item/Objective	Strategies	Leadership	Deliverables/Indicators
Increase youth engagement	<ul style="list-style-type: none"> <li>Partner with healthy school committees and Mental Health Leads in schools to engage with a broad cross section of youth, both youth leaders and those requiring supports and services, in order to reduce stigma and increase health seeking behaviours</li> <li>Support New Horizons to build on outcomes of youth forum held in March and link these efforts with schools</li> <li>Tap into support from families who want to contribute to empowering youth to become engaged</li> </ul>	<ul style="list-style-type: none"> <li>Staff Ally with youth, Long Range Planning (LRP) with input from children, youth, families and others</li> <li>HPC clinicians</li> <li>Healthy School Committees</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of youth voices especially those with lived experience</li> <li>A work plan that is owned by youth, supported by families, staff, board and community</li> </ul>
Develop and implement ongoing strategy for Family Engagement	<ul style="list-style-type: none"> <li>Use results from Huron Perth Child and Youth Mental Health Network Parent/Caregiver survey (Nov 2017) and the Facilitated Family Session Report as a blueprint to develop an ongoing strategy to include parents/caregivers in service planning and shaping change</li> </ul>	<ul style="list-style-type: none"> <li>Parents for Children's Mental Health Regional Lead with families, Centre Long Range Planning with the Huron Perth Child &amp; Youth Mental Health Network</li> </ul>	<ul style="list-style-type: none"> <li>Survey results collated and shared</li> <li>Develop and Implement strategy</li> <li>Evidence that the content of the Facilitated Family Session Report is reflected in the strategy</li> </ul>
Increase community awareness of the Centre	<ul style="list-style-type: none"> <li>Family led committee/advisory structure to develop an effective communication plan that reaches families and communities to convey the Centre's vision and mission</li> <li>Develop process for using client feedback to modify service delivery and continuous improvement actions</li> </ul>	<ul style="list-style-type: none"> <li>Families, supported by Parents for Children's Mental Health and Long Range Planning and Tech Committee</li> <li>Quality Improvement Committee with Family Advisory Structure</li> </ul>	<ul style="list-style-type: none"> <li>Potential products/outcomes may include: a family-friendly version of vision statement for website, banners, client handbook, other co-developed materials that resonate with children, youth and families, refreshed website, use of social media, public events</li> <li>Develop and document the process</li> </ul>
Strive for equity of access across our service area	<ul style="list-style-type: none"> <li>Use data and community consultation to investigate and implement any service delivery changes that increase geographical access to services closer to home while maintaining quality of services</li> </ul>	<ul style="list-style-type: none"> <li>New task group comprised of Board, Management, Families &amp; Community Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations and implementation plan including costs are presented to the Board for consideration</li> </ul>



## QUALITY IN ALL WE DO

All staff functions and operational procedures and processes contribute to positive outcomes for children, youth and families.

Item/Objective	Strategies	Leadership	Deliverables/Indicators
Embed Quality Improvement in every aspect of our Centre and in our role as Lead Agency	<ul style="list-style-type: none"> <li>Work with Centre of Excellence to specify and operationalize the new quality definition*</li> <li>Continue to implement accreditation standards and embed these into quality improvement plans and activities</li> <li>Invite families and community partners to provide input and advice regarding priorities at the agency and community level</li> <li>Use the Child &amp; Youth Mental Health Core Services Delivery Plan to guide the establishment of system-level outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Quality Improvement Committee with Centre of Excellence, youth, families and community partners</li> </ul>	<ul style="list-style-type: none"> <li>Quality improvement ideas or projects for both HPC and the children's mental health network are identified and linked to quality plan</li> <li>Key indicators for HPC, system-level outcomes and reporting process are developed and implemented</li> </ul>
Strengthen Supports to Staff	<ul style="list-style-type: none"> <li>Ensure a consistent model of supervision</li> <li>Continue to use weekly team meetings to cultivate healthy staff support</li> <li>Seek recommendations regarding learning and training needs</li> <li>Seek recommendations regarding wellness</li> </ul>	<ul style="list-style-type: none"> <li>Clinical Services Managers</li> <li>Professional Development Committee</li> <li>Occupational Health &amp; Safety Committee</li> </ul>	<ul style="list-style-type: none"> <li>Hours of supervision</li> <li>Updated procedure</li> <li>Implement learning and wellness recommendations based on input of committees</li> <li>Strong wellness score from staff (OH &amp; S Annual Survey)</li> </ul>
Develop effective communication strategy	<ul style="list-style-type: none"> <li>Develop and implement a communications plan that outlines the target audience(s), content, rationale for sharing information, methods and timing</li> <li>Investigate use of social media</li> <li>Focus on how children, youth, and families experience HPC services and share this with the broader service system</li> </ul>	<ul style="list-style-type: none"> <li>CEO with leadership from youth, families and community partners</li> <li>Technology Committee</li> </ul>	<ul style="list-style-type: none"> <li>Communication plan is developed and implemented</li> <li># of communications</li> <li># of audiences reached</li> </ul>

**\*HPC Definition of Quality – “Quality is the degree of excellence related to all aspects of agency functioning as reflected in our Mission Statement. This includes, but is not limited to, overall child, youth and/or family experience; treatment provision delivered by a skilled and competent multi-disciplinary team; strong collaborative relationships with community partners and learning environment that cultivates innovation and evidence-informed practice that leads to positive outcomes for children, youth and families. In addition, quality will be maintained through effective use and reporting of public funds and in compliance with accreditation standards.”**



## CULTIVATE COLLABORATION

The value placed on relationships with others at both the individual and organizations levels for the purpose of benefiting the lives of children, youth and families with mental health concerns.

Item/Objective	Strategies	Leadership	Deliverables/Indicators
Refresh protocols	<ul style="list-style-type: none"> <li>• Prioritize any protocols/agreements for review</li> <li>• Implement review schedule</li> </ul>	<ul style="list-style-type: none"> <li>• CEO with Management</li> </ul>	<ul style="list-style-type: none"> <li>• Priority agreements are identified and reviewed</li> <li>• Review schedule is developed and implemented</li> </ul>
Facilitate collaboration at the case level through implementation of the Social Ecological Approach (SEA)**	<ul style="list-style-type: none"> <li>• Support to SEA Champions</li> <li>• Formalize orientation &amp; training to staff hired after 2015</li> <li>• Integrate SEA into ongoing case consultations, staff supervision and support</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical Services Managers with the SEA Champions</li> </ul>	<ul style="list-style-type: none"> <li>• Hours spent supporting SEA Champions</li> <li>• Increase # of SEA Champions</li> <li>• Creation and Implementation of orientation &amp; training materials re: SEA</li> <li>• Use of SEA is reflected in EMHWare***</li> <li>• Periodic booster sessions with Dr. Ungar</li> </ul>
Facilitate collaboration at the systems level through implementation of SEA	<ul style="list-style-type: none"> <li>• Explore implementation of SEA across service sectors</li> <li>• Develop shared vision with community partners</li> <li>• Support development of any tools, for example:               <ul style="list-style-type: none"> <li>• Common Consent Form</li> <li>• Coordinated Treatment Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Huron Perth Child &amp; Youth Mental Health Network designated committee/project lead and families</li> </ul>	<ul style="list-style-type: none"> <li>• SEA implementation plan is developed and steps/activities are completed</li> <li>• Adoption of any tools across partner agencies</li> <li>• Pilot project on small client sample with several community partners</li> </ul>

\*\* SEA – Social Ecological Approach – is an evidenced-informed practice developed by Dr. Michael Ungar that provides training in discrete skills that enhance how community partners work together and communicate to enable them to deal more effectively with clients with the most complex needs. SEA philosophies shift the focus from “fixing the kid and/or family” to creating an environment or system around the child/youth and family that builds on strengths and promotes resiliency.

\*\*\*EMHWare – Client information system used at Huron-Perth Centre (HPC)

Acknowledgements – The Strategic Plan 2018-2021 has been created through the leadership of the Long Range Planning Committee, contributions from HPC Board, Management, Staff, families and Brandi Gowan, Regional Parent Engagement Specialist with Parents for Children’s Mental Health, community partners and facilitated by Jim Boniferro, consultant to HPC.

LRP Members include: Board Members: Allan Watts, Shelley Blackmore, Diane Millian, Devon Peters, Steve Miners; Staff: Chris Coombs, Michelle Evans, Terri Sparling, and Sarah Wigan