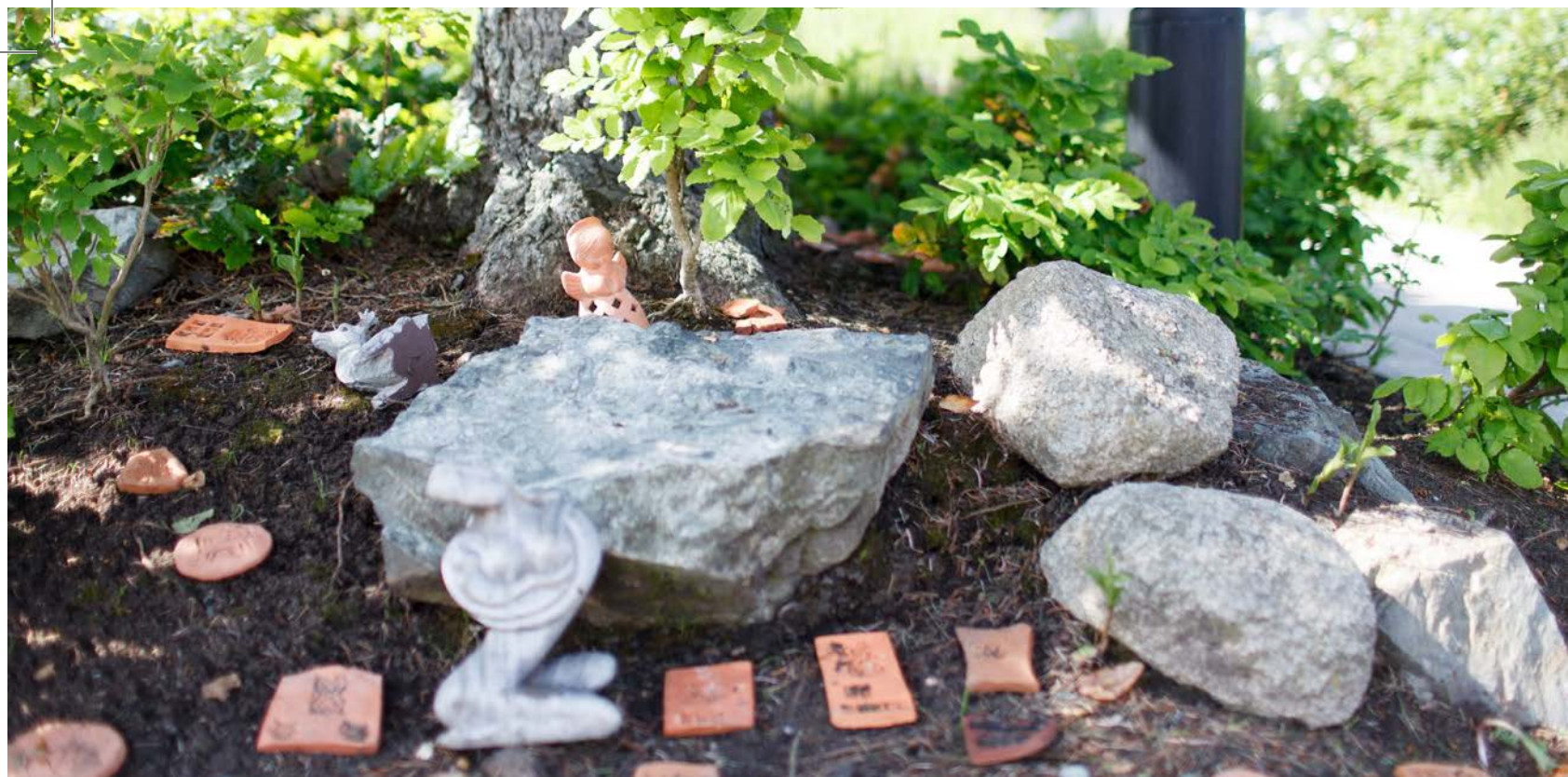




ISLAND COMMUNITY
MENTAL HEALTH

2023 - 2026

Strategic Plan



About this Document

This plan presents a series of strategic priorities and organizational capabilities that Island Community Mental Health will focus on and develop over the next three years. An annual operating plan and budget will be developed in alignment with this plan, and bi-monthly planning will identify specific actions to focus on. An annual review and update by a strategic planning review team that is representative of the organization will also take place. We recognize that we operate in a complex, ever-changing environment, this planning cycle will allow us to remain flexible and responsive to the needs of our community, our clients and our staff.

This plan uses the Objectives and Key Results (OKR) framework, which is a measurement and goal-setting tool that identifies the organization's priority objectives and clearly describes what success looks like by aligning each objective with one or more key results. A set of formal metrics is attached to each of those results. This provides a clear measurement tool for the overall strategic plan, and also allows departments, teams and individuals to develop more specific OKRs to link their everyday work with the strategic plan.

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Introduction

The process of creating a strong vision for the future begins by looking back at how far we've come. We wish to thank the Island Community Mental Health Board of Directors and each individual who participated in this process: **a wealth of open and honest feedback, thoughtful ideas, and heartfelt care and compassion for the needs of our staff, our clients and the community** shone through in each conversation and survey response and **grounded the planning process in the lived reality of people experiencing mental health conditions in our community and the staff who support them.**

Staff at all levels of the organization shared feedback about their working experience and the areas that challenged us. This was especially important given the significant impact to staff and operations while working through a pandemic over the past three years. Many ideas were shared about what we can do to create a work environment and client experience that embodies the values of **relationships and collaboration, inclusion and belonging, hope and wellness, respect and dignity and trust and integrity.**

The feedback gathered through individual meetings, group sessions, and surveys with staff, clients and community stakeholders provided the information we needed to accurately identify five **Key Take-Aways** that we used to develop the **Strategic Priorities** found in this plan, along with the **Organizational Capabilities** we need to develop to achieve these priorities.

Starting with a shift in organizational ethos, the leadership team embraced the idea of **bringing a new mindset of 'impact and abundance' to all of our work.** We are committed to supporting transformational outcomes for our clients and staff while developing the resources needed to create impact. The adoption of a new mindset will also allow us to **build a healthier organizational culture focused on authentic values, wellness at work, and person-centered care for all.**

Prioritizing our staff, the people who show up and make a difference in the lives of others, day after day, emerged as a top strategic priority. Providing the right training and education to develop an organization-wide acumen on concurrent disorders and a commitment to trauma-informed care, cultural safety and practices of equity, diversity and inclusion will help us better serve our clients.

Alongside an emerging mindset and culture shift, **greater collaboration and communication at both an external and internal level, focusing on improving client outcomes,** will establish connections across organizational lines, within care teams, and throughout the mental health systems as whole, thereby allowing Island Community Mental Health to step into the role of community leader and systems-level collaborator.

Finally, **growing and diversifying our revenue sources** to respond and support our current future needs, supported by **impact measurement, storytelling and a focus on collective impact** will ensure our programs and services are providing the quality of care to truly make a difference in the lives of clients we serve.

Chris Forester, Executive Director
Robert Clark, Board President

Plan Development Process

Organizational assessment: An in-depth review of funding model and financials, programs, human resources, governance activities, and the local ecosystem.	October – November 2022
Collaborative visioning and planning sessions with strategic planning group comprised of Board members, leadership team and staff representatives with knowledge of employee and client needs and perspectives.	November 2022 – March 2023
Stakeholder engagement: Interviews with key stakeholders, on-site listening sessions with staff and clients and an employee survey, feedback from staff, clients, key stakeholders to complete organizational assessment, collaborative review and development of mission, vision and values and other elements of the draft strategic plan.	November 2022 – May 2023
Objectives and Key Results Framework: Development of a reporting tool to guide the measurement and implementation of the plan.	May – June 2023
Strategic Plan Implementation: Bi-monthly reporting to the Board of Directors, annual review of the plan, quarterly and annual staff and stakeholder updates on strategic plan implementation.	August 2023 – June 2026

Terms and definitions

This plan includes a variety of terms that are specific to our work delivering mental health recovery services, as well as terms that are important to our goals of building a strong, equitable organization.

- 1. Community-based mental health services:** According to the World Health Organization, community based mental health care should be provided through a network of interrelated services that comprise:

Mental health services that are integrated in general health care, typically in general hospitals and through task-sharing with non-specialist care providers in primary health care;

Community mental health services that may involve community mental health centers and teams, psycho-social rehabilitation, peer support services and supported living services; and

Services that deliver mental health care in social services and non-health settings, such as child protection, school health services, and prisons.
- 2. Mental health and substance use** is the term largely used to identify the mental health and substance use serving system of care provided by the local health authority, Island Health
- 3. Serious and persistent mental health conditions** is defined as a diagnosis of schizophrenia or a major affective disorder (The Diagnostic and Statistical Manual of Mental Health Disorders (DSM-5) defines affective disorders (**also known as mood disorders**) as impactful changes in a patient's affect or emotions. These disorders significantly alter how patients feel and respond to intense emotions resulting in lifelong disabling conditions that impairs personal and social functioning.
- 4. Psychosocial Rehabilitation (PSR)** approaches include programs, services and practices with documented effectiveness in facilitating recovery. PSR services are collaborative, person-centred, and individualized. They build upon each individual's strengths and skills and support people in accessing the resources they need for successful and satisfying lives in the communities of their choice. PSR approaches include the best and most promising practices in key domains – including housing, employment, education, leisure, wellness and living skills – and draw upon emerging areas of family involvement, peer support and peer-delivered services.
- 5. Trauma-Informed practice** is a strengths-based framework grounded in an understanding of and responsiveness to the impact of trauma. It emphasises physical, psychological, and emotional safety for everyone and creates opportunities for survivors to rebuild a sense of control and empowerment.
- 6. Person-centered** is a support approach that fosters respectful, compassionate, culturally appropriate and competent care delivered in a setting and manner that is responsive to the individual and their goals, values and preferences, in a system that empowers patients and providers to make effective care plans together.
- 7. Recovery** means living a satisfying, hopeful, and meaningful life, even when there may be ongoing limitations related to mental health problems and illnesses. It starts with the fundamental belief that not

only is recovery possible, it should be expected regardless of diagnosis or situation. Recovery is widely embraced by people with lived and living experience, practitioners, service providers, and policy makers, and it is recognized as central to improving mental health systems and outcomes in Canada and around the world. Despite some differences in approaches to providing support and treatment, the vision and principles for recovery in addictions and mental health are complementary and overlapping.

They both:

- Acknowledge the multidimensional nature and complexity of issues
- Appreciate that recovery is a personal journey, with goals defined by the individual
- Recognize the significance of family, peers, workplaces and a community of support
- Understand the need for collaboration across sectors, particularly in relation to social determinants
- Are founded upon hopeful, strengths-based approaches in pursuit of wellbeing, quality of life and full citizenship

- 8. Individual care plan** means an integrated, individualized, person-centered care plan developed by the member and his or her Inter-disciplinary team addressing clinical and non-clinical needs identified in the assessment including individual approaches to goals, interventions, and expected outcomes.
- 9. Aging in place** means having the health and social supports and services you need to live safely and independently in your home or your community for as long as you wish and are able.
- 10. Concurrent disorder/concurrent disorder** (also known as “COD”) refers to co-occurring substance-related and mental health disorders. People with a COD have one or more substance-related disorder as well as one or more mental disorder. Prevalence studies confirm that many, many individuals of all ages and backgrounds experience co-occurring mental health and substance use problems, as well as other forms of addiction. The relationship between mental illnesses and problematic substance use is complex. For some people, mental health problems can be risk factors for problematic substance use; for others, problematic substance use contributes to the development of mental health problems.
- 11. Equity, diversity, inclusion** is a conceptual framework that claims to promote the fair treatment of all people, especially in the workplace, including populations who have historically been under-represented or subject to discrimination because of their background or identity.
- 12. Cultural safety** is an outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in the health care system. It results in an environment free of racism and discrimination, where people feel safe when receiving health care.
- 13. Cultural humility** is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another’s experience.

- 14. Revenue diversification** is the strategic identification and development of different income streams such as contract funding, earned revenues and fundraising activity to support an organization's operations.
- 15. Impact measurement** is the qualitative or quantitative assessment of impact based on measured observations (using survey data or other instruments) with a control group or theory-informed estimation.
- 16. Storytelling** is the social and cultural activity of sharing stories, sometimes with improvisation, theatrics or embellishment. Nonprofit storytelling refers to stories — often involving real people or situations — told by nonprofits to advance a particular cause.
- 17. Collective Impact** is a form of collaboration which brings together different sectors to solve large complex problems.

Sources:

- First Nations Health Authority, Cultural Safety and Humility: <https://www.fnha.ca/wellness/wellness-and-the-first-nations-health-authority/cultural-safety-and-humility>
- Public Health Agency of Canada, Trauma and violence informed approaches: <https://www.canada.ca/en/public-health/services/publications/health-risks-safety/trauma-violence-informed-approaches-policy-practice.html>
- World Health Organization: <https://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response>
- Canadian Institute for Health Information – Cultural Safety: <https://www.cihi.ca/sites/default/files/document/measuring-cultural-safety-in-health-systems-addendum-en.pdf>
- BC Mental Health and Substance Use: <http://www.bcmhsus.ca/health-info/what-is-complex-mental-illness-substance-use>
- *** Review [Canadian Institute for Health Information's Measuring Cultural Safety in Health Systems – Addendum: List of Indicators](#) and select a set of indicators to regularly track and report on.
- Ministry of Mental Health and Substance use: <https://www2.gov.bc.ca/gov/content/health/managing-your-health/mental-health-substance-use/child-teen-mental-health/trauma-informed-practice-resources>
- Tamarack Institute
- The Mental Health Commission of Canada – Recovery Oriented Practice
- Government of Canada website
- The Diagnostic and Statistical manual of Mental Disorders volume 5 (DSM-V)



Strategic Plan Summary

This document is the culmination of eight-month organizational assessment, engagement and planning process that includes input from staff and board, clients, partners and community stakeholders. This work is informed by 66 years of Island Community Mental Health history and represents the organization's commitment to increasing the quality of and access to available community-based mental health services in our region to better the lives of people who need them. Below is a summary of the plan, followed by a detailed overview of specific actions we will take to implement the plan.

Key Takeaways from the Organizational Assessment & Ecosystem Review

Our organizational assessment and review of the mental health ecosystem in our region generated five key themes:

1. We need to invest in our people.
2. Growing and diversifying our revenue sources is essential
3. Evolve and expand delivery of evidence-based, people-centered care and support to meet the needs of community.
4. Housing supports for people living with mental health conditions need to be strengthened.
5. We want to embrace our role as a community leader and systems-level collaborator.

Strategic Priorities: Our Approach Over the Next Three Years

Our strategic plan is focused on five priorities that we will focus on to advance our vision and mission and serve our clients and community over the next three years:

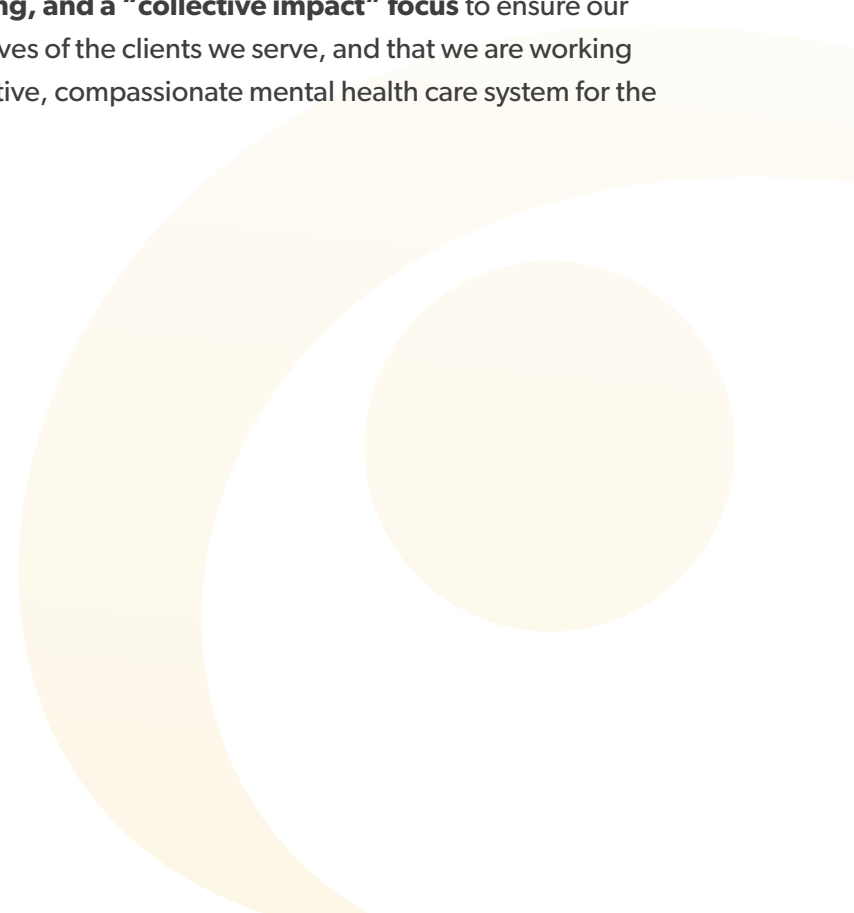
1. Build organizational capacity.
2. Build financial capacity.
3. Deliver evidence-based, quality-tested, person-centered care that empowers our clients.
4. Increase housing supports for people living with mental health challenges.
5. Contribute to better care for people affected by mental health challenges by embracing our role as a community leader and systems-level collaborator.

These priorities each have a set of objectives and key results that we will measure and report on quarterly. This plan will be continuously evaluated, and, if we are not meeting planned measures, we will assess the reasons why and adapt accordingly.

Organizational Capabilities We Will Develop

We also acknowledge that there are several “key capabilities” we need to develop as we advance our strategic plan priorities. Some of these capabilities represent mindset shifts and attitudes, while others will require new skills, knowledge and behaviours.

1. **Bringing a mindset of impact and abundance to our work:** we are committed to supporting transformational outcomes for our clients and to developing the resources needed to create those impacts.
2. **Building a healthy organizational culture** focused on authentic values, wellness at work and person-centered care.
3. **Collaboration and open communication** that centers client outcomes and creates connections across organizational lines, with care teams, with the mental health system as a whole.
4. **Prioritizing training and education** to ensure our staff and volunteers have the knowledge they need to support our clients.
5. **The ability to grow and diversify our revenue sources** to ensure we are ready to respond to the needs of current and future clients.
6. **Organization-wide acumen and commitment to cultural safety, trauma-informed care, and Inclusive practices.**
7. **Embracing impact measurement, storytelling, and a “collective impact” focus** to ensure our programs are truly making a difference in the lives of the clients we serve, and that we are working effectively with partners to create a more effective, compassionate mental health care system for the community as a whole.



Vision, Mission and Values

Our Vision

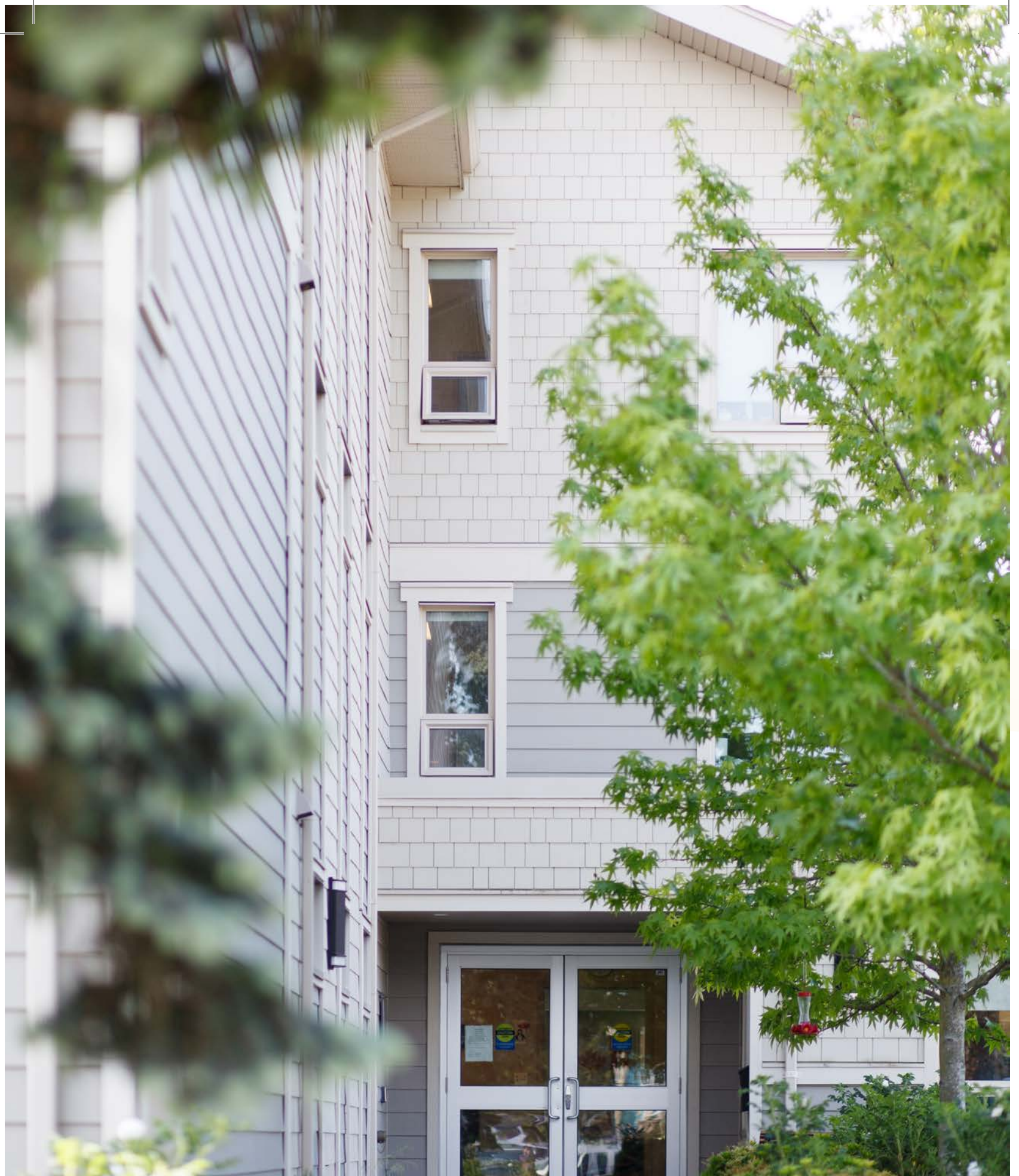
A community where mental health support, wellness and recovery is available, accessible and expected.

Our Mission

We offer adults living with mental health conditions the opportunity to experience hope, wellness and recovery through housing, evidence-based programs and community connections.

Our Values

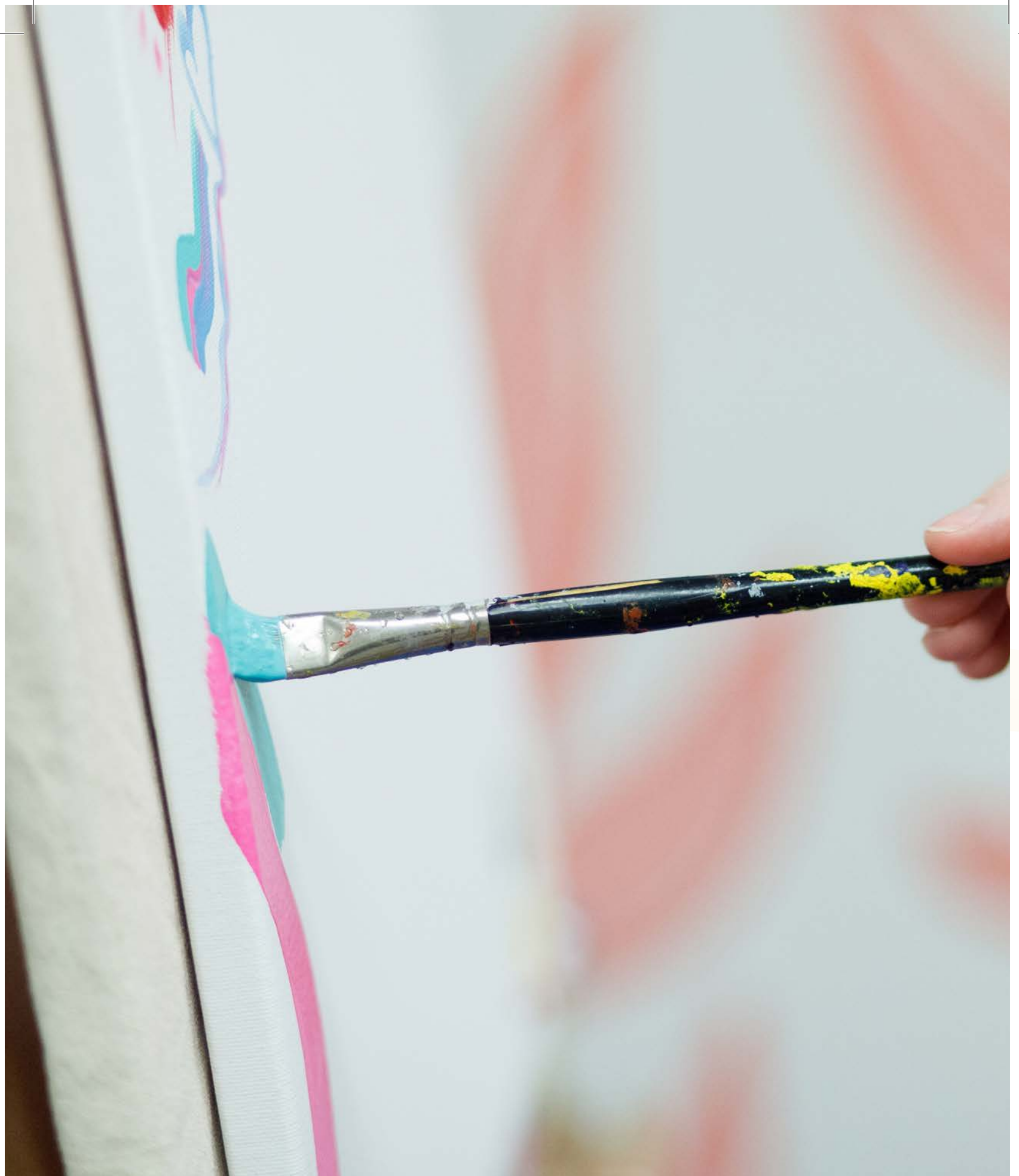
1. **Relationships and Collaboration:** We value every relationship. We take time to communicate and connect with clients, colleagues and community partners.
2. **Inclusion and Belonging:** Everyone belongs here. We take responsibility to create spaces where people feel safe and valued. We embrace learning, curiosity and change.
3. **Hope and Wellness:** We walk alongside our clients with compassion and empathy. We believe in the everyday actions our clients take to support themselves. We all create spaces where hope, healing and well-being are possible.
4. **Respect and Dignity:** Respectful language, listening to what people have to say, and understanding that our actions have impacts creates an environment of respect and dignity for everyone.
5. **Trust and Integrity:** We choose to do our best work. Our choices reflect high standards and increase the quality of care our clients receive. We honour our values and earn the trust placed in us by our community, clients and colleagues.



Key Takeaways from the Organizational Assessment & Ecosystem Review

Our regional mental health ecosystem is experiencing crisis alongside never-before-seen levels of support, investment and awareness about the critical role mental health and housing play in a healthy society. As a leading, long-term service provider in the community, we have knowledge and insights that need to be shared so we can contribute to stronger systems of support for our clients and everyone affected by mental health conditions. In assessing our organization's role in meeting the needs of the community, the following themes emerged as priorities for growth and development:

- 1. We need to invest in our people.** We need a stronger workplace culture and employee value proposition to help us retain and recruit the best staff for our programs. This includes securing the resources needed to increase staffing levels, provide competitive compensation and to provide training and education that empowers staff to thrive in their roles and support our clients in the best possible ways. Taking meaningful action on equity, diversity, access, and inclusion starting with education and training for our Board and staff is a strategic imperative for our whole organization.
- 2. Growing and diversifying our revenue sources is essential:** This means right-sizing our operations, scaling up proven partnerships and programs and expanding on urgent and emerging work by attracting new partners and supporters who share our vision and are ready to invest in our work.
- 3. Evolve and expand delivery of evidence-based, people-centered care and support to meet the needs of community.** Intentional work on issues such as concurrent mental health and substance use disorders, as well as medical issues facing clients who are "aging in place" with us are key issues that need to be addressed more proactively in our work and across the mental health system as a whole. We need to deepen our commitment and invest in the work and training required to deliver a person-centered, culturally safe, trauma-informed care model across our programs.
- 4. Housing supports for people living with mental health conditions need to be strengthened,** especially given the persistent challenges around affordable housing shortages in the region. Island Community Mental Health also has significant expertise in this area that we can leverage to provide stronger supports to current and future clients, and to help partners and community stakeholders understand and better address the housing needs of people living with mental health conditions.
- 5. We want to embrace our role as a community leader and systems-level collaborator.** Strengthening collaboration and communication inside our organization, with community partners and with mental health and addictions sector is one way we can contribute to positive change so that there is a more robust system of supports available to help our clients and the community as a whole.



2023 – 2026 Strategic Plan Priorities, Objectives and Key Results

Strategic Priority 1: Build organizational capacity

Organizational assessment key takeaway: We need to invest in our people

Objective	Key Results
1.1 Investing in our people	
A Support a healthy workplace culture	• Employees feel valued, engaged and empowered • Workplace culture drives positive staff experience and workplace fulfillment • Policies and processes for reporting and addressing problematic situations are clearly and regularly communicated
B Ensure staffing levels meet operational demands, impact positive client outcomes, and support employee wellness	• Optimal staffing levels to support operations are assessed, identified and implemented • Staff report workload is manageable and does not contribute to burnout • Overtime and Double time to cover missed shifts is reduced • ICMH attracts and retains qualified, client-centered staff
C Invest in training and education	• Staff/volunteers have access to well-resourced training and education plans helping them thrive in their roles • Clients, partners and community members view ICMH as a culturally safe organization committed to trauma informed care • Staff are educated in concurrent disorders and able to support clients in managing these conditions
1.2 Increase governance capacity	• Governance team is productive and engaged • All governance roles and capabilities are filled and succession plans are in place for key board and staff roles (President, Treasurer, Executive director)

Strategic Priority 2: Strengthen financial capacity

Organizational assessment key takeaway: Growing and diversifying our revenue sources is essential

Objective	Key Results
2.1 Strengthen existing partnerships to ensure financial sustainability of core programs	- Renewed and sustainable funding partnership that align with service delivery needs for 12 programs 100% of Island Health and BC Housing contracted programs are covered by program funders (current estimate is 75%)
2.2 Increase and diversify revenue sources	- Overall revenues are growing - Revenues are generated through increasingly diverse sources
2.3 Strategic Financial Planning	ICMH has a clear understanding financial needs, gaps, and opportunities

Strategic Priority 3: Deliver evidenced-based, quality-tested, person-centered care that empowers our clients

Organizational assessment key takeaway: Evolve and expand the delivery of evidence-based, people-centered care and support to meet the needs of community.

Objective	Key Results
3.1 Collaborate with clients and their care teams to ensure individual care plans (ICPs) and program delivery are supporting positive client outcomes	- Up-to-date ICPs are in place and support positive client outcomes - Internal and external care team members collaborate across departments to support positive client outcomes
3.2 Continually evaluate, adapt, and respond to current and emerging MHSU partner, community, and client needs with evidence-based best practices in the field of mental health recovery	- Client pathways into and out of services are clearly defined - Program impact and effectiveness is routinely measured - ICMH is innovating and implementing evidence-based practices - ICMH invests in continued partnership with Island Health to develop and deliver community based mental health programming to MHSU clients
3.3 Work towards accreditation by implementing a Quality plan focused on client experience	- Quality plan reflects cultural safety training and trauma informed best practices - ICMH is ready to seek accreditation by 2026
3.4 Increase access to and awareness of our services among equity-deserving groups	- Our services are accessible and visible across diverse communities - Equity-deserving audiences are prioritized in our outreach

Strategic Priority 4: Increase housing supports for people living with mental health challenges

Organizational assessment key takeaway: Housing supports for people living with mental health conditions need to be strengthened

Objective	Key Results
4.1 Increase mental health supports for ICMH residents and clients living in BC Housing-subsidized units	• Clear pathways for support are available to all ICMH housing residents • Housing clients are supported through effective collaboration with care teams and community service providers
4.2 Develop greater “access and flow” within all housing program areas including licensed care, satellites and affordable housing sites	• Clearly laid out pathways and processes enhance ‘access and flow’ • Clients transition to new/ appropriate housing in a timely manner when ready or needed • ICMH can adapt to the needs of clients who are ‘aging in place’
4.3 Advance Nigel Valley project through planning and funding stages	• Secure funding required to carry out the project • Break ground in 2025 • 180+ new housing units by 2028
4.4 Explore opportunities to expand community housing supports for people living with mental health challenges	• ICMH is clear on future housing goals and ready to innovate and collaborate with potential partners • A clear pathway for the Meerstille property is established

Strategic Priority 5: Increase community impact through stakeholder engagement, partnerships, and collaboration

Organizational assessment key takeaway: Embrace our role as a community leader and systems-level collaborator

Objective	Key Results
5.1 Be seen as a leader, go-to resource, and service provider in the community mental health serving sector	• ICMH is a go-to resource for local media and decision makers seeking thought leadership on community mental health issues • Community education and awareness around stigma, recovery and mental health skills improves, resulting in a stronger system of mental health supports • MHSU and community stakeholders actively seek out ICMH as valued partner
5.2 ICMH is an active participant in and catalyst for systems level change work that positively impacts mental health supports in the region	• ICMH team holds key positions on various community committee’s and working groups addressing community mental health and housing • Initiatives address systems gaps and mobilize resources needed to expand proven programs resulting in clear benefits for people experiencing mental health challenges in our region

125 Skinner Street, Victoria, BC V9A 6X4

(250) 389-1211

 Facebook: IslandCommunityMentalHealth

 Instagram: @icmha.victoria

 LinkedIn: /icmh



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