

# COAST STRATEGIC PLAN 2008 – 2012

## Building Organizational Capacity and Growing the Reach of Coast

These two themes and their strategies are the foundation of our plan. All strategies aim to reduce the stigma and discrimination surrounding mental illness and promote recovery and independence. Coast will further develop its partnerships with agencies and leaders across sectors, including: diverse community and media organizations, adult and post-secondary education institutions, public and private employers, and municipal, provincial and federal housing initiatives.



### COAST STRATEGIC PLAN STEERING COMMITTEE

- Pat Zanon, *Chair*
- Keith Elliott, *Chair Governance Committee*
- Baldwin Wong, *Vice Chair*
- Margaret Perry, *Secretary*
- Zerom Seyoum
- Dr. Elliot Goldner
- Rosemary Mah

# BUILDING ORGANIZATIONAL CAPACITY

Build our organizational capacity to achieve our vision through:

STRATEGY	INITIATIVES
<b>Strengthening our human resource and organizational systems</b>	<ol style="list-style-type: none"><li>1. Strengthen quality improvement &amp; quality management, with a view to realizing it as a daily part of the organization's culture and climate, routinely engaging all staff, clients, members, volunteers</li><li>2. Renew Coast's human resources strategic plan, addressing the need to:<ul style="list-style-type: none"><li>• Design and implement a leadership team structure that has the capacity and flexibility required to support the strategic plan</li><li>• Strengthen our focus on 'in house' education, training, and recruitment</li><li>• Assess staffing needs and succession planning</li></ul></li><li>3. Develop and implement an information technology/information management plan</li><li>4. Review Coast's broader organizational structure and relationships among Coast Foundation Society, Coast Mental Health Foundation, and Coast Social Enterprises Foundation</li></ol>



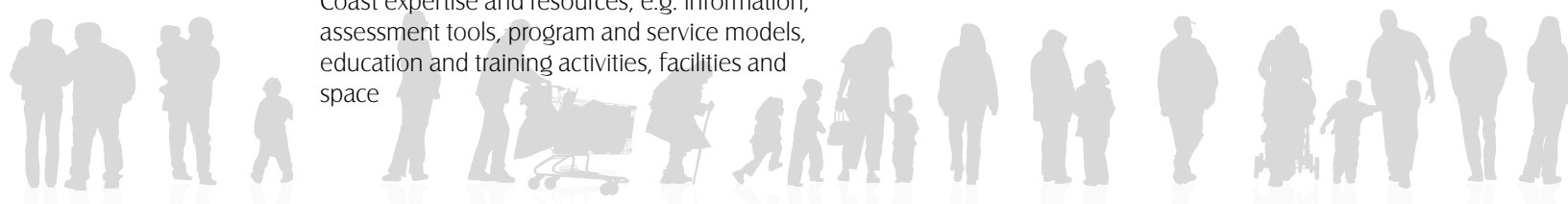
STRATEGY	INITIATIVES
<b>Responding to the needs of our culturally diverse clients and advancing culturally appropriate treatment and recovery services</b>	<ol style="list-style-type: none"><li>1. Promote diversity among Coast staff and Board including monitoring key diversity characteristics (language, cultural identity, and sexual identity/orientation) as a tool to encourage organizational efforts to increase diversity</li><li>2. Strengthen partnerships with immigrant, refugee and Aboriginal organizations, lesbian/gay/transgender organizations to increase the availability of mental illness recovery information, education, and access to services</li><li>3. Assess implications for Coast services and integrate diversity initiatives into our quality improvement processes</li></ol>



STRATEGY	INITIATIVES
<b>Developing a sustainable funding strategy for long term growth and development</b>	<ol style="list-style-type: none"><li>1. Diversify funding streams and funder relationships, e.g.:<ul style="list-style-type: none"><li>• Broaden the geographic reach of services to engage new funders</li><li>• Strengthen contacts with funders outside the health sector</li><li>• Strongly recommend to Coast Mental Health Foundation it develop a strategic fundraising plan to increase the proportion of undesignated funds, e.g. by increasing endowments via the trust program, and by leveraging the Courage to Come Back campaign</li></ul></li><li>2. Enable organizational strength and innovation by increasing capacity to fund infrastructure initiatives that improve effectiveness and efficiency, e.g. assess administrative costs of existing contracts/services and reflect these in all contracts; review capital resource management</li><li>3. Work with the community services sector to address common issues and opportunities, e.g. systematic contract concerns that negatively impact sustainability of services; opportunities to have targeted funding for expanded training and opportunity for community sector employment</li><li>4. Assess and pursue, where financially viable, opportunities for revenue generation from Coast expertise and resources, e.g. information, assessment tools, program and service models, education and training activities, facilities and space</li></ol>



STRATEGY	INITIATIVES
<b>Strengthening our communication capacity and clarifying our 'brand'</b>	<ol style="list-style-type: none"><li>1. Strengthen Coast's communications capacity, to align capacity with needs of strategy implementation</li><li>2. Clarify and develop an integrated approach to 'brand' and organizational positioning across Coast entities and initiatives (Coast Foundation Society, Coast Mental Health Foundation, Coast Social Enterprises Foundation, Courage Awards, etc.), aiming to maximize benefits and impacts</li></ol>



# GROWING THE REACH OF COAST

Become recognized as a leader in advancing hope and well-being of those recovering from mental illness through:

STRATEGY	INITIATIVES
<b>Housing:</b> Greater CMH capacity and alternatives in housing for the diversity of people we serve	<ol style="list-style-type: none"><li>1. Complete a strategic review of Coast's housing program and develop a long-term strategy to increase the appropriate mix and capacity of housing. Include:<ul style="list-style-type: none"><li>• A profile of current tenants/people served and recent trends, highlighting the complexity of the client mix and Coast's success stories</li><li>• A "snapshot" assessment of Coast's housing stock, land and financing/capitalization opportunities</li><li>• A feasibility assessment for Coast's role with diverse sub-populations, locations and partners</li><li>• Development of targets and organizational implications for Coast housing expansion looking out five years and ten years</li></ul></li><li>2. Provide leadership through its expertise working with relevant parties to advocate for a policy framework for sustainable housing for people in recovery</li></ol>



STRATEGY	INITIATIVES
<b>Community Support/Social Integration:</b> Expanded community supports for engagement and integration of Coast's diverse client group at all stages of their recovery	<ol style="list-style-type: none"><li>1. Review Coast's community support/social integration programs, services and activities, exploring in particular:<ul style="list-style-type: none"><li>• The potential to increase community-based resources to support greater community integration with a view to promoting increasing public acceptance and integration of people with mental illness in community programs and activities</li><li>• Strengthening the welcoming 'reach out' component of the clubhouse and resource centre to current and past members, to support sustained recovery and reduce barriers to Coast program and services entry or re-entry</li><li>• Developing, implementing and evaluating a model recovery plan that involves families as a consistent option, recognizing and promoting family reconciliation as a milestone in recovery</li></ul></li></ol>



STRATEGY	INITIATIVES
<b>Employment &amp; Education:</b> More education and employment opportunities through CMH that result in greater social inclusion and independence	<ol style="list-style-type: none"><li>1. Conduct a comprehensive review and update Coast's employment services to create a greater number of and diversity of employment opportunities. Include:<ul style="list-style-type: none"><li>• Plan for further development of strategic relationships with Courage partners and other employers</li><li>• Assessment of Coast's role in supporting and monitoring activity by dedicated Coast staff</li><li>• Evaluate the clubhouse model to reflect best/promising practices and the needs of members, in particular supported employment and diversified pre-vocational skills development</li><li>• Clarification of Coast's role as an employer/contractor</li><li>• Work with Coast Social Enterprises Foundation to develop a strategic plan</li></ul></li><li>2. Partner with community colleges to implement a supported educational program that facilitates integration into the community</li><li>3. Seek strategic partners to promote problem solving, advocacy and education on the systemic policies and practices that present barriers to social inclusion in employment for people recovering from mental illness. E.g. in the areas of:<ul style="list-style-type: none"><li>• Legal and insurance related issues (e.g. long-term disability, duty to accommodate)</li><li>• The role of unions and collective agreements in facilitating or impeding inclusion, and increasing their role in securing opportunities for greater inclusion</li><li>• Supporting employers and employees in managing mental illness in the workplace</li></ul></li></ol>



STRATEGY	INITIATIVES
<b>Knowledge &amp; Innovation:</b> Developing, evaluating and advancing best and promising practices in community mental health and influencing policy	<ol style="list-style-type: none"><li>1. Formalize the affiliation agreement with SFU Faculty of Health Sciences, identifying mutual roles, activities, benefits</li><li>2. Sustain and strengthen quality improvement, evaluation and research activities in Coast programs and services. Further develop Coast's ability to showcase and share its 'best practices'</li><li>3. Prepare the business plan for the knowledge and innovation centre:<ul style="list-style-type: none"><li>• Articulating the goals and specific niche of psycho-social rehabilitation</li><li>• Linking all aspects of Coast and its partners</li><li>• Identifying expected 'quick wins' and longer term strategies</li></ul></li></ol>



# APPENDIX: CONSULTATION HIGHLIGHTS

## Key Messages from External Groups

- External partners are very positive about Coast — flexible, good partner, excellent reputation
- Coast’s early initiatives to build staff skills on concurrent mental health and addictions are seen as positive
- Coast’s approach to housing for those with chronic mental illness is seen as a major strength — with encouragement to stay focused on the needs of groups it is currently serving and some cautionary comments regarding potential risks of expanding too quickly “for growth’s sake”
- Most support for expansion of housing particularly in the Lower Mainland, and to address systematically the diversity of needs among groups already within Coast’s ‘reach’ — e.g. community forensic, aging in place
- Suggestions that Coast needs to manage its stock — divest and reinvest to move away from licensed facilities to enhanced supportive housing
- Likely a need to re-examine the clubhouse role in light of younger cohort needs, newer recovery model; there are no pre-conceived answers, and an interest in partnering to incrementally redesign and re-deploy resources to maximize impact, e.g. moving beyond ‘institutionalized community mental health’ while addressing tension of need for safe and supportive environments
- Support for the idea of Coast championing psycho-social rehabilitation services research and evaluation, with a focus on community based research. Opportunities to partner with SFU in a more formal way around the knowledge centre
- Broad support for Coast’s focus on supports for education and employment. Particular suggestion that Coast could play a lead role in addressing a significant gap in relation to employment — developing best practice for recovery and employment and promoting partnerships through Vancouver Coastal Health and the Vancouver Board of Trade
- Most think Coast is playing a great role in stigma reduction and could provide further leadership in that area. There is a desire to see Coast partner to address the mental health education and service needs of diverse language and cultural groups, and suggestions for additional communication and education strategies such as linking to other well established health and chronic disease management campaigns, using new forms of communications



## Key Messages from Clients/Members/Consumers

*Clients/members/consumers would like to see Coast:*

- Expand its housing options — and develop more aging in place programs, promote supported independent living units, assisted ownership, co-op housing
- Enhance service levels to pre-cutback — e.g. seven days a week clubhouse/resource centre, more staff, more professional staff
- Strengthen its continuum of employment supports — more supported job placements, coaching, training, links to community colleges for training, etc.
- Expand peer support training and employment
- Expand employment opportunities at Coast — e.g. social enterprise to grow substantially, add more peer support roles
- Increase supports at the clubhouse — therapeutic/psycho-education groups, skill development, creative activity, open public education sessions
- Address the problems of new members with concurrent disorders and their integration into Coast programs
- Move from client to citizens, strengthen members’ voices as an integral part of Coast, make Coast planning and decision-making more visible to staff and members
- Strengthen the welcoming of new members, reduce barriers to entry or re-entry, add more outreach mechanisms
- Put in place an ombudsman/advocacy service
- Strengthen its advocacy and policy influence — poverty and mental illness, “not in my backyard” or “NIMBY”, marginalization and discrimination
- Continuously evaluate and renew its programming and be recognized as a leader in psycho-social rehabilitation



**For more information on our strategic plan or about Coast Mental Health, email [info@coastmentalhealth.com](mailto:info@coastmentalhealth.com) or call 604-872-3502.**