

Strategic Plan

2013- 2018



P.A.C.E.

PEOPLE ADVOCATING FOR CHANGE THROUGH EMPOWERMENT INC.



Strategic Plan

*People Advocating for Change through
Empowerment Inc.*

Table of Contents

| | |
|-----------------------------|----|
| Introduction..... | 2 |
| Executive Summary..... | 2 |
| Background History..... | 2 |
| Direction and Results..... | 3 |
| Vision..... | 5 |
| Mission Statement..... | 6 |
| Core Operating Values..... | 6 |
| Consumer/Survivors..... | 8 |
| Environmental Scan..... | 8 |
| Strategic Direction..... | 11 |
| Goal Areas..... | 12 |
| Strategic Action Plan | 14 |

Introduction

The Board of Directors, Staff and Membership of People Advocating for Change through Empowerment Inc. (PACE) developed this strategic plan as a five year road map for supports, services and organizational development. The Board of Directors and staff will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and membership participation. This strategic plan will aim to always uphold PACE's mission, values, core operating principles and community approach while ensuring that the voice of the Consumer/Survivor is always the primary goal throughout the planning of the future strategies PACE will achieve.

An environmental scan and organizational assessment of PACE will be conducted at every annual review by Membership, Stakeholders, Board of Director and Executive Director participation to ensure both challenges and opportunities are reflected in this strategic plan.

Executive Summary

People Advocating for Change through Empowerment Inc. (PACE) mission is:

Improvement of the quality of life for consumer/survivors by providing advocacy, education, reduction of social isolation, promotion of partnerships, research and employment opportunities.

Background and History

PACE became the first consumer/survivor organization in the province with the specific mandate to provide systemic advocacy, education, and peer support within a social/meeting club like atmosphere. It was to be an organization run by and for past and current recipients of the mental health system. Members would essentially decide the future of the organization through membership meetings.

In the summer of 1991, the Ministry of health announced that they would provide our organization with funding on a year to year basis. In maintaining our focus on the organization's philosophy, we began to look at incorporating in order to become more autonomous and independent. In January 1993, we incorporated and formally became People Advocating for Change through Empowerment Inc.

Since then PACE has strived to meet the needs of the community and the consumer/survivor at "their" level, and support, educate, advocate, and reduce social isolation at a human to human level at all times.

Direction and Results

The strategic direction and goals included in this plan are PACE's response to the understanding of what the consumer/survivor value most out of the organization. And current opportunities and challenges for offering quality services of support in the community for people with mental health. The five-year period of this strategic plan will be an assessment of PACE's work and approach to the community and membership.

With a clear perspective on its mission, understanding, and environment in which it operates, PACE will pursue the following strategic direction:

1. PACE will assess consumer/survivor and community needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
2. PACE will work with a wide range of providers to identify and meet the needs of people effected by mental health or addiction.
3. PACE will emphasize its use of financial resources to invest in providing quality services. This includes an annual budget analysis and projected programming costs per fiscal year.
4. PACE will review and deepen its existing direct supports and services to ensure that they are working effectively within the Mental Health Law and current Addiction issues.
5. PACE will maintain and ensure all ethical boundaries are conducted throughout research projects that PACE will partake in. This includes regular review and monitoring of all research.

Goals

The following are PACE's response over the next five years to important issues identified in the environmental scan that was completed as part of the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

Service Delivery

Pace will provide model supports for consumer/survivors (and families for outreach locations), either directly or through partnerships with referrals to other service providers in the following areas:

- family support and education
- recreation activities
- community and peer advocacy
- evening supports

Human Resources

PACE will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission

Resource Development

PACE will be a highly visible, well-respected, non-profit organization that attracts increased numbers of volunteers and higher levels of contributions to support operations and programing.

Successful implementation of this strategic plan will result in more quality supports and services delivered to consumer/survivors, more welcomed consumer/survivors in the community and actively involved in community life. We will provide a broader array of resources in the community valuing and supporting adults and families with mental health or addiction issues. The ultimate result PACE aspires to achieve is far beyond high quality supports and services for people with mental health and addiction issues. It is about changing community conditions that make full community life possible for every person.

Organization of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for PACE. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. At the beginning of each section a box includes a definition of the component part. There are a few foot notes with additional helpful tips about how PACE can contribute and use the plan. In the future PACE may choose to produce a summary version of the plan for distribution to its primary and supporting partners and stakeholders.

Vision

10-15 years from now PACE has minimal three new locations across Ontario. We are the leader in peer services and considered best practice in the continuum of care that will meet all needs. PACE will have a medical walk in clinic that will run 3 days weekly and PACE is the “voice of the consumer/survivor” provincially.

Context

In the year 2025-2030, greater acceptance and full inclusion by community, improved services and supports and more prevalent and helpful technology will add to the quality of life for adults and families with mental health and addiction. At the same time, because of population growth, the aging of the population, and higher incidents of multiple diagnoses, the needs for people with mental health and addiction will remain extensive and varied. While significant strides will have been made in the acceptance of people with mental health and addiction, there will be an on-going push for community inclusion and participation. Finally, people with mental health and addiction, along with their families will control more of the resources and decisions about who provides them with help and support. They will have many options from which to choose.

Role and Program Services

PACE is the leader in identifying needs and bringing together all kinds of resources and services for everyone with mental health and addiction issues and their families in the country to support full long-term community inclusion and participation. Specifically in the following ways:

- Leads a collaboration of providers and community organizations and programs (including non-MHA) in the country and from surrounding areas, as appropriate, in identifying needs and gaps in service.
- Directly provides cutting-edge, model of care services that meet identified gaps. PACE may not strive to provide comprehensive services itself – what direct services it does provide are of the highest quality.
- Collaborates with and makes referrals to other high-quality service providers; and
- Leads many advocacy efforts to ensure services are provided either by PACE or other providers/stakeholders
- Facilitates financial planning to help create long-term financial security for the people with mental health and addiction it supports.

PACE plays a leadership role in advocating at all levels of government, private sector and the public at large for full inclusion and participation in the community. PACE encourages and supports individuals and families with mental health and addiction issues in pursuing this advocacy agenda.

Mission

PACE is a mental health consumer/survivor organization run for consumer/survivors that provides the following services upon membership; advocacy, education, reduction of social isolation, promotion of partnerships, research, and improvement of quality of life and provision of employment opportunities.

PACE's mission is:

Achieving full community life for adults with mental health and addiction - one person at a time.

PACE introduces a new sharper mission statement in this strategic plan. This statement reflects two dimensions that define the purpose of the organization and its intended efforts in improving the lives of those with mental health and addiction. The two dimensions are:

Achieving means insuring that individuals with mental health and addiction have the right combination of support and opportunity to experience their own individual potential.

Full community life means the opportunity for every individual with mental health and addiction to actively participate with their family, friends, co-workers and other valued relationships in creating a life that is joyful and fulfilled.

PACE supports families from 16 years to adults through their senior years.

Core Operating Values

We believe in the equality of people, that people are autonomous, intelligent, diverse individuals and should be treated with respect and dignity without discrimination. We believe education is the cornerstone of PACE. Ensuring empowerment and organizational strength both internally and externally to alleviate stigma and create social change. We believe that the community should work and grow for the betterment of all, without barriers so that opportunities are available to all. We believe the membership has ownership of PACE, and the membership has the right to contribute within the organization and community at large.

The following core operating values influence the culture and public image of PACE as an effective community-based organization serving a wide variety of individuals and families.

Caring Attitude- demonstrated compassionate support and concern for people with mental health and addiction and their families. As a part of this caring attitude, we educate and inform consumer/survivors and their families.

Responsiveness- finds solutions that meet the needs and preferences of people with mental health and addiction through direct service or referrals to other providers.

Respectfulness- honors the choices of people with mental health and addiction, encouraging each person to take control over his/her own life, and helps to shape these are based on what is important to each consumer/survivor. We respect the role that families have in helping these choices as well.

Individualized Support – knows that people’s needs vary significantly and can change over time; we seek to understand the individual consumer/survivor and co-create the right supports for each person’s development.

Diversity – understands that people with mental health and addiction are part of all races, creed, sexual orientation, gender identity, ethnicities, place of origin or religions; we seek to assist as many people as our financial resources support.

Integrity and Accountability – the highest level of integrity in it’s administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

Best Practice – aims for excellent, high quality, best practice approaches that people with mental health and addiction and their families can always rely on.

Partnerships – work with a wide variety of partners and advocates for quality service providers.

Advocacy – educate the public and advocates for the long-term best interests of people with mental health and addiction.

Financial Sustainability – believes that its work as an advocate and service provider will be needed for many years in the future. Therefore, we will strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Consumer/Survivors

We believe it is possible to make a positive difference in the lives of adults with mental health and addiction. That people thrive when they make their own choices and have the right to make their own decisions. People with mental health and addiction deserve the same opportunity to participate in their community and care. Well-trained and motivated staff that have life experience makes a difference in the lives of people. Supports and services are designed first and foremost for people with mental health and addiction.

PACE exists to support people with mental health and addiction from someone with life experience with valuable knowledge and empathy. To meet people where they are at in life, regardless of where that may be. And support, advocate, educate and encourage a life beyond mental health and addiction.

Environmental Scan (E-Scan)

With a broad view of the environment of PACE the strategic planning committee will overview all areas of PACE. Ensuring that the mission statement and values are in the forefront of the plan and the betterment of the life of the consumer/survivor is always the main priority. We will address strengths, weaknesses, opportunities and threats all in sub-categories before finalizing the strategic direction of a five year plan of PACE.

The following is a brief summary of opportunities, threats, strengths and weaknesses highlighted by the board and staff of PACE. They represent a small portion of the complete environmental scan attached to this strategic scan.

Strengths

PACE's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help people with mental health and addiction issues live a fuller life in the community. Staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation.

Weakness

In the past years PACE's significant growth has led to challenges to human resources, difficulty with supervision, and inconsistent administrative and clerical support. There is a need for improved management practices, use of technology, and increased use of volunteers. Issues with statistical tracking, training, and data submissions were mentioned.

Opportunities

The opportunities considered most important included:

- **Increased Visibility:** which could lead to greater access to volunteers and other resources. The community has a range of resources including potential volunteers, community colleges for courses, and universities with students interested in working with people with mental health or addiction issues – all of which could be better tapped.

Implications: PACE could develop a program to support volunteers through screening, training and ongoing supervision. The program should also celebrate and recognize volunteer's efforts. Having more volunteers can help increase awareness. At the same time, others may look more closely at the quality of services provided by agencies and volunteers.

- **New social and recreational activities:** There is an ongoing need for social and recreational opportunities for people with mental health and addiction issues, including opportunities after the workday from the 6-8pm timeframe.

Implications: Increasing social and recreational activities may draw in more consumer/survivors and increase their quality of life and community contact. To be successful PACE could develop a greater partnership with community agencies that service consumer/survivors and the general public. Having "late night" activities are one way to utilize volunteers. At present there is no funding for expanding these services, so this will need to be addressed.

- **Register as a Charity Number:** LHIN will not further fund peer services, registering as a charity will allow PACE to access funds that may have been limited to us and allow us to collect donations from the community in monetary forms.

Implications: This change will provide a greater opportunity for PACE to supplement services with monetary donations. PACE will need to be more visible, marketing and promoting the "brand" of PACE – as a high quality service. This will accelerate the development of "niches" of different service providers. Numerous concerns were raised about the change including:

- There may be pressure to provide services that are not well funded
- There will be an increased need to seek other funding streams
- There will be "hidden costs" and indirect expenses
- It may be necessary to reduce services to be sustainable
- Audit requirements may change and bring more regulations
- This may change who is in the circle of decision makers, and change the meaning of "informed choice"

- Other opportunities mentioned included: Expanding family support especially in outreach areas and services in various languages, and providing a broader array of services for youth transitioning into adulthood.

Threats

The threats considered most important included:

- *Dependence on LHIN funding:* Funding, particularly LHIN funding does not keep up with current needs of the community and service providers.

Implications: PACE needs to assess the real demand for its services, prepare to explore other opportunities for generating revenue. The question of what happens when charitable funding money is low or gone needs to be addressed.

- *Staffing Challenges and the cost of providing good care:* It is hard to maintain a competent staffing pool, including staff that can speak multiple languages.

Implications: Although increased efficiency and technology may help, high turnover, especially among direct support staff, leads to increased administrative costs. To respond, PACE needs to increase empowerment of employees and increase opportunity for growth within the agency.

- Other threats mentioned included:
 - The aging population, which means aging caregivers and aging people with mental health and addiction issues. The improvements in medicine mean people are living longer.
 - Competition in funding within other service providers many make expansion of services more difficult.

Strategic Direction

Based on the Board of Directors' understanding of PACE's mission, core values and the opportunities and threats in the current environment, the next three to five years will be a time of assessing and deepening its approach to its work. Concurrently, PACE will take more of a leadership role in working with a broader array of community resources, and it will explore the feasibility of actively engaging volunteers and consumer/survivors.

- Higher demands of front-line workers with little to no compensation financially

PACE will review and deepen its existing direct supports and services over time to ensure that they are state of the art for working effectively with persons with mental health and addiction issues. The model will emphasize consumer/survivor decision-making and community participation and integration. PACE is committed to ensuring that all of its programs are exemplary.

PACE will further assess consumer/survivor and community needs to identify gaps or opportunities for shifts in service delivery. This assessment will serve as the basis for expanding or adding new services. The emphasis on further deepening programs would be the priority in the early years, and so growth in numbers of people served.

PACE will take a leadership role in working with a range of providers to identify and meet the needs of people with mental health and addiction issues. PACE will serve as a service “broker” when necessary. The focus will be to ensure quality across services and eliminate duplication.

PACE will explore the feasibility of expanding the organization’s visibility in the community and making greater use of volunteers. The organization will explore developing and supporting a network of volunteers, being more active and visible in a wide range of community initiatives, highlighting the positive role the people with mental health and addiction issues in the community, and creating strong supporters for community participation throughout the broader community and district.

PACE will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets.

Goal Areas

In order to pursue the strategic direction described above, PACE will fulfill the following goals and objectives.

Service Delivery

PACE will provide model supports for people with mental health or addiction issues and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- Recreation and leisure activities
- Community participation and support

- Family support and education
- Evening supports

Objectives:

A) Meaningful Life and Community Support

In this area, PACE supports consumer/survivors in four categories: advocacy, education, social isolation reduction, and transitional services. The following objectives apply to all four categories.

1. Increase the number of consumer/survivors in all programs over 5 years with mental health and addiction issues who are using the community resources.
 - a. # evening supports
 - b. # individual and support services
 - c. # community and peer advocacy
 - d. # of active membership within the community and PACE
2. Consumer/ Survivors have greater choices and opportunities in social, recreational and civic activities in the community
3. Consumer/Survivors are more socially interactive and are better integrated into the community
4. PACE supports and services employ a creative instructional approach in designing the experience and activities of each consumer/survivor.

B) Family supports and Education

1. More families use PACE as their “go to” resource for early information and guidance
2. Consumer/Survivors and their families have structured approach for planning for all phases of life cycle transitions (e.g. youth to young adulthood, young adulthood to adult)

C) Service delivery and Capacity building

1. The internal operating structure is reorganized to increase available time to support consumer/survivors and their families and maximize efficiencies in using the organization’s resources

2. Consumer/Survivor's and community needs are reviewed every 12 months to identify gaps or opportunities for shifts in service delivery.
3. Assess National trends and model practice information every 12 months to identify gaps or opportunities for shifts in service delivery.

Human Resources

PACE will develop a stable, highly qualified and motivated workforce that actively delivers the organizations mission.

Objectives:

1. PACE improves its capacity to attract and retain qualified direct staff
2. All staff thoroughly understands the meaning of the mission and how their job contributes to achieving it.
3. A professional development program is implemented to strengthen and expand the capacity of direct support staff to be community liaisons and successfully integrate the consumer/survivors they support into the community.

Resource Development

PACE will be highly visible, well-respected non-profit organization that attracts increased numbers of volunteers and high levels of contributions to support operations.

Objectives:

A) Visibility

1. Update the communication plan to align with the strategic plan.
2. Use strategic communication to facilitate volunteer recruitment.

B) Volunteers

1. Increase by 50% volunteers who are involved in all activities of PACE
2. Establish a volunteer development program, including selection, training, leadership development and recognition.
3. There is an increase in the number of family members and other volunteers who are involved in advocacy on behalf of people with mental health and addiction issues.

C) Charity Number

1. PACE becomes a registered charity, which will further support current food bank and clothing assistance services.

2. There is an increase by 20% in the amount of contributions that support the operating budget.
3. A maintenance fund is established and dollars raised annually to sustain it. (amount to be determined with further research) This will be used for support of membership in small household items and supports.

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to ongoing operations) for PACE board of directors and staff in each year of the strategic plan.

| Year | Summary of Activity |
|------|--|
| 1 | <p><u>Service Delivery</u></p> <ul style="list-style-type: none"> ● Shift from strategic planning to plan implementation ● Administrative department and staff reorganization: administration and finance stream lined service ● Assessment of Harm Reduction services and how to better meet current growing needs <p><u>Resource Development</u></p> <ul style="list-style-type: none"> ● New development position ● Update the communication plan to align with the strategic plan ● Create more food bank and clothing assistance supports |
| 2 | <p><u>Service Delivery</u></p> <ul style="list-style-type: none"> ● Fully develop capacity of new administrative support team and strengthen program delivery with new practices using existing services and resources ● Program directors and facilitators working to strengthen program integration ● Partnerships with other service providers within the community and district ● Increase advocacy efforts ● Work on communication skills to support people with mental health and addiction accessing and using community resources ● Develop agency – wide interest inventory ● Management team to focus on “best practices” <p><u>Human Resources</u></p> <ul style="list-style-type: none"> ● Update training curriculum for direct support staff ● Creation of professional development program for direct support staff <p><u>Resource Development</u></p> <ul style="list-style-type: none"> ● Plan for expanded use of volunteers ● Establishment of Volunteer Leadership Development program |

| | |
|---|---|
| | <ul style="list-style-type: none"> • Begin application of charity number |
| 3 | <p><u>Service Delivery</u></p> <ul style="list-style-type: none"> • Continue work to strengthen service delivery • Formalize system of professional development for direct support staff • Implement process for assessing satisfaction with employee supports and tracking participation with community resources and expand family support and education. • Expand internship initiatives with Colleges and Universities within the community and district of Thunder Bay • Strengthen supports and approaches for managing life cycle transitions <p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Implement new staff committee structure <p><u>Resource Development</u></p> <ul style="list-style-type: none"> • Begin to implement volunteer services plan, including hiring a Volunteer Coordinator • Implement fall fundraising event |
| 4 | <p><u>All Goals</u></p> <ul style="list-style-type: none"> • Develop expanded action plan <p><u>Service Delivery</u></p> <ul style="list-style-type: none"> • Continue developing and stabilizing all new activities and initiatives • Dedicate portion of rolling access funds to support access to community resources • Community Access Specialist focuses on relationship skill building for people with mental health and addiction to further be supported in community integration <p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Continue focus on staff development including developing a supervisory and management curriculum <p><u>Resource Development</u></p> <ul style="list-style-type: none"> • Continue to grow volunteer program • Continue to strengthen resource development efforts |
| | |

| | |
|---|---|
| 5 | <p><u>All Goals</u></p> <ul style="list-style-type: none">• Continue developing and stabilizing all new activities and initiatives; begin increasing numbers of program supports for consumer/survivors• Take broad look at lessons learned in terms of successes and obstacles in implementing all new activities and initiatives• Plan for new strategic plan |
|---|---|

Approved by:



PACE Board Chair



PACE Executive Director