



2014 to 2018  
strategic plan

Pathstone 

Mental Health

Compassionate • Innovative • Professional

# chair & ceo's message

APRIL 2014

## building mental wellness

We are living in a very exciting transformational period for mental health services in Ontario. A number of provincial and federal mental health policy initiatives are helping to transform the delivery of mental health services for children, youth and families, such as:

- Moving on Mental Health: A system that makes sense for children and youth (2012)
- Open Minds, Healthy Minds - Ontario's Comprehensive Mental Health and Addictions Strategy (2011)
- Toward Recovery & Well-Being - A Framework for a Mental Health Strategy for Canada (2009)
- A Shared Responsibility - Ontario's Policy Framework for Child and Youth Mental Health (2006)

A broad section of community stakeholders came together to create this plan, including Pathstone staff, Board of Directors, volunteers, client families, and community partners. Their thoughtful and intentional contributions have charted the course for Pathstone and for children's mental health in Niagara for the coming four years.

As an organization, we are so grateful for their contributions. And, as individuals who have invested our life's work into the wellbeing of children, we see this transformational plan during this transformational time as being nothing short of . . . TRANSFORMATIONAL!

Pathstone's Strategic Plan is exciting, and responsive to changing times. The Mission Statement, Vision Statement, and Core Values reflect our enthusiasm and dedication. We are confident that, with the support of our community, the future will be hopeful and bright for Niagara's children, youth and families.

*Chris Kerho*

Chris Kerho  
CHAIR

*Ellis Katsuf*

Ellis Katsuf  
CEO

# CLIENT & COMMUNITY PERSPECTIVE

**Strategic Direction: Support timely and seamless access to appropriate treatment services.**

## Objectives

## Targets

- | Objectives  | Targets   |
|---|---|
| 1. Address wait times   | <ul style="list-style-type: none"><li>1.1 A protocol developed by March 31, 2015 to explain wait times to families at the outset of intake</li><li>1.2 All intake files responded to within 24-48 hours by March 31, 2015</li><li>1.3 Education/support information (e.g. on-line, paper, etc) developed by March 31, 2016 for families to use while they are waiting for service</li><li>1.4 Wait time thresholds reviewed and revised by March 31, 2016</li></ul> |
| 2. Manage better transitions  | <ul style="list-style-type: none"><li>2.1 A protocol developed by March 31, 2016 for sharing information between programs so that families don't have to continually repeat stories</li><li>2.2 A protocol developed by March 31, 2017 to explain transitions between programs to clients/families</li></ul>  |
| 3. Collaborate with partners to increase access to specialized services | <ul style="list-style-type: none"><li>3.1 Partnerships developed and enhanced with NHS, post-secondary institutions and family physicians by March 31, 2016 (Linked to #15)</li><li>3.2 A tele-psychiatry program developed by March 31, 2016</li><li>3.3 Staff education implemented by March 31, 2017 regarding appropriate referrals to psychiatrists</li></ul>  |

**Strategic Direction: Engage families to build life-long resiliency.**

- |  |  |
|--|--|
| 4. Increase access to supports pre and post care | 4.1 Mental Health support groups and a protocol to inform families about the groups developed by March 31, 2016 for clients use before, during and/or after care (including while on waiting list)   |
| 5. Increase family confidence in self management | <ul style="list-style-type: none"><li>5.1 A campaign developed by March 31, 2016 to systematically contact families with opportunities to help manage themselves (e.g. groups, literature, phone calls, etc.)</li><li>6.1 Access to services increased by March 31, 2015 regardless of geography</li><li>6.2 Technology being used by March 31, 2017 to increase family participation related to building resiliency (e.g. email, twitter, chat, etc.)</li></ul> |
| 6. Reduce barriers to engagement                 |  |

**Strategic Direction: Be a collaborative partner**

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|--|---|
| 7. Develop a partnership strategy and plan   | 7.1 A partnership strategy is developed by March 31, 2015 that includes clear expectations of the nature of the partnership including mutual set of responsibilities and benefits, protocols for joint creative problem solving, and involvement of partners in planning and decision-making where appropriate. |
| 8. Engage families in understanding the children's mental health system and their role in it.  | 8.1 A plan is developed by March 31, 2016 to further engage families in understanding the children's mental health system and their role in it.   |
| 9. Implement the Lead Agency role if successful in being appointed the Lead Agency for Niagara | 9.1 Implement the Lead Agency role by March 31, 2017  |

## INTERNAL OPERATING PERSPECTIVE

**Strategic Direction:** Ensure Pathstone is a preferred workplace

### Objectives

### Targets

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|--|---|
| 10. Increase staff engagement  | 10.1 Staff involved on an ongoing basis in the change process as of April 1, 2014 (Linked to #12)<br>10.2 A positive work environment is enhanced by March 31, 2016<br>10.3 Resource allotments reviewed to address workload issues by March 31, 2017<br>10.4 Recognition and appreciation program expanded (e.g. through emails, newsletters, etc) by March 31, 2018 |
| 11. Support staff to create a professional learning and development plan linked to performance management objectives | 11.1 Management training developed and implemented by March 31, 2015 to support a positive working environment (Linked to #10)<br>11.2 A policy is developed by March 31, 2016 to support staff in achieving academic credentials where desired<br>11.3 A staff development plan developed by March, 2017 that supports increased staff development opportunities     |
| 12. Further develop an environment of participatory decision making  | 12.1 Input provided by the QWL groups used on an ongoing basis as of April 1, 2015 (Linked to #10)<br>12.2 Processes to receive input related to workload challenges developed by March 31, 2016<br>12.3 Processes to ensure staff participation in decision-making developed by March 31, 2017 (e.g. annual budget)  |

## FINANCIAL PERSPECTIVE

**Strategic Direction:** Grow revenue to support programs and services

### Objectives

### Targets

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|--|---|
| 13. Diversify funding base   | 13.1 Social enterprise opportunities pursued on an ongoing basis as appropriate, as of April 1, 2015<br>13.2 New funding sources identified and proposals submitted for additional funding on an ongoing basis when appropriate, as of April 1, 2015  |
| 14. Improve operational efficiencies and effectiveness to support quality services | 14.1 A process review is conducted and changes implemented by March 31, 2015, to ensure client services are efficient and effective<br>14.2 An organizational structure review is completed by March 31, 2015 to ensure operational efficiency and to best integrate the Lead Agency roles<br>14.3 Implement a new Client Management Information system to replace KIDS and become a paperless office by March 31, 2016 |
| 15. Demonstrate the value of Pathstone's services to our stakeholders              | 15.1 Strategic partnerships developed as appropriate to provide integrated services to meet client needs as of April 1, 2015 (Linked to #7)   |

## INNOVATION & LEARNING PERSPECTIVE

**Strategic Direction:** Foster innovation

### Objectives

### Targets

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|---|---|
| 16. Develop a strategy for innovative research and service delivery                         | 16.1 Research and innovation priorities established by March 31, 2015   |
| 17. Create and develop new evidence-based practices to enhance our current services         | 17.1 New evidence-based practices to enhance our current services developed based on research and innovation priorities by March 31, 2018                       |
| 18. Implement a variety of creative treatment modalities to broaden treatment opportunities | 18.1 Creative therapies based on best practices developed by March 31, 2018 to assist kids who are struggling in current treatment modalities (Linked with #16) |

# Moving On Mental Health:

A system that makes sense for children and youth.

“The Ontario government is committed to making Ontario’s community-based child and youth mental health system the very best.”

“Children and young people deserve a mental health system that delivers services and supports that respond quickly and comprehensively to their needs, as close to home as possible.”

Ministry of  
Children &  
Youth Services



## our core values

- respect
- communication
- trust
- commitment to quality
- integrity
- teamwork
- innovation

## our service principles

Pathstone Mental Health believes that to **enhance the mental health and well being of children, youth, and families** we must:

**Promote** family/youth centred principles and approaches;

**Build** on strengths and expand capabilities;

**Strive** for diversity competence;

**Reflect** evidence-based research and best practices;

**Embrace** collaborative relationships to achieve an integrated service delivery system;

**Ensure** integrity and accountability.

## our vision . . . our mission

Pathstone Mental Health is the only accredited provider of children's mental health treatment in the entire Niagara region. We are so proud of our professional staff and the incredible work they do every day to transform the lives of children. Our work is critically important to the community. We know that when we intervene we change the direction of a child's life and the course of an entire family.

Our passion is matched by our business acumen. We believe that fiscal responsibility is part of our covenant with the community and another way that we ensure our youngest and most vulnerable members have the very best access to professional and compassionate mental health treatment.

Pathstone Mental Health is a non-profit charitable organization operating under the Child and Family Services Act, and governed by a voluntary Board of Directors. The agency is funded primarily by the Province of Ontario, Ministry of Children and Youth Services.

### our vision

Mental wellness for all children, youth and families.

### our mission

We strengthen the quality of life for children, youth and families who are dealing with mental health challenges.



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