



CENTRE FOR INNOVATION IN
Campus Mental Health

STRATEGIC PLAN - 2016 - 2020

NOVEMBER 1, 2017

CICMH STRATEGIC PLAN : PREPARED WITH THE SUPPORT OF NAYAR
CONSULTING

Contents

- Introduction 1**
- Strategic Priorities to 2020 3**
- Exploring the Strategic Priorities Further 6**
- Strategic Priority #1: Build the knowledge and skills of front-line staff and student leaders in post-secondary institutions to increase their capacity to address the mental health needs of students. 7**
- Strategic Priority #2: Foster innovation in collaboration that promotes systemic responses in the post-secondary sector to address the mental health needs of students. 8**
- Strategic Priority #3: Develop strategic partnerships to leverage external knowledge, resources and relationships to address the mental health needs of students..... 10**
- Conclusion..... 11**
- Appendix A – High-Level Summary of Scan and Stakeholder Consultation Data 12**

Healthy Students, Bright Futures...

Introduction

The Centre for Innovation in Campus Mental Health (CICMH) was established in 2013 with a grant from the Mental Health Innovation Fund (MHIF). The MHIF was created in 2012 as part of Ontario's mental health and addictions strategy entitled *Open Minds, Healthy Minds*. The CICMH is a unique partnership between the Canadian Mental Health Association (Ontario), Colleges Ontario, College Student Alliance, the Council of Ontario Universities and the Ontario Undergraduate Student Alliance. The vision and mission of the CICMH is seen below:

Vision: To optimize mental health and well-being for Ontario's postsecondary students

Mission: To help Ontario's colleges and universities enhance their capacity to support student mental health and well-being.

The CICMH focuses its efforts on:

- Access and coordination of mental health services inside and outside post-secondary institutions.
- Mental health awareness and training.
- Development of students' coping skills.
- Crisis prevention and management.
- Early alert systems to identify students with concerns.

In the spring of 2015, a review of the work of the CICMH to date was conducted. One of the review recommendations was to develop a strategic plan to guide the initiative during its next phase. In the summer of 2016, Nayar Consulting was engaged to support development of a Strategic Plan to take the organization to March 31, 2020. The planning process was grounded in a review of seminal CICMH documents and one-on-one interviews with CICMH staff, the CEO of CMHA Ontario and all other CICMH Executive Committee members (see Appendix A for a high-level summary of scan and interview data).

In its existence, the CICMH has seen some meaningful achievements, and has established itself as an important voice on the mental health needs of post-secondary students in Ontario. These achievements include:

- The successful launch of an interactive website that has enabled knowledge sharing and has supported the sharing of innovative practices between colleges and universities. The website currently has over 100 page views per day.
- The "Ask the Experts" Webinars, that has consistently been offered 8 times a year.

- The development of an online, interactive campus-community partnership toolkit¹ launched in September, 2016. The toolkit is geared toward front-line service providers, including counsellors, accessibility/ disability/ health services and student leaders. It provides information, case studies and promising practices that enhance capacity of the user to support students with mental health needs by creating effective partnerships with community based agencies and resources.
- Four highly successful conferences:
 - The *Flourishing Campuses Conference* held on November 6th and 7th, 2014, provided as the first opportunity for 398 campus staff to come together to connect, share, learn and co-create solutions for priority areas in campus mental health.
 - *Campus Xchange: Leveraging Mental Health Innovation*, held on June 8th and 9th, 2015, that showcased the outcomes and resources created by MHIF projects implemented across Ontario.
 - A cross-sectoral conference entitled *Community in Action*, held November 7th and 8th, 2016, designed to encourage connections, and to create opportunity for knowledge exchange, sharing and collaboration. The conference had over 175 attendees, and included the presentation of promising mental health and addiction practices. It also showcased the findings, end products and resources of all second round MHIF projects.
 - The most recent cross sector conference entitled *Innovation, Opportunities and Challenges in Campus Mental Health* on October 30th and 31st, 2017. The focus of which was on assessing the need for, design, implementation and evaluation of campus-wide mental health strategies. Close to 200 participants attended the event which included speakers from across Canada.

Building on its success, the CICMH has developed this Strategic Plan to act as a roadmap going forward. It points the way to an exciting future that will support the post-secondary sector to deepen its response to the mental health needs of students. Special thanks to the Executive Committee for their contributions to the development of this Strategic Plan:

Executive Committee Member	Organizational Affiliation and Title
Ciara Byrne	College Student Alliance, Director of Advocacy
Dominika Flood	Council of Ontario Universities, Senior Policy Analyst (non-voting member)
Wayne Poirier	Mohawk College, Vice-President of Student Services
Camille Quenneville	CMHA-Ontario, Chief Executive Officer

¹ Available at <http://toolkit.campusmentalhealth.ca/>

Executive Committee Member	Organizational Affiliation and Title
Monica Reilly	Colleges Ontario, Senior Research and Policy Advisor (non-voting member)
Zachary Rose	Ontario Undergraduate Student Alliance, Executive Director
Craig Stephenson	Centennial College, Vice President, Student & Community Engagement
Bill Summers	Colleges Ontario, Vice President Research & Policy
Robbin Tourangeau	Council of Ontario Universities, Senior Director
Brenda Whiteside (Executive Committee Chair)	University of Guelph, Associate Vice President Student Affairs

Strategic Priorities to 2020

A critical planning assumption made by the Executive Committee was that the CICMH should be an organization that exists in the future, with sustainable funding to achieve its vision and mission. At present the CICMH is funded until March 2020. The realization of this Strategic Plan will play an important role in the CICMH demonstrating its key role in enhancing the capacity of colleges and universities to support student mental health and well-being. In turn, this can support the CICMH to move towards securing sustainable funding by the end of March 2020.

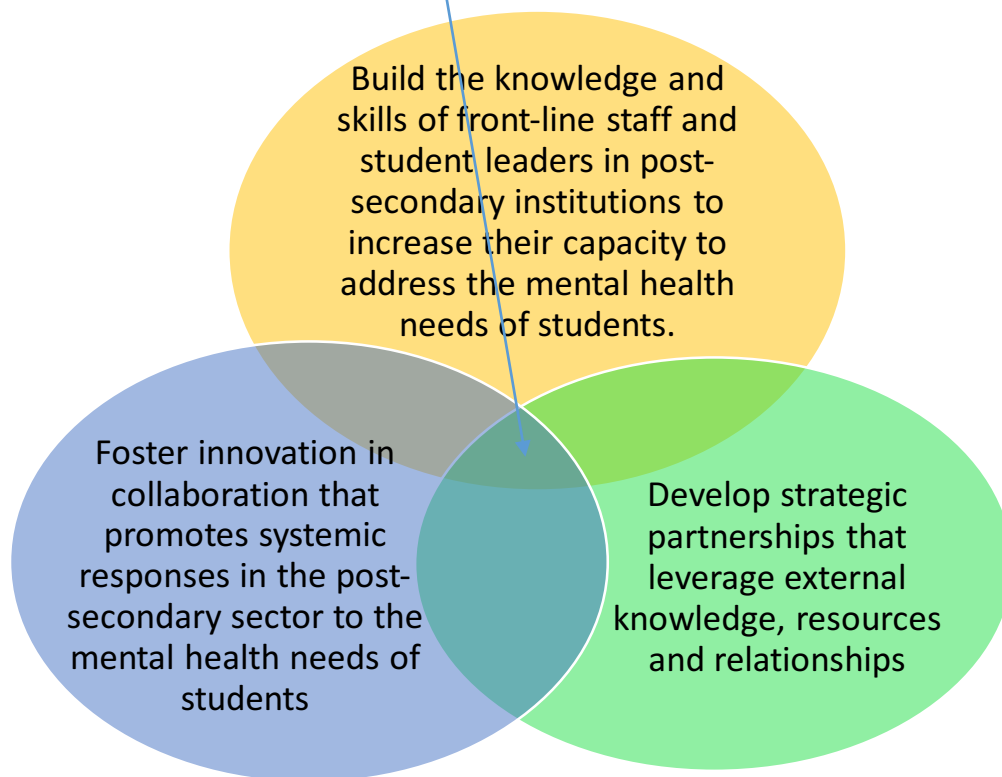
The three strategic priorities seen below target change at three key levels:

- Individual staff in post-secondary institutions.
- Among the post-secondary sector.
- Among external stakeholders and other sectors with common interests.

Taken together, they drive the CICMH to achievement of its Strategic Outcome.

CICMH's Strategic Outcome:

By March 2020, the CICMH has demonstrated its key role in helping Ontario's colleges and universities enhance their capacity to support student mental health and well-being, and has secured sustainable funding to continue to reach for its vision and mission



The planning process surfaced that at the heart of the CICMH is knowledge sharing and building the capacity of front-line staff in post-secondary institutions to respond to the mental health needs of students. However, of equal importance for the CICMH to achieve its vision and mission is to support the entire sector to work better together to meet students' needs through enhanced sectoral research, policy development, shared outcome measurement and collaboration. The CICMH also has an important role to play in supporting the post-secondary sector to embrace engagement and collaboration with other sectors. These sectors include mental health and addictions, health and settlement (i.e., the sector that serves immigrants and refugees).

The staff and Executive Committee of the CICMH understand that moving the needle on all three strategic priorities is required to be sustainable in the future, and to demonstrate impact. The CICMH must build on its successes and act strategically to tell its story, to extend its reach and impact and thus to continue to build a strong case for future support. This is an important challenge, and the CICMH is ready.

Exploring the Strategic Priorities Further

In the following sections each strategic priority is more fully described along with the goals and key actions that underpin implementation of the strategic priority. This document will form the basis of two subsequent documents for the CICMH:

1. A workplan. The workplan will be developed by the staff of the CICMH, and will outline in more detail how the strategic priorities and goals will be operationalized. The workplan will provide information on who will lead implementation efforts, and timelines for the work. This workplan will guide the day-to-day efforts of the staff at CICMH during the next 3 years.
2. An evaluation plan. The evaluation plan will be informed by the Strategic Plan, and reference key evaluation questions, outcomes, indicators and data gathering strategies/tools. The implementation of the evaluation plan will be important to demonstrate the CICMH's outcomes such that a case for future funding is built.

Ultimately, all three documents are critical to the ability of CICMH to achieve its goals in the next 3 years. However, in general, strategic planning today must be a flexible exercise characterized by ongoing reflection about the environment. This reflection may surface opportunities and risks that require a strategic response that focuses on certain aspects of the Strategic Plan over others.

Strategic Priority #1: Build the knowledge and skills of front-line staff and student leaders in post-secondary institutions to increase their capacity to address the mental health needs of students.

At the core of the CICMH is its knowledge sharing function. This has been one of its major successes to date and stakeholders, especially early adopters, have come to expect the CICMH to offer relevant knowledge sharing activities. In the next 3 years, the CICMH will deepen its work in this area by ensuring that more institutions and their staff know about the CICMH and what it offers, by developing materials to respond to the needs of targeted staff groups in post-secondary institutions and by building the capacity of staff to collaborate within and across sectors. As a result, the CICMH will be the go-to organization for front-line staff to obtain comprehensive resources (English, French) and information when supporting students with their mental health needs.

Key Goals

1. Extend reach of information and knowledge sharing activities through targeted marketing/communications and outreach to post-secondary institutions, in both English and French.
2. Continue with general responses that help targeted front-line staff (i.e., student life leaders, counsellors/ financial aid/health/accessibility staff and their managers) to support students with their mental health needs by acting as a hub for the sharing of best practices; develop specialized responses as needed.
3. Build capacity of front-line staff and management to partner across organizations and in other sectors (both community-based and institutional partners).

Key Actions

- Quick Win: Continue current knowledge sharing activities (e.g., webinars, newsletter, website, and toolkit).
- Engage stakeholder groups (through identified associations) to determine priority needs; validate determined priority needs with senior leaders (e.g., VPs of Student Affairs and others) in post-secondary institutions.
- Evaluate the various knowledge sharing tools/activities that the CICMH uses in terms of addressing identified needs, and overall effectiveness (Priority focus: reformatting the Community of Practice to address specific needs, e.g., the needs of stakeholders in Ontario's North).
- Revise existing and develop new knowledge sharing tools/activities to align with evaluation results.
- Develop and implement a marketing, communications and outreach plan based on knowledge sharing activities.

Strategic Priority #2: Foster innovation in collaboration that promotes systemic responses in the post-secondary sector to address the mental health needs of students.

The CICMH understands that it has an important role to play in supporting a deeper, more system-wide response to the mental health needs of students across the post-secondary sector in Ontario. Change at a systems level starts with the engagement of senior leaders within the post-secondary sector. Senior leaders need information on emerging trends in the mental health needs of students, monitoring of relevant research and best practices and support to collaborate in innovative ways across institutions (especially in developing shared evaluation frameworks). The CICMH is a model of collaboration. In addition, as a networking hub, the CICMH can facilitate conversations in the sector about service and system collaboration. As a result of the CICMH's work during the next 3 years, the post-secondary sector will create shared systemic solutions to the challenge of addressing the mental health needs of students in Ontario.

Key Goals

1. Engage senior leaders in post-secondary institutions through *strategic* information/trend sharing (e.g., on emerging student populations, changing demographics, liability, risk, systemic change, policy and impact evaluation strategies) and facilitation of dialogue on system and service planning collaborations.
2. Enable relevant policy, research and advocacy activities within the post-secondary sector through engagement and support of relevant associations and student governing bodies.

Key Actions

- Quick Win: Refine the “More Feet on the Ground” website² and encourage its adoption throughout the post-secondary sector. Furthermore, update and expand the inventory of resources found on the website to ensure a fulsome picture of current resources on campuses.
- Quick Win: Consolidate and refine the three current CICMH websites into one, more interactive and bilingual entity
- Quick Win: Hire an intern to build best practice research and data analysis capabilities of the CICMH.

² More Feet on the Ground is an educational website on how to recognize, respond and refer students experiencing mental health issues on campus, developed in partnership by the Council of Ontario Universities (COU), Brock University and the Ontario government. It provides information and tools to support the reader to fully learn about understanding, recognizing, responding and referring students who are experiencing mental health issues.

- Dialogue with VPs of Student Affairs and student governing bodies to identify key sector-wide issues.
- Assess current and potential responses to key sector-wide issues through consultation, research and environmental scanning.
- Support relevant stakeholders to adapt existing and/or develop new solutions to issues.
- Ascertain and employ best methods to communicate emerging trends/data to senior leadership within the post-secondary sector in order to inform sectoral policy, research and advocacy work.
- Develop and evaluate an Evaluation Capacity Toolkit to increase the capacity of campuses to evaluate that will encourage the application of best practices.

Strategic Priority #3: Develop strategic partnerships to leverage external knowledge, resources and relationships that address the mental health needs of students.

Beyond knowledge, skills and support to work together, the post-secondary sector must continue to improve in terms of working with other sectors that have a vested interest in the mental health needs of post-secondary students. These sectors include the mental health, addictions, health and settlement sectors. Partnerships can include sharing best practices, exploring innovative responses to student needs and, most importantly, ensuring accessible pathways to the fullest range of services and supports in the community for students at whatever point in their post-secondary journey they need them. As a hub that currently has representation in the post-secondary and mental health sectors (i.e., through CMHA), the CICMH is well-positioned to support the development of strategic cross-sectoral partnerships to move the needle on the mental health of students in the next 3 years. As a result, conversations will be had among key stakeholders across sectors, and the CICMH will be at the centre of supporting shared responses.

Key Goals

1. Engage external stakeholders re: the mental health needs of post-secondary students and the role of the CICMH through marketing, communications, outreach and *strategic* information/trend sharing.
2. Enable cross-sectoral dialogue and action to support system and service planning collaborations.

Key Actions

- Quick Win: Hold a cross-sectoral conference on the mental health needs of students.
- Identify key external partners across sectors, with a focus on provincial associations and umbrella groups; consider partners with a vested interest in mental health (through service provision, training and research) and/or emergent student populations (e.g., international students, indigenous communities).
- Develop and implement both broad and targeted engagement strategies to reach identified partners.
- Foster engagement of emerging champions within sectors and organizations.
- Facilitate strategic cross-sectoral gatherings to strengthen relationships that are focused on shared responses to service and system issues.

Conclusion

The CICMH has set out a focused Strategic Plan for the next 3 years that builds on its assets and accomplishments to date. When taken together and underpinned by detailed work and evaluation plans, the strategic priorities and goals will allow the CICMH to work with its partners to ensure that the mental health of students throughout Ontario can be optimized.

Appendix A – High-Level Summary of Scan and Stakeholder Consultation Data

Current Key Functions

- Centralized source/clearinghouse
- Centralized knowledge exchange
- Relationship broker/match-maker

Current Key Activities

- Website
- Resource Database
- Online Community of Practice
- CoP & Knowledge Exchange Events: Student Leader Day
- ‘Ask the Expert’ Webinar Series
- E-blast / Newsletter
- Campus-Community Toolkit
- Indicators Project
- Relationship Brokering
- Disseminating MHIF end-products
- MHIF and online provincial map
- Conferences
- Mood Walks

Current Key Stakeholders

- Postsecondary mental health service providers
- Student services
- Counselling Services
- Accessibility Offices
- Health Services

- Faculty/Administrative Staff
- Student leaders
- Community Collaborators

Emerging Themes from Key Informant Interviews

- Collaboration is Unique and Special in Post-Secondary World
- Success of Knowledge Sharing Efforts to Date
- CoP Has Seen Less Success
- Different “Front-Line” Staff Have Different Needs
- Engagement of Senior Leadership in Post-Secondary Institutions is Critical
- Emerging Structure is Seen as Increasingly Effective

2015 Review of CICMH – Findings

- Knowledge sharing has been successful at engaging early adopters
- Model of collaboration has potential to be leveraged the combined resources of partners
- Move from knowledge sharing to knowledge exchange; CICMH can convene, facilitate
- Continue to share best practices and enable knowledge exchange and be a hub
- Clarify the audience
- Engage in strategic communications and marketing
- Identify and promote best practices to create content for hub
- Focus on collective impact
- Right size governance
- Clearly define staff roles and accountabilities

2015 Review of CICMH – Recommendations

1. Put a new governance structure in place.
2. Develop a 3 year strategy and workplan.
3. Develop a plan to evolve from a project to a sustainable organization.
4. Clarify EC ToFR and mechanisms for accountability.

5. Explore strategies to enable new collaborations that multiply the Centre's impact.
6. Develop a searchable database for published research and relevant tools.
7. Continue and expand knowledge sharing.
8. Identify primary audiences.
9. Establish a communications and marketing strategy.
10. Ensure staff bring relevant expertise.
11. Apply for increased funding.

In the Longer-Term....

- Vision and mission is the right one! CICMH's role in the longer-term includes being:
 - CICMH is the go-to hub for knowledge sharing re: student mental health
 - The government consults with the CICMH on mental health needs of students
 - CICMH leads promotion of relevant research and policy development
 - CICMH leads in supporting institutions to have a mental health strategy

Key Partnerships for CICMH

- CICMH should focus on partnering with:
 - Executive Committee member organizations
 - Relevant professional associations of senior leaders in post-secondary sector
 - Relevant provincial organizations in various sectors (e.g., CMHA-Ontario, Ontario Council of Agencies Serving Immigrants, Association of Ontario Health Centres)
- Focus is on innovation in system and service collaboration, strategic information sharing, supporting cross-sectoral dialogue, fostering capacity for partnerships, etc.

Strategic Questions

1. What are the key ways that the CICMH can demonstrate value-add in the next 3 years so as to ensure sustainable funding? Where will it show leadership?
2. What levers will help CICMH achieve its strategic priorities in the next 3 years, in particular partnerships?
3. What are the measures needed to show success? Who needs to be involved in gathering needed data? How can the CICMH get them on board?