

Lynwood Charlton Centre

Strategic Plan 2012 – 2016

Summary Report

October, 2012

OVERVIEW OF THE PLANNING PROCESS

The Board of Directors and the Management Team of the Lynwood Charlton Centre (the Centre) engaged in a strategic planning process in the fall of 2012. The purpose of the process was to set key directions for the organization that would enable the Centre to remain relevant and responsive to the needs of its community and to position the organization to respond to anticipated changes in government policies and directions pertaining to children's mental health programs and services.

The Centre's strategic planning process provided an opportunity for Board Members and the Management Team to work together to develop a common understanding of the challenges and opportunities facing the organization, to discuss ideas, and to identify key strategic priorities. A Board and Management strategic planning session was held on Saturday October 16, 2012. The session was facilitated by a consultant who also prepared background information for the process and helped prepare the report.

A strategic planning process typically includes the following: an environmental scan; review of the mission and vision; and the formation of strategic priorities. Once the strategic priorities are developed and approved, the Executive Director develops an operational action plan that is presented to the Board and a process is put in place to monitor, evaluate and assess the progress and outcomes of the strategic plan.

Part One: THE ENVIRONMENTAL SCAN

In preparation for the strategic planning session, the facilitator developed a trends report highlighting the key demographic and policy changes that are likely to impact Lynwood Charlton Centre over the next three to five years. A session was held with the Management Team to provide input to the Board on how the organization is doing and their perspective on key challenges facing the Centre. An on-line survey was completed by Board members and managers to identify the organizational strengths and challenges, and issues that are likely to impact the Centre over the next three to four years.

The information from all these sources was collated and summarized as part of the environmental scan. This scan was reviewed at the Board and management planning session. It set the stage and helped inform the discussions leading to the development of strategic priorities.

The external environmental scan included extensive review and discussion about key demographic trends, key Ministry policy trends, including Moving on Mental Health (a transformation of the service delivery system), the Centre's accreditation process, and important community trends and issues.

The internal environmental scan included a review of the children, youth and families served, the internal resources, and the organizational infrastructure.

Part Two: THE MISSION, VALUES AND BOARD GOVERNANCE

Mission - Supporting children, youth and families to achieve better mental health

As part of the on-line survey, Board members and staff provided input on the Centre's mission statement and values.

The majority of Board members and managers indicated that the mission statement is an 'excellent' or 'very good' reflection of what the organization does and how it achieves its goals. Similarly the organizational values that shape the work of the Centre were viewed by most of the Board and managers to be an excellent or very good reflection of what the Centre stands for. It was therefore decided that a further review of the organization's mission and values was not required at that time.

Board Governance Functions

As part of the on-line survey, Board members were asked to rate the Board's performance on 11 key Board governance functions.

Of the 11 key Board functions, *'ensuring high ethical standards'*, *'managing risk'* and *'ensuring financial and organizational health'* received the highest performance ratings while *'creating the strategic plan'* and *'revitalizing membership and leadership development'* received the lowest performance. Additional comments on Board performance and areas of focus included: developing a well-thought-out succession plan for the Executive Director position, improving the diversity of Board composition, and more work on streamlining or prioritizing Lynwood Charlton's work. This assessment helped focus the discussions about key Board priorities for the upcoming years.

Part Three: THE STRATEGIC PRIORITIES

Based on an assessment of the internal and external environment, the management team members summarized what they saw as the key areas for Board member to consider as they set new strategic goals and priorities for Lynwood Charlton Centre.

- Address the infrastructure requirements: There are significant needs in our infrastructure and the management team is stretched.
- Build the capacity as an organization to provide services in French and to respond to the mental health needs of the diverse community.
- Maintain and enhance the focus on excellent clinical care through ensuring our ongoing commitment to program evaluation and outcomes.
- The accreditation process is pivotal. The Centre needs to ensure that the required elements are in place to successfully navigate the new process and meet the accreditation standards and expectations.

Board Members and the Management Team agreed on the following overarching strategic goal for Lynwood Charlton Centre.

- ❖ Maintain and enhance Lynwood Charlton Centre's role as clinical leaders in children's mental health
- ❖ Maintain and enhance Lynwood Charlton Centre's role as community leaders in children's mental health
- ❖ Seek out opportunities to become a lead organization in children's mental health in Hamilton and beyond

To achieve these overarching goals, strategies were identified in three areas - Board governance, program and service delivery and infrastructure.

- Board Governance priorities identify the priority areas that the Board members, as governors of the organization, need to address to ensure effective governance of the Centre.
- Service delivery strategies focus on the priorities that ensure the organization will achieve its mission and program goals.
- And the infrastructure priorities focus on the administrative and support requirements that will enable the organization to operate effectively.