

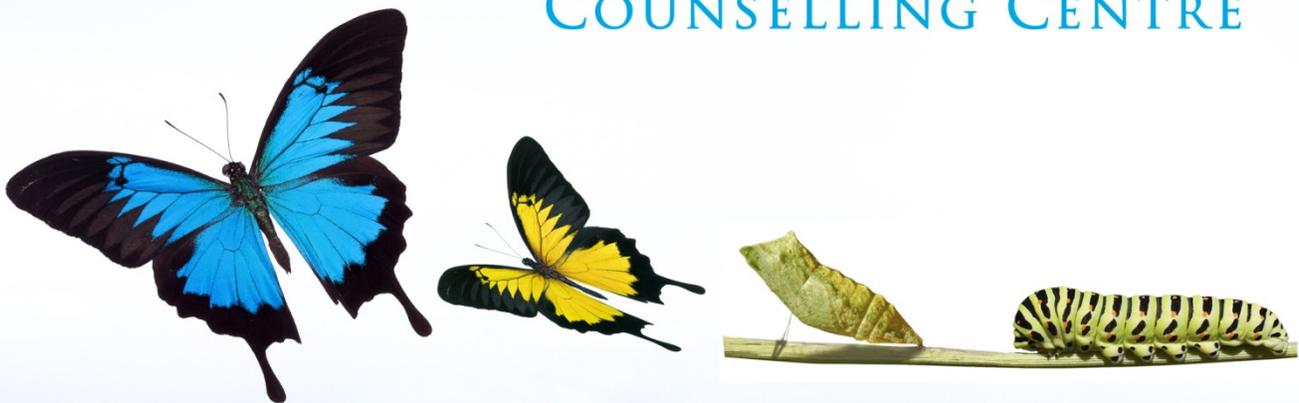
**BOARD OF DIRECTORS
STRATEGIC DIRECTIONS**

2013-2016

Refreshed April 2015



THUNDER BAY
COUNSELLING CENTRE



SOLUTIONS THAT CHANGE LIVES



THUNDER BAY
COUNSELLING CENTRE
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Vision

Enhancing quality of life by overcoming barriers and maximizing potential.

Mission

To strengthen and support people's quality of life through the provision of responsive mental health services.

Values

- Principles of integrity, justice and excellence.
- Solutions that honour our unique community diversity.
- Strengths, self-determination and potential of all people.
- Actions shall be guided by compassion, dignity, and respect.
- Personal learning and growth.
- Working together in realizing people's potential.



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Introduction

With the vision of enhancing quality of life by overcoming barriers and maximizing potential, it is the mission of Thunder Bay Counselling Centre to strengthen and support people's quality of life through the provision of responsive mental health services. In accomplishing its mission, the Centre will be guided by its principles and values:

- Principles of integrity, justice and excellence.
- Solutions that honour our unique community diversity.
- Strengths, self-determination and potential of all people.
- Actions guided by compassion, dignity, and respect.
- Personal learning and growth.
- Working together in realizing people's potential.

The Board of Directors of Thunder Bay Counselling Centre has interpreted the mission of the Centre to include:

1. Improving the capacity of people to function within their lives at home, at work and in the community. This includes, but is not limited to:
 - a. Improving people's understanding and awareness of mental health issues interfering with functioning;
 - b. Strengthening people's ability to cope in positive ways;
 - c. Supporting people in making positive change;
 - d. Increasing people's social capacity to function in relationships; and,
 - e. Improving people's mental health and social well-being.
2. Increasing community capacity to respond to mental health and social needs. This includes, but is not limited to:
 - a. Strengthening the community to support people's quality of life;
 - b. Improving mental health services through leadership in system planning and reform;
 - c. Increasing awareness of mental and social well-being; and,
 - d. Reducing community barriers to mental health services.

Strategic Planning

To accomplish its mission, in 2013 the Board of Directors developed a three year strategy for the Centre. Input from community stakeholders, funders, staff, leadership and board to board conversations guided the process.

Through this process, four primary courses of action were identified.

1. Proactively expect, anticipate and embrace change by seeking opportunities for partnership and collaboration.
2. Provide high quality accessible services using innovative approaches.
3. Invest in our human resource capacity in a competitive and changing environment to be responsive to emerging needs.
4. Balance the demographic needs of our community with sustainable growth.

Each course of action was further defined through the identification of intended outcomes and related activities.

The Board of Directors evaluates its accomplishment of the three year strategy at a minimum of twice per year. At the Board Retreat on January 17, 2015, recommendations were made to refresh the plan based upon the needs study “Environmental Scan and Community Needs Assessment” and input from community members.

As a result, the Strategic Directions were revised and approved by the Board of Directors on April 2015. Areas of focus for 2015-2016 include:

1. Proactively expect, anticipate and embrace change by seeking opportunities for partnership and collaboration.
2. Invest in our human resource capacity in a competitive and changing environment to be responsive to emerging needs.
3. Balance the demographic needs of our community with sustainable, high quality, accessible programs and services.

Proactively expect, anticipate and embrace change by seeking opportunities for partnership and collaboration.

Intended Outcomes

- The Centre is positioned, based on its experience, to provide responsive mental health services to better support agencies facing the probability of integration and mergers.
- The Centre has fostered within the community a shared responsibility to provide programs and services for vulnerable people.
- The Centre is actively involved in the implementation of the Mental Health and Addiction ten year plan put forward by the Ontario Ministry of Health.

Board of Directors' Activities

- Continued participation in funders' planning processes.
- Identify and actualize opportunities for networking, collaboration and partnerships with the Boards of Directors of related organizations.
- Assess the ability of the Centre to expand services to the region, as needed.
- Assume a leadership role in increasing awareness of the impact of community issues on the quality of life of our residents.
- Advocate for improved access to mental health and addiction services.

Invest in our human resource capacity in a competitive and changing environment to be responsive to emerging needs.

Intended Outcomes

- The Centre has successfully attracted and retained its staffing through HR approaches that are leading edge, legally current, fair, diverse, reflective of changing attitudes and beliefs, and supportive of work-life balance.
- The Centre is not reliant upon any one individual for the success of its operations through well-developed succession plans for Board members, leadership and staff.
- The Centre is a recognized leader in the community for its creative and collaborative Human Resources practices.

Board of Directors' Activities

- Monitor creative and collaborative recruitment and employment practices.
- Develop a succession plan for the Board of Directors and the Executive Director.
- Monitor the Executive Director to ensure succession planning occurs related to leadership and staff.

Balance the demographic needs of our community with sustainable, high quality, accessible programs and services.

Intended Outcomes

- The Centre has strategically responded to the needs of the community and evaluated the cost/benefit of existing and new programs and services.
- The Centre is positioned to receive optimal funding for the operation of its programs and services based upon need and quality.
- Quality is positively impacted by effective programs and services.

Board of Directors' Activities

- Monitor the Centre's effective use of quality based care, evidence informed practice and accessibility.
- Increase knowledge of the impact of social determinants of health on mental health and quality of life.
- Maintain positive relationships with politicians, funders, city officials and other Boards of Directors.

Monitoring Guidelines

“The Centre’s strategy is nothing more than the collection of intentional decisions the organization make to give itself the best chance to thrive”

Ian McCormick

The achievement of the Strategic Directions is a joint responsibility of the Board of Directors and the Executive Director. Progress is monitored by the Board through their Annualized Agenda, the diligent monitoring of all governance policies, specific scrutiny of Board – Executive Director Relationship policies, a review of the Operational Plan and awareness of community needs.

Policies related to asset protection, compensation and benefits, staff treatment and emergency executive succession are relevant to the Strategic Directions to 2016. Executive Director Reports contain relevant information regarding funder planning processes and resources available to successfully accomplish the Strategic Directions. In addition, the Board will monitor the Centre’s Quality Assurance principles and policies related to evidence informed practices together with reporting to and seeking input from key stakeholders.

The necessary outcome of strategic planning is not analytical insight but resolve. This requires determination, motivation and excitement for the organization.