



Hong Fook Mental Health Association

Strategic Plan 2014-17

Executive Summary

About Us

Hong Fook Mental Health Association supports people with linguistic and cultural barriers to gain access to mental health promotion, prevention and treatment services. We provide counseling, case management, assessment, consultation, advocacy, youth outreach and choices program, psycho-educational workshops and self help support groups, and housing services to clients with mental health problems and their families. We also build capacity in clients, family members, volunteers and communities through education, training and health promotion activities.

Hong Fook was established in 1982 to support the East and Southeast Asian communities. Hong Fook has grown considerably since then. Today, Hong Fook has an annual budget of over \$4.65M and consists of 64 staff speaking 7 different languages and over 300 volunteers. Hong Fook serves five Asian populations: the Cambodian, Cantonese Chinese, Mandarin Chinese, Korean and Vietnamese communities from three multi-service locations in Downtown Toronto, Scarborough and North York. Hong Fook offers:

- **Clinical services:** intake & referral, intensive case management, supportive housing, Ontario telemedicine & nursing support (New), psychotherapy groups (New), Elder Abuse Awareness Prevention (New)
- **Asian Clinic:** psychiatric consultation, treatment (language specific)
- **Nurse Practitioner-Led Clinic (New):** primary health care with mental health focus (opened on September 16, 2013 and can accept new patients who have barriers to access health care). The Clinic consists of 9 staff speaking 8 different languages and has an annual budget of over \$1M. Clinic services are available at both Scarborough and Downtown Toronto. The Clinic works with Family Physicians and Psychiatrists through the Collaborative Model of Care.
- **Holistic health services:** self-help recovery programs, family support groups, mental health prevention and promotion programs, Chinese youth outreach and choices programs, (New), Ignite Leadership for Immigrants' Health, (New), peer leadership training and professional training. This includes an English as a Second Language class for individuals and families with limited English ability and suffering from mental health challenges and advocacy.
- **Culturally sensitive mental health training** to professionals across Ontario. **Hong Fook Mental Health Foundation:** annual fund-raising events e.g. Walk for Wellness, Blossom of Hope Gala, Golf Tournament, Raffle Tickets, on-line donation to support the Association operation

Our Vision

A multicultural community that understands mental health and accepts mental illness.

Our Mission

Hong Fook Mental Health Association works with Asian communities to keep people mentally healthy and manage mental illness from recovery to wellness, through promotion and prevention, treatment, capacity building and advocacy.

Core Values

- Equity
- Cultural competence
- Diversity
- Cultural Competence
- Empowerment
- Capacity Building
- Community Participation
- Self-Help
- Mutual Support

Service Commitment

- Responsive
- Accessible
- Accountable
- Collaborative
- Integrated
- Innovative

2014-17 Strategic Goals and Objectives

Our Clients & Communities

Goal 1: Increase access to and capacity of our high quality programs and services

- 1.1 Increase the reach of our programs and services
- 1.2 Develop programs and services to meet the needs of additional populations
- 1.3 Enhance the quality of our programs and services
- 1.4 Improve the awareness of our organization across all of the communities Hong Fook serves

Our Role in the System

Goal 2: Provide leadership in linguistically and culturally responsive mental health care as a partner in an integrated system of care

- 2.1 Build system capacity to improve mental health in a linguistically and culturally responsive manner
- 2.2 Reduce the stigma associated with mental illness
- 2.3 Contribute to the development of an integrated care system

Our People

Goal 3: Build a healthy and strong workforce with competency and capacity to evolve our organization meet the needs of the communities that Hong Fook serves

- 3.1 Foster the health and well-being of leadership and staff
- 3.2 Optimize current roles and responsibilities
- 3.3 Develop new competencies to better serve our populations
- 3.4 Enhance competency and sustainability at all levels of the organization
- 3.5 Improve the transparency of decision-making processes

Our Operations

Goal 4: Increase the effectiveness and efficiency of our organization

- 4.1 Improve the efficiency of the processes used to deliver programs and services
- 4.2 Understand the impact of our programs and services
- 4.3 Leverage technology in the delivery of our programs and services

Our Finances

Goal 5: Leverage existing and secure additional funding through creative approaches

- 5.1 Leverage existing funding
- 5.2 Demonstrate our impact to existing funders
- 5.3 Access non-traditional sources of funding

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A. Background

About Us

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- **Culturally sensitive mental health training** to professionals across Ontario and in other Provinces
- Hong Fook Mental Health Foundation: annual fund-raising events e.g. Walk for Wellness, Blossom of Hope Gala, Golf Tournament, Raffle Tickets, on-line donation to support the creation/implementation of Association programs and services

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- Self-Help
- Mutual Support

Service Commitment

- Responsive
- Accessible
- Accountable
- Collaborative
- Integrated
- Innovative

Our Service Statistics

In 2013/14, Hong Fook served:

- 1,144 cases in Intake and Consultation
- 528 clients in Case Management
- 81 clients in Supportive Housing
- 112 clients in the Family Initiative
- 295 clients in the Self Help Program
- 37 people in the Leaders-in-Training Program
- 806 participants in Prevention and Promotion Program
- 320 workshop participants in Journey to Promote Mental Health

Our Strategic Planning Process

Hong Fook Mental Health Association will continue to provide high quality programs and services to our clients and their family members. However, within a dynamic healthcare landscape, shifting local priorities and a challenging fiscal environment, there are a number of strategic questions that we must address:

- How do we meet the continuously growing needs and gaps in the communities we serve within a constrained fiscal environment?
- What is our role within the broader health system?
- How can we support provincial and regional priorities?
- How can we be a workplace of choice full of healthy, skilled and empowered people?
- How can we strengthen our internal operations for growth and sustainability?
- How can we continue to meet the current and future demand without an increase in our operating budget?

To address these challenges, we embarked on a strategic planning process to build on our successes while growing and strengthening Hong Fook to meet the needs of our clients and communities during 2014-17. A highly participatory approach was used to develop this strategic plan. Hong Fook engaged key internal and external stakeholders – our clients and their families/caregivers, volunteers, partners, funders, staff,

management, and Board, in dialogue to reflect on our history, celebrate our accomplishments and to define our future direction.

Our strategic planning process involved the following activities:

- **Key Accomplishments:** We reviewed our progress against our previous strategic plan (2011-14) and celebrated the many accomplishments that Hong Fook has made over the past three years.
- **Internal Assessment:** We identified our organization's strengths, weaknesses, opportunities and threats.
- **Environmental Scan:** We completed a review of external drivers to identify the needs and gaps of the Asian communities served, as well as the key policy, fiscal and technology trends and challenges that have implications for Hong Fook's future.
- **Client/Community Engagement:** We sought the voice of consumers, their family members/caregivers, volunteers, funders and system partners to inform the development of this plan. Several consumer/family/volunteer focus groups were held with the Cantonese, Mandarin, Vietnamese, and Korean populations in their native languages. Interviews were completed with funders and partners.
- **Visioning & Strategic Directions:** Possibilities were explored for extending Hong Fook's reach and impact in the community through a creative reflection exercise which resulted in the creation of inspiring visions of what the organization would look like in three year's time. Focused strategic directions, including goals, objectives and actions were developed with the Board, management and staff during two full-day retreats and recommendations were made regarding the most immediate priorities.

This strategic plan will be an ongoing reference for decision-making at Hong Fook over the next three years. It will also align existing organizational initiatives towards a common direction, and drive quality improvement and innovation. The plan will promote positive change during 2014-17 as Hong Fook continues to strive to reach its vision.

B. Environmental Scan

Current and emerging trends and challenges were identified and an assessment was completed to identify implications for Hong Fook over the upcoming years.

Provincial Strategies

In 2011, the ***Open Minds, Healthy Minds, Ontario's Comprehensive Mental Health and Addictions Strategy*** was released. The strategy articulates four key goals for Ontario:

1. Improve mental health and well-being for all Ontarians;
2. Create healthy, resilient, inclusive communities;
3. Identify mental health and addictions problems early and intervene;
4. Provide timely, high quality, integrated, person-directed health and other human services.

A key focus of the strategy is on early intervention and support for children:

- Provide children, youth and families with fast access to high quality services;
- Identify and intervene in child and youth mental health and addictions issues early;
- Close critical service gaps for vulnerable children and youth, children and youth at key transition points, and those in remote communities.

Hong Fook's mission and vision are aligned with the goals of this provincial strategy. A key opportunity for Hong Fook is to consider how it will work with system partners to provide comprehensive, coordinated and inclusive care to communities. Integrated care that considers the whole individual – including physical, mental and social aspects, as well as familial relationships will be important. Hong Fook will consider how it could support increasing the access of the youth population to mental health promotion, prevention and treatment programs and reaching youth at risk.

In 2012, the Province of Ontario released their **Action Plan for Health**, which articulated a three-pronged strategy:

1. Keeping Ontario Healthy through reducing childhood obesity, improving cancer screening and ensuring a smoke-free Ontario.
2. Faster and stronger link to family health care by integrating local care through Health Links, more house calls to homebound seniors and an expansion of Quality Improvement Plans for primary care.
3. Right care, right time, right place. Highlights include a focus the articulation of the province's Seniors Strategy, expanded home care services for seniors and moving procedures into the community.

Hong Fook will need to focus on how it can best align with these strategies. Consideration should be paid to how it can link with primary care and better support complex mental health populations, including seniors, who require significant levels of mental health supports in the community to reduce the strain on hospitals and long-term care homes, and improve their quality of life. By actively participating in Health Links and other initiatives, Hong Fook will help to strengthen the circle of care around complex individuals, improve transitions across the systems, and help to ensure that clients receive more responsive culturally and linguistically appropriate mental health programs and services.

Local Health Integration Networks

A focus on Mental Health and Addictions features prominently in the **Central East LHIN (CE LHIN) Integrated Health Services Plan (IHSP) (2013-16)**, as well as in the IHSPs of the two other LHINs in which Hong Fook has a physical presence - Central LHIN and Toronto Central LHIN. There are several common themes from these plans:

- A focus on high needs individuals with serious mental health and addictions issues
- Improving coordinated access and delivery of mental health services

- Integrating mental health services with other providers including primary care, acute care and community support services such as housing, education, employment and income
- A focus on developing alternatives in the community for people with mental illness to avoid inappropriate hospital visits
- Early detection and prevention in high risk populations, including among youth
- A focus on enhancing crisis intervention services
- Improving the quality of data available
- Culturally and linguistically responsive services

Again, for Hong Fook these plans echo the themes of coordination, integration, health promotion and prevention. Hong Fook's unique offering of culturally and linguistically responsive services is sought out by many LHINs with diverse populations. A recent outcome of the ***Canadian Chinese Mental Health & Addiction Network Task Force (CCMHANTF) in the Fall of 2013***, validated the gap in Chinese/Mandarin speaking mental health resources across the Greater Toronto Area, as well as other systemic gaps in prevention and addictions case management services.

With respect to the youth, the ***Central East LHIN Child & Adolescent Mental Health Advisory Committee Environmental Scan*** (2012), identified that there are about 33,000 children and adolescent youth (5-17) and 25,000 transitional youth in Central East LHIN that are affected by a psychiatric disorder and may require mental health services, and that over the next 5 years, this population will have grown by 9%. Services are limited, particularly in the North East cluster.

Other Funders & Partners

Other funding bodies, including but not limited to United Way, Citizenship and Immigration Canada, and system partners, such as CMHA, are also advising Hong Fook to leverage its unique strengths in linguistically and culturally appropriate services and focus its efforts in doing so. For ongoing sustainability, Hong Fook should work with partners to build system capacity and gather evidence to demonstrate its impact with clients and the broader community. In addition, working closely with clients and their family members using a client engagement and empowerment model will be key to serving more people in a client-centred way.

Clients & Communities

Our strategic planning approach involved meeting with clients, family members and volunteers over the course of six focus groups consisting of over 35 individuals from the Cantonese, Mandarin, Korean and Vietnamese cultures. In addition, the results of several community needs assessments and consultations completed by Hong Fook were considered. The following are the key themes that arose from these sources:

- **Language specific services** – The key reason and ongoing gap is for mental health services in the native language of the client. This includes access to services in their language including: acute care, specialists, employment services, Family Services, and housing.
- **Holistic needs of the individual** – In addition to mental health, the overall health and well-being of the person needs to be considered including the physical and

emotional health. Reducing social isolation through being a part of a warm welcoming community is essential for good mental health and well being. Challenges associated with immigrating and settling in Canada are adversely affecting mental health. Housing, employment and other social services in native languages are essential.

- **Mental health promotion and prevention** – Hong Fook should continue to provide information and knowledge to support clients/family members with understanding the risk factors associated with mental illness and how to identify mental illness. Useful skills and tools to support people with maintaining mental health and those with mental illness are very valuable to the communities.
- **Youth Population** – Youth were mentioned as being a critical population of focus for preventing and managing mental illness. A key factor cited by clients/family members that affects mental health are intergenerational differences that strain family relationships. Support is needed to help to address parent-child relationships. The extensive survey completed by Hong Fook with a population of Mandarin Chinese youth that have immigrated to Canada found alarming rates of depression and thoughts of suicide.
- **Seniors** – Clients/family members expressed their concern about seniors who are isolated in the community and require mental health support. Questions were raised as to whether Hong Fook could provide transportation or outreach to these individuals.
- **Greater awareness in the communities about Hong Fook** – As Hong Fook's roots are in the Cantonese community, there is a perception that the agency is better known by this population. However, there are still opportunities to raise awareness and visibility of the organization as clients/family members still face challenges finding Hong Fook. In the other communities, Mandarin, Korean, Vietnamese, Cambodian, there is a need for more awareness of Hong Fook. Given the strong stigma associated with mental illness, creative outreach strategies are needed to reach these communities. System-level advocacy through education and community-events is also much needed in order to increase the focus on mental health and reduce stigma and discrimination.
- **Extend Hong Fook programs services to other locations** – Some clients/family members travel a great distance to attend programs and receive services. Additional locations in new geographies where gaps have been identified would be beneficial. These locations can be other places in the community such as: community centres and libraries.

Hong Fook will need to determine how it can meet the needs of these communities with few additional resources. Key implications will be to look internally at our own program and service offerings to ensure that they meet the needs of each community, ensure that the types of services currently provided are relevant and appropriate, leverage the expertise of staff and volunteers, and realign internal programs and services to serve more people including by making it easier for people to access some information and services on their own.

Technology

With continued advances and comfort of clients with information technology, there are opportunities for Hong Fook to consider how it can best leverage technology in program and service provision. Hong Fook's recent implementation of an Electronic Medical

Record enables inter-professional teams to have easy access to client/patient files, allowing for better coordination of care. In addition, some examples of opportunities for Hong Fook to further leverage available technology include the following:

- Developing the organization's website to increase the access to information and tools to support clients and the community. Links from Hong Fook's website to complementary programs and services in the community, such as the HF Connecting Health Nurse Practitioner Led Clinic, housing and employment providers will help support care coordination.
- The Ontario Telemedicine Network (OTN) including Telehome care and Personal Videoconferencing technology, secure, high-definition video conferencing will be made available to provide off-site access to information, programs and services. Hong Fook could explore how this technology can be used to reach people residing in other geographic areas and/or hard to reach populations.
- Social media (e.g., blogs, Twitter, Facebook, etc.) is used extensively today, particularly by the youth, and would be effective for engaging with this population and creating platforms for peer-based support.
- With increased attention on quality and performance monitoring by the LHIN, it is also essential that Hong Fook build a robust data management system to collect and track data as well as decision-support capacity to analyze and demonstrate value to external funders as well as to provide information for internal decision-making.

Fiscal Environment

Hong Fook's programs and services are much needed by the Asian cultures it serves across the GTA. While the needs are great, it is expected that like other community service organizations, Hong Fook will not receive additional funds for infrastructure. With minimal year over year increases in funding, Hong Fook will need to be creative in leveraging its existing funding and identifying new sources of funding in order to grow. Competitive salaries will be important for retention, recruitment and succession planning. Funder expectations are that rather than expanding on its own, that Hong Fook should collaborate with other providers in the community to provide comprehensive, coordinated care and build system capacity with its expertise.

Regarding new funding, Hong Fook, like other organizations will need to be very focused in its efforts, applying for targeted innovation funding for initiatives in the strategic plan and using the outcomes of those initiatives to seek infrastructure funding. It also involves diversifying into innovative sources of funding.

C. Internal Assessment

Our Key Accomplishments

We have had numerous accomplishments in carrying out our 2011-14 strategic plan.

Clients/Consumers

- We established a new site in North York to better serve our communities; this is our third multi-service site
- We launched the HF Connecting Health Nurse Practitioner Led Clinic to integrate mental health with primary care, providing a more holistic range of services to our communities
- We conducted a comprehensive assessment of the needs of the Mandarin Youth population
- We have secured funding for a new Youth Outreach Worker
- We have formed an additional six strategic partnerships with community and non-community organizations
- The Journey to Promote Mental Health and Ignite Leadership for Immigrants projects both built peer leadership capacity in the communities we serve
- We have provided leadership at key provincial/funder/sector tables including Canadian Chinese Mental Health & Addiction Network Task Force (CCMHANTF)
- Our client satisfaction has increased since 2011/12 from 83% to 95% in 2012/13 and 90% in 2013/14

Learning and Development

- Staff has had significant training and development to further advance their core competencies, as well as training to train other trainers, such as Mental Health First Aid, Wellness Recovery Action Plan, ASIST as well as training in evaluation.
- Hong Fook hosted a biennial Diversity and Equity conference and has attended numerous conferences and participated in research studies
- Hong Fook has been invited by other regions in Ontario and provinces to deliver mental health training
- We have been holding regular all staff meetings at least 2 times per year and a staff retreat every year
- We have achieved centralized intake across our organization, allowing us to streamline our service delivery. And we are a member of the ACCESS POINT
- We have regular student placements to help develop system capacity
- We implemented new technology and tools including: a new Electronic Medical Record (CRMS) and the Ontario Common Assessment of Need (OCAN) tool. In addition, we launched our new website, and also installed Personal Videoconferencing technology.

Improve Quality and Effectiveness

- We have reviewed and updated all of our organization's operating policies and procedures
- We have improved several processes such as the Transition of Supportive Environment to Leaders-in Training, and nine different initiatives to meet the needs of our communities
- We initiated a risk management analysis template/guideline

Finance

- We have maintained a low variance in budget in line with predetermined expectations and have the appropriate levels of financial reserves in place
- We have increased our base funding over the past three years

Our organization is proud to have achieved all of this within a people-focused culture, where a passion for making a difference in improving the mental health of individuals is evident in the level of commitment and dedication of our staff. Each and every day, through the delivery of our programs and services, we create a warm and welcoming environment out of our three locations for our clients, their families and caregivers and for our staff and volunteers. Hong Fook is excited to build on these accomplishments and its strengths as it moves forward with this current strategic plan.

Our Strengths, Weaknesses, Opportunities and Threats

Strengths

Our organization is strong because of the leadership, staff and volunteers that we have. Together, we are multi-cultural and multi-lingual to meet the needs of our targeted communities. We are passionate and dedicated to making an impact for our clients. We work collaboratively as a team to support each other each and every day. We continue to seek new opportunities to learn and grow for the benefit of our clients and communities. Our strengths are reflected in the high satisfaction rates of our clients and the collaborative working relationships we have with our partners.

Weaknesses

While our organization excels in many areas, there is limited funding to keep pace with the demands of the community. Our staff have expressed the need for ways to address workload as Hong Fook becomes better known, cases become more complex as the population ages, and as stigma and discrimination associated with mental illness is reduced. Associated with funding is the need for Hong Fook to remain competitive in the labor market; limited funding will have implications for the organization to recruit and retain talent. As Hong Fook has grown in size, so has the number of program and service offerings grown. The structure and operational processes of the organization need to be reviewed and streamlined, and communications across the entire organization could be enhanced. Integration between the Association and Nurse Practitioner Led Clinic is needed to offer a more holistic range of services to clients.

Opportunities

Hong Fook is confronted with several opportunities it can pursue. These including expanding to new geographies, responding to the needs of additional Asian or other ethnic populations, and addressing the needs of different age groups and vulnerable populations. While the opportunities are plentiful, the key opportunity for us is to define our unique role and contribution in the system, and to focus our efforts to achieve the greatest impact. This will involve selecting additional target populations and geographies carefully and working with partners to serve these. Staff capacity and capabilities will need to continue to be developed, as will volunteer resources.

Threats

With many opportunities that can be pursued, Hong Fook faces the risk of being spread too thin across too many areas and diluting its unique role in the mental health and broader health system. Unfocused growth without an investment in streamlining processes and building internal capacity and capability to implement new initiatives has implications for stress, burnout, and turnover amongst leadership and staff. Access and quality could be compromised, along with continued levels of funding.

Our Future Directions

Hong Fook is currently in its 32nd year of operation. We have accomplished much over the past three decades and we have developed a strong foundation and presence. As we reflect on our history and where we are now, we feel that we are at a crossroads and must address some key questions. Are we a mature organization, or do we still have opportunities to grow? Should we keep the number of locations we have or expand to additional ones? Should we continue to serve the five Asian communities or should we also support other ethnicities? Should we increase the number, type, and mix of programs and services we offer?

If significant sums of additional funding were available, Hong Fook would certainly embark on expanding in all of these areas to respond to the needs of communities. However, in considering the provincial, regional and local priorities and context, we recognize that we need to be very strategic and focused in order to further develop our organization to deepen our impact. We will continue to focus on the five Asian communities that we currently serve and work closely with them to increase our impact in these populations. Part of this will be outreach and also empowering the communities we serve with the knowledge and tools they need for mental health promotion, prevention and recovery.

In the broader environment, we will contribute our unique role within an integrated system of care – linguistically and culturally responsive mental health services. We will strive to be a workplace of choice where we have passionate, healthy and strong complement of leadership, staff, and volunteers who have the capacity and capabilities to take on new challenges. We will evolve the operations of our organization, including our structure, business model and processes to become more effective and efficient. With respect to financial resources, we will be creative in leveraging our existing resources and place a greater emphasis on developing our volunteer program, working in partnership with other organizations, and seeking new sources of funding.

The next three years are an exciting time for Hong Fook, during which we will continue to transform our organization internally and focus on efforts on making a greater difference for the communities that we serve.

D. Our Strategic Goals and Objectives

The following are the strategic goals, objectives, actions and Balanced Scorecard indicators that comprise the core of our strategic plan. There are five areas for which these elements have been developed:

- 1) Our Clients and Communities
- 2) Our Role in the System
- 3) Our People
- 4) Our Internal Operations
- 5) Our Finances

Our Clients & Communities

Goal 1: Increase access to and capacity of our high quality programs and services

We will increase the reach of our programs and services to more individuals belonging to the five Asian populations we serve in areas that have been identified to have the greatest need. This includes reaching new geographies through partnerships with providers as well as increasing the accessibility of Hong Fook's knowledge and tools that individuals can access from any location. Hong Fook will also work with partners and the Health Links to reach the youth and seniors populations.

Inclusive community-based and client-centred care remains our top priority and as such, we will work closely with the communities that we serve using a comprehensive community engagement framework. We will also develop and implement a client engagement model that we will use to work closely with clients and their family members to empower people with the knowledge and tools to support them along their individual recovery paths.

While Hong Fook is established and is well known in some communities, it is less well known in others. Marketing and outreach will help to raise awareness, as will health promotion initiatives that build mental health literacy in the community.

Goal 1: Increase access to and capacity of our high quality programs and services		
Objectives	Actions	BSC Indicator
1.1 Increase the reach of our programs and services	<ul style="list-style-type: none"> • Explore ways to partner with organizations to provide programs and services to new geographies that have been identified as having a gap in linguistically and culturally appropriate mental health programs and services for the Asian populations Hong Fook currently serves • Make available knowledge and tools to clients and the community to empower them in the self-management of their own mental health 	<ul style="list-style-type: none"> • Strategy for Peel and York regions developed • Knowledge and tools available on website • Resources

	<ul style="list-style-type: none"> Allocate resources to develop programs and services in areas where there are significant unmet needs 	<p>identified and allocated to gaps</p>
1.2 Develop programs and services to meet the needs of additional populations	<ul style="list-style-type: none"> In collaboration with system partners specializing in youth, further develop programs and services for the youth population Support addressing the mental health needs of seniors Provide support and expertise to clients and families to effectively navigate the system and manage mental illness 	<ul style="list-style-type: none"> Youth outreach initiatives Programs and services that address parent-child relationships Participation in Health Links and other initiatives System navigation knowledge resource developed
1.3 Enhance the quality of our programs and services	<ul style="list-style-type: none"> Roll out Hong Fook's community engagement framework Develop and implement a client engagement model that includes milestones along the recovery journey, articulates the evidenced-based assessment, treatment and care transition supports and provides a positive client and provider experience every time at every touch point along the client's journey 	<ul style="list-style-type: none"> Community engagement framework Client engagement framework developed Client satisfaction; # client complaints, # client incidents, client outcomes
1.4 Improve the awareness of our organization across all of the communities Hong Fook serves	<ul style="list-style-type: none"> Develop an overall marketing strategy for Hong Fook and the Clinic and specific outreach and mental health product development strategies, leveraging the existing community advisory committees for each Asian community Develop mental health promotion initiatives, address stigma and increase mental health literacy within families, schools, workplaces and communities 	<ul style="list-style-type: none"> Marketing and outreach strategies developed Health promotion and prevention initiatives

Our Role in the System

Goal 2: Provide leadership in linguistically and culturally responsive mental health care as a partner in an integrated system of care

Hong Fook’s expertise is linguistically and culturally responsive mental health care – a much needed expertise, according to our clients and communities, but one that is not yet well recognized or understood in the mental health or the broader healthcare system. We have an opportunity to play a leadership role in building system capacity in linguistically and culturally responsive mental health care. We will define our role and expertise, and bring accessible knowledge and skills to the community. We will also define our role in advocating for a reduce stigma and discrimination associated with mental illness. An advocacy strategy that articulates our role and approaches to proactively working with the broader community will ensure a dedicated focus.

We will work with our partners in the mental health community and broader healthcare environment to bring holistic, integrated care for clients and communities. This includes primary care, including the HF Connecting Health Nurse Practitioner Led Clinic, acute care, and other community services providers. With these partners, we will focus on early detection and prevention as well as supporting clients with the social determinants of health. We will also work with the Health Links to define and bring to the community a care coordination model that addresses complex populations and reduce inappropriate emergency department visits.

Goal 2: Provide leadership in linguistically and culturally responsive mental health care as a partner in an integrated system of care		
Objectives	Actions	BSC Indicator
2.1 Build system capacity to improve mental health in a linguistically and culturally responsive manner	<ul style="list-style-type: none"> Define our identity and create mechanisms to build knowledge and capacity across the system 	<ul style="list-style-type: none"> Resource that describes role in system, defines linguistically and culturally responsive MH, and offerings to the community
2.2 Reduce the stigma associated with mental illness	<ul style="list-style-type: none"> Define Hong Fook’s role regarding advocacy and develop an advocacy and endorsement strategy (e.g., proactive public and community relations and engagement) 	<ul style="list-style-type: none"> Advocacy and endorsement strategy developed
2.3 Contribute to the development of an integrated care system	<ul style="list-style-type: none"> Integrate our programs and services with those of the HF Connecting Health Nurse Practitioner-Led Clinic Identify and promote partnerships to address service gaps to provide holistic, seamless care to our clients and communities 	<ul style="list-style-type: none"> Client care model with integrated services for HFMHA and NPLC clients Partnerships with community and non-community providers

Our People

Goal 3: Build a healthy and strong workforce with competency and capacity to evolve our organization meet the needs of the communities that Hong Fook serves

The passion and commitment of our leadership and staff has made Hong Fook the success it is today. In order to achieve the aims set out in this strategic plan, we must support our people to achieve an even greater impact with the clients and communities we serve. A sense of health and well-being is essential for our leadership and staff to implement the strategic plan given their current workload.

Optimizing the roles and responsibilities of people at Hong Fook will help to bring additional capacity to the organization. This includes more integration between the work of the holistic and clinical teams, as well as also ensure that Hong Fook has a robust and sustainable stream of peer supporters with lived experience and volunteers.

Strategic priorities also include attaining new competencies among staff to work with new populations including with vulnerable populations, and furthering strengthening competencies integral to delivering and improving client-centred care.

Human resources planning at all levels of the organization, from the Board to the front line and administrative staff will be completed to identify, harness and leverage knowledge and talents, and to develop leadership and succession plans.

Goal 3: Build a healthy and strong workforce with competency and capacity to evolve our organization meet the needs of the communities that Hong Fook serves		
Objectives	Actions	BSC Indicators
3.1 Foster the health and well-being of leadership and staff	<ul style="list-style-type: none"> Develop and implement an organization wellness strategy (e.g., workplace mental health and work/life flexibility) to support the health and well being of leadership and staff Create and implement program to recognize continuous quality improvement 	<ul style="list-style-type: none"> Organization wellness strategy and initiatives Staff satisfaction % Turnover Sick days # Staff incidents Continuous quality improvement projects and recognition system
3.2 Optimize current roles and responsibilities	<ul style="list-style-type: none"> Formalize the communication and work processes across the holistic and clinical teams, and between Hong Fook and the HF Connecting Health Nurse Practitioner-Led Clinic, in order to achieve a seamless transition for clients Develop a strong and sustainable complement of people with lived experience to be peer supporters 	<ul style="list-style-type: none"> Communication and work processes between holistic and clinical teams defined # of peer supporters; satisfaction

	<ul style="list-style-type: none"> • Provide a dedicated focus to fully developing a strong and sustainable volunteer program 	<ul style="list-style-type: none"> • # of volunteers; satisfaction
3.3 Develop new competencies to better serve our populations	<ul style="list-style-type: none"> • Invest in staff development and training to strengthen the delivery of recovery and client-centred care, including quality improvement competency and skills • Develop additional knowledge and skills to serve new populations (e.g., youth, seniors, etc.) • Increase staff awareness and understanding of how to meet the needs of vulnerable populations (e.g., LGBTQ) within current programs and services 	<ul style="list-style-type: none"> • # staff training days • Staff training on youth, seniors and LGBTQ population
3.4 Enhance competency and sustainability at all levels of the organization	<ul style="list-style-type: none"> • Develop a human resources plan that includes: knowledge and talent management, leadership development, and succession plans • Develop coverage/back up plans within teams as learning and/or leadership development opportunity 	<ul style="list-style-type: none"> • Human resources plan • Succession plan • Education days • Coverage/back up plans
3.5 Improve the transparency of decision-making processes	<ul style="list-style-type: none"> • Define and articulate the decision-making and communications process to the entire organization 	<ul style="list-style-type: none"> • # All staff meetings • # Staff retreats • # Team meetings • Staff satisfaction

Our Internal Operations

Goal 4: Increase the effectiveness and efficiency of our organization

Deepening our impact in the communities we serve will require us to focus on our internal operations as there is no additional capacity amongst our leadership and staff. We will take a close look at how we are currently operating today, in order to identify and implement opportunities to increase the efficiency of our program and service delivery processes, while maintaining client-centredness. This involves considering opportunities for integration with other service providers. In addition, we will leverage peer supporters and volunteers where possible and appropriate.

We have a strong desire to better understand how our programs and services are helping individuals so that we may leverage our strengths continuously improve our programs and services where needed. Externally, there is increased accountability to our funders as they look for evidence of impact in order to make funding decisions. To achieve these aims, we will enhance our staff competency in evaluation and quality improvement. We will also work with our academic partners to conduct research that will help us understand our impact over time. A robust strategy for capturing and utilizing data will better inform decision-making. Finally, ensuring that all levels of the

organization aware of the outcomes that have been achieved will promote alignment and integration in efforts.

Goal 4: Increase the effectiveness and efficiency of our organization		
Objectives	Actions	BSC Indicators
4.1 Improve the efficiency of the processes used to deliver programs and services	<ul style="list-style-type: none"> • Conduct an operational review and subsequent process mapping/workflow analysis to streamline the delivery of programs and services to clients across the continuum of care • Work with partners to identify opportunities integration 	<ul style="list-style-type: none"> • Operational review completed • Defined operational metrics • Improvement initiatives identified and implemented
4.2 Understand the impact of our programs and services	<ul style="list-style-type: none"> • Provide education and set expectations for outcomes evaluation and continuous quality improvement practices in our programs and services • In partnership with academia, conduct longitudinal research to examine the impact of our programs and services on clients • Develop a data management and utilization strategy to assess organization performance and inform decision-making • Enhance communication mechanisms to share the impact of programs and services at all levels of the organization 	<ul style="list-style-type: none"> • Policy developed regarding program evaluation • Research strategy developed with academic partners • Utilization report developed • Staff satisfaction with communication
4.3 Leverage technology in the delivery of our programs and services	<ul style="list-style-type: none"> • Develop a technology strategy to support and evolve delivery of our programs and services (e.g. Ontario Telemedicine, Webinars, etc.) 	<ul style="list-style-type: none"> • Technology strategic developed

Our Finances

The current constrained provincial economic climate poses significant challenges to Hong Fook as it attempts to meet the growing needs of the communities. Hong Fook will be creative in leveraging existing funding and securing additional funding sources. As no new infrastructure funding is expected, as discussed previously, Hong Fook will leverage volunteers, streamline its processes, and focus on the upstream, building mental health knowledge and capacity amongst clients, family members, the communities it serves and the broader system of care. A strategy to demonstrate the value and impact of our organization and its programs and services is essential for advocating for additional funding.

Hong Fook will also work closely with partners to leverage existing funding through innovative arrangements that will enable the organization do to more with minimal

additional funding. At the same time, Hong Fook will seek to diversity its funding base by collaborating with its partners on joint proposals and seeking funding from non-traditional sources.

Above all, Hong Fook will endeavor to keep its focus on the top priorities as it operationalizes this Strategic Plan.

Goal 5: Leverage existing and secure additional funding through creative approaches		
Objectives	Actions	BSC Indicators
5.1 Leverage existing funding	<ul style="list-style-type: none"> • Work with system partners in creative ways to leverage collective infrastructure funding • Collaborate with system partners to seek new project funding 	<ul style="list-style-type: none"> • % Variance (Actual/Budget) • Shared service agreements • Complete two creative funding projects with system partners • % successful funding proposals
5.2 Demonstrate our impact to existing funders	<ul style="list-style-type: none"> • Develop an evidence-based strategy to advocate for additional infrastructure funding that is needed to address recognized gaps in geographies and communities 	<ul style="list-style-type: none"> • Funding strategy developed • % funding increase from current base funding (CE LHIN) • Complete two advocacy activities based on identified client/community need
5.3 Access non-traditional sources of funding	<ul style="list-style-type: none"> • Explore opportunities for Government funding • Explore opportunities for Corporate/Foundation funding 	<ul style="list-style-type: none"> • Report completed on opportunities • % funding increase from these sources

E. Moving Forward

Over the next three years, Hong Fook Mental Health Association will continue to empower individuals, families and communities to improve their mental health and well-being. To achieve this, we will focus on increasing access to our programs and services and meeting gaps in the needs of our communities. We will continue to take a comprehensive, holistic approach to our programs and services and help to build the capacity of our clients, their family members, and the broader community. The key enabler to all of this is a strong and healthy organization where leadership and staff are equipped with competencies and expertise, and where capacity is gained through operational efficiency. Together with our clients, communities and system partners, Hong Fook will play a key role as leader in linguistically and culturally appropriate mental health care.