



The Krasman Centre
Strategic Plan 2014-17

February 5, 2014

Executive Summary

Our Mission, Vision and Principles

Our Mission

We work collaboratively with consumer/survivors and families to improve lives through information, networking, self-help, mutual support, and partnership. All programs and services, including volunteer-delivered programs, are delivered by people who identify as having direct personal experience of mental health extremes and/or homelessness and/or people who identify as psychiatric consumer/survivors as part of our peer support philosophy

Our Vision

To create a vibrant welcoming place where consumer/survivors come first and to provide the support that builds their confidence, inspires their creativity, recognizes their potential and engages them in positive, long-lasting change.

Our Principles

- We work from a recovery perspective, as opposed to a bio-medical or psychosocial paradigm.
- We believe that people know best at all times what they need in order to facilitate their own recovery and wellness
- We believe that people can recover and achieve their goals if given access to the necessary power and resources.
- We believe that people must have the opportunity to heal and recover from oppression and trauma in order to facilitate mental health recovery
- We believe that services must be designed and delivered with dignity and with respect for diversity in race, ethnicity, culture, gender, age, ability, religion, and sexual orientation.
- We believe that traditional healing practices based on one's culture(s) and community are essential to recovery
- We believe that we are custodians of the earth and must take every action and non-action necessary to protect and heal the environment.
- We believe in a harm reduction approach to substance use, sex trade involvement, crimes of poverty, and other realities of doing trauma-informed support work.
- We do not believe in banning people permanently from our services. If we are committed to recovery, then we must also be committed to people in recovery.
- We believe in delivering hassle-free services in order to increase access and equity in service delivery. No records or files are kept for service use, nor is there an intake process.

Strategic Goals & Objectives

Over the next three years, we will focus on achieving four key strategic goals in order better serve our service users and community, and continue to be a leader in peer-based support:

For our populations...

Goal #1. Meet the needs of our diverse community	
Objectives	Actions
1.1 Increase access to Krasman Centre programs and services	<ul style="list-style-type: none"> • Develop and implement an outreach strategy to reach underserved/hard to reach populations (e.g., ethno-cultural groups, youth, seniors, families) • Develop programs specific to the underserved/hard to reach populations • Offer programs and services at additional locations in the community
1.2 Support our service users with having their social determinants of health needs met	<ul style="list-style-type: none"> • Develop a process to identify service users' social determinants of health needs (e.g., housing, employment) and how these are linked with their mental health needs • Develop partnerships with other health care and social service providers in the community, including through Health Links, to support care coordination and system navigation
1.3 Raise the awareness of the Krasman Centre in our community	<ul style="list-style-type: none"> • Leverage a range of traditional and innovative approaches to increase the awareness of the Krasman Centre with diverse populations in the community (e.g., presentations, website, social media, signage, community events, word of mouth, renew physical presence)

For our community...

Goal #2. Increase the impact of the Krasman Centre peer support model	
Objectives	Actions
2.1 Increase the awareness and usage of the Krasman Centre peer support model by other providers in the community	<ul style="list-style-type: none"> • Formalize the Krasman Centre Peer Support Model • Develop a knowledge transfer strategy to disseminate the Krasman Peer Support Model
2.2 Reduce stigma and discrimination against people living with mental illness in our community	<ul style="list-style-type: none"> • Develop a community advocacy strategy for people living with mental illness • Krasman Centre team building and skills development to support a healthy work environment (e.g., WRAP for staff)

For our staff...

Goal #3. Leverage the knowledge and expertise of our people

Objectives	Actions
3.1 Leverage people capacity and capabilities	<ul style="list-style-type: none">• Identify the specific expertise of management, staff, peers, and consumers/survivors• Develop an approach to further leverage existing people capacity• Develop a structured in-house training program to increase the utilization of peers and volunteers to deliver programs• Leverage the skills and experience of our Board and to ensure Board members are using good governance practices
3.2 Develop new competencies to better serve our populations	<ul style="list-style-type: none">• Enhance our staff's skills and abilities to identify and address the complex needs of our service users, as well as to support service users with system navigation

For our organization...

Goal #4. Build a sustainable organization

Objectives	Actions
4.1 Improve the efficiency of how our current programs/services are delivered	<ul style="list-style-type: none">• Further leverage our peer support model to build capacity for program delivery
4.2 Understand the impact of our programs and services	<ul style="list-style-type: none">• Develop a corporate balanced scorecard and data management strategy that links strategies and activities to outcomes
4.3 Secure funding to meet identified program/service needs of our community	<ul style="list-style-type: none">• Create a resource development strategy that ensures diversified funding base (e.g., proposals, donations, private sector funding)

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A. Background

Who we are

The Krasman Centre was founded in 1998 in York Region. Currently we have two locations in Richmond Hill and a satellite office in Alliston. The Krasman Centre is a place where a community of mental health and addictions survivors, family and friends can find unconditional support, information, referrals to other community resources and a range of programming. Most importantly, our recovery focused approach is centred around the company of others with lived experience.

Consumer/survivors and their family members are our Centre's service users, staff, volunteers and board members. They have strong input into how the organization is run and the necessary support through training, mentoring, and recognition. They create the sense of belonging that makes this place "home" to those who cross the threshold.

Our Centre operates many programs for the community, such as a drop-in centre, a peer support program, a recovery oriented family support program as well as a Warm Line - a toll-free service for anyone in the community who needs someone to talk to during lonely or difficult times.

Krasman Centre is a place of skill building and empowerment offering supports and services to facilitate recovery from peer and family support, to work and volunteer opportunities, to the chance for consumer/survivors to run own select programs and groups such yoga and art classes.. It is also a grounding place, where consumer/survivors can relax, and just be who they are.

Our staff at the centre, who have all been touched personally by mental health and addiction issues, are well qualified to accompany consumer/survivors on their personal recovery journeys and to an environment of unconditional high regard for all who enter. Finally, Krasman Centre works to be a voice at a systemic level, advocating positive changes in the system to promote recovery and a more consumer/survivor-focused system that builds on people's strengths.

The Road Ahead

The Krasman Centre will build on its strength, continuing to promote a culture of recovery through a peer-based model. However, within a dynamic healthcare landscape, shifting local priorities and a challenging fiscal environment, there are a number of strategic questions we need to address to ensure our future sustainability:

- How can we leverage our current expertise to sustain and grow our organization?
- How can we continue to meet the current and future demand without an increase in our operating budget?
- How can we work with other providers in the community as a system providing comprehensive, coordinated care?
- How can we strengthen our internal operations to ensure we continue to meet the needs of our community?
- How can we support provincial and the Region of York and Central Local Health Integration Network (LHIN) priorities?

To address these challenges, we embarked on a strategic planning process to build on our successes and core competencies while growing and strengthening the Krasman Centre to meet the needs of our community in 2014-17.

Our Strategic Planning Journey

Our Strategic Planning used a highly participatory approach that engaged all of our stakeholders – our community, partners, funders, staff, management, and Board, in conversations to learn about and value our history and accomplishments and to inform our future direction. The strategic planning process was informed by these fundamental principles:

- Build on our strengths and expertise - the positive core of what we do
- Explore tangible, realistic opportunities to achieve greater impact
- Implement a strategic plan that is dynamic, continuous and results-oriented
- Ensure alignment between our Vision, Mission, Values, and Service Principles with what we will do

The major components of our strategic planning approach include:

- **Internal organization assessment:** Analyzing our internal strengths, weaknesses, opportunities and threats
- **Review of external key drivers:** Completing an external environmental scan to identify implications
- **Community engagement:** Using a participatory animation process to solicit the view of the broader community.
- **Imagining the opportunities:** Exploring possibilities for extending our reach and impact in the community
- **Innovating to meet our aspirations:** Developing new but focused strategic directions that can be operationalized

This strategic plan will serve as a reference for future decision-making. It will also align our existing initiatives towards a common direction, and drive internal benchmarking and performance monitoring. The plan will help stimulate positive change for our Centre as we build our future during 2014-17.

B. Setting the Context

External Drivers

- **Changing demographics:** The Central LHIN is home to 1,651,681 residents (2008) consisting of 12.7% of Ontario's total population. The area is diverse in terms of its geography and population profile, which includes both dense urban and remote areas. The Central LHIN will experience greater-than-average population aging over the next ten years with the 65-74 age cohort expected to grow 56% and the 75-84 cohort expected to grow 13% and the 85+ cohort by

43%. In the southern edge, the ethnic diversity is significant. Together these factors will contribute to Krasman's evolving target population.

- **Provincial Priorities:** In 2012, the Province of Ontario released their Action Plan for Health¹. In their plan they articulate a three-pronged strategy:
 - **Keeping Ontario healthy** through reducing childhood obesity, improving cancer screening and ensuring a smoke-free Ontario.
 - **Faster and stronger links 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.
 - **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 care into the community.
- In addition, the province's Mental Health and Addictions Strategy has taken shape with initial investments for vulnerable youth at risk.
- **Central LHIN Priorities:** The health care landscape over the next three years will evolve to a locally managed system with the emergence of neighbourhood-based Health Links. Health Links structures that coordinate and integrate services from primary care, acute care and community care will alter how transitions across care settings will be managed for complex patients/service users.

In parallel, the Province's Seniors Strategy will have a deep impact on how disparate sectors and providers can collaborate to maintain seniors, particularly those with dementia and other forms of mental health and addiction issues to live in their own homes. Together, with Health Links, the renewed focus on complex populations, particularly, will require a coordinated and integrated service delivery model consisting of multiple service providers.

- **Region of York priorities:** The Region of York has developed its 2051 Vision (2011-2015 strategic plan). The plan highlights seven priorities that include housing supports for the homeless, an immigration settlement strategy and investment in community programs and services. Together these priorities inform the direction of the Region in relation to The Krasman Centre's target population.

We will need to respond to neighbourhood shifts and adapt to meet the changing needs in our community. Key implications will be to look internally at our own program and service offerings to ensure that they meet the needs of the community, realign internal programs and services to make it easier for people to access our services and to ensure that the types of services are relevant and appropriate.

¹ Government of Ontario: Action Plan for Health 2012

Looking at ourselves in a mirror

What we have said about ourselves

Our organization is guided by the solid knowledge and expertise we bring to our work. We have a reputation as being a leader and advocate of the peer support model of recovery. We have a dedicated and committed staff supported by strong management and board direction. Our reputation has allowed us to develop a trust and confidence with our funders.

As we continue to evolve, there are opportunities for improvement. We need to ensure greater awareness of what the Krasman Centre does. We also need to explore the diverse needs of the region particularly in the more rural areas of York Region and also the diverse ethno-cultural mix in the southern end of our catchment. While we have some informal partnerships, we need to take a proactive role in establishing new partnerships in different care settings.

We are attuned to the local dynamics in our area and the push for improved system coordination and efficiency through integration and mergers. We recognize the importance of partnering to enhance access to and the quality of programs and services. We recognize our capacity is limited and therefore, we need to optimize how we work. The status quo is unsustainable – we need to look at ourselves and develop key areas of focus so that our contribution to the system is clearly understood and respected.

Where this is a challenge, there is opportunity. We believe the conditions to grow and evolve Krasman Centre over the next three years are optimal. We can increase our awareness and outreach to diverse service users and communities. We can also strengthen our partnerships in different sectors. At the same time we can have an impact on the delivery of peer-based programs outside of our physical location. We must focus on raising the awareness of the Krasman Centre in the community and act as a resource to other community providers, so that they are better able to meet client needs.

What our community has said

Our strategic planning approach involved a unique approach to understand the needs of the community. Peer animators were recruited from peers at both the Richmond Hill and Alliston sites to engage in dialogue with members of the community including the general public, Krasman Centre service users and their family members. Over 30 members of the community with a range of backgrounds and age cohorts expressed the following views about their needs and concerns:

- **Stigma and discrimination is strongly prevalent:** The general community expressed a common theme that mental health and addictions is not a topic of conversation and is avoided. Respondents noted the need to better educate the public on mental health and addictions.
- **People with mental illness get help through a number of resources** including their own family, friends and word of mouth. Many turn to the hospital or their primary care physician for support while others got help through their church, the police, private institutions or the Salvation Army.
- **People require more support in a number of different areas.** First and foremost, respondents indicated that meeting their basic needs such as housing, food and

employment are a priority. Secondly, respondents indicated a need for more long-term support that goes beyond emotional support that is not institutional clinical support but rather more peer-based. Lastly, respondents indicated a need to find people they trust and the ability to access these people when they need it, particularly after-hours.

- **Most people are not aware of what the Krasman Centre is and what it does:** A consistent response from respondents includes that general awareness of the Krasman Centre, what it does, and where it is lacking and that there is a greater need to promote the value of the Centre and what it provides to the community.

What does this all mean?

The Krasman Centre has an opportunity over the next three years to drive positive change in our community. The key strategic questions to address are:

- Where should the Krasman Centre focus its energy and resources?
- What strengths can Krasman leverage to address the community's needs?
- What are the most important gaps that Krasman needs to fill?
- How can Krasman work with other community partners to address these needs?

We addressed these questions during the strategic planning process, which has resulted in strategic goals, objectives and actions for the next three years. Our mission and vision statements are as relevant as ever.

Our Mission, Vision and Principles

Our Mission

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- oppression and trauma in order to facilitate mental health recovery
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Strategic Goals & Objectives

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1. For our populations: Meet the needs of our diverse community
2. For our community: Increase the impact of the Krasman Centre Peer Support Model
3. For our people: Leverage the knowledge and expertise of our people
4. For our organization: Build a sustainable organization

Each of these goals has been translated into concrete strategic objectives and actions and will be used to develop an annual operating plan.

For our populations...

Goal #1: Meet the needs of our diverse community

The majority of service users who currently participate in our programs and services are English-speaking adults, yet we know that people who live in York Region are from diverse cultures and backgrounds. One of our principles is that healing is based on one's own culture and community and therefore, we need to seek to understand the needs of diverse populations in our community.

Our peer-support model is appropriate for people of all ages, including youth and seniors population. Our programs and services can also benefit families/caregivers of people living with mental illness. In order to better serve our community, a key goal over the next three years is to focus on reaching out to diverse populations to understand how their mental health recovery needs can best be supported.

Our programs and services are delivered from two physical locations - Richmond Hill and Alliston. Enough physical space to accommodate the number of people accessing our programs and services, particularly in the Richmond Hill location, has been challenging. However, when we considered this challenge as part of our strategic planning process we arrived at an opportunity - that Krasman Centre programs do not necessarily have to be delivered from our two locations.

Many health and community service providers in our community, such as Community and Home Assistance to Seniors (CHATS) which is located across the street from our Richmond Hill location, walk-in clinics, hospitals, schools, as well as public spaces including libraries, community centres and other spaces where people naturally go each day are places where we could also provide peer support. Creating safe, welcoming environments where people feel comfortable will be very important when providing Krasman Centre programs at additional locations.

Better meeting the needs of our diverse community also means that we also need to consider the social determinants of health (e.g., housing, employment, settlement, etc.) of our service users and how these factor not only on their mental health but also overall health and well-being. While not our core business, we can help our service users get connected to these supports through partnerships that we develop with other health and community service providers in our community.

Finally, in order for us to help a greater number of people in our community, we need people to know who we are and what we do. Many in our community who have lived here all of their lives have either never heard of the Krasman Centre or are not sure what we do. We will raise the awareness of our organization through multiple approaches, everything from advertising in local newspapers, to social media, to community events and word of mouth.

Stigma and discrimination against people living with mental illness and the fear of being identified as having a mental health condition is unfortunately still widely prevalent. We will use creative approaches to reach those who can benefit from our programs and services, including partnerships with physicians, hospitals and other places in the community where people may go for help.

Goal #1. Meet the needs of our diverse community	
Objectives	Actions
1.1 Increase access to Krasman Centre programs and services	<ul style="list-style-type: none"> • Develop and implement an outreach strategy to reach underserved/hard to reach populations (e.g., ethno-cultural groups, youth, seniors, families) • Develop programs specific to the underserved/hard to reach populations • Offer programs and services at additional locations in the community
1.2 Support our service users with having their	<ul style="list-style-type: none"> • Develop a process to identify service users' social determinants of health needs (e.g., housing,

social determinants of health needs met	<p>employment) and how these are linked with their mental health needs</p> <ul style="list-style-type: none"> • Develop partnerships with other health care and social service providers in the community, including through Health Links, to support care coordination and system navigation
1.3 Raise the awareness of the Krasman Centre in our community	<ul style="list-style-type: none"> • Leverage a range of traditional and innovative approaches to increase the awareness of the Krasman Centre with diverse populations in the community (e.g., presentations, website, social media, signage, community events, word of mouth, renew physical presence)

For our community....

Goal #2: Increase the impact of the Krasman Peer Support Model

We are recognized for our unique peer support model and are considered in York Region to be leaders with this approach. While peer support has been found in the literature to lead to improved health and well-being outcomes for people as well as reduce overall costs to the health system, the approach is still not well known nor understood.

A key strategic goal for us over the next three years is to increase the impact of our approach across the community. An initial step that we will take is to formalize our approach as “the Krasman Peer Support Model”. We will develop a knowledge transfer strategy to disseminate our approach such as through strategic partnerships with other providers so that they will refer service users to our organization or replicate the model in their settings.

Stigma and discrimination against persons living with mental illness is widespread and clearly our recovery-based philosophy recognizes the systemic barriers that people with mental illness experience in our society. Over the next three years, we will develop and implement a strategy to continue to advocate on behalf of people with mental illness. We need to help dispel myths and create a supportive environment in the broader community.

Goal #2. Increase the impact of the Krasman Centre peer support model	
Objectives	Actions
2.1 Increase the awareness and usage of the Krasman Centre peer support model by other providers in the community	<ul style="list-style-type: none"> • Formalize the Krasman Centre Peer Support Model • Develop a knowledge transfer strategy to disseminate the Krasman Peer Support Model

2.2 Reduce stigma and discrimination against people living with mental illness in our community	<ul style="list-style-type: none"> • Develop a community advocacy strategy for people living with mental illness
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For our people...

Goal #3: Leverage the knowledge and expertise of our people

Our staff and peer support workers are highly dedicated and committed to improving the lives of our service users. In order to achieve the aims set out in this strategic plan, our people must be supported to achieve an even greater impact. Currently, our programs and services are delivered by a core group of staff and volunteers with lived experience of what individuals like themselves would value and appreciate from programs and services. Leveraging peers and volunteers is not only embedded within our philosophy as an organization but necessary for increasing the capacity of our organization to better meet the needs of our community. Krasman Centre consumers/survivors who have participated in programs and are willing, could also become peer supports in the future.

We must leverage the capacity of our staff by identifying the expertise and skills among our staff and finding ways to share this knowledge with peer volunteers. A structured approach to peer volunteer recruiting, training and oversight will ensure that there is a vibrant, sustainable complement of peers who can provide high quality, relevant programs and services. Increasing the capacity of peers to deliver programs and services on a day-to-day basis will enable our staff to invest time in strategic priorities to move our organization forward such as raising community awareness, formalizing the Krasman Peer Support Model, and creating partnerships.

We also recognize that we need specialized expertise within our organization to address the needs of complex populations. Increasingly, people coming to Krasman Centre have multiple issues that our staff and peers that special skill sets to address. As mentioned before, sometimes this means knowing when other needs should be met first before they can benefit from the Krasman Centre. We cannot be all things to all people but can certainly support our service users with accessing what they need from community partners.

Goal #3. Leverage the knowledge and expertise of our people

Objectives	Actions
3.1 Leverage people capacity and capabilities	<ul style="list-style-type: none"> • Identify the specific expertise of management, staff, peers, and consumers/survivors • Develop an approach to further leverage existing people capacity • Develop a structured in-house training program to increase the utilization of peers and volunteers to deliver programs

	<ul style="list-style-type: none"> Leverage the skills and experience of our Board and to ensure Board members are using good governance practices
3.2 Develop new competencies to better serve our populations	<ul style="list-style-type: none"> Enhance our staff's skills and abilities to identify and address the complex needs of our service users, as well as to support service users with system navigation

For our organization...

Goal #4: Build a sustainable organization

Increasing our impact in the community without additional funding means that we will need to look at how we can improve the efficiency of our current programs and services – to provide more with less. This includes looking who is doing what and determining how staff, Board and volunteers can take on new responsibilities with the appropriate training, support and oversight.

Ensuring that we achieve the goals set out in this strategic plan will be supported with a corporate scorecard and data management strategy. With these tools in place, we will be able to track how well we are doing and find ways to continuously improve.

Finally, to ensure our ongoing sustainability, we will continue to seek additional funding and from different sources so that our funding base is diversified. We are confident that funding opportunities exist to support us with further developing, disseminating and evaluating the Krasman Peer Support Model.

Goal #4. Build a sustainable organization	
Objectives	Actions
4.1 Improve the efficiency of how our current programs/services are delivered	<ul style="list-style-type: none"> Further leverage our peer support model to build capacity for program delivery
4.2 Understand the impact of our programs and services	<ul style="list-style-type: none"> Develop a corporate balanced scorecard and data management strategy that links strategies and activities to outcomes
4.3 Secure funding to meet identified program/service needs of our community	<ul style="list-style-type: none"> Create a resource development strategy that ensures diversified funding base (e.g., proposals, donations, private sector funding)

C. Moving Forward

Over the next three years, we are excited about increasing our impact in our community. We will do this by identifying and addressing the diverse needs of our community, raising the awareness of the Krasman Centre, formalizing and disseminating our peer support model, and forming strategic partnerships. Internally, we will build organization capacity and capability by leveraging the peer support expertise of our staff and volunteers, continue to improve and evaluate how we operate, and seek new sources of funding. Our overarching goal is to continue to make a difference in the lives of people living with mental health and addictions through peer support.