

2023-2026

STRATEGIC PLAN



Canadian Mental
Health Association
Montreal Branch



**COORDINATED BY THE
STRATEGIC PLANNING
COMMITTEE**

Josée Côté, Executive Director

Coralie Cressent, Director

Evelyne Langlois Paquette, Director

Alex Letourneau, President of the Board

Léo-Roch Poirier, Vice President

Marthe Rocheteau, volunteer

IN COOPERATION WITH

Alain Beaudouin, ABConseil

Alexis Bouchard, Treasurer

David Charron, Director

Anne-Christine Boudreault, Secretary

Coralie Cressent, Director

Yannick Fouda Mah, Director

Émilie Jornet, Director of Programs

GRAPHIC DESIGN

*ouiflo Marie-Anne C. Duplessis
et Noémie Ledoux*

PHOTO

iStock photo

CMHA – MONTREAL BRANCH

55 Mont-Royal Ave. West, suite 605

514-521-4993

info@acsmmontreal.qc.ca

www.acsmmontreal.qc.ca

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WORD FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR



We are proud and delighted to present the results of our partnerships from the past year. This three-year strategic plan will create fresh impetus for the CMHA – Montreal Branch.

We are pleased by the renewed commitment of the Board of Directors and the organization's new permanent staff, who will be driving the execution of these promising projects. This plan presents the CMHA – Montreal Branch's priorities for the next three years, and it confirms our desire to make a difference by promoting mental health and preventing mental illness with Montreal communities.

We would also like to shine a light on the generosity and leadership of all parties involved in this important organizational process: thank you for helping advance the CMHA – Montreal Branch and for committing to the mental health and well-being of Montrealers!



ALEX LETOURNEAU

President of the Board

JOSÉE CÔTÉ

Executive Director




CONTEXT AND KEY OBSERVATIONS

The end of the 2017-2022 strategic planning exercise was an opportunity to create an **impetus of organizational change** at a number of levels. This began with the end of mentoring the Quebec Division, which is now standing on its own two feet, fuelled by its new flagship project [BounceBack](#).

We also saw a major reorganization of human resources, with the arrival of new management, the complete renewal of the internal team, and the creation of new positions, allowing us to better execute the organization's mission and meet its needs. This operational restructuring made it possible to strengthen our efforts and involvement in the community, but it also required time for adaptation and training, which temporarily slowed our services. These important organizational and human resources changes ushered in the beginning of critical, in-depth reflections, led by the Board of Directors and the management team. They guided the three-year strategic planning exercise for 2023-2026.

To conduct the exercise as aptly as possible and best reflect on the organization's situation, we undertook an initial evaluation of the ecosystem and CMHA — Montreal Branch's place in it, with in-person meetings with some of our members and network partners. A questionnaire was also sent to all members, directors, and employees. The analysis of this data led to a number of findings. They are central to this strategic plan.



The CMHA – Montreal Branch enjoys a solid reputation in the community, thanks in part to its expertise, scientific rigour, and quality content, its 40-year history in Montreal, its place in a century-old national network, and its distinctive mandate for mental health promotion. However, we need to be creative and show vision to overcome the operational challenges of recent years (the pandemic, demutualization, the changing labour market, etc.) as well as changes in the network and society. It is important to note that, while public and government opinion show great interest in the cause of mental health, as shown by daily media coverage and the *Plan d'action interministériel en santé mentale 2022-2026*¹, (inter-departmental mental health action plan), many challenges remain. These include financing and the lack of recognition of promotion and prevention efforts, which are essential.

As you read this new strategic plan, which we hope is optimistic and realistic, you will note the governance and the internal team's desire to stimulate our efforts as we strengthen the organization to confirm its positioning and pursue its development, while placing the individual and the community at the centre of its interests and mission.

¹Government of Québec, 2022. *Plan d'action interministériel en santé mentale 2022-2026*. La Direction des communications, Ministère de la Santé et des Services sociaux.

ACKNOWLEDGEMENTS



The 2023-2026 strategic plan is the result of many hours of reflection and discussion among the Board of Directors and the internal team, as well as with our members and network partners, who joined the effort.

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*Réseau Alternatif et
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*Maison Internationale
de la Rive-Sud*

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CAOQUETTE,**
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THANKS AS WELL TO ALL OUR MEMBERS WHO RESPONDED TO THE STRATEGIC EVALUATION SURVEY. THE SURVEY HELPED US ENORMOUSLY IN OUR THINKING AND NEEDS ANALYSIS.



THREE-YEAR STRATEGIC PLAN, 2023 TO 2026



WHO WE ARE

Member of a century-old national network, the Canadian Mental Health Association (CMHA) – Montreal Branch is a non-profit organization founded in 1979 that works for the promotion of mental health and the prevention of mental illness. With as its cornerstone the social determinants of health, the adaptation process, and life paths, our efforts target the Montreal community.

The CMHA – Montreal Branch promotes the transfer of knowledge, resources, and skills. It combats the stigmatization of mental health problems and encourages change individually, collectively, and in policy.

OUR EFFORTS ARE BASED MAINLY ON THREE APPROACHES:

- Social determinants of health (individual characteristics, living environments, systems, the global context)
- Adaptation process (resilience, development of social and emotional skills, empowerment)
- Life course (taking into account different life trajectories: educational, professional, familial, relational, health)

OUR ACTIVITIES

- **Information and education** (conferences, workshops, and training)
- **Communication campaigns**
- **Publications** (guides, articles, and blog)
- **Community relations** (representation, dialogue, conversation, and consultation)
- **Speaking opportunities and public positioning**



CMHA'S NATIONAL NETWORK

The CMHA was founded in 1918. It is one of the oldest volunteer organizations in Canada. Every year, it provides direct services to over 100,000 Canadians thanks to the combined efforts of over 10,000 volunteers and employees working in over 135 communities from coast to coast.

OUR MISSION

To promote mental health and take preventive action by putting our expertise at the service of Montreal communities.

OUR VISION

That Montrealers have the awareness and tools to achieve optimal mental health.

OUR VALUES

- **The strength of connection**
We promote strength of community as a lever of change.
- **A bold spirit**
We are agile in adapting to a world in constant motion.
- **Openness to others**
We recognize the diversity of life paths and foster a culture of kindness.
- **The power to act**
We promote equal access to knowledge to enable Montrealers to take action for their mental health.

OUR STRATEGIC ORIENTATIONS

For the next three years, the CMHA — Montreal Branch's Board of Directors will adopt the following strategic orientations:

- 1. PROPEL THE ORGANIZATION**
- 2. PUT MEMBERS AT THE HEART OF THE ORGANIZATION**
- 3. ACT AS A LEADER IN MENTAL HEALTH PROMOTION**
- 4. REVITALIZE THE SERVICE OFFER**

ORIENTATION 1

PROPEL THE ORGANIZATION

1.1 INCREASE FINANCING

- Consolidate and develop public funding.
- Diversify and increase other sources of funding.

1.2 CONSOLIDATE THE INTERNAL TEAM

- Ensure adequate overall remuneration.
- Continuously improve the conditions for workplace well-being.

1.3 CONTINUE REINFORCING GOVERNANCE SKILLS

- Optimize the strengths and profiles of directors.
- Consolidate committees.

ORIENTATION 2

PUT MEMBERS AT THE HEART OF THE ORGANIZATION

2.1 CREATE A MEMBERSHIP POLICY

- Draft a membership policy and membership fees that respect legal obligations while reflecting our intention to restore the focus on members.

2.2 VALUE MEMBER ENGAGEMENT IN THE ORGANIZATION

- Apply the membership policy.
- Mobilize members around unifying efforts.

2.3 INCREASE THE NUMBER OF MEMBERS

- Increase the number of members.
- Implement a member recruitment strategy to diversify their source.



ORIENTATION 3

BE A LEADER IN MENTAL HEALTH PROMOTION

3.1 INCREASE INVOLVEMENT IN THE MONTREAL COMMUNITY

- Pursue our involvement in consultative bodies.
- Encourage and strengthen discussions with other organizations in the network.
- Create new partnerships by being part of unifying projects.

3.2 STRENGTHEN OUR POSITION AS OPINION LEADER

- Position us on social issues in mental health in Montreal.
- Develop our relationships with regional decision-making bodies.
- Maintain existing key partnerships and develop new ones related to target issues (municipal, community, private, etc.).
- Have significant reach through public positions.

3.3 PROMOTE OUR MISSION

- Increase our visibility on the web and social media.
- Develop media relations.
- Strengthen our public relations.

ORIENTATION 4

REVITALIZE THE SERVICE OFFER



4.1 PROMOTE AND DEVELOP OUR PROGRAMS AND ACTIVITIES

- Implement promotion strategies for our programs and activities.
- Reach new, diverse audiences.
- Offer our programs and activities more to the community.

4.2 INTRODUCE AN EVALUATION SYSTEM FOR OUR SERVICES

- Introduce an evaluation process for the actions in our service offer.
- Ensure our activities reflect our mission and the needs of Montreal communities.

4.3 UPDATE OUR SERVICE OFFER BASED ON THE NEEDS OF MONTREAL COMMUNITIES

- Continuously update our service offer.
- Form multidisciplinary advisory committees for an informed look at our content.
- Create a new service to offer Mental Health First Aid training, certified by the Mental Health Commission of Canada.

DISCOVER US



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Canadian Mental
Health Association –
Montreal Branch

CONTACT US

514 521-4993

info@acsmmontreal.qc.ca

55 Mont-Royal Ave. West,
suite 605
Montréal, Quebec
H2T 2S6

Monday to Friday,
9 a.m. to 5 p.m.

www.acsmmontreal.qc.ca

