

# CHAMPLAIN EAST SUICIDAL PREVENTION COALITION

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## *Strategic Plan*

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## Process

The strategic planning session held on February 17, 2011 brought together participants from the five counties of Eastern Ontario. This session was the outcome of a two community symposium “Our Community: Addressing Suicide Together” held on February 24, 2010 (in Cornwall) and June 3, 2010 (held in Casselman) which also saw the creation of a coalition.

The Champlain East Suicide Prevention Coalition developed draft Terms of Reference for its membership and created committee structures to support the implementation of the strategic plan (See Appendix 1 for the Terms of Reference).

During the symposium, participants identified strategic elements for “addressing suicide together”. These were:

- Identifying what we do extremely well with respect to suicide prevention, intervention and postvention.
- Identifying opportunities to build upon.
- Identifying gaps and challenges.
- Identifying solutions to the gaps and challenges
- Identifying partnerships

The outcomes of the symposium informed the participants in the development of the Coalition’s strategic plan.

On February 17, 2011, twenty-eight (28) participants took part in the strategic planning session (See Appendix 2 for the list of participants). The session was inspired using an Appreciative Inquiry process. The day was divided into four major activities (See Appendix 3 for the Agenda):

- Discovery
- Dream
- Design
- Destiny

## Outcomes

### DISCOVERY: Vision Themes

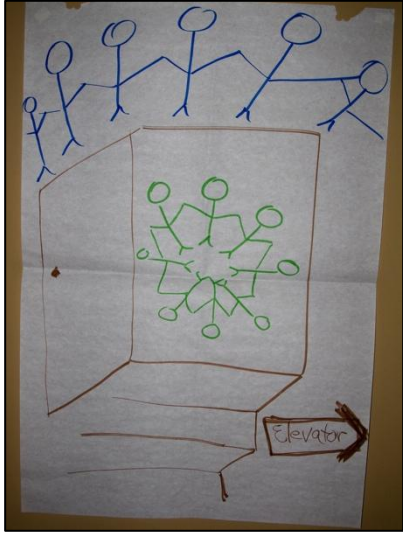
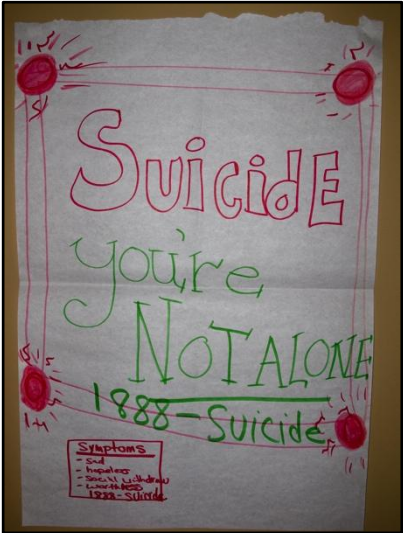
Participants were asked to identify what should be included into the vision, their wishes and hope for the Coalition. When possible some of the positive core elements were grouped into themes.

Accessibility Increase in people accessing help Mobile crisis services Expandable services Increased services	Suicide safer Community Prevention Intervention Post-vention Improve access Get help before crisis Offer services on the spectrum of need
Increase capacity building Networking, collaboration	Decrease suicide rate Lower the rates of suicide in the area
One stop shop Addiction Mental health Youth Increase capacity Increase competency amongst service providers Common language	Stigma Empower communities Clients feel free to access services General population to have an awareness about signs and symptoms of suicide and resources available
Awareness and education for various community members and professionals Increase awareness, more open, peers, students, teachers...	Early identification
Demystify suicide, "ok to talk about it, reach out!"	Additional resources, for example, money, FTE, services
Hope, wellness for individual and family	

### DREAM: Imagining the Future

Inspired by the themes identified in the Discovery activity, the participants were asked to create a visual representation of what the Coalition would be in the future. The activity was to synthesize the vision themes and to achieve a level of consensus for the Coalition's vision.

The following pictures present the creative outcomes from the four work groups.



## DESTINY: How are we going to get there?

Before embarking on the destiny path, participants were reminded to include the outcomes generated at the symposium in their discussion for the strategic plan as part of the Design process.

### Strategic Directions

As a first step of designing the Destiny, participants were asked to identify five ways or “roads” that would guide the Coalition towards its vision. In creative groups, participants reviewed each other’s contributions and generated a consensus list of “roads”.

In plenary, groups shared their outcomes and then reviewed them to create groupings of similar ideas. As a result of the exercise, the following five strategic directions were identified (See Appendix 4 for detailed ideas):

- Education and Awareness
- Funding
- Partnerships
- Communication
- Structure

### Goals

Participants contributed ideas to each strategic direction through a “World Café” process in order to capture potential goals.

#### **Education and Awareness**

To develop awareness and prevention campaign

To provide specialized training

To develop a common vision, understanding and philosophy

To identify the education needs and target populations

To articulate how we will evaluate the effectiveness of the education

To evaluate program effectiveness

#### **Funding for the coalition**

To secure funding for promotion and communication strategies

To fund activities, support groups, counseling

To secure funding for a coordinator position to support the coalition

To secure funding to develop and deliver specialized training

To optimize and leverage existing resources

To identify or share funding opportunities with other coalition

## Partnerships and Integration

Common mission statement for the partnership; maintain the mission

Formal agreements, knowing contributions

Operational plan; who is doing what, avoid duplication, all on the same page, gap analysis

To develop links and agreements among community partners

Identify and share current services offered by agency (i.e., inventory of services in existence)

To identify key agency and partnership

## Communication strategy

To develop marketing strategies

To develop a targeted coalition communication plan

To develop common language in approaching people

To develop a media strategy

To develop and support inter-agency initiatives and activities

## Action Plan

The group reviewed the goals and assigned them to four work areas:

- Prevention
- Intervention
- Postvention
- Structure

Distributing the strategic direction goals across the four work areas allowed the group to identify overlapping goals and assign short term, long term or on going timelines. The participants then convened into their committee structures, based on the work areas identified above and reviewed the goals to remove any objectives or action items within the list. Once this task was completed, the groups developed an action plan by identifying for each objective, the activities, the resources and the timeline.

The following section provides the action plan for each of the work areas.

**Structure**

Goals

1. To develop a common vision, understanding and educational philosophy (ST)
2. To evaluate program effectiveness (ST)
3. To secure funding for promotion and communication strategies (LT)
4. To secure funding for coordination to support the coalition (ST LT)
5. To secure funding for development and delivery of specialized training (ST LT)
6. To I.D. and share funding opportunities with other coalition (ST LT)
7. To maintain mission statement with partners
8. To develop links and agreements among community partners (ST LT)
9. To develop a marketing strategy (ST Objective)
10. To develop a coalition communication plan (ST Objective)
11. To develop a common language in approaching the community (ST Objective)

Objectives (number indicates links to goals)

1. To achieve committed and engaged community partnership #8
2. To obtain funding to support the Suicide Prevention Coalition for the areas of prevention, intervention and postvention measures #3, 4, 5, 6
3. To maintain a core leadership to support the functions of the coalition (terms of reference, funding submission, reporting systems) #1, 2, 7, 11
4. To increase community awareness and activities to support all ventions #9, 10, 11

**Objective 1**

To achieve committed and engaged community partnerships

<b>Activity</b>	<b>Resource</b>	<b>Timeline</b>
Conduct two symposiums and meetings	HR EOHU CMHA	Feb 2010 – Cornwall June 2010 – Casselman
Host Conference	HR EOHU CMHA External speakers	Sept 2010
Solicit members to participate on the coalition	HR	Ongoing
Establish terms of reference	HR CMHA Suicide Prevention Coalition	Drafted, Dec 2, 2010
Host strategic meetings	Healthy Communities Fund	Feb 17, 2011



**Objective 2**

To obtain funding to support the S.P.C. for the areas of prevention, intervention and postvention measures

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
To submit proposals and support submissions to various funding sources	Prevention, intervention and postvention work groups	2011 2012 2013
To develop a fundraising strategy, i.e., event web base donation	Collaboration of the SPC membership	2012

**Objective 3**

To maintain a core leadership to support the functions of the coalition

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Plan and host (8) meetings per year or as needed (steering committee)	Work group Chair steering committee HR Printing place Funding	Monthly
Plan and host a minimum of three general coalition membership meeting	Work group Chair steering committee HR Printing place Funding	Tri-annually
Coordinate the work being done by work groups	Work group Chair steering committee HR Printing place Funding	Ongoing
To review the function of the coalition on an annual basis	Work group Chair steering committee HR Printing place Funding	Annually 2011 2012 2013

**Objective 4**

To increase community awareness and activities to support all prevention, intervention and postvention measures

<b>Activity</b>	<b>Resource</b>	<b>Timeline</b>
To coordinate an annual awareness event on World Suicide Prevention Day, Sept 10	Work groups Steering committee Media contacts	2011 2012 2013
To develop reporting protocol with media to respond to suicide incidents	Steering committee Media reps Police Crisis line and services	2012

**Prevention**Goals

1. To develop an awareness and prevention campaign (ST LT)
2. To provide specialized training (LT)
3. To identify the education needs and target population (ST)
4. To evaluate program effectiveness (ST LT)
5. To secure funding for program promotion and communication strategies LT
6. To fund prevention activities LT
7. To optimize existing resources ST LT
8. To develop and support inter-agency initiatives and activities ST

Objectives (number indicates links to goals)

1. Decrease emergency service calls and increase community service calls #1
2. Increase amount of people trained in ASIST in specialized area #2
3. Inventory of available resources within coalition#3
4. Find reach target group for risk factors #4

The following are additional objectives identified by the Prevention work group.

- Increase number of requests for funding to reach out to at risk population
- Website hits
- Increase calls to crisis lines
- Increase use of message boards

**Objective 1:**

Decrease emergency service calls and increase community service calls

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Collect baseline data (emergency services)	Collaboration	First year ASAPP 2011
Collect data for year (1)3	Collaboration	Year 3 2014
Collect data for community services (who deals with suicide)	Collaboration	Year 1 2011
Collect data for year (1)-3	Collaboration	Year 3 2014

**Objective 2:**

Increase amount of people trained and ASIST trainer in specialized area

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Evaluate the need for training	HR	Year 1
Provide train-the-trainer	Funding HR	Year 2
Provide ASIST programme	HR	Year 1 2011

**Objective 3:**

Inventory of available resources with coalition (gaps)

<b>Activities</b>	<b>Resources</b>	<b>Timeline</b>
Promote <a href="http://www.ementalhelth.ca">www.ementalhelth.ca</a>	Collaboration	Ongoing
Survey the community services	Collaboration	Year 1 2011
Assess gaps and overlaps	Collaboration	Year 2 2012
Bridge the gaps	Collaboration	Year 3 2014

**Objective 4:**

Find and reach target group for risk factors

Activities	Resources	Timeline
Collect data for ASIST for risk group	Collaboration	Year 1 2011
Identify group relevance for five counties	Collaboration	Year 1 2011

**Intervention**

Goals

1. To provide specialized training (LT)
2. To evaluate program effectiveness (ST LT)
3. To fund intervention activities (LT)
4. To optimize existing resources (ST LT)
5. To develop and increase the number of service agreements and protocols amongst community partners (ST LT)
6. To develop and support interagency initiatives and activities (ST LT)

Objectives (number indicates links to goals)

1. Increase number of people who can intervene appropriately and effectively #1
2. Increase intervention tools available to frontline workers #3
3. Increase appropriate intervention at the right time, seamless intervention system #2 and #4
4. To increase communication and reduce duplication between agencies #6

The following is an additional objective identified by the Intervention work group.

- To increase access to a seamless intervention system #5

**Objective 1**

Increase number of people who can intervene appropriately and effectively

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Identify frontline target groups	Collaboration Protocols	Year 1
Share expertise within our network through shadowing, mentoring, “E” train	RH Funding Protocol Collaboration	Year 3
Coalition creates a training team	RH Funding Protocol Collaboration	Year 3
Coalition trains-the-trainer	RH Funding Protocol Collaboration	Year 3

**Objective 2**

Increase intervention tools available to frontline workers

<b>Activities</b>	<b>Resources</b>	<b>Timeline</b>
Create a suicide checklist	Collaboration HR	Year 1
Newsletter, twice a year listing resources	Collaboration HR	Year 1
Library of tools	Collaboration HR	Year 1

**Objective 3**

Increase appropriate intervention at the right time, seamless intervention system

<b>Activities</b>	<b>Resources</b>	<b>Timeline</b>
Create protocols (augmenter les corridors d'accès)	HR	2-3 years
Reorganize service to create quick response teams	HR	2-3 years

**Objective 4**

Increase communication and decrease duplication between services

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Interagency Lunch & Learn “Brown Bag”	HR Funding If possible, non Brown Bag	Ongoing
Information sharing, discussions, to insure no duplications	HR Funding	Ongoing
Strategic alignments	HR	Ongoing

**Postvention**Goals

1. To provide specialized training (LT)
2. To evaluate program effectiveness (ST LT)
3. To fund postvention activities (LT)
4. To optimize existing resources (ST LT)
5. To develop service agreements and protocols amongst community partners (ST LT)
6. To develop and support interagency initiatives and activities (ST LT)

Objectives

1. Increase the number of service providers capable of offering appropriate postvention support #1
2. Augment the formation of circles of care #4 and #6
3. Increase the number of service agreements among community partners for seamless services to clients #5 and #6
4. Increase accessible current information from community services #5 and #6

**Objective #1**

Increase the number of service providers capable of offering appropriate postvention support

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Develop training tools for service providers, i.e., pocket carts, training material, video, list of resources for referrals	Collaboration HR Funding	Year 1 Ongoing
Determine method to deliver training	Collaboration HR Funding	Year 1 Ongoing
Deliver training	Collaboration HR Funding	Year 1 Ongoing

**Objective #2**

Augment the formation of circles of care

<b>Activities</b>	<b>Resources</b>	<b>Timeline</b>
Develop a circle of care consent form for postvention care	Collaboration Protocol	Year 1 Ongoing
Create a service agreement for providers willing to adopt circle of care vision	Collaboration Protocol	Year 1

**Objective #3**

Increase the number of service agreements among community partners for seamless services to clients

<b>Activity</b>	<b>Resources</b>	<b>Timeline</b>
Conduct brainstorming resource sharing session	Collaboration Funding HR	Year 1
Develop a resource directory of services for all service providers	Collaboration Funding HR	Year 1
Create a website	Collaboration Funding HR	Year 2 Ongoing
Explore social networks	Collaboration Funding HR	Year 2 Ongoing

**Next Steps**

As a final activity, the participants identified next steps to complete the strategic planning process.

1. Confirm coordinators for the Prevention group (Chris Clapp), Intervention group (France Perreault, Marc Giguere) and the Postvention group (Diane Plourde, Linda Lloyd)
2. Review of the strategic plan
3. CMHA will host the next Coalition meeting on OTN on April 20<sup>th</sup> from 10:00 am to Noon
4. Develop draft values and principles statements (Chris Clapp, Chris Chevalier, Geneviève Arturi)
5. Review vision elements and draft a vision statement (Chris Clapp, Chris Chevalier, Geneviève Arturi)
6. Create a logic model using the strategic plan facilitated by Monique Bouvier (CAMH) and the Coalition



## **APPENDICES**

Appendix 1: Draft Terms of Reference

Champlain East Suicide Prevention Coalition  
Terms of Reference  
DARFT revised December 2, 2010

**Mission:**

The Champlain East Suicide Prevention Coalition works in partnership with the community of Stormont, Dundas, Glengarry, Prescott and Russell to develop and support comprehensive strategies to prevent suicide.

**Purpose**

1. To provide leadership and guidance to the overall Coalition and Work Group goals and objectives.
2. To have an awareness of what each work group sub-committee is doing in order to ensure that key needs and goals are addressed and that there is not a duplication of work. In other words, it will coordinate the work being done by the work group sub-committees.
3. To be a visionary body by providing both short and long-term goals to the Coalition.
4. To search for funding opportunities
5. To manage communication strategies for the Coalition and ensure clear and consistent information is available for Coalition and Work Group members and the media.

**Goal:**

To plan and coordinate activities to prevent suicide.

Objectives:

- 1. To maintain the integrity of the Champlain East Suicide Prevention Coalition and plan its progress.**
  - a. To review the existing structure and membership of the Coalition and to create a structure that will support future planning and coordination
  - b. To establish priorities for suicide prevention activities each year.
  - c. To continue to develop the multi-component community model as new priorities emerge.
  - d. To evaluate the progress of activities on a yearly basis.

- 2. To provide a forum for sharing concerns and gathering information regarding suicide.**
  - a. To organize an annual event.
  - b. To recognize and endorse the contributions of community partners, both organizations and individuals to the prevention of suicide.
  
- 3. To facilitate the development of strategies to meet needs for suicide prevention, intervention, and postvention.**
  - a. To identify the gaps and the best practices in the areas of prevention, intervention and postvention.
  - b. To identify stakeholders who are impacted by the identified gaps.
  - c. To create ad hoc working groups of stakeholders to respond to the issue.
  - d. To advocate on suicide issues as appropriate.
  
- 4. To inform and educate the public about suicide, and its prevention.**
  - a. To promote the sharing of suicide prevention and resources among stakeholders.
  - b. To establish a central point for the collection and distribution of information.
  - c. To identify education needs and facilitate the development of programs to meet those needs.
  - d. To facilitate the development of strategies for using media for advocacy and raising public awareness of suicide and its prevention.

#### Membership

- Co-Chairs of the Task Force;
- Leads of Sub-Committees;
- Representative from agency holding funding;
- Core members who oversee the Fan-Out Protocol;
- School representatives;
- Representative with communication/marketing experience;
- Francophone representative;
- Aboriginal representative.

In an effort to keep the membership on the Steering Committee manageable individuals may represent more than one of the categories above.

The Steering Committee may invite other members of the Work Groups / Sub - Committee to these meetings to assist with their work as required.

### Chair

A Chair and Co-Chair will be elected on an annual basis. In the event of the Chair and Co-Chair not being available, the members of the Steering Committee will appoint an interim chair for that meeting.

### Decision Making

Wherever possible, decisions will be reached by consensus. When voting is required, quorum will be determined by 50% plus 1 of the members present.

### Meetings

Meetings are to be held monthly as negotiated with the members of the Steering Committee until the terms of reference and work plan are completed. Meetings may be called as needed by the Chair(s). Minutes will be completed by Steering Committee members on a rotation basis.

### Current Work Groups / Sub-Committees

- Education & Prevention Work Group
- Intervention Work Group
- Postvention Work Group

From time to time additional work group / sub-committees may be developed which will report to the Steering Committee.

Terms of reference will be reviewed by the Steering Committee annually.

Created November 24, 2010 JLM  
Draft revised: December 2, 2010

## Appendix 2: List of Participants

Anick Leclerc	Centre de santé communautaire de l'estrie
Ann Zeran	ASEO
Chatal Valin	Service de crise de Prescott-Russell
Chris Chevalier	Cornwall Housing & Authority
Diane Plourde	Victim Services of SDG&A
Dr. Jim Sophia	UCDSB
France Perreault	CMHA/Champlain East
Francine Fitzsimmons	CCH-Single Point Access
Genevieve Arturi	CRCC
Joanne Ledoux-Moshonas	CMHA
Josée DesLauriers	ACSM /Champlain East
Linda Billing	UCDSB
Linda Lloyd	CMHA/Champlain East
Lori Ceasor	Cornwall Community Hospital
Mallory Boileau	CMHA
Marc Guigere	Withdrawal Management Centre
Marie-Josée Lamarre	Service de crise de Prescott-Russell
Marsha Sylvia	UCDSB
Maryse Dubé	CSDCEO
Melanie Groulx	Cornwall Police Services
Mélanie Piché	CEPEO
Micheline Duval	Services aux victimes Prescott-Russell
Monique Bouvier	CAMH
Monique Kuipers	UCDSB
Paddy Houston	UCDSB
Robert Roy	Services aux victimes Prescott-Russell
Robyn Warf	BSEO
Christine Clapp	SVCHC

**Appendix 3: Agenda**

**SUICIDE PREVENTION COALITION**  
 February 17, 2011  
**STRATEGIC PLANNING RETREAT**  
 Children's Aid Society of the United Counties of S.D.G.  
 150 Boundary Road  
 Cornwall

<b>Time Frames</b>	<b>Task</b>
8:30 – 9:00	Refreshments
9:00 – 9:10	Welcome and opening remarks
9:10 – 9:15	Review objectives and agenda
9:15 – 9:30 <b>DISCOVERY</b>	Discover positive core
9:30 – 10:15 <b>DREAM</b>	Dream bold dreams: Imagine the future you want for the Coalition
10:15 – 10:30 <b>DESIGN</b>	Design a possibility map
10:30 – 10:45	Health Break
10:45 – 11:30 <b>DESTINY</b>	Identify the “roads” to achieve the dream
11:30 – 12:00 <b>DESTINY</b>	Identify goals for each “road”
12:00 – 12:45	Lunch
12:45 – 1:30 <b>DESTINY</b>	Identify objectives for each goal
1:30 – 2:30 <b>DESTINY</b>	Build action plan for each objective
2:30 – 2:45	Health Break
2:45 – 3:45 <b>DESTINY</b>	Build action plan for each objective
3:45 – 4:00	Identify next steps

## **Appendix 4: Detailed Ideas**

### **Education and Awareness**

Education and promotion strategy (6)

Education (5)

Education (8)

Support (2)

Awareness campaign (2)

Micro level

Education (1)

Awareness (2)

### **Partnerships and Integration**

Partnerships formalized (6)

Networking (2)

Commitment (2)

Integration (4)

Partnerships (5)

Commitment (7)

### **Communication strategy**

Strategies for media, government, community partnership, schools, parents, workplace (4)

No wrong door (3)

Communication (6)

Communication technology self-serve, media campaign (4)