



Canadian Mental  
Health Association  
*Mental health for all*



*years of  
community*

# OUR TIMES NOW

**Nationwide  
Strategic Plan  
2021-2026**

## EXECUTIVE SUMMARY

# OUR TIME IS NOW

## 2021-2026



### OUR VISION

A Canada where mental health is a universal human right.

### OUR VALUES

Inclusive  
Proactive  
Compassionate  
Steadfast  
Collaborative

## OUR STRATEGIC DIRECTIONS

# 1

### Modernize our structure

- Goal 1.** Clear licensing agreements
- Goal 2.** Standards of excellence
- Goal 3.** Predictable planning
- Goal 4.** Transparent, harmonized measurement

# 2

### Nurture a healthy culture

- Goal 1.** A pervasive spirit of generosity
- Goal 2.** Two-way communication and team building
- Goal 3.** A mentally healthy workplace for everyone at CMHA
- Goal 4.** A commitment to anti-racism
- Goal 5.** A commitment to Truth and Reconciliation

# 3

### Ensure support in every community

- Goal 1.** Mental health promotion strategies for everyone in every setting
- Goal 2.** Every door is a front door
- Goal 3.** Equitable access
- Goal 4.** Roots in the community

# 4

### Lead social and systems change

- Goal 1.** A commitment to Indigenous mental health equity
- Goal 2.** A catalyst for the mental health sector
- Goal 3.** A lead government partner
- Goal 4.** A powerful public voice

# 5

### Be well-known and widely available

- Goal 1.** Coordinated marketing communications
- Goal 2.** An up-to-the minute digital presence
- Goal 3.** A modern, recognizable brand
- Goal 4.** Strategic partnerships

Together with our allies,  
it's time to reimagine the future  
of mental health in Canada.



Canadian Mental  
Health Association  
*Mental health for all*



## INTRODUCTION

**M**ental health has never been more top-of-mind in Canada. Perhaps because the need has never been so great.

People in Canada demand good mental health and they need access to effective mental health supports and proactive, everyday strategies that promote and protect mental health and well-being. They need them tailored to meet their unique needs due to trauma, racism and discrimination, unemployment and a host of other social and environmental factors. And they need them now.

CMHA is proud to have played a vital leadership role in mental health over the past century, giving rise to what's often referred to as the community mental health movement. Our job is to promote mental health and prevent and treat mental illness where people of all ages live, work, study and play. People are at the centre of our approach. That's because people need more than access to healthcare to have good mental health. Basic needs such as housing, food and secure employment are the foundation of wellness.

Our current mental health system is built on responding to crisis. But so much more can be done—and done earlier. Earlier in life. And before illness can take hold. We work to keep people out of the hospital, and support them to thrive and live well in the community.

Even before we were hit with a global pandemic, the burden of mental illness on our people and our health-care system was predicted to grow. We won't be able to treat our way out of this crisis. We have to get ahead of it.



**103 years ago, CMHA  
was ahead of its time.  
Now is our time.**

# In 2012, CMHA launched its first-ever nationwide strategic plan, which charted the course to our 100th anniversary and spelled out a “new era” for the organization.

We set out to strengthen our collective impact, increase our profile and influence on health policy decisions, improve services for CMHA clients and help shift public perceptions about mental health and mental illness.

Nine years later, we have a lot to show for it. CMHA is a major voice in the mental health landscape. We sit at decision-making tables across Canada and around the world and offer regular testimony and advice to all levels of government.

We identify and respond to the most pressing mental health priorities in the country, pushing for systems and policy change at all levels. Our call for a pandemic recovery plan that invests in community mental health is being heard in Ottawa and across Canada.

**If we come together,  
we can be better known  
and better understood.  
And if we can do that,  
we help more people.  
It's that simple.**

Among the 31% of Canadians who are familiar with CMHA, almost half (46%) say we are the mental health organization they would “turn to first” to seek support for mental health or mental illness for either themselves or someone they know. And 85% of our service users tell us they’re satisfied or very satisfied with CMHA. They appreciate “knowing they are not alone,” and “meeting lots of great and supportive people.” Perhaps most touching is that “CMHA feels like home.”


As our 86 branches, regions and divisions work together in 330 communities, we are getting better and better at speaking with a unified voice. We are shifting perceptions about what mental health really is, one Mental Health Week at a time—and people are finally starting to understand that whether or not you have a diagnosis, we all have mental health that needs to be celebrated, protected and promoted. Feeling well means different things to different people, but in order to thrive we all need to feel we are making a contribution, and we all need purpose, hope, resilience, belonging and a good sense of self.

CMHA employs over 5,000 people nationwide, and we can be an even more powerful force for good if we can work together even more, guided by a new 10-year brand strategy and a new five-year strategic plan. The brand strategy sets out who we are as an organization and what we want to be known for, and the strategic plan spells out what we plan to do for the next five years to take us there. As a complex, federated not-for-profit organization, we are not alone in our desire to stay fully relevant at the local level, while also leading with one, strong voice nationwide.



## STAKEHOLDER ENGAGEMENT

**The most important part of any successful strategy is people, so we started this plan by asking as many as we possibly could.**



Since we began this process in the summer of 2018, we have asked thousands of people for their thoughts, experiences, hopes, issues and concerns about our organization and the broader mental health system in Canada. We surveyed over 2,000 members of the public, over 1,080 staff, volunteers and service users, held over 70 in-person and virtual workshops and one-on-one discussions with our local branch/region leaders, our provincial and territorial division leaders, our National Council of Persons with Lived Experience, our national board and our division board chairs. We heard from branch staff, local, provincial and national CMHA board members and external partners.

We reviewed key documents, academic literature and did one-on-one interviews. We studied global and Canadian social and cultural trends, attitudes and experiences of our donors and stakeholders and conducted focus groups with the general public.

We built our planning process organically as we went along, to reflect our organization's unique structure and needs and to make sure we heard from everyone. Over 18 months, we moved from discovery to development, through to refinement and writing. Then, the pandemic hit, and we refined and wrote again.

To meet the needs of all people in Canada, we talked to as many of them as we could.

**To meet the needs of all people in Canada,  
we talked to as many of them as we could.  
And most important of all, we listened.**

# Outside of CMHA and the planning work we are doing, there are big-picture changes happening in the world.

As we plan ahead, we must evolve CMHA to meet people's current and future needs.

We know that loneliness shortens people's lives as much as smoking 15 cigarettes a day. And yet, social isolation is becoming a new normal in the digital world.

We know that the burden of mental illness is estimated at about 20-30% of healthcare costs. But Canada spends only about 7% of its healthcare budget on mental health.

We know that 40% of Canadians' mental health deteriorated in the first six months of the COVID-19 pandemic, with the decline more pronounced in those who were unemployed (61%), those with a pre-existing mental health issue (61%), younger people aged 18-24 (60%), Indigenous peoples (54%), those who identify as 2SLGBTQQIA+ (54%) and those with a disability (50%).

A thorough analysis of the rapidly evolving mental health landscape in Canada shows that seismic shifts are taking place in how society understands and responds to mental health.

## There is a movement underway:

### 1 From reactive to proactive.

Rather than waiting until someone is in crisis, people understand we must take action before conditions affect one's well-being. It's necessary to promote mental health, prevent mental illness and intervene quicker and earlier.

### 2 From isolated from primary care to embedded in primary care.

Primary health care services like doctors and hospitals are no longer separate from mental health services, resulting in more integrated, team approaches to meet the unique needs of each person.

### 3 From individuals to whole populations.

Rather than looking only at individuals with specific diagnoses, treatments or care, this approach focuses on the interrelated conditions and factors that influence the health of populations throughout life.

### 4 From Western medical model to broader diverse philosophy.

The mental health system is no longer just one in which medical doctors and other healthcare professionals such as nurses and therapists treat symptoms and diseases. It expands to encompass Indigenous and other knowledge and wisdom, from mindfulness to harm reduction and peer support.

# ENVIRONMENT + TRENDS

## 5 From acute/momentary to lifelong/lifespan.

It is more widely understood that a person's mental health needs evolve as we grow and develop through different life stages.

## 6 From "us and them" to everyone thrives.

There is talk about the 1 in 5 of us who have a mental illness, and "the rest of us." But there is no rest of us. There is just us. All 5 in 5.

## 7 From binary to continuum.

From seeing mental health as a state of illness or wellness to understanding that everyone exists on a mental health continuum, regardless of diagnosis.

## 8 From talk to action.

Rather than continuing to call out stigma and push for more awareness of the mental health cause, there is a shift to addressing the misunderstandings that underlie stigma and a push for real justice and real change.

## 9 From deficit to strength.

It is not helpful to dwell only on what is wrong, when it is more empowering and effective to focus on promoting the positive and working with what is going right.

## 10 From excluding addictions to including addictions.

Mental illness is widely understood to include problematic substance use, substance misuse and addiction.

## 11 From equality to equity.

The pandemic has highlighted persistent mental health inequities and it's clear that not everyone is at the same starting line, but that everyone should have the same finish line. We must champion the mental health needs of those who are vulnerable.

“

This is the huge strategic shift that CMHA needs to make.



## KEY INSIGHTS

# **O**n our road to discovering all parts of CMHA and the mental health cause in Canada, we uncovered some truths along the way.

These recurring markers helped guide the development of the strategic plan and will help guide the execution of our bold new vision.

They are key to understanding why this strategic plan is so important, and what we're really up against. And, they prepare us for some of the hard changes we need to make.



## **These we call key insights, or truths that help us understand CMHA and our future more clearly.**

- Internal and external stakeholders desire that CMHA be seen as a Leader, Proactive, Visionary, Innovative and Impactful.
- Legacy is a double-edged sword that leaves our 103-year old organization fearful of change.
- All diverse, decentralized federated not-for-profit organizations grapple with balancing local and national priorities.
- There is a lack of awareness in Canada of who CMHA is and what we do.
- There is no obvious leading national mental health organization in Canada.
- Society still confuses mental health with mental illness.
- Each part of CMHA is unique and different. But there is more that connects us than separates us.
- The average person in Canada has no idea what community mental health is or isn't, or how it relates to the rest of the mental health system.
- Sector language and terms like recovery, lived experience and parity are not well understood by the average person and can be alienating.



# VISION, MISSION + VALUES

**The most exciting part of our new strategic plan is the chance to unveil our new vision.**

We remain committed to mentally healthy people in a healthy society, but we see an urgent need to dial up the intensity and push for social and systems change. We want our brand to boldly reflect our higher-order purpose: what we all get up each day to fight for.

Our new brand vision will unify us under one banner to help us help more people. It will advance our goal to be the leading mental health voice in Canada. The concept of human rights is powerful. Human rights are widely understood, yet strike a personal, emotional chord. And they include not only the right to timely mental health treatment or access, but also to the secure jobs, safe places to live and good relationships that make good mental health possible for every person in Canada. They also include the conditions that allow us to feel well wherever we live, work, learn and play.



**Everyone at CMHA has their own story and history but we all strive for the same goal.**



## Our Vision

A Canada where mental health is a universal human right.

## Our Mission

To ensure that all people in Canada experience good mental health and well-being.

# VISION, MISSION + VALUES

## Our Promise

### PEOPLE IN CANADA CAN RELY ON CMHA FOR:

#### **SUPPORT**

We provide unwavering support to all people in Canada in their pursuit of mental health.

#### **ACCESS**

We connect all people in Canada with mental health programs, services and support.

#### **PROGRESS**

We improve society by advocating for the conditions and policies required for good mental health.

#### **KNOWLEDGE**

We offer inclusive, evidence-based information on mental health.

#### **PROTECTION**

We safeguard the right of all people in Canada to social and economic security, freedom from violence, harm and trauma and access to the mental health resources they need.

## Our Values

### WE ARE:

#### **INCLUSIVE**

We want all people in Canada to see themselves represented and served by CMHA. We value the voice of those who have experienced mental illness. We recognize a diverse range of mental health approaches.

#### **STEADFAST**

We have long fought to improve the state of mental health in Canada, but our work is not done. We are champions of social justice. We remain as committed as ever to our task.

#### **PROACTIVE**

We are leaders. We value action over talk. We will innovate and think ahead to continue to address and improve mental health in Canada.

#### **COMPASSIONATE**

We lead with the heart. We are compassionate, empathetic and caring. We approach our mission with love and kindness.

#### **COLLABORATIVE**

We mobilize and marshal resources, partners and people to come together to realize necessary changes in our communities and in the mental health system in Canada.

## STRATEGIC DIRECTION #1

# MODERNIZE OUR STRUCTURE

**Modernize our organizational structure to maximize the impact of our nationwide network.**

When 5,000 people pull in the same direction, things move. Our federated organization has passionate people working in over 330 neighbourhoods across Canada. When we communicate as one entity with one voice, we are not only heard, but we are also listened to. We must balance the beauty of meeting unique needs at the local community level with the power of being able to collaborate and to advocate on the national stage. To be nimble and strong, our structure must be both integrated and sustainable. These strategic directions make up the nationwide strategic plan which will guide each of the national office, divisional, branch/regional plans across CMHA.

Taken together, the following structural changes will provide the clarity and direction for each office, division and branch/region to work together to deliver the mental health supports and services to which all people across Canada have a right.

## **A LEADING, EFFECTIVE AND COHESIVE NATIONWIDE ORGANIZATION WILL HAVE:**

### **GOAL 1**

#### **CLEAR LICENSING AGREEMENTS**

Updated, current and consistent licensing agreements across Canada will make clear the rights and obligations of each branch/region, division and office in our federated organization and serve as a foundation of good governance.

### **GOAL 2**

#### **STANDARDS OF EXCELLENCE**

All people in Canada who interact with CMHA have different needs, but they each deserve a high level of consistency and quality in all interactions, programs, services and supports, informed by the perspective of those with lived experience of mental illness. Standards of excellence across CMHA will improve performance and success.

### **GOAL 3**

#### **PREDICTABLE PLANNING**

For clarity and accountability, our planning cycles will align so that the local, provincial/territorial, national and nationwide strategic plans and work plans are developed, launched and executed to work together as part of a larger, stable system.

### **GOAL 4**

#### **TRANSPARENT, HARMONIZED MEASUREMENT**

Our methods of planning and measuring success at the organizational and initiative levels will be harmonized with a measurement framework that all parts of CMHA understand and contribute to across Canada.

# STRATEGIC DIRECTIONS

## STRATEGIC DIRECTION #2

# NURTURE A HEALTHY CULTURE

**Nurture a healthy organizational culture to unify our diverse, decentralized organization.**

We sprung from the grassroots, created to meet the hyper-local needs of diverse communities across Canada. As one group, we have many differences. We have the opportunity to focus more on our shared goals than our many differences, zooming out to see what we have in common: a profound, overarching desire to meet the mental health needs of all people in Canada.

We have so much to learn from each other. CMHA is committed to pursuing anti-racism and amplifying the perspectives of Black people and people of colour across our federation. We are committed to understanding and celebrating Indigenous wisdom, knowledge and values, strengthening our relationships with Indigenous peoples and broadening our perspectives on physical, mental, emotional and spiritual well-being. We are excited by how much stronger our country and our organization will be when we better recruit, hire, represent and serve the diverse cultures and communities across our country.

We are all challenged by limited funding and resources and by the potential for compassion fatigue and burnout as we relentlessly pursue our goals. As we promote the public good, we can also be a good place to work and volunteer.

Employee performance, retention and cost are all crucial to achieving our organizational mission. A thriving workforce is more effective and more cost-effective. We bring our whole selves to work and spend a large part of our waking life there. The workplace has to be psychologically healthy. It is key to the overall health of the organization and its people.

As we rise to the occasion and take a more concerted leadership role in Canada, the shared beliefs, norms and values that govern our internal behaviour will evolve along the way. Organizational culture is the main vehicle of change.



# STRATEGIC DIRECTIONS

## A THRIVING, PRODUCTIVE, HEALTHY ORGANIZATIONAL CULTURE WILL HAVE:

### GOAL 1

#### A PERVERSIVE SPIRIT OF GENEROSITY

We move from a scarcity mentality to one of generosity, where we are one CMHA team. With fairness and nurturing, we won't just cooperate, we will collaborate in the true spirit of giving, with transparency and for the common good.

### GOAL 3

#### A MENTALLY HEALTHY WORKPLACE FOR EVERYONE AT CMHA

CMHA will support every employee and volunteer at every level with workplace mental health programs, strategies and/or supports focused on improving and maintaining psychological health and safety at work.

### GOAL 5

#### A COMMITMENT TO TRUTH AND RECONCILIATION

We will work with Indigenous peoples in the spirit of reconciliation to develop new policies and practices that integrate the Calls to Action of the Truth and Reconciliation Commission into our work.

### GOAL 2

#### TWO-WAY COMMUNICATION AND TEAM-BUILDING

We cannot speak with one voice if we are not all equally plugged in to local, regional and national priorities. We will each expect and deliver the timely information everyone throughout the federation needs to collaborate effectively. We will regularly share, learn, create and innovate together, connecting with each other on issues of importance, and on mental health priority areas.

### GOAL 4

#### A COMMITMENT TO ANTI-RACISM

CMHA will work to help dismantle systemic racism and create a more equitable, welcoming work environment for all its employees and volunteers.

“

I love the passion... and the potential for a groundswell paradigm shift around mental health.



## STRATEGIC DIRECTION #3

# ENSURE SUPPORT IN EVERY COMMUNITY

**Ensure every person at every stage of life in Canada has access to community-based mental health programs, services and resources.**

Nationwide, we offer a variety of programs, services and supports designed to meet the needs of people in their own communities. Canada has typically invested in a “sickness care” system, with acute services and beds to help people who are ill or in crisis. But mental health care provided in hospitals, and by physicians, is only part of the picture. These services are essential, and CMHA works to ensure that they are available for the Canadians who need them, when they need them.

But we also work with individuals in their own communities, providing the kinds of services and supports that aren’t available in the public healthcare system. These supports and services help people recover from mental illness, help prevent mental health problems from taking hold in the first place, and promote positive mental health in schools, on campuses, in workplaces and in the community at large.

These important services also take the pressure off the “acute” services, by preventing mental health problems, or addressing them early.

People in Canada tell us the top features of a mental health organization are that it “encourages open conversations about mental health” (37%) and “aims to prevent mental health issues before they start” (33%).

Research shows that early intervention is key, so we must start addressing the mental health of every person in Canada as early as possible, including in schools. To meet these aspirational goals, we cannot act alone. We will continue to forge strong partnerships with others doing evidence-based and effective work. And, we will work with them to promote mental health, advocate for better care and influence the social determinants of health, such as housing and job security, to advance the human rights of all people in our communities.

Community-based mental health services and supports that are well-funded and readily available are key to a universal and more cost-effective healthcare system.

# STRATEGIC DIRECTIONS

## A ROBUST, RELIABLE CMHA-LED COMMUNITY-BASED MENTAL HEALTH SYSTEM WILL HAVE:

### GOAL 1

#### MENTAL HEALTH PROMOTION STRATEGIES FOR EVERYONE IN EVERY SETTING

Better settings create better outcomes. Whether provided by CMHA or facilitated through a CMHA partner, every person at each life stage, in each province and territory in Canada, will have access to a mental health promotion program or initiative in the work, school, community and virtual setting.

### GOAL 3

#### EQUITABLE ACCESS

We will offer programs, services and supports that address mental health inequities that arise from socio-economic status, geographic location, social isolation and marginalization. We will ensure that programs, services and supports are informed by the voice of people with lived experience of mental illness. We will evolve and adapt to meet diverse needs.

### GOAL 2

#### EVERY DOOR AS A FRONT DOOR

Whether a person comes to CMHA through a branch, region, division or national office, they will have the same immediate, easy-to-navigate, clear and complete information on all the local, regional and national programs, services, supports and resources available to them.

### GOAL 4

#### ROOTS IN THE COMMUNITY

Communities, however they are defined—culturally, digitally, geographically—are key to positive mental health outcomes. We are embedded in communities, working with and alongside partners, to equip every community with the tools, resources and knowledge that help its members thrive.

“

I am proud of CMHA's history and, particularly, our focus on being the voice of those on the ground in Canadian communities.

# STRATEGIC DIRECTIONS

## STRATEGIC DIRECTION #4

# LEAD SOCIAL AND SYSTEMS CHANGE

Lead a movement for social and systems change that includes all people in Canada and values mental health as much as physical health.

To realize our ambitious vision, CMHA will fortify its leadership role in the mental health sector and become the voice of mental health in Canada. With its nationwide scope and community roots, CMHA is the ideal organization to spearhead a movement for all of Canada to rally behind. This movement will introduce and push for new beliefs, systems, policies and practices that foster better mental health. It will also be an active and visible advocate to improve the spaces, places and conditions that shape mental health.

The federal government identifies the obvious need for an organization to assume a more concerted leadership role in the mental health sector in its 2018 Fit for Purpose report: “building health organizations and systems for the 21st century, within increasingly complex social, economic, and political contexts, is a major challenge... This is especially true if everyone decides to act in isolation.”

The current constellation of disparate mental health organizations in Canada requires a body such as CMHA to play the critical role of aligning groups behind shared objectives, coordinating efforts and creating a unified voice—a whole-of-society, whole-of-government approach to transformational change. We have heard from government stakeholders and our partners at other mental health organizations that CMHA is well-positioned to assume this leadership role.



# STRATEGIC DIRECTIONS

CMHA is deeply embedded in communities across the country, and a practitioner of evidence-based services. We are deeply committed to Truth and Reconciliation. We recognize the need to reflect on and analyze how we, as an organization, may have been silent at times about mental health harms and damage caused by poverty, racism and ignorance. We recognize the resilience of First Nations, Métis and Inuit peoples and the power of their knowledge and wisdom. We recognize both the unique strengths and the unique needs of diverse people in Canada, including Black people, Indigenous peoples, people of colour, newcomers, immigrants and refugees.

We fight for mental health to be valued the same as physical health. We fight for equity.

## THE REIMAGINED, FULLY INTEGRATED MENTAL HEALTH SUPPORT SYSTEM OF THE FUTURE WILL HAVE:

### GOAL 1

#### A COMMITMENT TO INDIGENOUS MENTAL HEALTH EQUITY

We will work with Indigenous peoples to advocate for equitable access to social and health services and the right to enjoy the best possible physical, mental, emotional and spiritual health.

### GOAL 3

#### A LEAD GOVERNMENT PARTNER

CMHA is a nationwide organization with a local presence in 330 communities, and as a nationwide network, is the best-placed organization to partner with federal, Indigenous, provincial/territorial and municipal governments to address mental health priorities. We will collaborate closely with governments to push for policy change and increase funding to improve mental health services and care across Canada.

### GOAL 2

#### A CATALYST FOR THE MENTAL HEALTH SECTOR

CMHA will convene those working in mental health and act as the lead organization to advocate for policy change and represent the spectrum of diverse voices in the community mental health sector. At the federal, provincial/territorial and local levels we will work with Indigenous allies and lead a network of diverse partners to design and implement a more equitable community mental system in this country.

### GOAL 4

#### A POWERFUL PUBLIC VOICE

We need a dominant, credible voice to push the public conversation regarding mental health to a place it has never been and drive social change. CMHA will lead the discussion on society's understanding of mental illness, mental health and how to improve it.



# STRATEGIC DIRECTIONS

## STRATEGIC DIRECTION #5

# BE WELL-KNOWN AND WIDELY AVAILABLE

## Be Canada's go-to source for mental health and well-being.

Our extensive research with Maru/Matchbox into the general public's mental health-related perceptions reveals that the vast majority of people in Canada wouldn't know where to turn if they required help for themselves or a loved one.

People in Canada express very low levels of awareness and familiarity with all national mental health organizations and nearly 70% of people in Canada tell us they are unfamiliar with CMHA. There is a tremendous need to increase the profile of CMHA, because we can't help people if they don't know we exist.

In today's digital world, there is vast health information at our fingertips. The pandemic amplified mental health concerns, and yet forced us to stay home. CMHA can be a trusted, credible and approachable curator of mental health information that cuts through the clutter so people can find what they need, when they need it.

To meet people's needs for resources, education, information and inspiration we need to be where people are—and where they will be going. We need to be down the street and top in a Google search. We need to be open for business and open to new technologies, whether those are Artificial Intelligence (AI) powered apps, evolving social media channels or other e-mental health innovations.

Throughout our consultations we heard feedback that our brand and name, CMHA, are not well-known and are frequently confused with other organizations. These challenges are opportunities—to improve how we are known and understood, in keeping with our bold new vision.

We need to ensure a consistent voice and brand identity across all CMHA initiatives and activities across Canada. And we need to share regular, recognizable core messages and communications nationwide that provide relevant and meaningful information to individuals and stakeholders with ease and reliability.

If mental health is a universal human right in Canada, we must ensure that every person in Canada has equitable access to the information they need to understand and take care of their mental health.

# STRATEGIC DIRECTIONS

## A WELL-KNOWN AND WIDELY AVAILABLE NATIONWIDE MENTAL HEALTH ORGANIZATION THAT MEETS THE DIVERSE NEEDS OF PEOPLE IN CANADA WILL HAVE:

### GOAL 1

#### COORDINATED MARKETING COMMUNICATIONS

Coordinated, consistent and strategic multi-channel marketing and communications campaigns (public relations, paid media, social media) developed and launched in a consistent fashion, simultaneously, across every level of the organization.

### GOAL 2

#### AN UP-TO-THE MINUTE DIGITAL PRESENCE

A modern, simple, easy-to-navigate integrated website that ties all nationwide CMHA offerings together in one place and connects users to both e-mental health and bricks-and-mortar resources. Supported by leaders at each branch, region and division who each engage actively on social media and stay abreast of and engaged in the online, public mental health discourse.

### GOAL 3

#### A MODERN, RECOGNIZABLE BRAND

An updated, contemporary logo, organization name and corporate branded assets that reflect a bold new vision and unify CMHA under one banner. A strong brand is essential in the increasingly crowded market for people's trust, support and funds, and will help us help more people.

### GOAL 4

#### STRATEGIC PARTNERSHIPS

Established partnerships with key stakeholders in the settings where we can have the most impact, most notably schools, workplaces and marginalized communities. We can generate tremendous awareness by working together with organizations that have high levels of reach and credibility.



Working in collaboration with partners and other organizations, everything we do will be rooted in establishing mental health as an inalienable right.



## CLOSING STATEMENT

**CMHA relies on the support of generous donors and funders, public and private, to do the important work we do.**

Our new plan is ambitious, bold and forward-thinking. Our vision is necessary and clear. Mental health is key to Canada's recovery from the global pandemic, and the time to invest in transforming the mental health system in Canada is now. We will need ample resources to effect ample changes.

This is the second time in our history we've developed a nationwide strategic plan, and we're still working on how best to collaborate most efficiently and effectively. The best part, though, is that we are all approaching this effort with the same core desire to be stronger together. Our hearts are in it.

The success of this strategic plan will ultimately depend on all 86 CMHA branches/regions, divisions and offices buying in and pulling in the same five directions.

We are strong and we are ready.

**Together with our allies,  
it's time to reimagine the  
future of mental health  
in Canada.**





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*Mental health for all*



years of  
community

