

ADDICTIONS FOUNDATION of MANITOBA

Strategic Plan 2010 - 2013

June 2009

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1.0 INTRODUCTION

The 2010 - 2013 Strategic Plan for the Addictions Foundation of Manitoba (AFM) is a functional document based on our strategic priorities and goals. The Strategic Component of AFM's planning process outlines the Board's strategic priorities over the next three-year period. This strategic plan is based on accomplishments to date, future program activities and Manitoba Health's five-point plan to guide the renewal of the province's addiction services system.

The AFM Strategic Plan is directed at three key audiences:

- § AFM clients throughout the entire province;
- § AFM staff; and
- § Manitoba Health
- § Manitoba Healthy Living, Youth and Seniors

In November 2008, the AFM Board of Governors held a two-day planning session "Establishing the Foundations for Board and Organizational Success". This planning session resulted in:

- a revised organizational mission;
- confirmation of organizational vision and a picture of excellence created for 2009 - 2011;
- confirmation of organizational values; and 2 strategic priorities.

In April, 2009 Board members and representatives from senior management, supervisors and selected staff with specific program responsibilities participated in a workshop to develop AFM's goals for the next three fiscal years.

The following outlines the components of our strategic plan:

- § Overview of AFM;
- § Overview of AFM programs;
- § Situational analysis;
- § Vision, mission and values; and
- § Broad topics, strategic directions and goals.

The Board and senior management is committed to working with staff, key stakeholders and all Manitobans to promote the improved well-being of individuals within our communities throughout the Province of Manitoba. It is our commitment to work with passion to accomplish our mission and together with our partners, develop services to best meet the needs of our clients. This Strategic Plan provides the AFM provincial planning teams with a strategic framework to assist in the planning and development of objectives throughout our regions.

2.0 Overview of the AFM

The AFM is a provincial Crown Agency responsible for addressing issues and providing services associated with alcohol, other drugs and gambling. The AFM contributes to the health and well-being of Manitobans by addressing the harm associated with addictions through education, prevention, rehabilitation and program evaluation.

Governance

A Board of Governors (The Board) directs and administers the affairs of the AFM in accordance with *The Addictions Foundation of Manitoba Act*. The Board consists of a dedicated group of 15 members, appointed by the Minister of Healthy Living through an order in Council, who provide diverse regional and professional perspectives.

The Board approves policies, strategic plans and corporate goals. The Board acts in an advisory capacity to the Minister of Healthy Living, the Minister of Health and Deputy Minister of Health and Healthy Living. An Executive Policy Committee (EPC), comprised of elected members of the Board of Governors, functions in an executive and consultative capacity. The Board's Audit Committee is responsible for accountability of financial affairs. The AFM's Chief Executive Officer (CEO) is an ex-officio member of the Board and EPC.

In the Western and Northern Regions, Regional Advisory committees made up of interested and informed citizens act in an advisory capacity to the Board and the local Regional Director.

Provincial Management

Provincial management is carried out by AFM's Senior Management Team, which is comprised of the CEO and Directors from each regional and functional area. The team provides administrative leadership and direction to the Foundation by overseeing the following functions:

- Strategic and business planning
- Program planning and implementation
- Policy development and implementation
- Program evaluation
- Continuous quality improvement
- Fostering partnerships
- Establishing / realigning resource allocations (fiscal and human resources)

2.1 History

The Addictions Foundation of Manitoba's history dates back to 1956 when *The Alcoholism Foundation of Manitoba Act* was passed. *The Act* includes the provision of facilities and services for the treatment and rehabilitation of alcoholics, counseling, education, prevention and research.

From 1956 to present, the organization has adapted its programming to reflect societal changes, research trends and best practices in the addictions field.

On July 27, 1993 Bill 44, *The Alcoholism Foundation Amendment and Consequential Amendments Act* was accepted by Royal Assent. Bill 44 allowed for the change of name from The Alcoholism Foundation of Manitoba to The Addictions Foundation of Manitoba. This name change reflected the population of Manitoba's changing needs which involved more than alcohol addiction. The Addictions Foundation of Manitoba provided assistance to individuals who were involved in the abuse or misuse of alcohol **and other drugs and substances**.

The AFM's mandate is set out in The Addictions Foundation of Manitoba Act (1993) Section 3(1), which states:

The aims and objects of the foundation are

- (a) to assist individuals with problems involving the abuse or misuse of alcohol and other drugs and substances to make the most effective use possible of the existence and potential facilities and services for the treatment and rehabilitation of those with chemical dependencies available through the foundation or through other agencies, groups and associations;
- (b) to disseminate information respecting the recognition, prevention and treatment of the abuse or misuse of alcohol and other drugs and substances, and respecting the services provided by the foundation and other agencies, groups and associations concerned with chemical dependencies; and
- (c) to initiate, sponsor, conduct and promote a program of research in the field of prevention of chemical dependency and the treatment and rehabilitation of individuals with chemical dependencies, and experimentation in methods of treating and rehabilitating individuals with problems involving the abuse or misuse of alcohol and other drugs and substances.

In 1993 AFM's mandate was amended based on a literature study on the issue of Pathological Gambling. A report was developed on Pathological Gambling which recommended a partnership be developed between the AFM and Mental Health (Government of Manitoba), with AFM assuming the lead responsibility to initiate public education, prevention and rehabilitation programs for Manitobans with gambling problems. The AFM now provides assistance to individuals who were involved in the abuse or misuse of alcohol and other drugs and substances **and gambling**.

AFM's mandate was further amended in April, 2008, by directive of the Minister of Healthy Living, when the responsibility for Research was transferred to Manitoba Health and Healthy Living.

AFM Clients

AFM has a diverse client base consisting of internal and external clients, which include:

- § Individuals, who are directly / indirectly affected by alcohol, other drugs and gambling

- § Families, communities, self-help, and special interest groups
- § Educational organizations
- § Medical professionals and associations
- § EAP association(s)
- § Industry, labour and business
- § Provincial government agencies and departments (including: Justice, Highways, Family Services, Mental Health, Health, and Treasury Board)
- § Federal/Provincial/Territorial Working Groups/Committees
- § Regional Health Authorities

2.2 AFM Programs

The AFM's commitment to continue delivering client-centered services is evidenced by the diversity of the programming and services available. The AFM provides the following five core rehabilitation services throughout the province:

- § Adult services
- § Youth services
- § Family services
- § Gambling services
- § Impaired Driver Program(IDP)

The AFM provides addiction-related prevention, intervention and rehabilitation services. This is achieved through the following services:

Rehabilitation Services – Rehabilitation services seek to avoid or reduce long-term negative consequences or disabilities resulting from harmful involvement with alcohol, other drugs and gambling. The aim is to facilitate the effort of clients toward a greater capacity to address their own harmful involvement.

Prevention, Education and Training Services - The AFM develops and delivers a wide range of prevention, education and training programs and services related to alcohol, other drugs and gambling. Standardized courses are offered in locations throughout the province and are open to participation by professionals, paraprofessionals and the general public. On request, "customized" workshops and presentations are developed.

2.3 Partnerships

The AFM is very active in developing partnerships at the national, regional and community levels. Partnerships assist the AFM in achieving its immediate and strategic goals. Partnerships also help the AFM build credibility by collaboratively demonstrating leadership in the addiction field.

2.3.1 International/National

- For several years, staff at AFM have been involved in Site Coordination activities with the **Canadian Community Epidemiology Network on Drug Use (CCENDU)** - Winnipeg project. The most recent CCENDU Winnipeg report (2008) was completed in the fall of 2008.
- AFM was represented at the regional stakeholders committee for the development of a national mental health strategy. The mental health

- strategy will be a blueprint for improving the lives of people with a mental health illness and promoting the mental health of Canadians.
- AFM's COMPASS program was one of two Canadian addiction agencies invited to contribute to the development of a response plan for youth involvement in illicit substance abuse.
 - AFM provides counselling services and training to Canadian military personnel stationed at Shilo.
 - AFM provides workshops in problem gambling counselling training to Saskatchewan Regional Health Authority participants.

2.3.2 Regional Level

- The Winnipeg Regional Health Authority, the Addictions Foundation of Manitoba and Manitoba Health entered into a partnership to undertake a multi-year system change process that will result in improved services for people with co-occurring mental health and substance use disorders. AFM's involvement with the CODI includes:
 - § CODI Practice Development Committee;
 - § PTSD/Trauma Advisory Team Provincial Trauma Leadership Committee;
 - § AFM Trauma Initiative Implementation Plan; and
 - § Provincial CODI Partnership.
- AFM continues to work with the Brandon, Winnipeg and Thompson community correctional services to deliver substance abuse assessment and intervention services to youth involved in the justice system.
- Winnipeg Region has a partnership with Child and Family Services to provide outreach services to youth involved with CFS.
- AFM staff played a key role in facilitating the development of the Brandon Drug and Alcohol Coalition's direction and assisting in the successful application for funding from the Federal Drug Strategy and Controlled Substance Program - Health Canada National Drug Strategy.
- AFM is a member of a group of community organizations (DART Dauphin At Risk Teens) which provides enhanced services to at-risk youth in the Dauphin area.
- The AFM has a community addictions worker meeting with clients at the homeless shelter in Thompson with regular opportunities for the clients to engage in residential treatment after achieving medical detoxification through the hospital.
- The Chronic Disease Prevention Initiative (CDPI) in the Burntwood region has shown the AFM as a leader in the inter-agency deliver of services to clients at risk of chronic disease. The provision of educational sessions and supports in the areas of diabetes, smoking, nutritional health and fitness to clients while in residential treatment has engaged the clients in looking at the health concerns related to their abuse of substances.
- AFM prevention staff have engaged the jail staff in The Pas in training and support in providing a newly developed curriculum for jail staff to present to prisoners while in remand or serving jail time. The program has been undertaken across the province.
- The AFM is actively partnering with other youth service agencies to establish a crisis stabilization unit for youth across the north.

- AFM staff members sit on the Manitoba Addictions Awareness Committee (MAAW). The committee promotes addictions awareness in Manitoba.
- The AFM works closely with Regional Health Authorities across the province promoting better understanding of community needs related to addictions and the resources and services available or needed.
- AFM provides on-site counselling and educational services at both Winnipeg casinos.
- The AFM website supports partnerships by hosting pages for the following groups: Co-occurring Mental Health and Substance Use Disorders, Manitoba Addiction Awareness Week Winnipeg Drug Treatment Court, and Responsible Gaming Information Centers.

2.3.3 Community Involvement

AFM's participation on community policy, planning and service committees is extensive across the province. The following list provides an example (not an exhaustive listing) of the wide range of organizations with whom we are proud to be partners.

Baby First Program, Carman
 Brandon Community Drug and Alcohol Education Coalition
 Brandon General Hospital
 Brandon Multi-Agency Prevention Program (MAPP)
 Brandon Youth Services Committee and Multi-Agency Prevention Program
 Circle of Courage
 Committee for a Tobacco-Free Manitoba
 Community Healthy Lifestyles, Lorette
 Dauphin at Risk Teens (DART)
 Families and Schools Together Projects
 FASD / FAE Committees throughout the province
 Harm Reduction Network
 Inter-agency groups through out the province
 MacDonald Youth Services
 MADD and TADD
 Manitoba Consumer Health Information Working Group
 Manitoba Family Services
 Manitoba Gaming Control Commission
 Manitoba Health Libraries Association
 Manitoba Hotel Association
 Manitoba Justice, Adult and Youth Corrections
 Manitoba Library Consortium
 Manitoba Liquor Control Commission
 Manitoba Lotteries Corporation
 Manitoba Public Insurance
 Manitoba Regional Health Authorities
 Manitoba School Divisions
 Manitoba Telehealth
 National Native Alcohol and Drug Abuse Programs (NNADAP)
 Parkland Addiction Awareness Committee
 Partners Seeking Solutions with Seniors
 Portage Choice Committee

Post-Secondary Institutions in Manitoba
Professional Networking Group, with EAP staff from Winnipeg Hydro and the City of Winnipeg
Royal Canadian Mounted Police
Self Help Groups throughout the province
Sports Manitoba
University of Manitoba
Wings of Power Drop-in Centre, Powerview
Youth Aboriginal Council, Thompson

3.0 Situational Analysis

3.1 Accreditation

Every three years, as part of the accreditation process, health services organizations take part in a self assessment followed by a survey visit. This accreditation process allows Accreditation Canada and the organization to evaluate the quality of the organization's services by comparing them to nationally accepted standards.

AFM participated in an on-site survey visit for re-accreditation by Accreditation Canada from November 30, 2008 to December 4, 2008. In January, 2009, Accreditation Canada granted conditional accreditation status to the AFM. The accreditation process identified strengths and successes that were being realized as well as challenges and areas for improvement.

3.2 Strengths

- The AFM staff is dedicated to excellence in client care;
- The Board of Governors is energized and has a keen interest in the work that AFM is doing. It is not satisfied with the status quo and it wants to see quality, safety results, accountability and transparency;
- Recognition as a leader in the field of addictions in Manitoba by its clients and partners;
- Recognition by the province of AFM's expertise with a mandate to deliver addictions services for the entire province;
- Recognition for being fiscally responsible;
- Forward thinking when looking at fundraising opportunities;
- Services are designed around best practices in addictions and gambling;
- Cultural awareness training for staff;
- Co-occurring disorders training for staff;
- The new facility in Thompson will incorporate space for Aboriginal and spiritual healing;
- The AFM has identified and is working towards the provision of services for seniors and extended aftercare.

3.3 Successes

- Unwavering belief in what we do e.g. passionate, committed, dedicated, skilled staff.

- Enhancing programs to address client needs/client driven, client-centered
- Building and maintaining partnerships through communication and collaboration - Management and Board, within the organization and with the community.
- Innovating through creativity, resourcefulness, adaptability and being proactive
- Being a leader in industry with international reputation.
- Valuing AFM staff
- Forward movement on formalizing quality improvement, risk management, program evaluation policies and procedures;
- New facility in Thompson;
- Collaborative processes in place, through the provincial planning teams;
- The first cycle of strategic planning was completed with the board and senior management;
- Logic and accountability models were developed for all program areas in the organization;
- New partnerships with Manitoba School Divisions

3.4 Areas for Improvement

- § Accountability and transparency with clients and internal and external stakeholders
- § Electronic resources, for example the use of video-conferencing
- Continue development of Corporate and Program Indicators
- Continued attention and work is suggested in development of an ethics framework;
- Continued development of a corporate approach is needed in the area of infection prevention and control, including the development of new standards;
- Need to develop a comprehensive corporate communication plan;
- A comprehensive review of policies, procedures and standards is needed, such as Medication; Infection Prevention and Control, Occurrence and Critical Incident Management, Emergency preparedness, risk management and pandemic planning.

3.5 Challenges

- Resourcing information technology;
- Recruitment and retention of qualified staff;
- Loss of the organization's research mandate minimized our ability to do community needs assessments which affects our ability to respond to client needs (loss of advocacy)
- Gaps in services such as sufficient medical and social detoxification beds, services for the elderly, and treatment for opiate users;
- Fiscal challenges;
- Insufficient prevention resources throughout the province;
- Keeping abreast of new information, developments, best practices;
- Maintaining our credibility and skill set.

4.0 FIVE POINT VISION FOR ADDICTION SERVICES

On May 5, 2008 The Honourable Kerri Irvin-Ross, Minister of Healthy Living announced that Manitoba Health is implementing a five-point plan to guide the renewal of the province's addiction services system. "Breaking the Chains of Addictions", the province's five-point strategic plan includes:

1. **Building a Better System** - developing unified standards for all agencies, modernizing legislation and enhancing training opportunities for front-line mental health and addictions services providers.
2. **Improving Service Access** - providing clients with the right services in the right place at the right time by developing a provincial centralized intake and assessment unit in Winnipeg and strengthening the existing addictions system to ensure clients and their family members can smoothly navigate their way through the spectrum of services and supports;
3. **Increasing Residential Treatment Capacity** - creating a multi-agency facility in Winnipeg to offer a continuous and comprehensive range of services under one roof;
4. **Building a Community-based Treatment Capacity** - reaching the under-served population by investing in a wide range of community-based treatment options to make services accessible to more clients across the province; and
5. **Enhancing Addiction Research** - developing strategic research plans to support research into addictions issues of priority to Manitobans.

The purpose of Manitoba Health's planning process is to set Manitoba Health's strategic direction for planning in Manitoba's health system; and to guide stakeholders in activities related to health planning, performance deliverables, community health assessment, monitoring, performance measurement, and all other aspects of planning.

AFM's deliverables and priorities, as identified in the strategic plan, are to align with Manitoba Health's five-point strategic plan, "Breaking the Chains of Addictions".

5.0 Vision, Mission, Values

At the Strategic Planning session held in November, 2008 the Board of Governors and senior management re-affirmed the AFM's commitment to, and leading role in, addiction-related prevention and rehabilitation. The AFM has adopted the following vision and mission and value statements:

- Vision -** Manitobans living free from the harms of alcohol, other drugs and gambling.
- Mission -** To enhance the health and well being of Manitobans through a collaborative continuum of services through leadership in education, prevention and treatment associated with the negative impact of alcohol, other drugs and gambling.
- Values –** The AFM has adopted a set of fundamental values to guide the delivery of its services. We believe our greatest strength and asset is our staff, and acknowledge their contribution and passion in supporting the following organizational values:
- § The dignity and diversity of each individual;
 - § The capacity of clients and communities for change;
 - § Collaborative relationships with stakeholders, partners and the self-help community;
 - § Continuous improvement and best practices;
 - § A continuum of services and programs; and
 - § A healthy, safe, respectful and vibrant work environment.

5.1 Strategic Priorities

As demonstrated by involvement in provincial and national initiatives, the AFM has continued to be seen as a “leader” in the addictions field. The AFM continues to build upon its leadership role as it moves towards the following overall strategic priorities:

- § Collaborating to provide a full spectrum of services to meet clients individualized and multiple needs.
- § Demonstrating accountability and transparency.

5.2 Corporate Goals & Objectives

The AFM has developed the following corporate goals in support of our strategic direction. These goals guide AFM's management, planning and operational activities.

Goal 1 - To demonstrate accountability and transparency

Objectives:

- *To develop a two way corporate communications plan.*
- *To operationalize accreditation at AFM.*
- *To develop and implement a process to identify and incorporate, wherever possible, best practices.*
- *To monitor program and corporate indicators in addition to systematic program evaluation.*
- *To have an internal audit process to measure effectiveness, efficiency and economy.*

Goal 2 - Continuum of Services

Objectives:

- *To use technology effectively in order to enhance services to clients, staff, and the program evaluation and accountability process.*
- *To strengthen partnerships to improve the efficiency and effectiveness of our services.*
- *To provide access to training so staff have consistent, relevant and sustainable skills.*
- *To deliver our mandated core services and enhance service stability and responsiveness.*

Goal 3 - To be an employer of choice

Objectives:

- *To develop a comprehensive recruitment strategy which will attract skilled and competent candidates for all positions within the AFM.*
- *To develop a fluid retention strategy that engages employees and enhances sustainability for all positions within AFM.*
- *To develop a diverse communication strategy to enhance the visibility of AFM in the community.*

Appendix A: Strategic Priorities (Table Format)

Strategic Direction:
Corporate Goal:

Objective	Implement Date	Five-Point Plan	Performance Measure/Indicators	Responsibility	Status