

BCMHSUS Directional Plan – Refresh

2022-2023

1. Pursue the highest quality of care and exceptional client experience

We will design and deliver the highest quality of care throughout all programs. To maximize our impact, we will improve our programs continuously, place the client experience at the center of our attention, partner with our clients and families to develop and apply responsive, competent, and culturally safe services in an environment free of racism

1.1 Quality improvement

Improve the quality of our services by applying evidence-informed practice, increasing our ability to respond to needs, exploring root causes, and advancing our ability to provide effective service to those with multiple and complex needs.

1.2 Client experience

Listen and learn from clients and families to understand and respond to people with lived experience, pursue culturally safe, client-centered care, holistic care, and trauma-informed care in our planning, design, research, and practice.

1.3 Patient partnership

Strengthen partnership with clients and Indigenous clients, engaging them on their pathways, involving them in decision making, and supporting their sense of personal agency.

1.4 Cultural responsiveness and safety

Focus on patient safety, advancing anti-racism and anti-Indigenous racism, applying culturally safe principles of care and advancing equity in our policies, practices, culture, and services.

2. Build strategies to support Indigenous health

Our direction is to advance the care and support of Indigenous peoples accessing BCMHSUS supports and services. We will give focused attention to the needs, context, and lived experience of the Indigenous population affecting mental health and substance use. We will prioritize the delivery of trauma and violence informed care in our programs, which is rooted in an understanding of the intergenerational impact of settler colonialism on our patient population. We will partner with Indigenous communities and organizations to provide effective services of care for those facing mental health and substance use challenges and for those receiving care while incarcerated. We will advance anti-Indigenous racism and Indigenous cultural safety, humility, drawing from the findings and recommendations of the *In Plain Sight* report, The United Nations *Declaration on the Rights of Indigenous Peoples* (UNDRIP), the *Truth and Reconciliation Commission of Canada (TRC) Calls to Action.*, and as required by The *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act)

2.1 Accountability

Increase effort and accountability to advance reconciliation, eliminate Indigenous specific racism and ensure Indigenous Cultural Safety, and cultural humility across our services through staff training and organizational development.

2.2 Engage Indigenous patients, families and communities

Strengthen the level and quality of engagement with Indigenous patients, families, and communities to listen, learn, and provide culturally safe care through seeking to understand how racism impacts health outcomes by reflecting on history and acknowledging the everyday impacts of Indigenous specific racism and settler colonialism.

2.3 Evaluation, learning, and literacy

Develop measurement, evaluation, and research approaches to encourage knowledge exchange and to promote excellence and innovation in clinical practices serving Indigenous patients and families.

3. Develop and support a strong, capable, and vibrant workforce

We will invest in our individuals and teams. We will build the capacity of our people to achieve the highest level of their capability, promote their professional growth, and provide what they need to reach their full potential. We acknowledge inherent Indigenous specific racism in health system institutions and commit to eliminating racism and proactively supporting Indigenous employees. We desire to see all our people find meaning, purpose, and satisfaction in their contribution to the mission of BCMHSUS.

3.1 Recruitment and retention

Develop a magnetic culture and become a place people want to come to work and stay. Create strategies for recruiting and retaining the highest quality of staff, physicians, and leaders, with emphasis on Indigenous representation and diversity, to maintain critical positions in specialized areas and to strengthen our workforce both now and in the future.

3.2 Professional development

Invest in workforce capabilities by promoting staff learning, providing opportunities for enhanced feedback from staff to management, increasing training of front-line staff and strengthening Indigenous cultural safety and Indigenous anti-racism educational opportunities, offering continuous educational opportunities, and harnessing experiential wisdom of staff.

3.3 Care for people

Give attention to staff engagement and morale, using trauma-informed approaches with staff, addressing harms caused by systemic and interpersonal Indigenous specific racism, monitoring work stress, addressing staff exhaustion, ensuring access to supportive care, showing compassion for staff, and demonstrating excellence in the people experience of work teams.

3.4 Staff capacity

Monitor the work load and work pace for staff, provide sufficient coverage for key staff and physician roles, adopt an equity centered approach in staff development and plan for the succession of vital staff, physician, and leadership positions.

4. Advance a culture of learning, innovating, and sharing knowledge

We will strengthen our efforts to generate new knowledge, promote evidence-informed practices, and share our learning in collaboration with our academic partners. To provide the best possible care to our clients, we will develop new ways of accessing and exchanging information, learning from our clients' experiences of care, interacting with and contributing to the highest quality research, and promoting a culture of learning and reflection throughout all of BCMHSUS.

4.1 Research

Build the capacity of BCMHSUS for research – particularly clinical and applied research – to generate new knowledge through focused clinical, health systems, and population health research and to inform the development of new services and interventions.

4.2 Academic and Indigenous partnerships and teaching

Improve academic and Indigenous partnerships and affiliations and expand opportunities for student internships, practicum placements, fellowships, and other initiatives.

4.3 Continuous learning

Focus on of continuous learning, understanding the origin and impact of Indigenous specific racism and Settler Colonialism, engaging in needs-based analysis of system planning and demand modeling,

integrating learning between and among departments, responding to data-driven feedback, interacting with those with expertise in other regions.

4.4 Improve access to meaningful information across BCMHSUS

Increase access to pertinent information and patient data for leaders and staff to make timely and effective decisions.

4.5 Innovation

Pursue adaptive and innovative strategies by responding to changing contexts and social realities with nimbleness and flexibility and design creative and nascent approaches to provide the best and most responsive care to our most complex clients.

4.6 Learning with communities and people with lived experience

Promote learning with communities historically marginalized, provide opportunities for peer-to-peer learning among patients, utilize experiential learning as a valid source of knowledge, and deepen the learning connection with communities often underserved.

5 Improve capacity to respond to crises and increased needs

We will improve our capacity to respond to the growing needs of mental health and substance use. We acknowledge our responsibility to protect our clients, staff, and community from threats to their health and safety. We will develop and implement policies to identify and mitigate threats, respond quickly and effectively to emergencies, and ensure the safest environment for all

5.1 Pursue interventions to toxic drug crisis

Improve quality of interventions, develop innovative solutions, increase support of partnerships to respond to the ongoing toxic drug crisis.

5.2 Reach the hard-to-reach and those with increased need

Develop approaches to provide services for people in remote areas and populations that are underserved, people experiencing increase needs, and people who cannot access currently available services.

5.3 Disaster preparedness and emergency response

Ensure business continuity through the evaluation and application of learning from disasters and emergencies and protect the health and safety of clients and staff during disasters and emergencies.

6 Expand digitization and virtual health

We will improve the quality of care and responsiveness to clients through digitization and virtual health. This will allow us to maximize the impact of our services and enhance the experience of clients and their chosen families.

6.1 Access of care through virtual health

Improve access to care for the complex and remote populations by expanding the use of virtual mental health, substance use, and primary care services.

6.2 Crisis line enhancement

Strengthen crisis lines to increase responsiveness and better serve people experiencing mental health and substance challenges.

6.3 Clinical system transformation (CST)

Sustain high quality implementation of CSI and plan for future applications of CST.

7 Strengthen the service continuum and provincial system of care

Together with others in partnership and collaboration, including Indigenous organizations and service providers we will strengthen the capacity of the health care system to serve people with complex needs. We will increase our engagement

and leadership presence provincially, nationally, and internationally. We will contribute to the practices of interdisciplinary and evidence-based care to advance the field of mental health, substance use, and correctional health.

7.1 Service continuum

Improve access to care, seamless support through care, and transition out of care for people with serious and complex mental health and substance use needs.

7.2 Health literacy

Expand health literacy initiatives in collaboration with our partners, Indigenous patients and families, and strengthen our approach to addressing mental health illness and substance use related structure stigma in the health care and criminal justice system.

7.3 Provide strategic leadership to strengthen the provincial mental health and substance use system of care

Strengthen the provincial mental health and substance use system of care through networks, partnerships, and capacity-building.