



For better
mental health

Mind in Harrow

SUMMARY

**STRATEGIC PLAN
2008-11**

We passionately believe that people's direct experience of mental distress and of service provision must inform and influence everything we do.

Adopted by Board of Trustees April 2008

Mission & Values

Mind in Harrow is affiliated to National Mind, the leading mental health charity. Here in Harrow we support people who experience emotional distress through

- providing the highest quality services,
- campaigning to improve services, education to challenge stigma,
- and ensuring the views of those with mental health difficulties are heard and acted upon by decision makers.

We believe in:

CHOICE

Informed Choice:

People have a right to full information about the services and treatments available locally so that they can make informed choices.

Valuing Diversity:

Reflecting the needs and wishes of the diverse groups in Harrow in the way we provide our services.

TRAINING

Challenging Stigma

Through education, training and mental health promotion.

Training and Support:

Investment in development and training of staff raises standards and quality of services.

EMPOWERMENT

The User Perspective:

Services need to respect and take account of users' views on distress and mental health services.

User Involvement:

User and ex-users have a right to be involved in all aspects of running services, as committee members, staff, volunteers and trainers.

QUALITY

Creative Development:

Continually finding new opportunities and new ways of encouraging people to move on.

High Standards

Ensuring all our work meets the National Mind Quality Standards, and aiming for continuous improvement.

A Positive Vision

Focussing on the strengths and potential of service users promotes a positive model of mental health to which everyone can aspire.

Summary of Strategic Priorities

<p>Service Development: Strategic Priorities 1-4</p>	<p>Strategic Priority 1 Develop new Mind Outreach Centre model.</p> <p>Strategic Priority 2 Offer new life opportunities for employment, training, education, sport and leisure, volunteering, social opportunities and cultural activities.</p> <p>Strategic Priority 3 Increase the availability and access to low cost or free counselling services.</p> <p>Strategic Priority 4 Create new routes and quicker access/signposting to mental health support.</p>
<p>Campaigning to improve services, education to the public. Strategic Priority 5</p>	<p>Strategic Priority 5 Continue development of the ‘expert perspectives’ accredited training and related creative user-led training activities:</p> <ul style="list-style-type: none"> • to promote mental health in the workplace • and strengthen the user voice in the NHS.
<p>Organisational development towards sustainability Strategic Priorities 6-7</p>	<p>Strategic Priority 6 Develop new ‘strategic alliances’ within the Mind network and local NHS, Council and voluntary sector partners.</p> <p>Strategic Priority 7 Achieve Mind in Harrow’s longer-term financial sustainability by investing in our marketing and entrepreneurial capacity to significantly expand and diversify our funding streams.</p>

Strategic Priority 1
Campaigning,
organisational and
service development

Lead the way in modernising day services by developing new Mind Outreach Centres, which are envisioned as a step beyond the traditional day or drop-in centres, bringing mental health further into mainstream life and out of the ghetto.

Rationale – Why is this a priority?

Mental health is one of country's biggest public health issues, yet continues to remain hidden and feared. People experiencing mental health problems often feel excluded from society. *Extensive consultations with service users have identified a new Mind centre as their top priority.*

Key aims:

- Create a higher profile for Mind through a physical 'high street' presence. (different medium/focus point/visible identity)
- Develop new approach to tackle the barriers to social inclusion.
- Offer a new and accessible one-stop-shop for people seeking mental health support.

How will users take a leading role?

Involvement in feasibility study consultations, designing a centre, running the centre and providing services, expressing their experiences of mental health through training, drama, art, photography etc.

Better outcomes through partnership working

Vital to the model/'philosophy' of the outreach centre will be to expand Mind's strong community partnerships with local businesses and residents, cultural and faith organisations, colleges, social and leisure clubs to be a place of transition to ordinary life.

What will Mind in

Carry out a feasibility study in consultation

Harrow do?

with users, staff and external partners to rigorously assess funding/financing options to purchase a high street premises, clarify need for therapeutic, user-led and one-stop-shop services, customer demand for café/internet café, viability of potential locations and government policy guidance papers on modernising day services and tackling social exclusion.

Strategic Priority 2
Service Development

To offer a range of creative and person-centred life opportunities for people experiencing mental health problems who are socially excluded through access to employment, training, education, sport and leisure, volunteering, social opportunities and cultural activities.

Rationale – Why is this a priority?

Evidence of substantial gaps in existing services, demand from service users and social inclusion government priority.

How will users take a leading role?

Participation in development groups to research/design new services, recruitment of staff, providing services, evaluating/monitoring.

What will Mind in Harrow do?

Develop new individually tailored opportunities, such as courses, one-to-one coaching and volunteer or work placements, to help people with mental health problems and long-term unemployed to take steps towards work.

Develop an innovative and effective job retention programme to enable local employers to create supportive working environments and understand their corporate and statutory responsibilities.

Explore the potential to set up ‘micro-businesses’ to realise the talents and skills of people out of work owing to mental health.

Expand the role of the Patients Council at Northwick Park Hospital to set up user-run community support groups and ‘buddying’ services for people leaving hospital. Possible joint development with national self-help groups (eg Hearing Voices Network, Depression Alliance, OCD).

Strategic Priority 3
Service Development

Take a leading role to increase the availability and access to low cost or free counselling services and complementary therapies in the independent /charity sector in Harrow.

Rationale – Why is this a priority?

Huge demand for affordable, medium to long-term talking therapies for people on low incomes. Long NHS waiting lists. Government priority to expand psychological treatments in primary care.

How will users take a leading role?

Service user reps working in partnership with Mind staff/trustees to promote complementary and counselling services.

What will Mind in Harrow do?

Work with local independent/charity sector providers to increase their capacity through creation of new therapeutic meeting space, better information on services on offer and bidding for organisational development consultancy.

Explore the possibility of developing talking therapies support with a local provider for our users seeking work or in employment. A potential extension of a holistic employment services model.

Build on Graduate Mental Health Service in primary care if opportunity arises to bid for expansion through new government funding for psychological treatments.

Strategic Priority 4
Service Development

To create new routes and quicker access/signposting to support people seeking to avoid relapse, social isolation and loss of ability to cope with everyday life.

Rationale – Why is this a priority?

Evidence from service user consultations, GPs and frequent helpline calls.

How will users take a leading role?

Participation in development groups to research/design new services, recruitment of staff, providing services, evaluating/monitoring.

What will Mind in Harrow do?

Develop a re-focused Access Worker post targeting hard to reach groups to offer outreach, support, information/signposting.

Work with GP practices to enhance the knowledge base within primary care of services offering alternatives to medical treatments for mental health problems.

Explore cost effective ways of increasing current mental health helpline, online and one-stop services to respond to demand in conjunction with other local charity sector and NHS providers and the regional Mind network.

Strategic Priority 5

Campaigning to improve services, education to the public.

Continue development of the 'expert perspectives' accredited training and related creative user-led training activities to promote mental health in the workplace and strengthen the user voice in the NHS.

Rationale – Why is this a priority?

Recent public attitudes survey shows there is an urgent need for change:

- 17 per cent increase in belief that the mentally ill are prone to violence in England, up to 34 per cent,
- Only 65 per cent of people now believe that people with mental health problems should have the same right to a job as anyone else.
- Only 42 per cent of Londoners disagree that 'One of the main causes of mental illness is a lack of self-discipline and willpower'.
- 32 per cent of Londoners think 'There is something about people with mental illness that makes it easy to tell them from normal people'.

Source: Attitudes to Mental Illness in England 2007, CSIP/SHiFT, July 2007.

How will users take a leading role?

As Harrow User Group reps, members and volunteers, as member of Mind staff team, on recruitment panels, providing training or other creative educational activities, as Mind trustees to oversee developments.

What will Mind in Harrow do?

Apply for funding for a worker to market the user-led training workshops and courses across CNWL region.

Develop other user-led awareness raising and public education activities (eg drama group).

Build the capacity of the Harrow User Group to campaign through creation of Supported Permitted Work posts.

Underpin these developments by seeking funding for a Mind in Harrow PR/press Officer.

Strategic Priority 6
Organisational
development towards
sustainability

Develop new 'strategic alliances' to create improved pathways for services users, fill urgent gaps in current provision and make us more competitive in the market for limited funds.

Rationale – Why is this a priority?

Local, regional and national funders are expecting more partnership working to achieve better value for money and better outcomes.

National Mind CEO has recently made development of the Mind network a top priority.

How will users take a leading role?

Service user reps working in partnership with Mind staff/trustees to build new external relationships.

What will Mind in Harrow do?

Better realise the potential of the Mind network by combining our local knowledge and expertise in Harrow with regional (CNWL or London) and National Minds.

Other possible new partnerships from the above service priorities could be collaborations with

- other counselling/therapy services and GPs,
- existing mental health employment services and employers,
- other community organisations and the council in developing an outreach centre as a 'hub'.

Strategic Priority 7
Organisational
development towards
sustainability

Achieve Mind in Harrow's longer-term financial sustainability by investing in our marketing and entrepreneurial capacity to significantly expand and diversify our funding streams.

Rationale – Why is this a priority?

'It is true that in many successful charities, the top manager is out of the building more than in it, and spends much of their time in being ambassador, promoter, networker, acquirer of resources, both people and money, and a constant presence in the corridors of power and decision-making.'

Rod Clarke, Independent CAF Consultant,
June 2007

How will users take a leading role?

User reps participation in recruitment process for new staff and as Mind trustees to oversee funding strategy.

What will Mind in Harrow do?

Restructure the organisation to separate the day-to-day operational management freeing up the CEO to concentrate on strategic planning and networking, exploring new alternative sources of finance and driving the organisational growth and change that is the vision of this plan.

Implement a funding strategy to expand and diversify our funding streams through local, regional and national partnerships and service innovations.