



**Mental Health
Ireland**

**EMPOWERMENT -
FROM IDEAS TO ACTION**

**MHI Strategic Plan
2019 - 2021**





MHI Strategic Plan 2019 - 2021



Chairperson's Opening Statement



It is my great pleasure as your Chairperson to introduce our new strategy for Mental Health Ireland, **Empowerment - from Ideas to Actions**.

Over the past number of years, mental health, as an issue, has come out of the shadows and there is thankfully much greater awareness of this vital area. As a result of better communication, honesty and a new transparency many people in Ireland are now more aware of the scale and complexity of the challenge. We in Mental Health Ireland know that many people want to help but may be unsure about how they can best contribute. MHI as Ireland's oldest and largest mental health charity is very well positioned to convert goodwill and ideas into practical actions which will make a real and sustained difference to peoples' lives.

Essentially our role is to help people to live their life to the full, enjoying good mental health and having the confidence that they can come through their challenges and succeed. This approach informs our new strategy of **Promoting Positive Mental Health and Wellbeing** and our recovery informed work under the theme of **Living Life Well**. To do this, we need to have strong and dynamic associations and structures, continually improving to achieve **Organisational Fitness**.

Our new strategy is about setting out a clear course and identifying the tasks that will help us realise our shared ambitions. Since becoming Chairperson, I have been really excited by the energy and commitment shown by the volunteers in Mental Health Associations across Ireland. I have seen how each association works within its own community in a positive, constructive and credible way – making a real difference in peoples' lives. Inclusion and co-production is a real feature of how we do our work. By working together nationally and locally we can have a greater impact and improve mental health for everybody in Ireland.

For over 50 years the staff and volunteers in Mental Health Associations have been promoting positive mental health and creating a pragmatic platform for recovery and we remain committed to these noble objectives. We now wish to bring these themes forward in a more deliberate

manner and to ensure that we have the capability and confidence to achieve these goals through a strong and effective organisation.

Our strategy follows many conversations and listening meetings and this document brings together the ideas and expertise of our volunteers, staff members and partners. Our intention here is to clearly restate our position, our objectives and strengths and to invest in new skills so that we can build on our many achievements. At a National level, our work is funded by the Health Service Executive and I would like to acknowledge this support which allows us to advance many shared programmes and projects.

Today we need to acknowledge and give enormous thanks to you our current volunteers and to make sure we are in a position to attract and welcome new volunteers as we work in partnership with like-minded agencies. Mental Health Associations are fully integrated into the fabric of their local communities and this organic, genuine connection plays a vital role in building bridges to recovery for people who use mental health services. MHAs receive great support from their local community and this is a testament to their work and trusted position.

We need volunteers from all walks of life with different experiences and expertise to help us and in particular we invite people who use mental health services to become active, rebuilding their confidence and to enjoy greater opportunities for social inclusion and community integration. Looking forwards, outwards and progressing steadily towards a fuller, happier life.

We have a terrific network of associations and in our strategy we want to improve these links, bringing associations together and rebuilding the connection to the national body. I invite each Mental Health Association to look to this strategy when selecting themes for projects, programmes and activities most suited to their own local community needs.

When we work together, we achieve more.

Fiona Ross,
Chairperson
Board of Directors, Mental Health Ireland



CEO's Address



Mental Health Ireland is a national voluntary organisation with Mental Health Associations active across the Republic of Ireland. Founded in 1966, our focus has been on **Promoting Positive Mental Health and Wellbeing** and **Living Life Well** for people with mental health needs. It is now time to restate these principles, and demonstrate what this means and how it looks in a modern Ireland.

We have worked in this field for over 50 years and earned a position of trust, with many notable achievements in advancing understanding of mental health issues and the promotion of positive mental health. As we grow to reach every member of our community, we need to adopt a listening and learning stance, always evaluating, adapting and improving. When people need information or support in a time of difficulty or distress, they need to know that they can depend on MHI to be a competent, confident, and capable source of information and support.

We believe that we have the required skills, the structures, and a dynamic relationship with communities throughout Ireland, so we are well placed to deliver upon this strategy. To do this, we must be more focused in delivering high quality services and supports to people with lived experience, their family members, their communities, our volunteers, our funders, and the many people who support our work. We will continue to work collaboratively with the HSE and other providers to ensure that we are delivering upon our service commitments to the maximum benefit of people who use mental health services.

This strategy is a culmination of the work of many individuals and embeds a continuous improvement approach. In that context, we will monitor, revise and evaluate our work to make it better, more impactful and effective. Volunteers working in mental health are generous with their time and talents, and bring an extraordinary energy and optimism to their work. Volunteering should be satisfying, enjoyable and fun, while creating an opportunity to invest in new friendships and our communities.

This new strategy is an invitation to become involved in something bigger, to be part of a dynamic movement that makes a real difference to many peoples' lives.

As we innovate and introduce new themes, we must re-prioritise and in some instances, we will need to let go of older programmes, in order to move forward towards the next horizon.

We will invest in **Organisational Fitness** at all levels to ensure the highest standards are met and maintained. We will focus on governance and accountability, developing a sustainable resource base for our work and develop a communication approach which will support the delivery of this Strategic Plan.

We have spent a year in consultation and listened closely to many stakeholders as we developed our Strategic Plan 2019-2021. The next task is to communicate its content internally to all of our Volunteers and Members, Funders, relevant external stakeholders and partners.

A number of Working Groups are being established to prioritise and advance our strategic aims. Each of these Groups will have a Board Member as a Project Sponsor and a staff member acting as Project Manager. Our Strategy Working Groups will include members and volunteers and operate in a spirit of co-production.

Progress on the delivery of our Strategic Plan will be a standing item on the MHI Board agenda and each MHA is asked to adopt a similar approach. If we are to make this happen, it is important to channel our efforts against action plan objectives and mark our collective achievements. This may mean that programmes and projects which fall outside of the scope of this strategy may need to be rescaled or discontinued. Any such changes must be made in a respectful and collaborative manner.

This strategy is designed to bring greater clarity to the role, function and importance of MHI and our MHAs and to refocus our work over the next three years, 2019-2021.

I look forward to working with our staff, Volunteers, partners and friends in making this strategy a reality for MHI.

Martin Rogan
Chief Executive Officer



Contents

Chairperson’s Opening Statement	3
CEO’s Address	5
Context	8
Why We Need A Strategy	9
How We Went About Developing This Strategy	10
Our Mission, Vision and Values	13
Our Three Strategic Themes	15
Mental Health Promotion	17
Living Life Well	23
Organisational Fitness	27
Mental Health Promotion - Tables Of Goals	36
Living Life Well - Tables Of Goals	39
Organisational Fitness - Tables Of Goals	42
Glossary of Terms & Acronyms	49
Online Links & Resources	51



Context

MHI is the longest established mental health charity in Ireland and throughout our history we and the MHAs have played a central role in reshaping how the public understand mental health issues. In our strategic plan we describe the next steps we will take to advance greater public understanding, empathy and support for people experiencing mental health challenges.

Since our establishment in 1966, we have been front and centre in challenging stigma, promoting positive mental health and bringing practical expression to national policy objectives. Our primary objective has always been to improve the quality of life for people with mental health difficulties. In this strategy, we restate and recommit to these objectives.

Our Volunteers promote a more inclusive understanding of mental health within a whole community context and we will continue to be a friend to people with significant mental health needs as they strive for personal fulfilment, independence and recovery.

We know that through our collective efforts and leadership we can make a real and lasting difference. Through our research and studies we have learned how to promote mental health in a more effective manner.

Mental Health Associations work within communities and hold an immediate understanding of local needs. Together we can achieve great things, but this requires us to be more focused, clear and deliberate about our work, to set new parameters and ambitious targets that we can achieve.

Our Strategy describes how MHI and the MHAs will advance three complementary objectives; **Promoting Positive Mental Health and Wellbeing**, and creating the conditions that people with a significant mental health need for **Living Life Well**. These twin objectives will be underpinned by a focus on developing and sustaining our **Organisational Fitness** at all levels.

Guided by the national policy objectives in **Healthy Ireland, A Vision for Change, Connecting for Life** and **Sláintecare**, which emphasise recovery, empowerment, and co-production, we know that we can extend our reach, bringing solid, evidence-based, well-planned, high quality initiatives to all communities across Ireland. We fully appreciate the scale and importance of this task and accept our responsibility in delivering upon this mission.

In our Strategic Plan for the next three years we set out the steps that we will take to promote positive mental health and wellbeing, and to facilitate the growth of recovery informed initiatives, based on a model of co-production. To do this we need to have a streamlined and effective organisation, which can instil and maintain public confidence, develop, and support its volunteers and staff, and be an example of best practice within our sector.

Why we need a strategy

Mental Health Ireland is a national voluntary organisation with local Mental Health Associations active across the Republic of Ireland. Founded in 1966 we have witnessed and facilitated much change in this sector and have prepared this strategy to guide and shape our work in the coming 3 years.

At MHI our focus has always been on Promoting Positive Mental Health and Wellbeing and Living Life Well for people with mental health needs. It is now time to restate these principles, but we must be clearer about what this means and how it looks in a modern Ireland.

We need to communicate our message in a clear voice so that the people who seek our support, potential volunteers, and the communities we serve can find us and engage more positively. Our Strategy is a declaration of our strengths, of what we do, how we do it and why mental health is of vital importance to every community.

We have worked in this field for over 50 years and earned a position of trust, with many notable achievements in advancing understanding of mental health issues and the promotion of positive mental health, yet at MHI we recognise that we cannot become complacent. If we are to grow to reach every member of our community we need to adopt a listening and learning stance, always evaluating, adapting and doing better. When people need information or support in a time of difficulty or distress, they need to know that they can depend on MHI to be a competent, confident, and capable source of information and support.

We have the required skills, the structures, and access to individuals and communities throughout Ireland, so we are well placed to deliver upon this strategy. If we are to succeed, we must be more intentional and determined in delivering high quality services and supports to people with lived experience, their family members, their communities, our volunteers, our funders, and the many people who support our work.

We will continue to work collaboratively with the HSE and other providers to ensure we are delivering our services for maximum impact for people with lived experience.

In a complex, fluid and fast changing environment we need to make our voice heard, be clear, stay focused on our mission, and have a strategy which can guide our actions over the coming years.



How we went about developing this strategy

In preparing this strategy we listened closely to our many stakeholders to get a better sense of their needs and hopes. Over the past year we have consulted with our Volunteers and Board Members, people with lived experience, family members and our national team.

It was also important to consult our funders within the HSE, linking with leaders in mental health, suicide prevention, health promotion and social inclusion. As MHI has an excellent working relationship with many voluntary agencies in the mental health arena, we also met with a number of our fellow NGO agencies so as to avoid duplication of effort.

As this sector is regulated, we met with the Charity Regulatory Authority and sought the views of the Mental Health Commission. We had an opportunity to study the evidence from researchers and the academic sector in Ireland and internationally to be certain that our plans have a solid evidence base and represent best practice.

Through our membership of **Mental Health Europe** and the **International Initiative for Mental Health Leadership** we were able to connect with international colleagues to invite their input and advice. We will build on these links as we implement our strategic plan.

As we refined and developed the strategy we returned to consult with our Volunteers in six regional meetings and two AGMs, which included a number of workshops. We fully recognise that this challenging and ambitious plan will take a collective effort.

Many people and organisations have taken the time to help to shape this strategy and we would like to thank everybody who gave generously of their knowledge, expertise and experience to contribute to this strategy. We hope that you recognise your contribution here.

We are looking to the future with confidence in fulfilling our role in promoting and maintaining the mental health and wellbeing of our communities and creating the conditions for people with lived experience to live life well.







Our work at all levels is guided by our shared Mission, Vision and Values.

MISSION

MHI Promotes Positive Mental Health & Wellbeing to all individuals and communities and through our network of MHAs we support people with mental health difficulties on their journey to recovery.

VISION

MHI's vision is for an Ireland where mental health is valued as being an essential part of personal wellbeing and the health of the nation.

MHI will lead the way in informing Irish society's understanding of mental health, fostering a culture where people with mental health difficulties are respected and supported.

VALUES

We believe that everyone is entitled to inclusion in society and opportunity for personal fulfilment.

We believe in the right of everyone to be treated with dignity, respect and equality.

We believe in the right of those experiencing mental health difficulties to be supported in their recovery.

We are committed to transparency in our work and compliance with the highest ethical standards.



We will progress the realisation of our Vision by focusing on the following three themes:

Promoting Positive Mental Health and Wellbeing

Through the national and local work carried out by MHI, the MHAs and our affiliates over the years, we believe the question has now moved forward, from **what is mental health** to **how do I care for my mental health**. MHI will actively promote positive mental health for the whole population while placing a special emphasis on marginalised and identified at-risk groups. People with significant mental health difficulties can achieve recovery and improve their mental health and in doing so improve their global health status with our support.

Living Life Well

Founded upon our work in co-production and recovery for people with lived experience, MHAs have a long established and unique relationship with people who use mental health services. They have always promoted increasing independence, self-reliance and self-agency. Living Life Well is an invitation to share these insights with others through peer-led services, recovery education, and through developing progressive pathways back to full community integration where people can pursue and achieve goals to help them live life to the full.

Organisational Fitness

MHI will adopt a continuous improvement approach to how our organisation operates, harnessing the power of the many in our communities through the MHAs. By investing in our skills and systems we can safeguard people who use services, our Volunteers and retain public confidence. We can improve our governance and decision making while operating transparent and efficient systems of accountability. We will continue to adapt to the needs of the people we work with to provide high quality, evidenced based, recovery focused services in all our interactions. As registered and regulated charities we will meet and exceed the standards expected in our sector.



Mental Health Promotion

Promoting Positive Mental Health & Wellbeing

At MHI, we envision an Ireland where every person can have a better understanding of their mental health needs. Recognising the factors which improve and maintain, and the factors that can compromise and impede, our mental health and wellbeing. We recognise the environmental and social factors which can encourage all members of our community to thrive, participate fully, and enjoy good mental health.

Our mental health is an essential resource for life; programmes to develop skills and strategies for dealing with daily life should be readily available. An openness to explore and discuss mental health among friends, family,

and peers is important for a sense of connectedness and maintaining a sense of belonging.

Every Irish citizen should have confidence in their mental health services, feel comfortable accessing them, and be confident of a successful, positive outcome. This should include an expectation of a full return to community life and experiencing a sense of belonging and inclusion. An Ireland where achieving mental health and wellness will be recognised as having equal importance to our physical health and economic wealth.

In order to achieve better mental health and wellbeing for all we will aim to address our Mental Health Promotion work at three levels:

Strengthening Individuals – improving emotional resilience through interventions designed to equip people with positive coping skills and self-esteem.

Strengthening Communities – increasing social inclusion and participation, improving neighbourhood environments, developing health and social services that support mental health.

Reducing Structural Barriers to health by challenging discrimination and inequity and by promoting access to education, meaningful employment, housing, services, and support to people at a vulnerable time in their lives.

We recognise that health, and in particular, mental health, is influenced by a myriad of different factors. Only focusing our efforts on one level will be to the detriment of the other two. We aim to have a conscious, focused and complementary effort on all three strands in order to achieve positive health outcomes for all.

Our approach to realising this Vision will be informed by the following principles:

- ▶ **Empowerment** facilitates individuals and their communities to take greater control of their own decisions, health behaviours, life choices and through the development of the skills and capacities to achieve this.
- ▶ **Participation** invites all stakeholders to play a more active role in decision-making at all stages of the process. In mental health recovery, we often use the term co-production, which recognises the diverse but equal expertise of all stakeholders.
- ▶ **Equitable** approaches ensure fairness to all parties and challenges and addresses barriers.
- ▶ An **Intersectoral** model invites others to join us in this work, to build partnerships and assistive alliances and complementing the work of agencies across many sectors.
- ▶ **Sustainability** If our work is to have a lasting impact on this and future generations, it must ensure that the positive effects are long term through the development and provision of appropriate structures and resources.
- ▶ **Holistic** Mental Health Promotion sets out to link all aspects of the person and their lives and takes account of their physical, psychological, social, and spiritual health.
- ▶ A **Multi-Strategy** stance is important as no single approach can achieve all of these objectives. This is why we will direct our efforts on a number of levels in policy, personal empowerment, organisational change, and community development. This will have a multiplier effect, enhancing the impact of existing programmes.

“ Promoting Positive Mental Health and Wellbeing

- Involves the population as a whole in the context of their everyday life, rather than focusing on people at risk from specific mental disorders.
- Focuses on protective factors for enhancing wellbeing and quality of life.
- Addresses the social, physical, and socioeconomic environments that determine the mental health of populations and individuals.
- Adopts complementary approaches and integrated strategies operating from the individual to socio-environmental levels.
- Involves intersectoral action extending beyond the health sector based on best practice in co-production.
- Based on public participation, engagement. and empowerment. ”

(Barry & Jenkins, 2007)

Under the Promoting Positive Mental Health and Wellbeing pillar of our strategy we have set out a number of Goals, Strategic Priorities, and Actions to make our mission and vision reality.

GOAL 1

Extend and sustain our Mental Health Promotion efforts in the setting of people's lives to create a context conducive to mental health.

We believe that by adopting a general population approach, coupled with targeted, needs based activities for at-risk populations we will create a context that can be more conducive to protecting and promoting positive mental health and wellness. Utilising a wellbeing, recovery and adult education approach will be a key driver of success in achieving this objective.

- ▶ Achieving a state of positive mental health and wellness is a unique experience for each individual person so it is important that our programmes and projects resonate with people at different life stages, and in different settings. We want to support people in the settings in which they live their everyday lives.
- ▶ Recognise and respond appropriately to diversity in our population.
- ▶ While adopting a whole population approach, we recognise that we must work with the at-risk population to reduce the prevalence of mental difficulties.
- ▶ We will continue to celebrate and support national, international and inclusive events like **World Mental Health Day**.

- ▶ We recognise that some members of our community face particular challenges and as a result, carry a more pronounced risk to their mental health.
- ▶ We will support initiatives which enable and encourage people to become active and involved in promoting self-care and enjoying better health.
- ▶ Under this strategy, we will bring together our Mental Health Promotion expertise and our supporting relationships with MHAs to promote a more holistic view of positive health amongst people who use mental health services.
- ▶ We will promote and extend accessible collaborative initiatives like **Woodlands for Health** to encourage all members of our community to participate.



Mental Health Promotion

GOAL 2

Positively influence new policies and integrate existing policies that will shape a healthier Ireland.

MHI commits to being fully aligned to the national policies, **Healthy Ireland, Vision for Change, Connecting for Life, Sláintecare** and the **National Recovery Framework in Mental Health**. Through our work at a National and local level, we can bring agile and pragmatic expression to these national policies and frameworks.

- ▶ MHI will continue to play an active role in the formation of public policy, not just in healthcare, supporting the development and implementation of policies and strategies that impact the wider determinants of health including housing, environment, work, and education.
- ▶ MHI will proactively engage with policy writers to ensure Mental Health Promotion is recognised and integrated into all aspects of public policy.
- ▶ We will also work to ensure Mental Health Promotion is recognised as a professional field and effectively resourced, to meet and exceed existing standards.
- ▶ Devise and develop valid and sensitive indicators for Mental Health in Ireland.



GOAL 3

Utilise effective Research and Evaluation methods to ensure all our work is aligned to best practice in Mental Health Promotion.

All Mental Health Promotion efforts at MHI must be aligned to the guiding principles of best practice in Mental Health Promotion. Our programmes and initiatives will always be informed by public policy and emerging evidence. We will further develop our partnerships with researchers, academic institutions, and with international colleagues to bring the best knowledge and most up-to-date findings into our programmes in Ireland. At MHI we will collaborate to collate a suite of sensitive indicators to evaluate and monitor mental health in Ireland.

- ▶ We will further develop our partnerships with researchers, academic institutions, and with international colleagues to bring the best knowledge and most up-to-date evidence base into our programmes in Ireland.
- ▶ We will analyse and utilise existing data collected in Ireland to better inform the needs of our audiences e.g. **World Health Organisation, Health Research Board, Healthy Ireland Survey, My World Survey, Census, National Suicide Research Foundation, Health Research Board, Mental Health Commission, Institute of Public Health.**
- ▶ Where the necessary research is not readily available or should we find a gap in the research, we will commission our own research through engagement with relevant stakeholders, this work will foster and include peer led research initiatives.

GOAL 4

Continue to Lead in the Mental Health Promotion arena, nationally and internationally.

It is our intention for MHI to become the lead agency in mental health promotion, to contribute to the understanding of the factors which protect, promote and advance positive mental health. We will work with our academic and international colleagues to ensure that the people of Ireland can access effective, state of the art and world class mental health promotion initiatives and programmes.

- ▶ Our Mental Health Promotion efforts will be underpinned by a modern and valid evidence base which can be applied in the Irish context. We will maintain a level of creativity in our design, reach, evaluation, and sustainability of our work.
- ▶ Our work in Promoting Positive Mental Health and Wellbeing will be developed in a co-production with people who use mental health services, family members and carers.
- ▶ MHI will seek stronger investment in the area of Mental Health Promotion for the sustainability of this sector. We recognise the benefits of investing in this area and will ensure this is seen as a core message in all our work.
- ▶ We will become a central point of contact that ensures best practice in this area and shares insights with partners, fellow agencies and the communities we serve.
- ▶ Work in conjunction with MHAs to identify and disseminate Mental Health Promotion activities and tools for a stronger and unified voice in our work.
- ▶ Build upon our close working relationships with partners to support and encourage their work and seek opportunities to collaborate with others with shared interests.
- ▶ Employ digital technologies to accelerate and improve how our messages are communicated and seek to explore new online and creative methods in order to reach new audiences.





Living Life Well

The theme **Living Life Well** places the person with lived experience at the centre of their own recovery. MHI recognises and values the expertise of lived experience and understands that this is pivotal to our role as we lead and inform society's understanding of mental health and recovery. The **Living Life Well** arm of our strategy incorporates all of our recovery orientated, co-production and peer-led initiatives with people with lived experience. This work is informed by the National Recovery Framework.

In 2017 the HSE published a **National Framework for Recovery in Mental Health** which describes four principles to support Recovery in practice:

1. The Centrality of the Service User - the person is at the heart of recovery.
2. co-production - between all stakeholders.
3. Organisational Commitment to recovery.
4. Supporting recovery-oriented learning and practice across all stakeholder groups.

Ireland's mental health policy, **A Vision for Change** (2006) establishes recovery as an attainable goal for everyone who experiences a mental illness. This has to be more

than a romantic notion, but a real and credible outcome of recovery focused practice where regaining one's place in life and within our communities is fostered and strengthened through co-production. We need to raise the public's understanding and expectation of recovery in mental health through recovery education programmes.

At MHI when we refer to recovery, we are guided by William Anthony's definition from 1993

“ ... a deeply personal, unique process of changing one's attitudes, values, feelings goals, skills, and/or roles. It is a way of living a satisfying, hopeful and contributing life even with the limitations caused by illness. Recovery involves the development of new meaning and purpose in one's life as one grows beyond the catastrophic effects of mental illness. ”
(Anthony, 1993).



In progressing our strategic objective of Living Life Well;

- ▶ We will continue to foster a culture where people who have mental health difficulties are respected and supported to self-determine their own recovery. We will actively involve people with lived experience and their family/supporters in all aspects of realising this theme through meaningful and authentic co-production.
- ▶ Through the actions identified in the 'Living Life Well' theme of the strategy, MHI will continue to co-produce supportive and progressive pathways that are inclusive and embrace the expertise of people with lived experience, their family members / supporters and our partner agencies.
- ▶ Together we will promote integration and an empathic public understanding of the challenges of mental illness. We will strengthen our approach with partner agencies in reducing the discrimination and stigma that surrounds mental health difficulties.
- ▶ We recognise the additional demands mental illness can place upon family members and restate our commitment to listening to and responding to family members' needs. Many family members volunteer with MHAs and contribute so much to the work of our organisation.
- ▶ We will empower and foster the engagement and participation of people with lived experience in all our governance, volunteer and paid roles within our organisation.

We have identified four Goals which will act to mobilise and motivate our efforts as we work with people with mental health difficulties in their ambition to Live Life Well.

GOAL 5

Building Peer Capacity.

MHI supports a strengths-based approach to empowering people with lived experience and helping their family members / supporters build their skills, abilities, confidence, and resources to ensure continued involvement

in the design, delivery and evaluation of services. The detailed actions to advance these goals are shown later in this strategy document.

GOAL 6

Supporting Peer-Led Initiatives.

The meaningful and genuine involvement of service users has been developed through the availability of Peer Support Workers in mental health services, the growth of Peer Educators and Recovery Education facilitators as well as Peer-Led involvement services. At this time, community based Peer provided services are somewhat underdeveloped with only a small number of programmes.

MHI will continue to support research into the development, co-ordination, consolidation and expansion of Peer-Led initiatives in collaboration with HSE and NGO partners.



GOAL 7

Advancing Recovery.

Advancing Recovery - believing that recovery is possible is fundamental to MHI's Vision, Mission and Values. Recovery can no longer be considered exceptional, but an attainable and achievable goal. At MHI we will continue to raise the profile and expectation of recovery.

- ▶ People with lived experience are sharing their personal narratives and describing what recovery means to them in their lives and becoming active participants in delivering recovery education. Working with statutory and voluntary partner agencies, MHI will support the realisation of the **National Framework for Recovery in Mental Health** 2018 - 2020.
- ▶ Stigma and discrimination can act to delay and postpone service access and this can compromise the person's quality of life, their sense of belonging, and can place them at greater risk to self-harm and suicide. We need to build upon our work to ensure that mental health has the same public priority as physical health and that services are developed in line with actual population needs.
- ▶ In the first instance, we want people to feel informed and be better equipped to manage, their own mental health by increasing the protective factors for good mental health and reducing the poor risk factors and through engaging with the informal supports available within community life.
- ▶ For people with more complex needs it is important that they can feel comfortable in reaching out to seek, find and accept help. The expectation and belief in recovery is central to this public understanding and MHAs and MHI need to be at the heart of this discussion.



GOAL 8

Research and Learning.

In order to expand understanding and knowledge of recovery, research will be commissioned by MHI. All the work undertaken under the Living Life Well theme will be underpinned and informed by international evidence as well as emerging evidence gathered as part of this strategy. We recognise our responsibility to contribute to the knowledge base both in Ireland and internationally.



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin



UNIVERSITY of LIMERICK
OLLSCOIL LUIMNIGH



Organisational Fitness

In order to achieve our goals at a national and local level, we must have an organisation that is fit and ready to take on these tasks. MHI and each MHA's aim is to achieve **Organisational Fitness**. This means that we have the skills, training, capability, and confidence to operate in an open and effective manner and to meet and exceed all of the regulatory and governance requirements now required of our sector.

The people who use our services, our volunteers, staff members, funders, and the public need to know that we are in a position to deliver on our commitments in a fair, open and transparent manner and that we can sustain our work into the future.

MHI receives generous support from the HSE under Section 39 and this funding is closely linked to specific and defined objectives under a number of formal Service Arrangements. As would be expected, our level of funding determines the nature and quantum of activity and this is agreed each year. We expect a change in this model in the coming years as commissioning and perhaps competitive tendering approaches are introduced.

As a National voluntary organisation we wish to fully acknowledge the assistance and support of the Health Service Executive in advancing shared priorities. As we look to the future, MHI will also need to diversify its funding base to allow for greater independence and flexibility. When we generate our own funding, we are better positioned to innovate and introduce new programmes of activity.

Our aim is to develop a sustainable, agile and *fit-for-purpose* organisation which is enabled to leverage the opportunities and challenges presented to us in this strategy. The actions we will take to progress and improve our *Organisational Fitness* are grouped here as goals nine, ten and eleven.

GOAL 9 Exceptional Governance and Accountability

GOAL 10 Building a sustainable and resourced organisation

GOAL 11 Our Partners, Equity, Communications and Profile

GOAL 9

Exceptional Governance and Accountability

The Board

Our Board members are volunteers who commit to give their time and talents to guide and govern the organisation. Our organisation has the benefit of the experience and expertise of the Board Members who bring a broad range of skills and perspectives to their decision making at a National level.

- ▶ Our governance and decision making will be of the highest standard as we make better strategic and operational choices.
- ▶ Our Board Members and Committee Members must reflect the communities we serve, diverse and inclusive while having the technical capability to deliver the task effectively.
- ▶ Board and Committee Members need to have the technical skills and knowledge to make the best decisions in a transparent and inclusive manner. We will continue to invest in, and improve these capabilities.
- ▶ Where MHI is considering an active partnership with, or the integration of another agency, a full due diligence process must be undertaken and presented to the Board for formal approval.

Organisational Fitness

Valuing Volunteers

We will acknowledge and celebrate the work of MHA volunteers through networking and sharing events so that innovative projects can be replicated and brought to a national scale.

- ▶ Our Volunteers give freely of their time and expertise and we want to acknowledge and support this by bringing greater clarity and purpose, practical supports, well designed evidence based programmes through our highly skilled Development Officer team. Our staff at Head Office are also available to assist local MHAs with their work programmes and plans.
- ▶ We will place a special focus on *Task Specific* Volunteering where a Volunteer can contribute in a way that is aligned to their particular skillset, interests and abilities.
- ▶ MHI has had the good fortune of attracting a growing cadre of *'Virtual Volunteers'* who do extraordinary work online writing blogs, posting events, and raising funds. We will honour and acknowledge the work of these volunteers in an annual *Thank You* event.



Charity Registration

- ▶ As charities, we are required to be registered with the Charities Regulatory Authority and operate to the highest standards expected. Each MHA will have its own Charity Registration using the appropriate registration system as provided by the Regulator. This may require some smaller MHAs to review their position and some may wish to amalgamate with a neighbouring association in order to continue their work.

Responsible Safeguarding

Our staff and Volunteers work with young people and adults at a vulnerable time in their lives and this requires us to have the highest standards of safeguarding. Our work in safeguarding protects people using our services, our Volunteers, staff members and the reputation of our organisation.

- ▶ MHI offers a timely Garda Vetting process at our national head office in collaboration with the *Garda National Vetting Bureau*.
- ▶ All Staff and Volunteers at all levels must have current Garda Clearance.
- ▶ *Children's First* training is a requirement for all MHI staff members.
- ▶ MHI and each MHA must have effective systems in place which can mitigate and manage risk.
- ▶ MHA Volunteers are trusted and we must guard this hard-earned trust and respect.

Meeting and Exceeding Sectoral Standards

- ▶ MHI and each MHA will work to meet and exceed the expected standards for our sector.
- ▶ Through a process of continuous improvement, we will refine our processes to ensure that all aspects of our work are fully compatible with our charitable status, mission and values.
- ▶ As a medium sized enterprise, MHI will retain the services of competent legal advisors. As a busy and growing organisation we must have ready access to good legal advice and representation to advise the organisation on transactions, contracts and acquisitions.

Registration for all Areas of Activity

To protect and preserve public confidence, we are seeing a trend towards a greater degree of regulation and registration. While this can create an additional administrative burden, we recognise and must meet all of our responsibilities in this area.

- ▶ Each MHA will ensure that they are registered with the appropriate regulator for all of their areas of activities.
- ▶ This may include projects and activities in the provision of Housing or Transport.

Financial Accounts and Audits

- ▶ At MHI our work is supported by public funds and donations and to retain this trust we must have effective, transparent, and robust accounting and audit systems in place. We must account for our use of public funds through detailed and formal *Service Arrangements* and confirm our stewardship of these funds through an *Annual Financial Monitoring Report*.
 - ▶ MHI uses SORP (*Statement of Recommended Practice, FRS 102*) Accounting which is the recognised standard for the charity sector in Ireland. We will continue to invest in our accounting ICT systems to provide the most efficient accounting processes.
 - ▶ MHI will provide guidance and training to MHAs so that they can feel confident in their accounting practices and that their accounts are appropriate to the scale of their operation.
 - ▶ MHI is a company Limited by Guarantee and will continue to meet all of its reporting responsibilities to the Companies Registration Office (CRO).
- ▶ We use resources in a responsible, cost effective manner and achieve value for money in all of our work. All of our programmes and projects must be adequately resourced and some of the actions set out in this strategy may be contingent on securing the necessary funding.
 - ▶ We will be alert to opportunity while preparing our team to be in the best position to anticipate possible changes in statutory funding mechanisms.
 - ▶ The National organisation will be structured to operate in an efficient and cost effective manner.
 - ▶ As per our *Memorandum and Articles of Association*, MHI and MHAs do not accept funding from the Pharmaceutical, Alcohol or Gambling sectors.
 - ▶ We will use resources wisely, minimising waste and in an environmentally responsible and sustainable way.

Appropriate Accounting Systems

Each MHA will have an accounting system in place that is appropriate to the scale of transactions and complexity of its work. MHI will offer guidance and training to assist associations in preparing their accounts aligned to their scale and value.

GOAL 10

Building a Sustainable and Resourced Organisation

Fundraising and Resourcing

- ▶ Our fundraising practices must be of the highest ethical standards with funds being recorded, accounted for, and fully acknowledged. When donors contribute, they want to know that their funds are being used in a responsible and effective manner. Through our use of newsletters and social media we can keep donors fully apprised of the activities and services that they are supporting.
- ▶ **Education - Training/ Scholarships/ Research/ Information**
 - ▶ **Wellbeing Programmes - Schools/ Communities/ Parents/ Workplaces**
 - ▶ **Community Engagement - Peer support/ MHAs/ Events/Capacity Building**



MHI will change and impact lives with fundraised monies over the next three years in the following areas of priority:

Organisational Fitness

Diversifying our Funding Base

MHI receives public funding from the Health Service Executive under detailed Service Arrangements. These formal Service Arrangements specify the nature, scope and extent of service commitments and are subject to audit and review. Over the lifetime of this strategy we aim to expand and diversify our funding base, while we continue to work closely with the HSE to advance shared objectives, we will aim to expand and strengthen our fundraising capability. MHI will make every effort to avoid competing with MHAs in our National fundraising activities.



HSE Mental Health Services



Skills and Training

As we develop our organisation we will adopt a learning stance and a continuous improvement culture. By investing in new skills and training we can enhance our capabilities and improve how we do our business. The training we provide will be of the highest attainable standard, informed by current evidence and will be continuously evaluated and monitored for consistency and quality.

- ▶ We will invest in training and skills at all levels within our organisation. Nationally, MHI has attracted high calibre and experienced members to our Board and all members are formally inducted and trained for their role.

- ▶ We will continue to invest in and develop our staff skill sets and aim to provide a complete network of Development Officers to support MHAs in their work throughout the country.
- ▶ At a local level, we will offer training to all MHA committee members so that they can discharge their role effectively and efficiently.
- ▶ We will provide additional training to new and existing Volunteers to improve our Mental Health Promotion and Recovery capabilities.
- ▶ MHI is a significant training provider working with Volunteers, Communities, Educators and Workplaces.
- ▶ MHI will continue to support the introduction of Peer Educators and Recovery Facilitators.
- ▶ All training will be provided to the highest accredited standard and we aim to maximise our use of online and social media technologies to extend the reach and impact of our training programmes.

Enhancement of Technological Resources

- ▶ Our ICT systems will be modernised and integrated to meet all of the requirements of *General Data Protection Regulations* (GDPR).
- ▶ We will commission a new more streamlined *Customer Relations Management* (CRM) system to track our contacts management, training records and maintain and report MHA details.
- ▶ We will regularly refresh our website content and appearance.
- ▶ We will continue to develop our interactive online presence through the use of all appropriate Social Media platforms.

GOAL 11

Our Partners, Equity, Communications and Profile

Working in Partnership

Successful mental health initiatives truly belong in a broad community context and should not be limited to orbiting the mental health services. Renewing and building new relationships with vibrant networks will enable us to bring our mental health message to a wider audience. These links can also lay progressive pathways for people in recovery as they reconnect and integrate within their own home communities.

- ▶ MHI and MHAs value the work that we do in partnership with like-minded agencies.
- ▶ As we promote **Positive Mental Health and Wellbeing** we must engage with a wider audience across a range of sectors and settings including education, workplace and community.
- ▶ We will reach out, develop and deepen our bonds with partners in the sporting, arts, and cultural sectors.

These relationships can extend our reach and widen our scope and influence. By working in Partnership with wider community networks we can facilitate an authentic route to recovery. Our partners in the arts, farming, sports, cultural, and community sector can help people who use mental health services to integrate more fully into life within their own community.

Over the lifetime of this strategy we will extend our collaborative relationships with our statutory partners (**HSE Mental Health, Health Promotion, National Office for Suicide Prevention, National Office for Social Inclusion and CHOs**), the community sector (**Family Resource Centres, Social Farming Ireland, Men's Sheds**), Education (**Schools, Institutes and Third Level Colleges**), the Arts (**National Concert Hall, Music in Mind, First Fortnight**) and Sports (**Get Ireland Walking, Local Sports Partnerships**).



FIRST FORTNIGHT
THE ART OF MENTAL HEALTH



**NATIONAL
CONCERT
HALL** \ AN
CEOLÁRAS
NÁISIÚNTA

Organisational Fitness

MHI and MHAs are well networked across a range of platforms at a local, National and International level. In order to stay connected to innovation, emerging thinking and best practice, MHI will maintain its links to international partners and peers through **Mental Health Europe**, the **International Initiative for Mental Health Leadership** and **Thrive**.



Equity and Fairness

Mental Health is Everybody's Business and so we must ensure that fairness and equity forms the foundation of all of our work. We will work to remove the subtle and not-so-subtle barriers that prevent some members of our community from reaching their fullest potential. We will use our voice to influence policy and promote change.

- ▶ Inequity and inequality have a corrosive effect within communities and we will stand against unfairness in access, quality, resourcing and choice.
- ▶ By acting to close these health inequality gaps, we can all enjoy better mental health and this commitment applies to every member of our community.
- ▶ MHI will speak out and advocate for service improvement and equity.
- ▶ MHI will work to combat discrimination, stigma and the exclusion of marginalised members of our community.

- ▶ MHI and MHAs will continue to campaign and be active partners in **See Change**, **Green Ribbon** and **Mental Health Reform**.

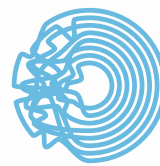


Effective Communication and Building Our Profile

The first step in successful communication is listening and we will maintain a number of channels so we can better understand and respond to the needs of the people and communities we serve. In mental health, we must be solution focused, have the courage to name concerns and bring forward pragmatic solutions that can be implemented at ground level.

- ▶ Our Volunteers have a strong sense of their local community's needs and through regular regional meetings we can gain a greater insight and understanding of mental health needs at a local level.
- ▶ All of our activities will be progressed in a spirit of co-production and inclusion.
- ▶ To reduce inequality, MHI and MHAs will make an extra effort to engage with and understand the needs of difficult to reach or excluded communities.
- ▶ We will commission research to sample and assess public attitudes, interest, concerns and issues as they relate to mental health.
- ▶ Through our links to thought leaders we will continue to monitor national and international evidence and trends.
- ▶ We will provide communications and media training to our staff and Volunteers.

- ▶ We will use all public communications channels to raise the profile of mental health.
- ▶ MHI will develop a *Communications Plan* to generate communications solutions to support and progress the implementation of this Strategy.
- ▶ Our *Communications Plan* will focus on our three core themes, **Promoting Positive Mental Health and Wellbeing, Living Life Well** and **Organisational Fitness**.
- ▶ All public messages and communications will reflect our **Mission, Vision, Values**.
- ▶ We will use email and social media channels to connect more efficiently with our Members and with the Public.
- ▶ MHI will develop its profile through our singular, unified and identifiable brand.
- ▶ MHI will produce high quality literature and promotional materials for use by MHAs.



**Mental Health
Ireland**

Empowerment - from Ideas to Actions is the product of much consultation and engagement and is presented as a clear strategic statement.

While this is a comprehensive document, without the focused actions and the coordinated efforts of Volunteers and staff, it will remain a document. Like any plan, it will only be as good as its implementation.

The realisation of this strategy will be formally reviewed and independently audited over the next three years. Such an evaluation will allow us to learn from our experience and to improve as we go forward together.





The following pages include Tables which address each of our Goals linking Strategic Priorities and Actions to support us in delivering upon our Vision.



Mental Health Promotion

GOAL	STRATEGIC PRIORITY	ACTION
<p>GOAL 1 Extend and sustain our Mental Health Promotion efforts in the setting of people’s lives to create a context conducive to mental health.</p>	<p>1.1 Utilise a multi strategy approach to engage and extend our credibility and services to people in educational settings, workplaces, the home, primary care, and the community.</p>	<p>1.1.1 Work in partnership with HSE, Dept. of Education (DOE) & Dept. of Health (DOH) in the development of evidence based resources that will complement current work on Mental Health Promotion (MHP) and Wellness in both formal and informal educational settings.</p> <p>1.1.2 Develop a partnership approach with relevant organisations in order to deliver MHP in workplaces and communities.</p> <p>1.1.3 Develop our relationship with local community partners through the work of our Development Officers (DOs).</p> <p>1.1.4 Collaborate with GPs to co-produce a supportive and empowering MHP resources and strategies for people attending Primary Care.</p>
	<p>1.2 Be more present, focused and cognisant of <i>at-risk</i> and marginalised groups in our society - Marginalised groups may include members of the LGBTI+ community, the Traveling community, Homeless people and other displaced persons.</p>	<p>1.2.1 Establish partnerships with national agencies representing marginalised and disadvantaged members of our community to ensure our work is complementary and supportive of these agencies goals.</p>
	<p>1.3 Promote a mentally healthy habitat for all of our citizens and encourage people to enjoy our natural environment to achieve greater health.</p>	<p>1.3.1 Participate and contribute to the Mentally Healthy Cities and Thrive frameworks with an aim to adopt and pilot the initiative in Ireland.</p> <p>1.3.2 Promote ecological and nature based programmes availing of our natural resources and environment e.g Woodlands for Health.</p>
	<p>1.4 Actively promote inclusive community engagement events.</p>	<p>1.4.1 Celebrate and promote Green Ribbon, Pride and World Mental Health Day each year.</p>

OBJECTIVE	STRATEGIC PRIORITY	ACTION
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GOAL 2 Positively influence new policies, and integrate existing policies, that will shape a healthier Ireland.	2.1 Proactively occupy the area of MHP in Ireland including examining ways to create indicators of wellbeing to best inform MHP action.	2.1.1 Liaise with New Economic Foundation to identify the best indicators of wellbeing. Research and learn from the advancements they have made in the area. 2.1.2 Create mechanisms to actively include people with lived experience in this endeavour.
	2.2 Support DOH/ HSE in the development of a Mental Health Promotion (MHP) Framework.	2.2.1 Actively contribute to the development of a National MHP Framework in collaboration with the HSE and the Department of Health.

GOAL 3 Utilise effective and ethical Research and Evaluation methods to ensure all our work is aligned to best practice in Mental Health Promotion.	3.1 Strengthen our links with academia and the World Health Organisation, collaborating with recognised leaders in the field of Mental Health Promotion and Wellbeing.	3.1.1 Commission research on gaps in MHP data available to us, including research into the causes of mental health difficulties at a population level and devise effective interventions.
	3.2 Measure the impact of our initiatives using appropriate tools.	3.2.1 Liaise with partners, agencies and bodies to develop effective and sensitive tools to monitor progress and to ensure that we are adopting best means, methods and practice.
	3.3 Contribute to knowledge base in Mental Health Promotion. Disseminate best practice learnings with relevant stakeholders through appropriate channels.	3.3.1 We will publish independent evaluations at relevant conferences and disseminate our learnings through our organisation and on our website for use by other health promotion practitioners and the communities we serve.
	3.4 The implementation of this strategy will be evaluated.	3.4.1 The implementation of our strategy, <i>Empowerment - from Ideas to Action</i> will be independently evaluated by a competent body and its report published.

Mental Health Promotion

GOAL	STRATEGIC PRIORITY	ACTION
<p>GOAL 4 Confirm our leadership role in the Mental Health Promotion arena, nationally and internationally.</p>	<p>4.1 Co-produce creative Mental Health Promotion (MHP) programmes and initiatives informed by best practice in MHP.</p>	<p>4.1.1 Form MHP working group to include Development Officers, Board Members, People with lived experience and academics to guide us in our efforts.</p> <p>4.1.2 Facilitate a Train the Trainer model on new trainings to DOs and external trainers.</p>
	<p>4.2 Strengthen our intersectoral model of working to ensure we are delivering on MHI Mission and Vision.</p>	<p>4.2.1 Achieve closer working relationships with our partners to support and encourage their work and seek opportunities to collaborate with others with shared interests.</p> <p>4.2.2 Work in conjunction with MHAs to identify and disseminate MHP activities and tools for a stronger and unified voice in our work.</p>
	<p>4.3 Invest in up to date technologies and online platforms to increase our reach to selected audiences with targeted messaging.</p>	<p>4.3.1 We will work with digital technology experts to better inform how our messages are communicated and seek to explore new online and creative methods in order to reach new audiences.</p>

GOAL	STRATEGIC PRIORITY	ACTION
GOAL 5 Build expert by experience and recovery capacity.	5.1 Ensure greater involvement of people with lived experience in the development, design, and delivery of recovery oriented services, education and training and informing on best practice through active participation in mental health services, community services, <i>Mental Health Europe</i> and the <i>International Initiative for Mental Health Leadership</i> .	5.1.1 MHI will work to be a resource for recovery and the 'go-to' agency, offering consultancy and entrusted to facilitate the employment of Peer Workers and Recovery Educators.
		5.1.2 Education and Training supporting recovery co-production and personal development which will be available and accessible for peers through MHI.
GOAL 6 Peer-Led Initiatives	6.1 Increase peer-led and run initiatives to include peer involvement services, recovery college and recovery education programmes.	5.1.3 MHI will co-produce and co-facilitate the development of leadership training programmes for people with lived experience.
		5.1.4 MHI will support third level community mental health programmes in partnership with providers in the education sector.
		6.1.1 MHI will act as a pathfinder where upcoming recovery initiatives can be recovery-proofed, piloted and brought to scale.
		6.1.2 Collaborate with Peer Educators, statutory and community agencies to support the evolution and consolidation of Recovery Education and Recovery Colleges.
	6.2 Develop dynamic and active partnerships with a broad range of community based agencies to facilitate greater and deeper community integration.	6.1.3 Establish a National Networking Forum for Recovery Educators.
		6.2.1 Work more closely with agencies in the arts, sporting and community development sectors to create progressive pathways to recovery and stronger community involvement.

AREA	STRATEGIC PRIORITY	ACTION
GOAL 7 Advancing Recovery	7.1 Active partners in the implementation of the <i>HSE's Framework for Recovery in Mental Health 2018 -2020</i> .	7.1.1 MHI, MHAs, and DOs will be active partners in the implementation of the action plans for the Framework for Recovery across the CHO areas.
	7.2 Co-production and co-facilitation of education and training.	7.2.1 MHI, MHAs and Development Officers will be a resource to co-produce and co-deliver recovery education programmes to statutory, voluntary and community agencies.
	7.3 MHI will act as expert consultancy support and work collaboratively to progress recovery both within the mental health services and in the community, as a whole.	7.3.1 MHI will facilitate the employment of ARI (Advancing Recovery in Ireland) team. 7.3.2 MHI, MHAs and DOs will be active collaborators in Recovery innovation. 7.3.3 Create career opportunities and support the employment of staff to progress the implementation of the <i>Framework for Recovery in Mental Health</i> .

GOAL	STRATEGIC PRIORITY	ACTION
<p>GOAL 8 Research & Learning</p>	<p>8.1 MHI will sponsor research and training to build peer capacity, support Peer Led Initiatives and advance research.</p>	<p>8.1.1 MHI will commission research to inform service developments.</p> <p>8.1.2 Commissioning of research will be co-produced.</p> <p>8.1.3 Action Research projects will be peer-led and peer informed.</p>
	<p>8.2 MHI will maintain active links with academic and international partners to ensure that we can learn from and contribute to the knowledge base in mental health.</p>	<p>8.2.1 Collaborate with academic partners to develop new insights and understanding of mental health and recovery.</p> <p>8.2.2 Seek out innovative and emerging practice through active membership of <i>Mental Health Europe</i> and the <i>International Initiative for Mental Health Leaders</i>.</p>
	<p>8.3 Work in partnership with fellow NGOs in the mental health sector to articulate and share insights with the public and their representatives.</p>	<p>8.3.1 Collaborate with peers and partners in the Irish mental health sector by articulating the mental health needs of our population with Mental Health Reform.</p>

Organisational Fitness

OBJECTIVE	STRATEGIC PRIORITY	ACTION
<p>GOAL 9 Exceptional Governance and Accountability</p>	<p>9.1 The Board MHI has clear lines of Governance and Accountability with a strong Board supported by Working Groups and Sub Committees.</p>	<p>9.1.1 Appointing capable, diverse, and questioning Board Members to enhance the process and quality of decision making.</p> <p>9.1.2 MHI Board Members will reflect the population we serve and our organisational make-up.</p> <p>9.1.3 Board members are obliged to act in the best interest of the organisation and are formally inducted on appointment and guided by a Directors' Handbook to enable them to fulfil these responsibilities.</p> <p>9.1.4 Each MHA Committee member will be offered training on their role to support them in their work.</p> <p>9.1.5 MHA Committee meetings will be supported by a DO and all decisions will be recorded and minuted.</p> <p>9.1.6 Where MHI is considering an active partnership with, or the integration of another agency, a full due diligence process must be undertaken and presented to the Board for formal approval.</p>
	<p>9.2 Valuing Volunteers MHI will increase and retain our volunteer capacity through a programme of continuous development, support, and training.</p>	<p>9.2.1 We will acknowledge, showcase, and celebrate the work of MHA volunteers through an annual networking meeting and/or conference.</p> <p>9.2.2 We will work to complete our network of DOs to all CHO Areas to support the work of Volunteers.</p> <p>9.2.3 We will streamline and improve our Volunteer recruitment and induction processes.</p>
	<p>9.3 We will place a special focus on <i>Task Specific</i> Volunteering where a Volunteer can contribute their particular skill set to our work.</p>	<p>9.3.1 We will offer role specific training for Volunteers engaged in MHP, <i>Living Life Well</i> and <i>Organisational Fitness</i>.</p>

OBJECTIVE	STRATEGIC PRIORITY	ACTION
	<p>9.4 Charity Registration MHI and each MHA will hold valid Registration with the Charities Regulatory Authority.</p>	<p>9.4.1 MHI and each MHA will be registered with the Irish Charities Regulatory Authority.</p>
	<p>9.5 MHI and all MHAs will meet the standards required by the Charities Regulatory Authority.</p>	<p>9.5.1 MHI and each MHA will meet the standards and requirement of the Charities Regulatory Authority.</p> <p>9.5.2 MHI will discontinue the MOU process at the end of 2018 as each MHA will hold its own Charity Registration.</p> <p>9.5.3 MHAs will be assisted to achieve Registration and supported to maintain these standards.</p> <p>9.5.4 Responsibility for retaining registration will rest with the Committee or Board of Directors of each registered charity.</p> <p>9.5.5 In some instances, the number of MHAs may need to be streamlined and consolidated to maximise impact and to improve regulatory efficiency for Volunteers.</p>
	<p>9.6 Appropriate Registration for areas of activity.</p>	<p>9.6.1 MHAs need to register with appropriate regulator e.g. <i>Approved Housing Body</i>.</p>

Organisational Fitness

OBJECTIVE	STRATEGIC PRIORITY	ACTION
	<p>9.7 Responsible Safeguarding We will have robust safeguarding systems in place to protect the people who use our services, Volunteers, organisational reputation, and public confidence.</p>	<p>9.7.1 Have comprehensive induction, training and support for Volunteers, Board Members and staff.</p> <p>9.7.2 MHI will have efficient and timely systems in place to manage, safeguard and Garda vet Volunteers to protect their work and reputation.</p> <p>9.7.3 Committee Members will receive Child Protection and Vulnerable Adult training.</p> <p>9.7.4 We will comply with our responsibilities under mandatory reporting requirements.</p> <p>9.7.5 All MHI staff will complete the <i>Children First</i> training appropriate to their role.</p>
	<p>9.8 Financial Accounts and Audits Finance and Accounting Systems are fully transparent, comprehensive and effective and our Accounts conform the SORP (FRS 104) standard. Our Financial and Accounting systems are safe and robust and subjected to the appropriate Audit processes for the scale of our enterprise. MHI will continue to trade as a responsible business entity.</p>	<p>9.8.1 MHI will operate to SORP Accounting standard. MHI's Audited Accounts are published each year in our Annual Report. The organisation will have suitable ICT systems to support transparent and efficient financial reporting. MHI is a company limited by guarantee and will continue to make annual returns to the <i>Companies Registration Office</i>.</p>

OBJECTIVE	STRATEGIC PRIORITY	ACTION
GOAL 10 Building a Sustainably Resourced Organisation	10.1 Fundraising and Resourcing MHI will continue to work with the Health Service Executive and other funding agencies under formal Service Arrangements.	10.1.1 Consolidate and streamline funding under HSE Service Arrangements. 10.1.2 MHI aims to hold a Service Arrangement with each CHO Area. 10.1.3 The National Organisation will be structured to operate in an efficient and cost effective manner. 10.1.4 MHI will use resources wisely, minimising waste and operating in an environmentally responsible and sustainable way.
	10.2 MHI aims to diversify its funding base.	10.2.1 Create new revenue streams to support and innovate programmes and pilot projects. 10.2.2 MHI and MHAs do not and will not accept funding from the Pharmaceutical, Alcohol or Gambling industries.
	10.3 Skills and Training Training Commitment for Board, Staff, Volunteers and Continuous Professional Development (CPD).	10.3.1 We will offer training to all Board and Committee Members. All MHI staff will have a Professional Development Plan and CPD budget. 10.3.2 We will provide additional training to new and existing Volunteers to improve our Mental Health Promotion and Recovery capabilities.
	10.4 MHI and MHAs are major providers of Training to communities, partner agencies, in education and the workplace.	10.4.1 All of our training courses, resources and materials have a robust evidence base and are independently evaluated. All Trainers will have a recognised training accreditation and qualification.

Organisational Fitness

OBJECTIVE	STRATEGIC PRIORITY	ACTION
	<p>10.5 MHI will conduct its business in a fair, open and professionally advised manner.</p>	<p>10.5.1 MHI will ensure access to competent legal advice particularly in respect of transactions, contracts and acquisitions.</p>
	<p>10.6 Enhancement of Technological Resources We will have modern and effective ICT systems in place to support our work.</p>	<p>10.6.1 Our ICT systems will be modernised and intergrated to meet GDPR requirements.</p> <p>10.6.2 We will commission a streamlined Customer Relations Management (CRM) system to manage our contacts, maintain training records and report MHA details.</p> <p>10.6.3 We will refresh our Website content and appearance.</p> <p>10.6.4 We will continue to develop our online presence through the use of all appropriate Social Media platforms.</p>

OBJECTIVE	STRATEGIC PRIORITY	ACTION
<p>GOAL 11 Our Partners, Equity, Communications and Profile.</p>	<p>11.1 Working in Partnership</p>	<p>11.1.1 MHI and MHAs will continue to invest in partnerships with like-minded agencies.</p> <p>11.1.2 By working across sectors, we will extend our reach to new audiences when Promoting Positive Mental Health and Wellbeing.</p> <p>11.1.3 We will work to strengthen bonds with partners in the statutory, voluntary and community sectors.</p> <p>11.1.4 By networking with partners in the Sporting, Arts and Cultural sectors we can assist people who use services achieve greater community integration in their recovery.</p> <p>11.1.5 MHI will maintain active links with our colleagues in Mental Health Europe, the International Initiative for Mental Health Leadership and Thrive.</p>
	<p>11.2 Equity & Fairness</p>	<p>11.2.1 MHI will act against unfairness and inequity of access, quality, resourcing and choice in mental health care.</p> <p>11.2.2 MHI will work to close the health inequality gaps for all members of our community.</p>



Glossary of Terms & Acronyms

MHI	Mental Health Ireland
MHA	Mental Health Association
DO	Development Officer
MHP	Mental Health Promotion
NGO	Non-Governmental Organisation
HSE	Health Service Executive
CHO	Community Health Organisations (HSE)
CRA	Charities Regulatory Authority
CRO	Companies Registration Office
SORP	Statement of Recommended Practice,
FRS 102	Financial Reporting Standard 102
AHB	Approved Housing Body
GNVB	Garda National Vetting Bureau
GDPR	General Data Protection Regulations
FAQ	Frequently Asked Question
CPD	Continuous Professional Development
MoU	Memorandum of Understanding
ICT	Information & Communications Technology



Online Links & Resources

Mental Health Ireland

<https://www.mentalhealthireland.ie>

HSE Mental Health Services

<http://www.yourmentalhealth.ie>

National Office for Suicide Prevention

<https://www.hse.ie/eng/services/list/4/mental-health-services/nosp/>

Healthy Ireland

<http://www.healthyireland.ie>

a Vision for Change

https://health.gov.ie/wp-content/uploads/2014/03/vision_for_change.pdf

Connecting for Life

<https://www.hse.ie/eng/services/list/4/mental-health-services/connecting-for-life/>

National Framework for Recovery in Mental Health

<https://www.hse.ie/eng/services/list/4/mental-health-services/advancingrecoveryireland/national-framework-for-recovery-in-mental-health/recovery-framework.pdf>

Advancing Recovery in Ireland (ARI)

<https://www.hse.ie/eng/services/list/4/mental-health-services/advancingrecoveryireland/>

Mental Health Reform

<https://www.mentalhealthreform.ie>

See Change & Green Ribbon Campaign

<https://seechange.ie/green-ribbon/>

Mental Health Europe

<https://mhe-sme.org>

International Initiative for Mental Health Leadership

<http://www.iimhl.com>

Thrive – Mentally Healthy Cities

<https://thrivedn.co.uk>

<https://thrivenyc.cityofnewyork.us>

Association for Health Promotion in Ireland

<http://ahpi.ie>

Implementing Mental Health Promotion, Barry & Jenkins, 2007

<https://aran.library.nuigalway.ie/handle/10379/5285>

Recovery from Mental Illness: The Guiding Vision of the Mental Health Service System in the 1990s, William A Anthony, Psychosocial Rehabilitation Journal, 1993, 16(4), 11–23

https://recoverydevon.co.uk/wp-content/uploads/2010/01/Recovery_from_Mental_Illness_Anthony_1993.pdf

Notes

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**Mental Health
Ireland**



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