



Canadian Psychiatric Association

Dedicated to quality care

Association des psychiatres du Canada

Dévouée aux soins de qualité

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When Preparation Meets Opportunity... Our Action Plan, 2014-2016

September 2014
Canadian Psychiatric Association

Introduction

The Action Plan is a framework for identifying the strategic priorities of the Canadian Psychiatric Association (CPA). It is about focusing on those issues over the next 12 to 24 months that are important to the profession where your national association can make a difference that resonates with members, the public, decision-makers, media, and other partners.

At this stage, the Action Plan is a draft final document; and has been approved by the CPA Executive Committee (February 2014) and Board of Directors (in principle mid-April 2014). Since late-April, the Action Plan has been made available to all members to provide comment.

In developing the Action Plan, the identified priorities are closely aligned with the Association's 2012-2015 Strategic Plan. That said, we understand that the world in which we live is dynamic, and as a result, there are some new priorities that have been included, and other priorities that have yet to be identified.

At the same time, it is important to recognize that the Action Plan recognizes that the CPA has limited financial and human capacity and hard choices will have to be made as to which priorities are addressed. At the end of the day, the financial health of the CPA will go a long way in determining the range of activities that will be undertaken.

To assist you in reading the Action Plan, it is organized follows:

1. Our Strategic Objectives
2. Our Strategic Pillars
3. Communicating Our Messages

1. Our Strategic Objectives

The CPA's strategic objectives are as follows:

1. The CPA is a leading voice and trusted source of reliable clinical information to members, public, decision-makers, media, providers, the private sector and others.
2. The CPA is a thought leader on public policy issues related to the delivery of mental health services and the future of the health system, and the role of psychiatry.
3. The CPA is a strategic partner of choice.
4. The CPA has a compelling value proposition for members to join and actively participate in the organization.
5. The CPA is a high performing organization with exceptional talent and a strong financial base.

Note the symmetry in these 5 objectives; the first 2 are externally focused, the bottom two are internally focused, and the middle apply to both.

2. Our Strategic Pillars

The CPA's strategic priorities are organized under three pillars:

1. **A Unified Voice** – The CPA is *the* national voice that speaks for psychiatry.
2. **Dedicated to Quality of Care** – The CPA provides members with *leading-edge* knowledge to enhance clinical decision-making and health outcomes.
3. **Member-Driven. Member-Focused. Member-Responsive** – The CPA is a *dynamic and responsive* organization that engages members throughout their professional life cycle to ensure our value proposition is meaningful.

A Unified Voice

A *Unified Voice* leverages the professions' voice in contributing to public policy development through:

1. Advocacy at the national level
2. Strategic partnerships with external stakeholders
3. Strategic partnerships with the Academies
4. Strategic Partnerships with the Provincial Psychiatric Associations
5. Strategic Partnerships at the International level

1. Advocacy at the National Level...

The CPA advocates the views of psychiatry in three different ways:

CONTRIBUTING OUR PERSPECTIVE ON THE FEDERAL ROLE IN MENTAL HEALTH – focuses on areas where the CPA has a view on the federal government's current policies, programs and investments in mental health. This includes:

- **Respond to federal legislation focused on mental health** – The CPA comments on federal legislation that is related to the practice of psychiatry and the state of mental health in Canada (e.g., Bill C-14/54; Bill C-300). This occurs through Briefs submitted to the federal government, articles, media news releases, and interviews.
- **Comment on national public policy issues focused on mental health** – The CPA comments on national public policy issues related to the practice of psychiatry and the state of mental health in Canada (e.g., ICES-CAMH Report; Military Mental Health Strategy; Report of the Office of the Correctional Investigator; Partners for Mental Health \$100 Million Youth Suicide Fund; reports issued by the Mental Health Commission of Canada).
- **Work with the federal government to improve access to mental health services for defined populations (e.g., First Nations; Inuit and Métis; Military; Veterans; Reservists; RCMP; Corrections; Treasury Board; Public Servants)** – The CPA offers assistance to the federal government when it comes to policies, programs and investments for which they deliver mental health services. The federal government is one of the country's largest employers, and is the 5th largest health delivery organization.

ANTICIPATING THE FEDERAL ROLE IN MENTAL HEALTH – focuses on those policies, programs and investments are required in the future by the federal government to improve Canadians' mental health. This includes:

- **Call for the Creation of a Mental Health Innovation Fund** – The Fund would be issue-specific, time-limited, strategically-targeted and focus on the spread of evidence-based innovations that would improve access to quality mental health services, and improve the overall integration of mental health services into the health system.
- **Call for the Adoption of National Standard for Psychological Health & Safety** – The CPA encourages the federal government to adopt the Mental Health Commission of Canada's *National Standard for Psychological Health and Safety in the Workplace*. The CPA would also work towards the adoption of the standard.
- **Call for the Development of National Mental Health Performance Indicators and Comprehensive Expenditure Database** – The federal government, in close partnership with the provinces and territories can play a crucial role in the development of common mental health performance indicators, as well as the development of a robust mental health expenditure database.
- **Develop a National Action Plan for Mental Health Research** – Knowing that the federal government is the dominant funder of health research in Canada, the CPA will develop a proposed Action Plan for mental health research in Canada. Such a plan should identify targeted investments over a specific timeframe linked to expected outcomes.

INFORMING THE PUBLIC POLICY DIALOGUE ON THE ROLE OF PSYCHIATRY – focuses on the role(s) which psychiatry plays in meeting the mental health needs of Canadians. This includes:

- **Release a Discussion Paper on the Role of Psychiatry in the Health System** – The report would clearly articulate the role (and value) that psychiatry brings to Canadians, the mental health system, and the health system as a whole. Possibly accompanying the release of the report could be a public education campaign.
- **Release a Report on "The Face of Psychiatry Now & Into the Future..."** – This report, based on the most recent data/information would provide a descriptive statistical portrait of the profession now and into the future. The report could touch on issues of the supply, mix and distribution of psychiatry, hours of work, practice setting, method of compensation.

2. In Strategic Partnership with Others at the National Level...

While there are opportunities for the CPA to focus on issues of professional interest, there are also opportunities to work in strategic partnership with other national stakeholders who share a similar (if not identical) destination as noted above. This is where there is significant opportunity to broaden and deepen the CPA's voice with others, and ultimately, our contribution to the public policy decision-making process. Potential partners include:

- Mental Health Commission of Canada (MHCC)
- Public Health Agency of Canada (PHAC)
- Canadian Agency for Drugs & Technologies in Health (CADTH)
- Canadian Alliance for Mental Illness and Mental Health (CAMIMH)
- Canadian Institutes of Health Research (CIHR)
- Wait Time Alliance (WTA)
- Health Action Lobby (HEAL)
- Canadian Forces (CF)
- Canadian Medical Association (CMA)
- Royal College of Physicians and Surgeons of Canada (RC)

3. In Strategic Partnership with the Academies...

There are opportunities for the CPA and the Academies to forge stronger strategic partnerships on issues of shared interest. These include:

- **Developing a shared strategic advocacy agenda** – there are issues of interest to the CPA and all Academies (such as R6/R7 funding, practice-to-eligibility route (PER) B, relationship with the Royal College of Physicians and Surgeons of Canada, Choosing Wisely), as well as bilateral issues that require CPA-Academy collaboration (such as Bill C-14 [CAPL], Partners for Mental Health Right By You Campaign [CACAP]).
- **Aligning Administrative Functions** – are there opportunities for the CPA and the Academies to align their administrative functions in a more cost-effective relationship? This might provide better value-for-money as well as strengthening our respective value propositions to members.

4. In Strategic Partnership with the Provincial Psychiatric Associations...

While the CPA is a leader at the national level, there are a number of strategic issues related to the role of psychiatry and the future of mental health that are unfolding at the provincial level. This is where the CPA could be working closely with the provincial psychiatric associations in a supportive role to advance member interests. To do so, however, will require more active discussion about what kind of support the CPA could provide to the provincial psychiatric associations.

- **Provide Background Support/Coordination of Fee Negotiations** – CPA would develop and keep an up-to-date Environmental Scan document that summarizes the status of psychiatric fee schedules and provincial submissions to each internal fee allocation with the provincial/territorial medical associations. It would also provide an inventory of psychiatric delivery models. This would include an annual national negotiations symposium that is currently hosted by the CPA at the Spring Rounds.

5. In Strategic Partnership at the International Level...

There are opportunities for the CPA to strengthen its international relationships with similar organizations with the objectives of: sharing information, leading practices, perspectives and lessons learned.

- **Create a "Quadra-Lateral Conference" Focused on the Future of Psychiatry** – In seeking to build more effective relationships and strategic partnerships with other national psychiatric organizations (e.g., United States, United Kingdom, Australia & New Zealand), the CPA would explore the development of a joint invitational meeting of psychiatric leaders focused on the future of psychiatry and the mental health system.

Dedicated to Quality of Care

A key strategic function within CPA is on providing members with access to leading-edge knowledge that enhances overall clinical decision-making and health outcomes. As with other National Specialty Societies, Quality of Care is a foundational building block that is focused on improving the quality of care delivered to patients. Through a number of different instruments and programs, the CPA is well positioned to continue to provide members with timely access to relevant clinical information, and include:

- **Canadian Journal of Psychiatry (CJP)** – The CPA's flagship journal. Recently, a number of strategic decisions were taken in four key areas (i.e., content, technology, revenues and expenditures) to ensure that the CJP remains relevant to members, attractive to potential advertisers, and delivered within with a cost-effective administrative structure.
- **Continuing Professional Development (CPD)** – Through a number of different vehicles the CPA provides members with ongoing professional development opportunities (i.e., Annual Conference, the CPD Institute, and the international CPD Conference). To ensure that the CPA's offerings are on the cutting edge and of interest to members, it will be important for the CPD Committee to take the lead in developing a strategy for moving the portfolio forward.
- **Clinical Practice Guidelines (CPGs)** – CPA has released 4 CPGs over the last 15 years (schizophrenia [1998 & 2005]; depression [2001], and anxiety disorders [2006]). If the CPGs are to be updated, or new ones identified for development, we need to ensure that the CPA has the resources in-hand to complete the task.
- **Position Papers** – The CPA has issued a number of Position & Guideline Papers that focus on the principles of leading practices and ethics based on the evidence. Although some newer papers have been published in recent years, much of the current work with respect to papers and statements has been driven by the mandatory five-year review. While some committees and councils have been proactive in proposing papers on topics of interest and value to the profession, an overall strategy to systematically identify, prioritize and assign new projects needs to be developed.
- **Choosing Wisely** – The CPA recently agreed to participate in the Choosing Wisely Canada initiative along with a growing number of National Specialty Societies. The objective of this process is to identify 5 clinical activities that are generally of little value or even potential harm to patients. Thought will have to be given as to what internal process should be used by CPA.

Member-Driven. Member-Focused. Member-Responsive

Given the ambitious strategic agenda that has been identified above, it will be crucial to find ways in which to actively engage members about our possible future path. Not only to ensure that members *understand* the direction that the CPA would like to pursue and are enthusiastic about it; but more importantly, to encourage members to *contribute* their perspectives, knowledge and expertise.

To ensure that member engagement is done in a thoughtful and step-wise manner, it will be important to develop an overall engagement strategy, which includes:

- **Membership Survey** – In order to better understand the needs of Members, and their perception of value from the CPA in meeting those needs, it is essential to survey (non) members on an annual basis. The bottom line is that CPA should have its hand on the pulse of the profession on a regular basis.
- **Reviewing Our Value Proposition & Brand** – To ensure that the CPA is member-focused, member-responsive, and member-driven, it is timely to review the value proposition to members as well as consider how the Association presents itself to members, the public, decision-makers and the media.
- **Governance Review** – Form of the Association follows its function; to ensure that the Association is structured for future success in terms of member inclusiveness and participation, it is timely to undertake a governance review.

3. Communicating Our Messages

The strategic function of communications is to effectively deliver the content developed by the CPA to a number of strategically-targeted audiences. While the CPA has strong member recognition, there is more that we can do to effectively engage members on an ongoing basis in terms of the issues that the Association is focused on, and how attract new members to participate in the governance structure of the organization. To improve our overall approach to communications, several new strategic activities are identified below:

- **Annual Lobby Day for CPA** – The introduction of a Lobby Day is an opportunity to increase the presence of the CPA on Parliament Hill, nurture a series of longer-term relationships across all national political parties that facilitate a sharing of perspectives related to the role of psychiatry and the future of mental health in Canada; and communicate our messages to decision-makers.
- **New CPA Web-Site** – CPA staff are in the middle stages of developing the structure of the new-web-site. As we move forward, it will be essential to engage members on the design of the web-site with a view to unveiling the new web-site towards the end of 2014.
- **Annual Report to Members** – While the CPA has a *Year In Review* report that outlines the activities of the Association, it is proposed that we consider the development of a more formal Annual Report to Members – which would present the Association in a more professional light, and could be an important communications tool.
- **New CPA Logo and URL** – As part of the branding of the Association, consideration is being given to the renewal of the CPA's corporate logo and url. In other words, can we develop a logo that is more compelling and relevant to the profession and is easily recognized by the external world, and adopt a more user-friendly and recognizable url (e.g., www.cpapsychiatry.org, www.psychiatryassociation, www.cdnpsychiatry.ca)?

We Want to Hear From You!

While the CPA action plan focuses on a concrete set of activities that are designed to meet the strategic needs of members, we understand that it is a “living document” that will change over time. As a result, we are always interested in hearing what members think about what the CPA should focus on.

Please provide us with your comments to the following email address: Chairman@cpa-apc.org.

Dr. Don Addington
Board Chair