



2006-2010 Strategic Plan In Summary

Vision

Recovery Through the Integration of Care, Teaching and Research
– From Neighbourhood to Neuron.

Mission

A University Institute in mental health, the Douglas is affiliated with McGill University and the World Health Organization. It is an international leader in care, research and teaching in mental health. A centre of excellence, it:

- Provides specialized and superspecialized services within a continuum of care, together with first-line partners;
- Contributes to destigmatizing mental illness, in keeping with prevention and recovery principles;
- Contributes to the advancement of knowledge and best practices through state-of-the-art research and teaching.

It is renowned for innovation, multiculturalism and bilingualism. The Hospital reflects humanism and openness, and can count on solid philanthropic support. Founded by the Montreal community, it has a proud collaborative tradition with numerous partners.

Values

The Douglas values **excellence** and **innovation**, based on **commitment**, **collaboration** and **education**.

Excellence: To apply best practices with rigor.

Innovation: To be a stimulating and dynamic environment, where new knowledge is developed to improve understanding and care.

Commitment: To be dedicated to achieving our mission.

Collaboration: To work within interdisciplinary teams, and with internal, community, university, and international partners.

Education: To be a learning organization that values its human resources and evolves through knowledge exchange and continued education.

Commitments

The Douglas is committed to:

- Be a learning organization that inspires pride and a sense of belonging;
- Be passionate in seeking excellence and quality;
- Focus on outcomes in moving towards evidence-based practices;
- Inspire new ideas and innovation to improve care and services;
- Be an interdisciplinary environment that stimulates partnership and knowledge exchange;
- Improve the mental health of populations through developing international projects;
- Fight discrimination against people suffering from mental illness.

Strategic Directions and Objectives

1. Require excellence and the integration of clinical, teaching and research activities

- 1.a Based on an epidemiological approach, increase population needs indicators by 50% to improve knowledge of our clientele.
- 1.b Recruit and achieve an 85% retention rate of candidates who adhere to our triple mandate and demonstrate qualities of excellence and innovation.
- 1.c Ensure that 100% of our care models are based on best practices.
- 1.d Increase, by at least 20%, the number of integrated services, in accordance with our triple mandate.

- 1.e Increase by 15% the number of Hospital and Research Centre publications in renowned journals.
- 1.f Increase by 15% the number of students and trainees in the Hospital and the Research Centre, including those recruited through the Montreal PAHO/WHO Collaborating Centre.
- 1.g Increase by 25% activities related to knowledge transfer aimed at integrating care, teaching and research.
- 1.h Consolidate partnership links with McGill University and other clinical collaborators through a 20% increase in researchers belonging to more than one department and the development of joint research projects.
- 1.i Draft a physical master plan, reflecting our vision of a modern mental health institution integrating care, teaching and research.
- 1.j Increase philanthropic revenues by 50% to support organizational strategic objectives.

2. Improve knowledge and influence directions in mental health

- 2.a Increase by 25% knowledge transfer activities with our partners in order to consolidate 1st line services.
- 2.b Increase, by at least 25%, the visibility of specialized clinical services through publications in renowned journals, and presentations at national and international conferences.
- 2.c Increase, by at least 25%, our clinical, academic and scientific activities generating best practices.
- 2.d Pursue program development in the four research themes in order to reach a total of 45 principal investigators.
- 2.e Increase, by at least 25%, our multidisciplinary research projects and exchange of expertise and knowledge.
- 2.f Create a mental health public education program for the McGill RUIS population using new communication technologies such as the Internet and Telehealth.

- 2.g Develop a reference mental health web site in collaboration with McGill RUIS and other partners.
- 2.h Increase by 15% active participation by members of our organization on decision-making committees at various government levels.
- 2.i Increase by 25% recognition of the Douglas Hospital and requests for expertise by the media.

3. Consolidate a result-based culture

- 3.a Develop a result indicator for each objective, whether it be for action plans or other proposed projects, in order to ensure coherence between goals, actions taken, and outcomes.
- 3.b Ensure that individual performance evaluations include measurable outcome criteria of agreed-upon objectives.
- 3.c Improve team and service performance indicators by introducing measures to evaluate:
 - patient satisfaction;
 - outcome;
 - working climate;
 - interdisciplinary work integration;
 - integration of the triple mandate.
- 3.d Promote a safe environment by introducing risk management measures to team and service performance indicators.
- 3.e Ensure that all projects impacting the way large numbers of people do their work include a support and coaching approach in keeping with change management.
- 3.f Review the organization plan, to ensure coherence with the Strategic Plan and the need to clarify process management.

