

Community Mental Health Association of Michigan
Strategic Plan 2024 – 2029



As adopted by the CMHA Board of Directors on February 5, 2024

Community Mental Health Association of Michigan
Strategic Plan 2024 – 2029

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Background and introduction to the CMHA Strategic Plan 2024-2029

The Community Mental Health Association of Michigan (CMHA_ has engaged in strategic planning several times during the past two decades. Those strategic plans have been key to guiding this association. Over this period, however, the environment in which this Association, its members, and those served by this system live and work has become increasingly fast paced, with opportunities and challenges emerging, dissipating, and/or growing with considerable speed. This document outlines an approach to strategic planning for the Association, that is better suited to this environment than the traditional strategic planning model.

A. Using a planning process that is more nimble and responsive than traditional strategic planning:

The strategic planning process outlined in this document does not follow the traditional strategic planning process. This more traditional process often involved:

- point-in-time, retreat-like, sessions involving the organization's leadership and often key stakeholders
- time-intensive reconsideration of the organization's mission and vision
- time-intensive environmental scan efforts (often including: surveys of constituents, key informant interviews, focus groups, literature searches, data analysis and similar method)
- the development of a detailed work plan with a large number of goals and objectives

This traditional process, while once the commonly accepted approach to strategic planning, is a **lengthy and slow process, difficult to implement (and, as a result, often not implemented), and not nimble nor responsive enough to adapt to and/or anticipate opportunities nor challenges nor challenges in the environment.**

This critique of the traditional strategic planning process is underscored (and has been for years) by the writing of leading business and strategic planning thinkers and researchers, most notably, Henry Mintzberg, Andrew Campbell, and Laura Nash. ¹

These authors argue that the speed by which opportunities and challenges emerge, the lack of solid data on those emerging opportunities and challenges, and the length of the traditional strategic planning process make traditional strategic planning no longer as valuable as in the days when trends could be seen and measured, well in advance.

A living, action-oriented strategic plan: The strategic planning process called for in this document, often known as "Strategic Doing" is based on:

- The **critique of the weaknesses of the traditional strategic planning** process that is presented

¹ The Rise and Fall of Strategic Planning, Mintzberg, Henry; 1994; The Free Press, New York, New York; A Sense of Mission, Campbell, Andrew and Nash, Laura L;1992; Addison-Wesley Publishing, Reading, Massachusetts

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- above
- the **speed** at which, and the **potential impact** of, **opportunities and challenges** emerge in the environment in which this Association and its members work
 - the **need for rapid and, at times, evolving (not fully formed) approaches** to these opportunities and challenges
 - the fact that **strategic decisions are continually made** by (and demanded of) the leadership and key stakeholders of this organization and **cannot be limited to a single point-in-time** analysis and plan development set of sessions
 - the fact that **strategic planning related dialogue with key stakeholders** is also a continual process and should not be constrained to a point-in-time set of sessions, interviews, or surveys
 - the **success that this Association and its members have demonstrated in identifying and addressing emerging opportunities and challenges**, over the past decade

B. Components of this strategic planning/doing process: The strategic planning process that developed this plan, consisted of the following components:

1. The use of the **regular mechanisms and venues of Association governance, dialogue, and leadership and a listening session designed specifically around identifying opportunities and challenges in the environment of CMHA members and CMHA** to craft the plan, revise it as needed to meet changing conditions, and monitor the implementation of the plan. These mechanisms and venues include: the meetings of the Association's Executive Board, Steering Committee, Officers, Standing and Ad hoc Committees. These venues would be used to provide the rich and thoughtful dialogue needed to craft, revise, and monitor the implementation of the Association's strategic plan.

2. The use of **regular, frequent, on-line (formal) and off-line (informal) communication, over time, with key stakeholders and other key informants** as to their needs, goals, insights, concerns, observations, and resources. This communication takes place via many modes, including: one-on-one discussions, partnership and coalition meetings, email and letters, newsletters, rumors). This Association, in fact, has a great many robust stakeholder and key informant dialogue methods and venues that regularly provide the information needed to guide the development and refinement of the Association's strategic plan. These methods and venues include: Directors Forum, Provider Alliance meetings, PIHP CEOs meetings, SAPT Directors meetings, regular dialogue and meetings with advocacy partners, quarterly meetings with MDHHS leadership, regular meetings with legislators and staff, discussions with the Boards of Directors and staff of the Association's members, dialogue with other state associations, review of industry and legislative literature, discussions with consultants on contract with the Association

3. The **retention of the Association's longstanding mission**. The opportunities and challenges in the environment and resources and actions needed to address them are what change. Rarely does nor should the mission of the organization change.

4. The synthesis of the information collected via the methods outlined above to form a **cogent list of key themes centered around opportunities and challenges**. The identification of too great of a list of opportunities and challenges, without the synthesis needed to find the common

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threads between them, causes a flurry of unfocused, tactical and not strategic actions. However, the **Association's identification of opportunities and challenges has two components**. Given that the Association is a trade association, designed to strengthen its members and make the environment in which they work conducive to their success, the opportunity and challenge analysis should **first examine the opportunities and challenges facing the Association's membership, and then identify a related set of opportunities and challenges that relate to the Association's work**.

5. Use of a small number of relatively stable **strategic platforms**. These strategic platforms represent the core competencies of the Association and form the architecture for the strategic plan. As examples (and only as examples, in that the list of strategic platforms is one of the key tasks of the Executive Board, informed by key stakeholders) the strategic platforms for this Association might be: education and training, government relations/advocacy, issue analysis and action plan development, partnership development, member services and support.

6. As with the identification of key opportunities and challenges, **the issues to be addressed, within each strategic platform**, are determined via the synthesis of the information collected via the methods outlined above.

7. The actions and resources to be applied within each strategic platform **build upon the currently successful efforts of the Association** as well as **charting new courses of action or the tapping of new resources**. This "building on what works" reflects the recognition, by many in the business strategy community, that a healthy organization has already, intuitively, responded to its environment by taking actions in anticipation of or in response to key opportunities and challenges in the environment. The strategic planning process allows for the Association to add to, delete from, and/or modify the existing actions and resources, to address the opportunities, challenges, and issues identified by the information synthesis components of the strategic planning process.

These resources and actions that are already in place in the Association and those missing from the Association's resource/skill set, within each strategic platform, are the strengths and weaknesses that typically accompany the identification of opportunities and challenges in the traditional SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). In this process, they are imbedded as the strengths and weaknesses analysis into each strategic platform rather than in the initial SWOT analysis. In this process, they are not identified in the initial SWOT analysis in that they should be in response to or anticipation of the opportunities and challenges and within the strategic platform framework. To do otherwise leads to the identification of a number of strengths and weaknesses that are not key to addressing the identified opportunities and challenges and not clearly linked to the Association's strategic platforms.

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CMHA Strategic Plan 2024 - 2029

Process and timeline used for development of this strategic plan

July 2023: CMHA Strategic Planning Committee (the CMHA Executive Committee serving, as it has, in that role) reviews, revises and recommends the proposed 2024-2029 CMHA strategic plan development process to the CMHA Board of Directors for approval.

August 2023: The CMHA Board of Directors is updated as to the 2024-2029 CMHA strategic plan development process. A report on the work of CMHA, resulting from the 2018-2023 Strategic Plan, [Impact 2022](#), is redistributed to the CMHA Board of Directors, CEOs of members, and members of CMHA Persons Served Advisory Group – to acquaint or reacquaint them with the plan, its structure, contents, and impact. (This report was originally shared in early 2023.)

October 2023: In-person listening session to obtain views of CMHA board members, Persons Served Advisory Committee members, and leaders of CMHA member organizations, regarding opportunities and challenges faced by CMHA member organizations and CMHA.

October - December 2023: CMHA staff, using the views expressed during the October 22 Strategic Planning Listening Session and information gathered in natural course of work, develop draft 2024-2029 strategic initiatives under each of the CMHA strategic platforms.

January 12, 2024: CMHA Strategic Planning Committee (the CMHA Executive Committee serving, as it has, in that role) reviews, revises and recommends the strategic initiatives proposed to be included in the 2024-2029 CMHA Strategic Plan to be presented to the CMHA Board of Directors.

February 5, 2024: The CMHA Board of Directors reviews, revises, and approves 2024-2029 CMHA strategic plan.

March 1, 2024: CMHA's 2024 – 2029 Strategic Plan is implemented.

Association mission

The Community Mental Health Association of Michigan supports its membership by informing, educating, and advocating for mental health, emotional disturbance, intellectual and developmental disability, and substance use disorder services by strengthening collaboration with persons served, community, partners, and government.

Key themes in addressing opportunities and challenges

The opportunities and challenges, outlined below, were drawn from a **Strategic Planning Environmental Scan Listening Session**, held on October 22, 2023 involving the members of the CMHA Board of Directors and the members of the CMHA Persons Served Advisory Group and a range of other methods

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to form a **cogent and short list of key opportunities and challenges.** 2

Given this, while a great many opportunities and challenges do exist, the use of too large of a list of opportunities and challenges, without the synthesis needed to find the common threads between them, causes a flurry of unfocused, tactical and not strategic actions. Therefore, the following list of opportunities and challenges is made up of a **set of themes and broad categories** which represent, within each of them, a large number of related opportunities and challenges.

Note that this **Association's identification of opportunities and challenges has two components.** Given that the Association is a trade association, designed to strengthen its members and make the environment in which they work conducive to their success, the opportunity and challenge analysis reflects:

- the opportunities and challenges **facing the Association's membership**
- the related set of opportunities and challenges **faced by the Association in its work to assist its members to meet these opportunities and challenges**

CMHA Members:

Overarching themes reflecting opportunities and challenges facing the Association's membership

Because many of these environmental factors hold both opportunity and challenge, they are **presented, below as a composite of environmental factors, not distinguishing between opportunity and challenge.**

Additionally, these opportunities and challenges are presented as **overarching themes – to guide the**

2 As noted earlier in this document, CMHA uses **regular, frequent, on-line (formal) and off-line (informal) communication, over time, with key stakeholders and other key informants, and this year, a Strategic Planning Listening Session**, to capture information as to their needs, goals, insights, concerns, observations, and resources – including opportunities and challenges. This communication takes place via many modes, including: one-on-one discussions, partnership and coalition meetings, email and letters, newsletters, rumors).

This Association, in fact, has a great many robust stakeholder and key informant dialogue methods and venues that regularly provide the information needed to guide the development and refinement of the Association's strategic plan. These methods and venues include: Directors Forum, Provider Alliance meetings, PIHP CEOs meetings, SAPT Directors meetings, regular dialogue and meetings with advocacy partners, quarterly meetings with MDHHS leadership, regular meetings with legislators and staff, discussions with the Boards of Directors and staff of the Association's members, dialogue with other state associations, review of industry and legislative literature, discussions with consultants on contract with the Association.

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strategies that appear, later in this document, within each strategic platform. Note that these opportunities and challenges are not presented in any order of priority.

1. Advance the ability of CMHA members to pursue the [quintuple aim](#) - a framework useful for organizing many of the core opportunities and challenges faced by Michigan's public mental health system: 3
 - A. Enhancing the quality of healthcare and the experience of the person served
 - B. Improving population health
 - C. Controlling cost
 - D. Improving the work-life of providers (including recruitment and retention of the behavioral health workforce)
 - E. Fostering health equity
2. Ensure that all Michiganders recognize the inherent dignity of persons with mental health, substance use disorder, and intellectual/developmental disability needs and the value of those who serve and support them – their friends, families, and staff.
3. Ensure that persons served and their families have a strong voice and an active role in service delivery, governance, system design, and advocacy.
4. Capture the opportunities in a wide range of healthcare transformation initiatives taking place in Michigan and across the country, including integrated care initiatives, and thwart healthcare transformation initiatives, such as the privatization of Michigan's public mental health system.
5. Promoting visibility and recognition of the value of the public mental health system
6. Collaborate with other organizations and sectors of the community to address the social determinants of health and provide whole-person, whole-family, and whole-community care.
7. Ensure a strong voice for the needs of rural and frontier communities.
8. Develop strong Certified Community Behavioral Health Clinic (CCBHC) and Behavioral Health Homes and Opioid Health Home systems in Michigan – designed to serve the needs of all communities in the state.

3 For the sake of simplicity of language, the terms "mental health needs" and "mental health services" refers to needs or services related to mental illness, mild/moderate mental health needs, emotional disturbance, intellectual and developmental disabilities, and/or substance use disorder. Similarly, the term "public mental health system" refers to Michigan's Community Mental Health Services Programs (CMHSP), Prepaid Inpatient Health Plans (PIHP), and the private and public providers within the networks managed by the CMHSPs and PIHPs. The term refers to the system that serves persons with mental illnesses, emotional disturbances, intellectual/developmental disabilities, and/or substance use disorders.

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9. Address the deep and prolonged behavioral health workforce shortage.
10. Foster the widespread acceptance of mental illness, intellectual and developmental disabilities and substance use disorders and the recognition of the rights and full citizenship of persons with mental illness, intellectual and developmental disabilities and substance use disorders.
11. Pursue a range of approaches to ensure a strong, clinically-advanced, fiscally sound, sustainable, and well-known public mental health system in Michigan.
12. Strengthen and sustain the partnership of CMHA members with MDHHS and the knowledge, by policy makers within MDHHS of the mechanics and capabilities of the community-based public mental health system.
13. Advance health insurance parity to remove financial and procedural barriers to the receipt of high quality mental health served
14. Assure access to inpatient psychiatric care in communities across Michigan.
15. Reduce the administrative burden and paperwork demands borne by clinicians and other direct service providers and system administrators.
16. Using technology to reach and serve persons and communities – expand telehealth

Association:

Overarching themes reflecting opportunities and challenges faced by the Association in its work to assist its members to meet the opportunities and challenges that they face

Because many of these environmental factors hold both opportunity and challenge, they are **presented, below as a composite of environmental factors, not distinguishing between opportunity and challenge.**

Additionally, these **opportunities and challenges are presented as overarching themes** – to guide the strategies that appear, later in this document, within each strategic platform.

1. First and foremost, ensure that CMHA members have the resources needed to meet the opportunities and challenges faced by them, as listed above.
2. Center much of the Association's work around fostering the ability of CMHA members to pursue the "[quintuple aim](#)" - a framework useful for organizing many of the core opportunities and challenges faced by Michigan's public mental health system:
 - a. Enhancing the quality of healthcare and the experience of the person served
 - b. Improving population health
 - c. Controlling cost

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- d. Improving the work-life of providers (including recruitment and retention of the behavioral health workforce)
 - e. Fostering health equity
3. Address the education, training, and information needs of CMHA members – across a diverse and growing number of areas – with an equally diverse array of methods in meeting those needs.
4. Recognize and reflect, in the Association’s work, the diversity of the needs and views of the Association’s membership as well as the Association’s external constituency and allies– this diversity is both an opportunity and challenge.
5. Foster a wide range of partnerships and collaborative efforts addressing any of the environmental opportunities or challenges that face CMHA members and/or the association.
6. Predict, when possible, analyze, and respond to the fast-changing healthcare landscape, across all dimensions (clinical, fiscal, structural, statutory, regulatory, partnership and collaborative development, technology, and human resources, to name a few).
7. Ensure that the Association has a wide range of effective government affairs and advocacy tools and partnerships given the number and pace of the environmental factors faced by CMHA and its members.
8. Foster the fiscal stability of CMHA.
9. Ensure the stability and continuity of CMHA management.
10. Ensure regular and deep connection with CMHA member organizations and those served by the public system.
11. Continue to expand membership participation through the use of virtual meetings.

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Strategic platforms and strategic initiatives

The Association's work is centered around several strategic platforms.

Note that **many of the activities described within one platform, below, are critical to the work described in other platforms and will, at times, overlap.**

Given the fact that the initiatives to be developed draw from **the momentum of and expertise gained by the currently implemented strategic initiatives**, the initiatives that are currently in operation are described, below, as the foundation for those that are to be pursued.

Strategic Platform: Education and training

1. Continue CMHA's coordination of over 200 events annually, reaching over 11,000 practitioners, policy makers, persons served, community leaders and other stakeholders. These event topics will vary in topic and training methodology to appeal to our diverse membership.
2. Continue the strong 14-year-long training partnership of CMHA with MDHHS through federal/state grants, as well as non-grant projects.
3. Develop an Education Committee comprised of the staff, leaders, and board members of CMHs, PIHP, and Providers to assist CMHA in training topic and presenter identification and selection, guiding the Association in workshop selections for the annual conferences.
4. Develop an Educational Needs Survey to disseminate to CMH/PIHP/Affiliate Members to determine training needs. The survey results will guide the Education Committee on decisions throughout the year.
5. Continue to provide Social Work Continuing Education credits (awarding thousands of CEUs annually) and coordinates CEs with other organizations for nursing, gambling, substance use disorder education, and psychology CE credits. Continue to explore additional Continuing Education credits, in a range of professional disciplines, for Association members who attend our training courses. Explore rules, regulations and partnerships for offering continuing education credits for Nurses and Certified Peer Support Specialists.
6. Offer Diversity, Equity, and Inclusion educational awareness opportunities such as stand-alone trainings and incorporating diversity, equity, and inclusion into annual conferences. Provide these resources in ways that allow CMHA member organizations to pursue diversity, equity, and inclusion efforts in ways that meet the needs of their communities, the persons and families served by these members, and the staff and Board of Directors of these members.
7. Continue to expand ways to foster the current Mentoring Program for new CEOs and Board Chairs. Once the Member Only section of the CMHA website is active, explore avenues for communication and sharing of resources among CEOs such as bulletin boards and chat rooms.

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8. Continue to explore technological enhancements:
 - a. Expand CMHA's website to include Members Only area.
 - b. Explore continuing education certificate portal.
 - c. Research Customer Relationship Management software.
 - d. Investigate conference/training apps that integrate with CRM software.
 - e. Expand the use of podcasts as a marketing and stigma awareness tool.
9. Continue to expand collaboration with local stakeholder organizations on conferences and trainings. These relationships benefit CMHA in several ways: a) strengthens the unity between the organizations and our mutual causes; b) generates non-dues revenue; c) exposes other organizations to the benefits of membership to the Association and other trainings in which they may have an interest.
10. Explore additional grant opportunities, centered around education and training.

Strategic Platform: Government relations/advocacy

1. Meet/foster relationships with key legislative & administration leaders
 - Identify key lawmakers & staff – budget chairs, policy chairs, leadership
Develop trust and credibility / content expert
 - Identify key departmental decision makers
Develop trust and credibility / content expert
2. Increase member involvement in advocacy
 - Testify in committees, face to face meetings with legislators, electronic communication.
How do we make it easier? Communication/technology
 - Continue to educate legislators
3. Increase and improve tools to better assist members with advocacy
 - Increase the use of social media platforms
 - Continue to use easy one-click email system
 - Look for easy to use apps to help with advocacy efforts
 - Continue to develop videos as advocacy tools
 - Continue to develop infographics
4. Increase member involvement with CMH PAC and strengthen Education and Advocacy Fund
 - Grow the number of CMHs, PIHPs, and Provider Alliance members who contribute to the CMH PAC
 - Continue to develop and expand CMHA's Education and Advocacy fund as another tool in political fundraising
5. Continue growth in legislative/advocacy work on issues related to substance use disorder prevention and treatment
6. Advocate for person-centered approaches to healthcare integration through the expansion and

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permanency of CCBHC and Behavioral Health Homes & Opioid Health Homes

7. Foster partnerships with other stakeholder groups in order to increase CMHA's overall presence and footprint

- Continue relationships with key stakeholders as a way to fight future threats of privatization
- Continuing to foster a partnership with MDHHS

8. Continue to push back on efforts that would lead to the privatization of the public mental health system.

9. Continue to advocate and push for administrative efficiencies by reducing non-value added administrative requirements placed on the public mental health system that do not improve the lives of people served.

10. Continue advocate and search for solutions to address workforce shortages.

Strategic Platform: Policy and data analysis

1. Develop, distribute, and use in advocacy/government relations efforts a series of policy white papers, through the Association's Center for Healthcare Research and Innovation (CHRI) on a range of issues impacting the public mental health system and those whom it serves – by employing the resources of Association members, Association staff, consultants on contract with the Association, and graduate student interns.
2. Develop and use, in advocacy/government relations efforts, fiscal analysis on a wide range of topics – carried out by the Association's fiscal and contract/policy analysts on contract with the Association), Association members and staff.
3. Bolster CMHA's policy analysis work by obtaining opinions, as needed - including legal, technical/policy, and political -on a range of policy, statutory and regulatory issues from trusted and proven sources of such opinions.
4. Seek grant dollars to allow for the in-depth research and policy analysis needed to serve as a framework and resource for advocacy and educational initiatives of CMHA, its members, and partners.

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Strategic Platform: Linking with information, resources, partnerships; representation of members interests in a range of policy making settings

1. Continue to generate a range of methods to reach CMHA members and a range of stakeholders, including:
 - a. Weekly Update
 - b. Connections
 - c. Regular e-mails on a range of issues including: funding opportunities, regulatory changes, status of policy and practice initiatives at the state level

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2. Maintain a continually updated, comprehensive, and user-friendly website designed to keep CMHA members informed on a range of issues and with access to sound resources
3. Facilitate member involvement in policy and practice setting venues sponsored by the Michigan Department of Health and Human Services, other state departments, the State Legislature, and all state associations.
4. Ensure that CMHA members are aware of and have the information needed to comment on proposed state and federal policies.
5. Foster and maintain partnerships, around common aims, opportunities, and challenges, with:
 - a. Statewide advocacy organizations
 - b. Michigan Department of Health and Human Services and other state agencies
 - c. State associations organizations within Michigan
 - d. CMHA's counterpart state associations in other states
 - e. National Council and the National Association of County Behavioral Health and Developmental Disabilities Directors (NACHBDD)
 - f. Other national organizations
 - g. Represent CMHA members at a wide range of state and federal venues and workgroups.
6. Foster dialogue of MDHHS leadership with CMHA members via regular meetings of those members and conferences.
7. Support the work of the Association Board of Directors and committees, with information, analysis, and recommended actions on a number of issues of relevance to members
8. Provide venues for the provision of information to CMHA members regarding the goods and services offered by organizations seeking corporate partnerships with CMHA – and only with organizations with whom CMHA has vetted, and found to be of quality, the goods and services of those organizations.

Strategic Platform: Media relations and public relations

1. Through CMHA's partnership with the public relations firm of Lambert, carry out a wide range of media-relations efforts (traditional and social media) focused around:
 - the innovation and performance of CMHA members
 - the promotion of policy and legislative opportunities
 - thwarting policy and legislative threats.
2. Support the work of the CMHA Public Relations Committee, including support to the Walk A Mile in My Shoes rally, provision of information related to events and issues for use by the committee in their local public relations work
3. Serve as a reliable source, on issues central to the work of CMHA members, for a range of media outlets

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4. Connect media outlets to CMHA members to ensure that the voices of local leaders, in the public mental health system, are heard.

3. Actively support and, when possible, expand the solution-focused journalism partnership of CMHA and its members with the Issue Media Group (IMG) in the development and publishing of articles, on the innovative work of CMHA members, in any of the electronic newspapers published by IMG.

Strategic Platform: Succession planning

1. Develop, in partnership with the CMHA Executive Committee and the support of the CMHA Board of Directors, well in advance of any foreseen changes in staffing, a succession plan for the three senior management of CMHA. That plan will include:

- Outline the skills, knowledge, and responsibilities that are central to the senior management positions at CMHA.
- Determine which of the skills, knowledge, and expertise central to these three positions, are possessed and those that need to be acquired by the staff being hired into these senior management positions.
- Develop training and exposure experiences for the staff being hired into these senior management positions during a period prior to the departure of the current incumbents from their positions – a period long enough to allow for the acquisition of skills and transfer of responsibilities to the incoming staff person.