

# IMAGINE CHANNAL

## VISIONING PROJECT 2008



**Presented to:**

Provincial Executive Director Karon-Ann Parsons  
November 28, 2008

**Prepared by:**

Sherril Gilbert, M.A.  
Human Relations, Training & Consulting, Paradise, NL  
sherril\_g@hotmail.com

# IMAGINE CHANNAL Visioning Project 2008

## Table of Contents

Page	Description
3	Section 1. Introduction
3	Section 2. A Few Words About the Appreciative Approach
4	Section 3. CHANNAL's Mission
4	Section 4. CHANNAL's Vision
4	Section 5. CHANNAL's Core Values
4	Section 6. CHANNAL's History
4	Section 7. Who CHANNAL Serves
5	Section 8. CHANNAL's Partners
5	Section 9. CHANNAL's Goals & Objectives
6	Section 10. CHANNAL's Distinctive Competencies
7	Section 11. CHANNAL's Strategic Visions, Goals & Objectives
	11.1. Strategic Vision 1: We have strong and virant representation in all the regions
	11.2. Strategic Vision 2: We are recognized and seen as essential for our abilities to educate and raise awareness.
	11.3. Strategic Vision 3: We help each other through "being human together".
	11.4. Strategic Vision 4: We never let geography get in our way!
13	Section 12. Conclusion
14	Appendix 1: Pre-Workshop Letter to Participants
16	Appendix 2: Interview Guide
20	Appendix 3: Workshop Transcriptions

# IMAGINE CHANNAL Visioning Project 2008

Consultant/Facilitator: Sherril Gilbert, M.A.

## 1. Introduction

In 2008, the CHANNAL Board and Provincial Executive Director Karon-Ann Parsons identified the need for and committed to the development of a visioning process for the organization. In the late summer and fall of 2008, the organization embarked upon a consultation process of organizational visioning and strategic planning called IMAGINE CHANNAL. The process involved the Board, the Provincial Executive Director, Regional Coordinators, and volunteer group leaders. The consultation used a modified and abbreviated Appreciative Inquiry process, called the Appreciative Approach (see Section 2), to help to identify core values and visions to guide the organization over the next two to five years. The central activity of the process involved a day-long Appreciative Approach workshop held in Deer Lake on October 25, 2008.

Provincial Executive Director Karon-Ann Parsons, then-President of the Board Joan Edwards-Karmazyn, and the consultant met by phone and in person in September and October; followed by a series of phone calls and email correspondences between Karon-Ann Parsons and the consultant. A Pre-Workshop Letter was developed by the consultant and distributed to all prospective workshop participants. (See Appendix) The purpose of this letter was to introduce the participants, in a positive and inclusive manner, to the consultant and the Appreciative Approach ahead of time so that they would have some idea of what to expect when they came to the workshop.

The results of the consultation process along with a set of recommendations for future direction **based on the data from the consultation participants** are the subject of this report. It is intended that these recommendations will help position the organization to increase its level of excellence of service and to enhance its role as a provincial leader in the promotion of the self-help, peer support and recovery approaches in the mental health community and among the general public.

It is important to remember that while the words on paper describe the visioning plan, it is the commitment, energy and passion of the Board, staff, members and volunteers that will bring the plan alive and ensure its success.

## 2. A Few Words About the Appreciative Approach

CHANNAL believes that human beings can unite around shared meaning; that each person's contribution is vital to a flourishing mental health movement; and that creating a culture of learning and inclusion that connects people is at the heart of self- and social transformation. These beliefs translate into positive and inspiring images, ideas and actions. It is for all these reasons that CHANNAL wanted to utilize an Appreciative Approach in its visioning process.

The Appreciative Approach is a positive and creative way to access a group's deepest dreams and visions for itself. The Appreciative Approach involves a search for the "*best of what is*" in people and organizations, in order to pursue *dreams and possibilities of "what could be"*.

As a tool for collaborative exploration, it identifies the strengths, passions and life-giving forces that are found within a group or organization – those factors that hold the potential for inspired, positive change. The Appreciative Approach process was adapted by the consultant from a powerful (although lengthier) change process known as Appreciative Inquiry – for more information on this process, visit the Appreciative Inquiry Commons website at <http://appreciativeinquiry.case.edu/>.

There are three phases in the Appreciative Approach: Discover, Dream, and Do it! For CHANNAL's visioning process, the first phase – Discover - began with a Pre-Workshop Letter to participants, explaining the process and introducing the consultant. An Interview Guide was then developed, containing

appreciative-oriented questions for paired interviews during the workshop. The Discover phase continued during the workshop itself, where the Dream and Do It! phases were also engaged.

### **3. CHANNAL's Mission**

CHANNAL is a provincial peer support and self-help network for people living with mental health issues. CHANNAL exists to reduce social isolation among its members and to promote their meaningful and equitable participation in their communities and the larger society; to provide knowledge, skill-building and capacity-building opportunities through voluntary participation in all aspects of the organization; and to combat the societal stigma, judgment, and discrimination associated with mental illness.

### **4. CHANNAL's Vision**

CHANNAL is recognized as a provincial leader in the promotion of innovative self-help, peer support, and recovery approaches in the mental health community and among the general public. In CHANNAL, each person's unique contribution is seen as vital to a flourishing mental health movement. CHANNAL promotes a culture of learning and inclusion which connects people and is at the heart of self- and social transformation.

### **5. CHANNAL's Core Values**

The following beliefs and values, identified by workshop participants, guide CHANNAL's activities and relationships with members, volunteers, staff, board, and other organizations:

- We respect the rights, equality and dignity of all persons, and believe that every individual has diverse and unique strengths and gifts which are to be valued
- We engage with one another with honesty, in a non-judgmental manner, and with a desire to be helpful
- We strive to create an environment in all of our groups, gatherings, programs and services where people feel emotionally and physically safe
- We commit to openness, responsiveness, and organizational excellence
- We encourage our members to work collaboratively toward mutually beneficial solutions and strive to model that in our interactions with individuals and organizations
- We include and consult with our members in planning, decision-making, and policy development with a view to fostering a sense of ownership and belonging
- We seek to empower people to develop the skills and access the resources they need to address their own mental health needs

### **6. CHANNAL's History**

- 1989: CHANNAL sponsored by CMHA-NL
- 1994: CHANNAL's first draft of a Constitution with a direction for independence
- 2004-5: the First & Second Provincial Conferences took place and the steps to independence were clarified
- 2006: (April 26) CHANNAL was incorporated and became independent of CMHA-NL
- 2008: CHANNAL embarks upon strategic planning and visioning process

### **7. Who CHANNAL Serves**

CHANNAL serves individuals living with mental illness and mental health issues as well as all citizens of Newfoundland and Labrador who support the mission and vision of the organization and wish to work to positively transform the mental health system in this province.

## **8. CHANNAL's Partners** *(a representative sample of the wide range of partners of the organization)*

- Provincial Government
- Regional Health Boards
- CMHI (Community Mental Health Initiative)
- Stella Burry Community Services – New Beginnings
- ILRC (Independent Living Resource Centre)
- NNMH (National Network for Mental Health)
- CMHA-NL (Canadian Mental Health Association – Newfoundland & Labrador)
- CCAMHR (Canadian Coalition of Alternative Mental Health Resources)
- Schizophrenia Society of Newfoundland & Labrador (SSNL)
- Coalition of Persons with Disabilities (COD) – Newfoundland & Labrador
- Vibrant Communities/Citizens Coalition (St. John's Region)

## **9. CHANNAL's Goals & Objectives (from the CHANNAL brochure & a presentation to Central Health, July 28, 2008)**

### **1. To build and strengthen a self-help network among individuals living with mental health issues.**

**This is achieved by offering support groups within each of the 7 regions across Newfoundland and Labrador.** These groups are held in various places within the community, such as churches, community centres, Community Health facilities. These groups are facilitated weekly, by-weekly or by-monthly depending on the desired need in each region. The 7 regions include: St. John's & Area; Eastern Island; Central Island; Western Island; Eastern Labrador; Central Labrador; Western Labrador. (Note: the number of regions is currently under discussion by the Board and will likely be reduced to 4 or 5 regions)

### **2. To combat isolation for those living with mental health issues by offering social and emotional support through self-help.**

We achieve this by offering individuals a safe place to go where they are understood and can share their experiences and know that those present understand. In turn individuals also have the opportunity to learn through the life experiences of others. The groups work together to plan social events which serves to combat isolation and motivate individuals to be around people outside of their home environment.

### **3. To increase consumer/survivor participation in mental health reform, and to offer a forum for consumer/survivors.**

CHANNAL works in partnership with various levels of government in order to bring the concerns and needs of the mental health consumer/survivor to the attention of policy makers. Through focus group participation, questionnaires, the CHANNAL Link-Up Newsletter, and consumer participation in various community organizations across the province of Newfoundland and Labrador, CHANNAL provides opportunities to allow the needs of consumer/survivors to be voiced.

### **4. To educate the public on issues relevant to mental health consumer/survivors.**

CHANNAL achieves this goal through public presentations, holding and participating in focus groups, Link-Up Newsletter, and speaking out about issues to raise awareness of the level of stigma and discrimination within our communities and province.

### **5. To offer support in order to combat stigma and discrimination towards those living with mental health issues.**

When situations of stigma and discrimination arise we help to dispel myths by speaking out through various media and our newsletter. As an organization we do presentations at CHANNAL and within the community to educate individuals about mental illness and mental health. We participate in focus groups and are included in the process of mental health policy making within the province of Newfoundland and Labrador.

**6. To provide opportunities for skill building for consumer/survivors.**

We offer training and capacity building within the organization, and we reach out into the community and invite our partners to join us in these skill building activities. Other opportunities we offer are in leadership training, this also includes participation on boards and committees within the community enabling our members the opportunity to make a difference right where they live.

**7. To work toward improving the mental health system.**

We are partners with The Department of Health & Community Services, Mental Health and Addictions Services, as well, we share our thoughts by sitting on various community and provincial committees that help to create a better delivery of mental health care. Because of our belief that health care should be recovery focused we work with service providers to help in creating a better way of delivering health care. We believe in client/patient directed care in which support is offered to consumers in order for them to meet their needs in their day to day living experience.

## **10. CHANNAL's Distinctive Competencies**

- Meaningful opportunities to engage with others who are “like me” – who understand the day-to-day realities of living with mental illness
- Members are seen and sought out as experts with “lived experience” of mental illness
- Provincial reach with regional representation (“We never let geography get in the way.”)
- “Making sure the consumer voice is present in places where change can be made.”
- Understanding of the unique needs of this province with regards to mental health and mental illness
- Commitment to working with community, government and national partners and stakeholders

## 11. CHANNAL's Strategic Visions, Goals, and Objectives

Note: Items followed by red \*\*\*s were identified as priorities for action by participants at the Visioning Workshop

### 11.1. Strategic Vision 1: We have strong and vibrant representation in all the regions.

#### Participant comments:

- Increased staff/funding; i.e., Peer Support Specialists/Workers, Volunteer Coordinator, administrative staff, Peer Advocate workers; Regional Coordinators (x3) \*\*\*\*\*
- Every Health Region is funding a full-time Regional Coordinator \*\*\*\*\*
- Infrastructure in each region (office, meeting space, resources) \*\*\*
- Increased funding \*\*\*
- Regional Directors & Group Leaders should be economically free to do their work \*
- Regional Coordinators, Peer Specialists, Volunteer Leadership Coordinators & Group Leaders are paid positions
- We never let geography get in the way

#### Discussion:

Increased strength and presence in the regions means a stronger organization overall. As a provincial organization, CHANNAL depends upon its Regional Coordinators, group leaders, volunteers and members around the province for identification of and action on issues that are not only provincial but also local in scope. Each regional group has the awareness, knowledge and potential access to local resources to deal with issues that are unique to its region. Establishing an infrastructure through increased funding, human resources, training, and adequate space will enable each region to improve its capacity to effectively address both local and provincial issues and deliver a full array of local programs and services.

Strategic Goal: A Regional Office with a Coordinator for each provincial Regional Health Authority	
Strategic Objectives	Planned Outputs
<p><b>Short-term (up to 2 years)</b></p> <ul style="list-style-type: none"> <li>• Establish regional representation according to provincial Regional Health Authorities (Western, Central, Labrador-Grenfell, Eastern Rural, St. John's) = 5 regions</li> <li>• Secure core funding through writing funding proposals to support 5 Regional CHANNAL offices</li> </ul>	<p><b>Short-term (up to 2 years)</b></p> <ul style="list-style-type: none"> <li>• There are five CHANNAL Regional Coordinators; infrastructure is in place in each region to provide for a full array of programs and services</li> <li>• Each Regional Coordinator has an office space that adequately meets his or her needs for the delivery of CHANNAL programs and services</li> </ul>
<p><b>Long-term (up to 5 years)</b></p> <ul style="list-style-type: none"> <li>• There is adequate office space for all Regional Coordinators to enable them to perform their work and deliver programs and services regionally</li> <li>• Regional offices and meeting spaces for groups are established which provide CHANNAL with a visible community presence</li> <li>• Hold an annual Regional Meeting or Conference in each region</li> </ul>	<p><b>Long-term (up to 5 years)</b></p> <ul style="list-style-type: none"> <li>• Strategic Goal Evaluation: surveys administered and results compiled: <ul style="list-style-type: none"> <li>○ staff, member and volunteer satisfaction surveys; including questions on adequacy of office and meeting spaces and other resources</li> <li>○ community survey on visibility and accessibility of CHANNAL</li> </ul> </li> <li>• Proposals have been written and submitted, and funding has been granted to support an Annual Regional Meeting or Conference in each region</li> </ul>

**11.2. Strategic Vision 2: We are recognized and seen as essential for our abilities to educate and raise awareness.**

**Participant comments:**

- Public education; to eradicate stigma and discrimination \*\*
- We are essential for developing useful policy and for delivering the services those policies create. \*\*
- More use of the media \*
- To communicate our passion, our mandate and our need to grow our community in terms of Recovery and wellness; keeps our voice strong at all tables
- CHANNAL mandated to operate Rights Advisor Program & Patient Advocate Program \*
- Public forums, town halls
- Tons of materials aids! (Cards listing ideas to stay well; Pamphlets being demanded by other services; Posters everywhere)
- Education increases CHANNAL’s role in the community and decreases stigma and discrimination
- We help train front-line professionals; i.e., present semester course at MUN open to all disciplines
- Consulted on all mental health decisions and related issues; i.e., housing, disability supports, pharmacare, employment, etc.
- Media hounds us for opinions and insights (vision)
- Equal participation at all tables; recognition (vision)
- No one should become a professional without hearing from US!
- Love the way we show up in committees, gatherings – anywhere we can do advocacy

**Discussion:**

The positive promotion of CHANNAL members as experts in the field is a powerful way to achieve the vision of the organization. CHANNAL’s reach is at once internal and external: *internal* in the sense that it provides growth, development, and leadership opportunities for its members, staff and volunteers; and *external* in that through its members, staff and volunteers it is able to provide services such as consulting, training, and knowledge development to policy-makers and the general public in the areas of mental health and mental illness.

In recent years, CHANNAL has adopted the Recovery Model and philosophy as a strategy for change, growth and hope. With its focus on strengths, collaboration, engagement, wellness, self-help, abilities, and interdependence, the Recovery model has the potential to educate and enlighten, and perhaps eliminate stigma, discrimination, judgment and misinformation around mental illness. This would position CHANNAL as a leader in the promotion of positive mental health education and practices in the province. Using the talents, gifts and knowledge of skilled, dedicated and passionate members and volunteers as educators and trainers in the community would address existing needs, develop regional and provincial capacity and work toward achieving CHANNAL’s vision, goals and objectives.

<b>Strategic Goal: Promote and develop Recovery education and practices in the province and recognition of CHANNAL as the hub of this initiative.</b>	
<b>Strategic Objectives</b>	<b>Planned Outputs</b>
<p><b>Short-term (up to 2 years)</b></p> <ul style="list-style-type: none"> <li>• Develop training sessions for Regional Coordinators and volunteers in the delivery of Recovery training and education</li> <li>• Develop an integrated marketing plan and public relations strategy to promote Recovery education and to increase awareness, understanding, and use of the Recovery model in the community.</li> <li>• Working collaboratively with key partners to</li> </ul>	<p><b>Short-term (up to 2 years)</b></p> <ul style="list-style-type: none"> <li>• Recovery training provided internally to staff, Board, volunteers, and members of CHANNAL</li> <li>• Recovery training provided provincially to policy-makers, decision-makers, organizations and citizens</li> <li>• Regional Coordinators or teams of volunteers trained in the delivery of Recovery training and education; a minimum of two teams of Recovery educators and trainers in each</li> </ul>

<p>develop an integrated delivery system for Recovery education, training, programming, and promotion across the province.</p>	<p>provincial region</p> <ul style="list-style-type: none"> <li>• Key partners and resources identified and tasks assigned regarding delivery of Recovery education</li> </ul>
<p><b>Long-term (up to 5 years)</b></p> <ul style="list-style-type: none"> <li>• Increased capacity of the organization, internally and externally, in the areas of Recovery education, training, programming, and promotion.</li> <li>• Provincial recognition as preferred provider of Recovery training, education, programming and promotion</li> <li>• A diverse menu of Recovery education methodologies (trainings, workshops, seminars, lectures, presentations, etc.) designed to address a range of government, organizational, community and citizen needs and interests.</li> </ul>	<p><b>Long-term (up to 5 years)</b></p> <ul style="list-style-type: none"> <li>• Policy-makers, decision-makers, organizations and citizens look to CHANNAL for information and resources on positive mental health models, particularly the Recovery Model.</li> </ul>

### 11.3. Strategic Vision 3: We help each other through “being human together”.

#### Participant Visioning comments:

- Self-help groups with Recovery orientation
- Now 50 groups: strong and vibrant; spread out provincially; some members gather physically and some electronically (chat rooms; email groups; Skype; Facebook; MySpace)
- More self-help groups; virtual self-help via webcam!
- Groups! More self-help groups! [*Response to the visioning question, “In the year 2010, what is the one most important thing that you discover CHANNAL is doing best?”*]
- Increased membership with strong sense of ownership of CHANNAL
- Paid regional positions: Peer Specialists; Volunteer Leadership

#### Participant comments about the importance of self-help groups and peer support to them:

- Providing different kinds of Peer Support \*\*
- Create a Warm Line that’s consumer run/consumer driven \*\*
- The contact with others with the same problems; finding people with common interests & sufferings
- Group of people/non-professionals who are like-minded and understanding individuals who knew where you are coming from; promote privacy & safe place
- Not alone; don’t feel isolated; there are others that are enduring experiences in mental health as well as me!
- When we have weekly meetings, it’s like committing to a time of being positive; we talk about more than our illness, but also about our thoughts and ideas
- [CHANNAL is] a great support self-help group outside family
- Joyful togetherness; just being human beings together
- I feel ALIVE – I have experience to tell my story and help others “walk the walk and talk the talk”
- Ability for me to speak about illness publicly; profound understanding of mental illness from experiential knowledge
- Purpose; sense of belonging; meetings are where we are all in the same boat
- Enhanced my Recovery journey; it affirms sense of community
- Camaraderie; community; concern about each other
- CHANNAL members like support by phone if they can’t meet in person

#### Discussion:

Self-help and peer support are key elements of recovery for many people with mental illness. It is said that one-way relationships based on “being helped” can sometimes be *devaluing* rather than *healing*, and that reciprocal relationships and mutual support groups and networks can be of more value to self-esteem and recovery. While

mental health professionals can offer a particular limited kind of relationship and help foster hope, relationships with others who have experienced similar difficulties, and who may be on a journey of recovery, can be of particular importance. As indicated by the comments above, a large part of enhancing mental health involves the inclusion and presence of others who believe in the person's potential, and who stand by them. CHANNAL currently offers support groups in each of the regions of the province as one of its core activities; and it was clear from the workshop participants that this was seen as one of the most outstanding positive activities of the organization. In keeping with the philosophy of the Appreciative Approach, CHANNAL should focus on what is already working well and building on that, so the recommendation here is to continue to run, support, and nurture self-help groups as one of the cornerstones of CHANNAL's offerings, and as a method for attracting and increasing overall membership in the organization.

<b>Strategic Goal: Increase the number of self-help groups in each region</b>	
<b>Strategic Objectives</b>	<b>Planned Outputs</b>
<p><b>Short-term (up to 2 years)</b></p> <p>Conduct consultation in each region to determine status quo with regard to existing groups and to examine where in each region new self-help groups would be beneficial, how many would be required, and what resources would be needed (leadership, volunteers, meeting space, technology...)</p> <p>Conduct review of current groups (ex: member satisfaction, leadership, meeting space, etc.)</p> <p>Create membership campaign to promote organization and attract new members</p>	<p><b>Short-term (up to 2 years)</b></p> <p>Consultations completed in each region</p> <p>Established groups continue to meet regularly</p> <p>Evaluation process regarding status and effectiveness of existing groups is developed and implemented</p>
<p><b>Long-term (up to 5 years)</b></p> <p>Develop a marketing plan and marketing materials (i.e., video) to accomplish this strategic goal, in collaboration with regional offices.</p> <p>Several groups are operating within each region; groups are vibrant, thriving, sought-out; groups members see groups as safe and supportive places which reduce social isolation, where they feel welcome, and where they find opportunities for growth and learning</p> <p>Those who are not able to participate in person have access to technology to participate by distance</p> <p>Establish target numbers for service delivery</p>	<p><b>Long-term (up to 5 years)</b></p> <p>Marketing plan to accomplish this strategic goal is in place and is being implemented</p> <p>Marketing materials are developed which focus on benefits of CHANNAL's self-help groups</p> <p>Members are joining existing groups and new groups are established in each region, based on demand and resources available</p> <p>Existing groups are supported through leadership training, resource assessments (ex.: are meeting spaces accessible and adequate?)</p> <p>Technology assessment and implementation to facilitate the involvement of those who cannot attend groups in person</p> <p>Target numbers for service delivery are met</p>

## 11.4. Strategic Vision 4: We never let geography get in our way!

### Participant comments:

- Create a Warm Line that's consumer run/consumer driven \*\*
- Now 50 groups: strong and vibrant; spread out provincially; some members gather physically and some electronically (chat rooms; email groups; Skype; Facebook; MySpace)
- More self-help groups; virtual self-help via webcam!
- Strong communication; e.g., teleconference
- CHANNAL to reach more people
- We never let geography get in the way
- Helped person on phone
- Inclusive engagement of membership in all aspects of organization
- CHANNAL to reach more people
- Overcome geography and connect people

### Discussion:

CHANNAL has identified a number of issues and challenges with regards to its technology infrastructure and current capabilities. Particularly because of its status as a provincial organization with representation in all regions of the province, it is essential that CHANNAL develop a technology and communications infrastructure and plan that will support its mission and vision, build a vibrant and connected community, and boost fundraising efforts.

<b>Strategic Goal: Develop a Technology and Communications Plan</b>	
<b>Strategic Objectives</b>	<b>Planned Outputs</b>
<p><b>Short-term (up to 2 years)</b></p> <ul style="list-style-type: none"> <li>• Establish rationale/need, leadership and support for technology and communications planning</li> <li>• Identify, document, and assess current technology resources and capacity (may need to hire specialized tech consultant for this if this skill not available internally)</li> <li>• Define technology and communications needs and identify recommendations and solutions (may need to hire specialized tech consultant for this if this skill not available internally)</li> <li>• Develop technology and communications plan based on recommendations; include stakeholders at all levels in plan development; includes website design and development; database design and development; teleconferencing alternatives and phone system resources and planning</li> <li>• Identify funding strategies to implement plan</li> <li>• Develop timeline, assign responsibilities and implement plan</li> <li>• Evaluate progress</li> </ul>	<p><b>Short-term (up to 2 years)</b></p> <ul style="list-style-type: none"> <li>• Technology team is in place, including representation from staff, Board, volunteers, members</li> <li>• Assessment of current technology resources and capacity</li> <li>• Website used to communicate to all stakeholders technology planning updates and accomplishments</li> <li>• All paid staff and key volunteers have an organizational email address based on the organization's web domain name</li> <li>• Website includes organizational mission, vision, annual reports, strategic direction and updates</li> <li>• Website has sections for position papers and policy presentations; membership application forms; educational resources; publications for sale; links to other websites, etc.</li> <li>• Develop and conduct evaluation; including ease of access, ease of use, etc.</li> </ul>

<p><b>Long-term (up to 5 years)</b></p> <ul style="list-style-type: none"> <li>• Develop policies and procedures regarding introduction of new networking technologies, and regarding the use of all networking technologies by staff and volunteers.</li> <li>• Utilize online social networking platforms (ex: Facebook) for client, donor and volunteer outreach</li> </ul>	<p><b>Long-term (up to 5 years)</b></p> <ul style="list-style-type: none"> <li>• Website has interactive web tools to promote relationship-building, such as blogs, social media such as Facebook, video and widgets</li> <li>• Website has section for volunteers, featuring rotating bios, information about volunteering with CHANNAL, learning tools, networking features and member-only access</li> <li>• Website provides an avenue for safe, secure financial donations online</li> <li>• Technology implemented (live audio or video chat) for online meetings with board members, advisors, and/or volunteers, to reach consensus, propose new activities, discuss internal issues, etc.</li> </ul>

## 12. Conclusion

CHANNAL is fortunate at this time, as it engages in strategic planning for the future, that it has numerous strengths to support it through the process. Over and over again, through words and actions, the participants at the Appreciative Approach workshop demonstrated their love, dedication and commitment to the organization and a highly positive perception of their colleagues. These are some of the responses to the workshop question, “What do you value most about your colleagues?”

- Their ability to be independent
- Respect; appreciation; hard workers
- Easy to get along with; a large family; understanding
- Honesty
- Passion; commitment
- Their stories & courage; love
- Their dedication; willingness to help others; their support; teamwork approach; sharing tasks

In response to the question, “What do you value most about the organization?”, participants said:

- Understanding the realities of mental illness; attacking stigma; advocacy; education
- Potential to mobilize the energy when people are open, honest, and speak the truth
- A great support self-help group outside family
- Province-wide; interest is on the consumer, by the consumer, for the consumer
- Honesty; friendship
- Its stubbornness; love the way we show up in committees, gatherings – anywhere we can do advocacy
- Stamina; the position it is in now; also volunteers; reputation; partnerships; the vision we have as well as what we can be for the future; the current infrastructure is strong
- Being supportive; enabling

Several respondents indicated great respect and admiration for the Provincial Executive Director, Karon-Ann Parsons:

- Karon-Ann Parsons, ED, is a big part of where CHANNAL is today
- Karon-Ann: a good leader
- Our ED really does speak for the whole province
- Strong board & ED

In these days of increasing resource pressures, along with the unique mix of services required to serve rural, remote, and urban communities, CHANNAL faces a more complex array of citizen mental health needs than ever before. At the same time, it is evident that CHANNAL, with its deep understanding of the unique needs of this province with regards to mental health and mental illness, is becoming increasingly and meaningfully acknowledged as a significant and integral part of the provincial mental health system and, indeed, the health care system as a whole in Newfoundland & Labrador. Among CHANNAL’s many strengths are its dedicated members and other stakeholders; its strong, farsighted and inclusive leadership; its commitment to sustainability and to building and nurturing partnerships and alliances; and its openness to new possibilities for the future. With those impressive gifts, there is no doubt that CHANNAL can achieve its mission and vision and be clearly recognized as a model and leader in the promotion of innovative self-help, peer support, and recovery approaches in the mental health community and among the general public, both in this province and beyond.

## Appendix 1: Pre-Workshop Letter to Participants

# Imagine CHANNAL!

September 17, 2008

Hello!

**CHANNAL** is embarking upon a process of organizational visioning and strategic planning called IMAGINE CHANNAL. The word “imagine” calls us to connect to potential, wonder, and the power and the beauty of the creative unknown.

**IMAGINE CHANNAL** invites your active participation in a day-long visioning and strategic planning workshop on **Saturday, October 25, 2008** in **Deer Lake**, following the Annual General Meeting. During the workshop, you will be introduced to a model for organizational change called the Appreciative Approach. The Appreciative Approach is a positive and creative way to access a group’s deepest dreams and visions for itself. The Appreciative Approach involves a search for the *best of what is* in order to pursue *dreams and possibilities of what could be*.

As a tool for collaborative exploration, it identifies the strengths, passions and life-giving forces that are found within a group or organization - those factors that hold the potential for inspired, positive change. The Appreciative Approach process is based on a model of change called Appreciative Inquiry - you can learn more at <http://appreciativeinquiry.case.edu/>.

**CHANNAL** believes that human beings can unite around shared meaning; that each person’s contribution is vital to a flourishing mental health movement; and that creating a culture of learning and inclusion that connects people is at the heart of self- and social transformation. These beliefs translate into positive and inspiring images, ideas and actions.

May I introduce myself?

My name is Sherril Gilbert, and CHANNAL has invited me to facilitate this process for the organization. I feel very honoured to be involved with an organization such as this one, which is doing such good in the province and the world. I am a professional facilitator, an organization and community development consultant, and Executive Director of a nonprofit provincial organization called Food Security Network of Newfoundland & Labrador. I have spent the past 30 years studying how people come together and what makes for effective social action. Out of all the strategies for change I have learned and practiced, one of the most powerful and effective I have ever used is one I call the Appreciative Approach.

One of the first things you’ll notice about this process is that it uses a different kind of language to share ideas. Words like “problems”, “needs”, “deficient”, “uneducated”, etc. are not used in the Appreciative Approach. Rather, we will try to use other words, such as: “possibility”, “create”, “relationships”, “hope”, “connections”, and “imagination”.

We do this because words are powerful. The words we use shape our thoughts, actions, and behaviour toward one another. Words can either expand our minds and hearts, or they can make us feel inadequate, unworthy, and incapable of realizing our full human potential. The words we will use in our conversations and questions in this project will form a “vocabulary of values”, reflecting a process that highlights the generosity, curiosity, diversity and creativity of the human spirit, a process animated by positive, uplifting words that come alive in our minds, hearts and actions.

## Three steps: Discover, Dream, and DO It!

There are three phases in the Appreciative Approach process: Discover, Dream, and Do it! The Discover stage has already begun just by you reading and thinking about this letter! We will learn more about the process during the workshop. For now, here are a number of questions, framed in positive language, which I would like to invite you to reflect upon. If you like, in preparation for the workshop, you might want to jot down a few notes in response to these questions and bring your notes with you.

- ② Think back to your first experiences with CHANNAL. Staying in the positive, what were your most powerful first impressions?
- ② What has been the high point of your involvement with CHANNAL and why?
- ② What are your own hopes for CHANNAL now and in the future?
- ② What are you in the process of helping to create at CHANNAL?
- ② What do you plan to do to make CHANNAL better than it already is?
- ② What kind of organization do you want to leave for the next generation of members?

I am especially hopeful that you, as one of the keepers of CHANNAL'S promise and mission, will come to this workshop fully prepared to share your visions, hopes, dreams and experiences with others who are eager to listen to and learn from your experiences.

I look forward to meeting you!

In appreciation,

Sherril

Sherril Gilbert, M.A.  
Paradise, Newfoundland & Labrador

## Appendix 2: Interview Guide

# ***Imagining an Effective and Vibrant CHANNAL***

### **Appreciative Approach Phase 1 DISCOVER: “What do we have?”**

*Instructions: Find an interview partner (someone you don't know well or want to get to know better). Interview your partner using the Interview Questions below. Each person will have 20 minutes to interview the other. Encourage your partner to tell his or her story; draw him or her out with your curiosity and positive energy! Listen for and record below the key points, great quotes and phrases used by your partner. Listen as if you were going to retell the stories to others.*

### **Telling our Stories - High point moments**

1.1. How long have you been involved with CHANNAL? \_\_\_\_\_

1.2. Every group or organization is unique and special in some way. Think back to your first experiences with CHANNAL.

(a) *Staying in the positive*, what was your most powerful first impression?

(b) When you first became involved with CHANNAL, what excited you most about the organization?

1.3. What do you value most about:

- Yourself?
- Your CHANNAL colleagues?
- The organization as a whole?

1.4. What contribution are you making to CHANNAL that you are especially proud of?

1.5. Looking at your entire experience with CHANNAL, please tell me about a peak experience, positive story, or high point in your past or present involvement with the organization ... a time when you felt most alive, most engaged, really proud of yourself and CHANNAL, and you felt the organization was operating at its best? Please describe the event in detail. What were the key elements of this experience?

### **Values and Continuity**

1.6. What is the single most important thing this organization has contributed to your life?

1.7. What do you think is the *core factor* that gives life to CHANNAL when we are functioning at our best? In other words, what is the *one thing* without which this organization would cease to exist?

1.8. As an organization, CHANNAL will make many changes in the future to improve and evolve with the times. However there are also some core strengths, values, and ways of working that CHANNAL should keep doing – even as we change in the future.

- a. What are the 3 things we do best *internally* (our internal organizational strengths or assets) that you would like us to keep doing?
- b. What are the 3 things we do best in terms of the *ways we serve the larger community, people or the world* that you would like us to keep doing?

**Appreciative Approach Phase 1**  
**DISCOVER**  
**Debriefing the Interviews in Small Groups**

*Instructions: Pairs join other pairs to form small groups, appoint Recorder and Reporter. Take turns sharing highlights of interviews and interview experiences. Record the highlights below; Recorder makes notes on flipchart.*

*What to look for:*

- *Best quotes about our organization*
- *Common positive themes, patterns & trends*
- *Important shared values*
- *What seems to be important to people*

Highlights from interviews:

---

---

---

---

---

---

---

---

---

---

**Appreciative Approach Phase 1**  
**DISCOVER**  
**Debriefing the Interviews with the Whole Group**

*Instructions: Return to large group, small groups report out. Everyone looks for commonalities, themes, patterns and/or trends among the highlights. Reflect on the highlights that were shared. Use space below to record highlights of the large group sharing, if you wish.*

Notes on commonalities, themes, patterns, trends:

---

---

---

---

---

---

---

---

## **Appreciative Approach Phase 2**

### **DREAM: “What do we want?”**

*Instructions: Your task now is to express your dream for CHANNAL at its very best, as it is living its mission to the fullest. Take turns with your partner responding to the following questions. Record your partner’s responses and be prepared to share them with the larger group.*

**2.1.** If you had a magic wand, and could wave it to have three wishes granted that would help CHANNAL be extraordinarily effective in carrying out its mission, what would your three wishes be?

**2.2.** Imagine that it is two years from now, in the year 2010. You awake one beautiful morning to find that your wishes have been granted! CHANNAL has become known as a strong, effective, and vibrant organization doing important work in the area of mental health. You are proud to be part of CHANNAL, and others are eager to join.

a. What has changed about CHANNAL in the year 2010 to make it a strong, effective, and vibrant organization?

b. As you awake on that beautiful morning two years from now, in the year 2010, what is the ***one most important thing*** you discover that CHANNAL is doing best?

**Appreciative Approach Phase 3**  
**Do it! "How do we get there?"**

<b>CHANNAL - Action Planning</b>			
<b>Priority 1:</b>			
<b>Goal:</b>			
<b>First Step:</b>			
<b>How I can help make this happen:</b>	<b>People/Partners:</b>	<b>Resources/support/info needed:</b>	<b>Start date:</b>
			<b>End date:</b>
<b>Priority 2:</b>			
<b>Goal:</b>			
<b>First Step:</b>			
<b>How I can help make this happen:</b>	<b>People/Partners:</b>	<b>Resources/support/info needed:</b>	<b>Start date:</b>
			<b>End date:</b>
<b>Priority 3:</b>			
<b>Goal:</b>			
<b>First Step:</b>			
<b>How I can help make this happen:</b>	<b>People/Partners:</b>	<b>Resources/support/info needed:</b>	<b>Start date:</b>
			<b>End date:</b>

## Appendix 3: Workshop Transcriptions

# ***Imagining an Effective and Vibrant CHANNAL RESPONSES***

### **Appreciative Approach Phase 1 DISCOVER: "What do we have?"**

#### ***Telling our Stories - High point moments***

##### **1.1. How long have you been involved with CHANNAL?**

- Responses included: 1989 through 2005

##### **1.2. Every group or organization is unique and special in some way. Think back to your first experiences with CHANNAL. (a) *Staying in the positive*, what was your most powerful first impression?**

- Sense of equality and capacity to support each other; energy trapped & released; healing touch
- No longer alone; no judgment; look forward to CHANNAL meetings
- Strictly for consumers
- Get to know others; got to know a lot of people; learned more about myself/others; got out in front; opened up; kept myself involved; formed relationships with people
- Honesty, human
- Community; loving & understanding; connection; home
- Shy: open up after that; interesting; looked forward to being there and learned a lot; respected; not to be judged
- Learning how important the groups were
- Share my experiences in a nonjudgmental way
- The way the organization was organized
- Even with all the problems/issues in Central Region, I received support from the previous St. John's Regional Coordinator

##### **(b) When you first became involved with CHANNAL, what excited you most about the organization?**

- The contact with others with the same problems
- Group of people/non-professionals who are like-minded and understanding individuals who knew where you are coming from; promote privacy & safe place
- Finding people with common interests & sufferings
- Not alone; don't feel isolated; there are others that are enduring experiences in mental health as well as me!
- Nervous first; 12 around table; hope was get more involved with other people; similar experiences; went for man; change inside from being involved
- Power of mutual; potential to change the world
- Independent; creative; having the chance to be involved with government
- Opportunity to get involved; appreciation of skills; the awareness of what could be of CHANNAL; the commitment of members to CHANNAL's vision
- Why label us (looked like everyone else); great to have consumer helping services; understand where I am now more than the general practitioner
- Province wide; respect for me; personal information remains at CHANNAL
- Quality of helping

##### **1.3. What do you value most about:**

- Yourself?
  - Giving person, good father

- Helping others; advocacy; support
  - Passion; engaging with people at an intimate level
  - Outgoing personality; love to help others
  - Positive thinker, compassionate; caring; honestly forthcoming
  - Kind; honest; proud I'm over my shyness; relationship with B.; changed my life; Regional Coordinator; responsibility; helping people
  - Honesty; humour; empathy
  - Passion for mental health & human rights; connection with people; love for what I do; my gifts I have uncovered on my journey; a good grandmother & mother
  - Happy to change [gears?] and look after family
  - Listening; able to relate to a lot of people
  - Like to promote advocacy for disability supports & self-advocacy on behalf of consumers who are having problems with social programs, housing, income support, drug card, etc.
- Your CHANNAL colleagues?
    - Their ability to be independent
    - Respect; appreciation; hard workers; empathize
    - On what emotionally counts; importance of emotional connect & deep insights; talk about capacity to [?] in honest way
    - Easy to get along with; honest; a large family; understanding
    - Forthright; honesty
    - Honesty
    - Passion; commitment
    - Their stories & courage; passion; commitment; love
    - Enjoy the company of others; become friends like family – sometimes better
    - Commit to CHANNAL members
    - Their dedication; willingness to help others; their support; teamwork approach; sharing tasks
- The organization as a whole?
    - Strength & communication of the members
    - Understanding the realities of mental illness; attacking stigma; advocacy; education
    - Potential to mobilize the energy when people are open, honest, and speak the truth; human face; impossible to push [?]
    - A great support self-help group outside family
    - Province-wide; interest is on the consumer, by the consumer, for the consumer
    - Honesty; friendship
    - Its stubbornness; love the way we show up in committees, gatherings – anywhere we can do advocacy
    - Stamina; the position it is in now; also volunteers; reputation; partnerships; the vision we have as well as what we can be for the future; the current infrastructure is strong
    - Support
    - Relation to people
    - Being supportive; enabling; people to offer input; making suggestions; improve CHANNAL as a whole

#### 1.4. What contribution are you making to CHANNAL that you are especially proud of?

- My time as a volunteer
- Advocacy; supporting volunteers
- A CHANNAL board member; help supply food & transportation
- My time
- Helping people; available; dependable
- My writing; how I can use the media effectively
- My passion; dedication; awareness; contribution to independence; my mentoring of Karon-Ann as past president; my connecting CHANNAL within the larger national / international community
- CHANNAL leader; likes to help others; preparing for meetings; making phone calls; many more
- Working to independence
- Advocacy; volunteers; chairing on Link-Up; participating on Vibrant Communities/Citizen Voice; the new Mental Health Care & Treatment Act; Poverty Reduction Strategy; Mental Health Strategy; Mayor's Advisory Committee; CHANNAL presentation...; what's going on in the community

**1.5.** Looking at your entire experience with CHANNAL, please tell me about a peak experience, positive story, or high point in your past or present involvement with the organization ... a time when you felt most alive, most engaged, really proud of yourself and CHANNAL, and you felt the organization was operating at its best? Please describe the event in detail. What were the key elements of this experience?

- When I had to help a new member... [continues with a personal story]
- When CHANNAL became independent in 2006; CHANNAL actually moving forward; Karon-Ann Parsons, ED, is a big part of where CHANNAL is today; equal to CMHA-NL
- Joyful togetherness; just being human beings together; strength: a big personal stake in the issues; Christmas: John C. was Santa; community bridging
- Love AGM to meet with others; CHANNAL meetings & members; like it to socialize; I like to advocate for mental health
- When we have weekly meetings, it's like committing to a time of being positive; we talk about more than our illness, but also about our thoughts and ideas
- Helped person on phone
- When I needed to expose "naked woman in cell" story, I asked the provincial office for support and got more than support; I got action, companionship; I knew for sure everyone stood with me
- During our independence transition and the struggles to gain that independence, when I chaired the Advisory Committee; the Kirby presentation in 2005; when we gained independence
- I am an excellent teacher and I do my best
- At a meeting with Eastern health and very proud of what you're doing
- First CHANNAL provincial conference 2004 in St. John's; it laid the framework for CHANNAL to become independent for 2006; grand opening in St. John's in 2006 on LeMarchant Road; proud of hiring processing committee for our IDM who helped in the process of achievement of CHANNAL independence

## **Values and Continuity**

**1.6.** What is the single most important thing this organization has contributed to your life?

- Balance in my mental health
- I feel ALIVE – I have experience to tell my story and help others "walk the walk and talk the talk"; lots of passion; exuberance
- Ability for me to speak about illness publicly; profound understanding of mental illness from experiential knowledge
- It made me realize that there were people worse off than me and could cope with it; I strive too
- Purpose; sense of belonging; meetings are where we are all in the same boat
- Out of [my] shyness
- Value; respect; dignity
- Enhanced my recovery journey; it affirms sense of community; fuels and gives energy & passion; allows me to be me; centered; has given me courage for the national work I do; a sense of hope; confidence; courage; mutual respect
- More open; communicating better
- A feeling of giving something and getting to know new people
- Feels supported, both as a consumer and as a Regional Coordinator; advocacy; CHANNAL causes

**1.7.** What do you think is the *core factor* that gives life to CHANNAL when we are functioning at our best? In other words, what is the *one thing* without which this organization would cease to exist?

- Its members
- Volunteers; if it wasn't for the volunteers, it wouldn't exist
- Shared experience of mental illness; lack of judgment; acceptance; desire to live without stigma; desire to educate
- Karon-Ann: a good leader
- Camaraderie; community; concern about each other
- Friendship
- Province-wide
- Our volunteers, members and leaders; love for community and CHANNAL; a huge spiritual undercurrent exists in CHANNAL

- A caring [?] and support
- Groups
- When volunteers are working as a team and when promote CHANNAL through presentations in the community

**1.8.** As an organization, CHANNAL will make many changes in the future to improve and evolve with the times. However there are also some core strengths, values, and ways of working that CHANNAL should keep doing – even as we change in the future.

c. What are the 3 things we do best *internally* (our internal organizational strengths or assets) that you would like us to keep doing?

- Organizational ability/structure (x2)
- Peer support (x2)
- Groups (x2)
- Public awareness & education (x2)
- Keep our enthusiasm alive
- Keep our passion for our mandate & vision
- Keep our spirit alive and keep our community proactive
- Advocacy
- Self-advocacy; teach self-advocacy
- Self-help groups with Recovery orientation
- Focusing on Recovery (emphasis should change from illness to wellness)
- Strong leadership skills
- Keep growing our leaders & volunteers
- Keep contact/grounded with the consumer
- We never let geography get in the way
- AGM annually
- Stay active in the community
- Inclusive engagement of membership in all aspects of organization
- Help for leadership groups
- Work on clearing away the stigma
- Honesty
- Our ED really does speak for the whole province
- CHANNAL to reach more people
- Network
- Keeping experience front and centre
- Coordinators
- We learned from the outside
- Like the way we are liked
- Carry on our day-to-day business; strong board & ED; strong skill sets
- Being there with our voice

d. What are the 3 things we do best in terms of the *ways we serve the larger community, people or the world* that you would like us to keep doing?

- Get people organized and have a common interest
- Strong communication; e.g., teleconference
- Connect with each other
- Overall spirit and enthusiasm
- Working in partnership with other mental health stakeholders
- Being consulted by government & Health Authorities
- Lessening stigma
- Sharing our stories
- Appreciating what works to advocate for change for those that don't
- Making sure the consumer voice is present in places where change can be made
- Keep AGM meetings
- Other CHANNAL members like support by phone if they can't meet in person
- Education to wipe away stigma
- Model admission

- Model a “couldn’t care what the world thinks” attitude
- Groups
- Advertising
- Education to public
- Open to learning
- Open to change
- Lots and lots of room for opinions
- To communicate our passion, our mandate and our need to grow our community in terms of Recovery and wellness; keeps our voice strong at all tables
- To continue to work with our partners and stakeholders
- To hold our collective spirit high in the world
- Keep AGM
- Keep CHANNAL for support
- Safe place
- Fight stigma
- Consumer life
- Working in partnership with other mental health/community stakeholders
- Being consulted by government/health officials
- Lessening/attacking stigma
- Serving a larger community; having guest speakers so in the long term consumers will be well-informed

## **Appreciative Approach Phase 2**

### **DREAM: “What do we want?”**

**2.1.** If you had a magic wand, and could wave it to have three wishes granted that would help CHANNAL be extraordinarily effective in carrying out its mission, what would your three wishes be?

- Increased funding (x2) \*\*\*
- Public education; to eradicate stigma and discrimination (x2)
- Stigma/ignorance/blame disappears!
- NIMBY be a thing of the past
- Meaningfully acknowledge as essential piece of MHS
- Regional Coordinators & group leaders are paid positions
- Paid regional positions: Peer Specialists; Volunteer Leadership
- More use of the media \*
- That CHANNAL is meaningfully acknowledged as a significant part of our health care system
- That Regional Directors & Group Leaders be economically free to do their work \*
- More understanding of how we measure with the rest of the world – Sweden, Germany, Africa, Asia
- More understanding about how to reach into the aboriginal communities
- Be a lot more popular!!!
- Recognition that makes GREAT employees
- Recognition that when our basic needs are met, it’s easier to stay well.
- We are essential for developing useful policy and for delivering the services those policies create. \*\*
- That no one should become a professional without hearing from US!
- Create a Warm Line that’s consumer run/consumer driven \*\*
- A level playing field with all partners/stakeholders

**2.2.** Imagine that it is two years from now, in the year 2010. You awake one beautiful morning to find that your wishes have been granted! CHANNAL has become known as a strong, effective, and vibrant organization doing important work in the area of mental health. You are proud to be part of CHANNAL, and others are eager to join.

a. What has changed about CHANNAL in the year 2010 to make it a strong, effective, and vibrant organization?

- Increased staff/funding; i.e., Peer Support Specialists/Workers, Volunteer Coordinator, administrative staff, Peer Advocate workers; Regional Coordinators (x3) \*\*\*\*\*
- Every Health Region is funding a full-time Regional Coordinator \*\*\*\*\*
- Provincial office has 5 or 6 employed. \*
- Have funding for more face-to-face gatherings for whole membership \*\*\*
- Infrastructure in each region (office, meeting space, resources) \*\*\*
- Have enough space and good space to offer more
- Money no longer an issue: we get 3% of health budget!
- Community development work
- Public forums, town halls
- Now 50 groups: strong and vibrant; spread out provincially; some members gather physically and some electronically (chat rooms; email groups; Skype; Facebook; MySpace)
- Overcome geography and connect people
- More self-help groups; virtual self-help via webcam!
- Increased membership with strong sense of ownership of CHANNAL
- To grow membership – have all people who experience mental illness see CHANNAL as OUR organization
- Warm Line – partnered in community; up and running across province; paid Peer Support workers on the lines
- Providing different kinds of Peer Support \*
- Tons of materials aids! (Cards listing ideas to stay well; Pamphlets being demanded by other services; Posters everywhere)
- Increased volunteers
- AGM's where every member is sponsored to attend
- Annual Provincial Conference
- Annual Regional Conference
- CHANNAL mandated to operate Rights Advisor Program & Patient Advocate Program \*
- Equal participation at all tables; recognition
- Consulted on all mental health decisions and related issues; i.e., housing, disability supports, pharmacare, employment, etc.
- Media hounds us for opinions and insights
- Education increases CHANNAL's role in the community and decreases stigma and discrimination
- We help train front-line professionals; i.e., present semester course at MUN open to all disciplines
- "Normalize" mental illness & Recovery (tho we don't like that word!)
- Sharing, caring, supporting

b. As you awake on that beautiful morning two years from now, in the year 2010, what is the ***one most important thing*** you discover that CHANNAL is doing best?

- More self-help groups
- Groups!
- Peer Support/self-help Recovery/Wellness, & training to take on the other issues

**Appreciative Approach Phase 3**  
**Do it! "How do we get there?"**

<b>CHANNAL - Action Planning</b>			
<b>**** Priority:</b>	Increased regional funding		
<b>Goal:</b>	Funding full-time Regional Coordinator in each health region		
<b>First Step:</b>	Dialogue with the Board & partners; Board meeting; plan a proposal & take it to membership		
<b>How I can help make this happen:</b>  Look to find regional funding Advertise & promote for more funding through media Advocate	<b>People/Partners:</b>  Health Boards	<b>Resources/support/info needed:</b>  Put proposal together for office, supplies, equipment, info, needs, admin., insurance, rent, meeting space, salary, travel, to run a region; budget; pilot stage, ...	<b>Start date:</b>
			<b>End date:</b>
<b>**** Priority:</b>	To grow groups and be strong and vibrant membership		
<b>Goal:</b>	Internet/Computer/IT (who is member)		
<b>First Step:</b>			
<b>How I can help make this happen:</b>  Who are members & potential members? Groups/outreach Peer sponsors Computer connection Web page	<b>People/Partners:</b>  Outreach to clinics, hospitals, GP offices Video about Peer Support	<b>Resources/support/info needed:</b>  Publicity Computer One-on-one Grant to hire someone Video; telling our story Have term plan: 5 years	<b>Start date:</b>
			<b>End date:</b>
<b>Priority:</b>	Regional Board meetings		
<b>Goal:</b>	Finding more funding for CHANNAL		
<b>First Step:</b>			
<b>How I can help make this happen:</b>  Seminars Prepare easy manual Public info meetings Tell members to promote	<b>People/Partners:</b>  Instructor Media Sponsorship to copy manual Public members	<b>Resources/support/info needed:</b>  Computers Materials to create manual Create ads and press release Website	<b>Start date:</b>  Jan 2/09
			<b>End date:</b>  June 30/09

<b>Priority:</b>	Regional Directors be economically free to do their work		
<b>Goal:</b>			
<b>First Step:</b>			
<b>How I can help make this happen:</b>	<b>People/Partners:</b>	<b>Resources/support/info needed:</b>	<b>Start date:</b>
			<b>End date:</b>
<b>Priority:</b>	Have 50 groups in the province		
<b>Goal:</b>	More funding		
<b>First Step:</b>			
<b>How I can help make this happen:</b>	<b>People/Partners:</b>	<b>Resources/support/info needed:</b>	<b>Start date:</b>
			<b>End date:</b>
<b>Priority:</b>	More media coverage; having them come to CHANNAL		
<b>Goal:</b>			
<b>First Step:</b>			
<b>How I can help make this happen:</b>	<b>People/Partners:</b>	<b>Resources/support/info needed:</b>	<b>Start date:</b>
			<b>End date:</b>