

Healthy Minds Strategy 2019-2022

Introduction

Healthy Minds is the working name of Calderdale Wellbeing, a mental health charity based in Halifax, West Yorkshire.

We define mental health not just as the absence of distress but as a state of wellbeing in which each person realises their own potential. We recognise different factors can affect people's wellbeing and so we provide a range of services for people according to their needs.

Only 25-35% of people with mental health problems access treatment at all; the remainder self-manage to varying degrees of success. Healthy Minds offers a service to anyone who identifies as having mental health need.

We believe people are always doing the best they can and, provided with opportunities and support, they can thrive.

Ambition

Our organisational ambition is that everyone in Calderdale can enjoy positive mental health, and those who are affected by mental distress can maintain a sense of hope and develop the insight and tools to live a purposeful life.

Strategic Approach

Healthy Minds does not seek to replace statutory services, instead, we seek to support individuals and communities across Calderdale with our own ethos and approach. This is focused around empowering and supporting people to manage their own mental health, and live the best lives that they can. Our approach is person centred and values the support that people provide for themselves and their peers. Our organisation is rooted in the community, many of our staff, volunteers and trustees have personal experience of mental distress. We:

- Offer advice, information and support to those experiencing mental distress;
- Offer recovery courses, within an asset-based model, focusing on individuals strengths, and supporting people to identify barriers to good mental health and develop their own strategies for improving mental health;
- Provide training on mental health awareness and anti-stigma in schools and local organisations across Calderdale;
- Offer peer support groups on a range of mental health themes;
- Provide a Welfare Rights and Employment support service aimed at supporting individuals with some of the biggest causes of stress, providing advice on benefits, debt and money management;
- Gather information about unmet need and ways in which this might be addressed.

Values

- We believe that a person is not only defined by their mental health; it is just one aspect of a person's life
- We are led by individuals who have personal/lived experience of mental distress
- We are inclusive of all diverse communities

- We believe that kindness and respect are the foundations to work collaboratively with those around us
- We believe in respecting individuals' rights to exercise choice and control in their lives
- We are an open and transparent organisation

Management Priorities

We have identified a number of key management priorities which will help develop Healthy Minds as an organisation and safeguard our ability to provide our valued support services:

Priority 1: Healthy Minds to have the financial and organisational structures to ensure sustainability

- Consolidate organisational structure, systems, services and governance to improve efficiency.
- Explore opportunities for income generation that move away from a donor driven model and provide more unrestricted funds in order to increase capacity and flexibility and combat financial volatility and instability.

Priority 2: Healthy Minds to build a high profile organisation in Calderdale to attract users and donors

- Increase brand awareness, raise our business profile and engage (relationship build) with our target audiences through increased use of digital marketing.
- Generate more income through online fundraising and donations.
- Use digital marketing to improve service delivery.

Priority 3: Healthy Minds to visibly demonstrate the impact that it is making to the lives of people in Calderdale

- Publicise the benefits and impact of Healthy Minds' services to attract users and donors.
- Work closely with the NHS and other public sector organisations to demonstrate that Healthy Minds can, and does, provide solutions which ease the pressure on the increasing demand for public MH services, particularly around reducing demand for those services and early intervention.
- Use thorough impact assessments to inform decision making within Healthy Minds to ensure that the services we provide meet the needs of the local communities, are in line with national trends and make the best use of available funds.

Priority 4: Healthy Minds to provide services and deliver projects that most effectively meet the needs of the population

- Understand the needs for services and projects through local consultation and analysis of published research to inform decision making.
- Provide services which meet the needs of the local population, mirroring the needs expressed by national and local policy makers where appropriate.

Challenges

Sustainability challenge

Funding is a key strategic issue across the charitable sector. Reductions in income from statutory grants and contracts are likely to continue with a disproportionate effect on smaller and medium sized charities. In 2013/14, charities received around £10bn from the public through their trading activities, in addition to the income of tens of thousands of social enterprises across the country. Earned income has become more important since 2003/4 and makes up 55% of the sector's income. We will look at additional income streams, and complement our traditional methods of fundraising with innovative new approaches.

The Digital challenge

Charities face the challenge of operating in a digital world, where people buy, sell, talk and meet online. The ways in which we work must constantly evolve in order to ensure that we are relevant to all those who might benefit from our services, including the generation who have been brought up in the digital age.

Public services Challenge

Population demographics are changing; an ageing, more atomised population is increasing demand for public services, and it is increasingly recognised that voluntary organisations are part of the solution. The private sector is much bigger and in some cases competes directly against charities. Charities also provide many traditional services under contract with local or national government. Reforms to how the government works with charities, how they buy and fund services from charities are all ongoing issues.

Leadership Challenge

The House of Lords Select Committee on Charities produced the Report on Session 2016-17: Stronger charities for a stronger society. In relation to governance it states:

Good governance is fundamental to a strong charity sector. Charities need strong governance, with robust structures, processes and good behaviours, in order to deliver effectively for their beneficiaries. We call for new efforts to provide training and development for trustees and recommend that charity boards should undertake greater self-reflection, examining their behaviours, processes and skills. We also believe that infrastructure bodies need to identify the shortcomings in provision of governance advice and training for charities and do more to raise awareness of the support that currently exists.

Conclusion

Healthy Minds is committed to learning, developing and adapting as an organisation and over the next 3 years will use good governance at Board and Trustee level in order to ensure delivery against our strategic and management aims, objectives and responsibilities.

We will build resilience to help us overcome challenges, ensure that our paid employees and volunteers are supported, cared for and enabled to achieve their own aims and ambitions that are reflective of our organisational ambitions.

Our strategic visions and values will be at the foundation of our business planning process and through our feedback and evaluation will remain relevant for our present times and mindful of all our futures.