

Mayo Suicide Prevention Alliance



Strategic Plan 2015 - 2018

*Mayo Suicide Prevention
Alliance*

*Seeks to co-ordinate, develop and support good
practice in the area of suicide prevention/mental
health promotion in County Mayo.*

Preamble

Mayo Suicide Prevention Alliance in developing a strategic plan intends that the key points of discussion arising in the strategic review are addressed. On analysis, the key points of discussion arising was:

- ***Future focus of Mayo Suicide Prevention Alliance.***
- ***Specific, Measurable, Attainable, Relevant and Time bound (SMART¹) activities.***
- ***Policy development and representation.***
- ***Proactive communication (internal and external to the Mayo Suicide Prevention Alliance), and***
- ***Effective structure in order to carry out and sustain activities.***

The existence of a strategic plan seeks to provide direction and focus to Mayo Suicide Prevention Alliance (hereafter referred to as 'the Alliance') and its agreed core strategies provide solutions to the key points of focus above, in a structured and planned way. Each of the strategies has a number of objectives which are listed below and these are further detailed in the implementation plan.

This Strategic Plan represents the 'blueprint' for the Alliance in respect to:

- The critical objectives and actions and
- What the Alliance will achieve.

The Plan is designed to assist the Alliance to:

- Plan the strategy and delivery of the work of the Alliance.
- Monitor and measure the impact of the work of the Alliance.

The targets (outputs and outcomes) set out in the Strategic Plan provide a benchmark for the work of the Alliance. The Alliance will refer to this strategic plan through minutes of our regular meetings.

¹ mnemonic acronym, giving criteria to guide in the setting of objectives in project management

Terminology

This section seeks to provide clarity in relation to the different terminology used in the strategic plan. They include:

- **Aims:** The aims are a broad statement of what the Alliance wants to achieve.
- **Objectives:** Objectives are more specific and tangible, and indicate how the aims of the Alliance will be achieved.
- **Actions:** Actions specify the activities that will be undertaken to achieve the objectives.
- **Expected Outputs:** Expected Outputs refer to the quantitative targets set for each action. Outputs are always quantifiable in nature. Examples may include the number of people expected to engage in training or the number of workshops expected to be delivered.
- **Expected Outcomes:** Expected Outcomes refer to the specific changes that will come about as a result of implementing actions. Outcomes are qualitative in nature. Examples may include increased access to information, greater capacity amongst 'service' providers to meet needs. The expected outcomes from an action are very much determined by the nature of the action.
- **Success Indicators:** Success indicators are set to assist the Alliance establish whether expected outputs and outcomes have been achieved. Success Indicators may be measured by quantitative or qualitative means. It is critical that success indicators lend themselves to measurement.

History and Background to Mayo Suicide Prevention Alliance²

Over the last number of years many voluntary, community and statutory groups have been involved in suicide prevention/mental health promotion initiatives in County Mayo. These groups are working in suicide prevention at all levels i.e.

- ***Mental health promotion,***
- ***Suicide intervention (supporting people in a suicide crisis), and***
- ***Suicide post-vention (bereavement support).***

Three meetings, organised by the Health Service Executive (HSE) in partnership with the Family Centre Castlebar, were held in December 2009, March 2010 and February 2012 to outline some

² Mayo Suicide Prevention Alliance March 2015

of the work taking place across County Mayo. These gatherings were very well attended by representatives from a wide range of organisations and groups. The aim of these meetings was to explore ***how the organisations/groups could communicate, co-ordinate and improve our work in this area***. Following on from the meeting in March 2010, the Mayo Suicide Prevention Alliance was established to prioritise some of the identified actions.

Alliance Funding and Financial Good Practice include:

Any funds raised by the Alliance are held independently of the HSE, in an organisation with the appropriate governance, accounting and financial procedures in place.

All fundraising for the Alliance must comply with the good practice guidelines outlined in Suicide Prevention in the Community: A Practical Guide (2011) and be in accordance with other standards set out of the HSE National Office for Suicide Prevention.

Detailed project plans are always be developed for funded projects. These plans are practical, informed by local and national knowledge and based on good practice.

Some Achievements to date include:

- ***Network events (4)***
- ***Newletters***
- ***Media campaign developed and delivered in January 2013 (radio adverts and tips for keeping positive flier).***
- ***Evaluation of positive mental health flier by GMIT.***
- ***Directory of support services published in partnership with Education Working Group of Mayo Co Development Board in September 2013.***
- ***Website (www.mayobewell.org) developed in November 2013.***
- ***Half day seminar with the media on responsible reporting of suicide and mental health issues in January 2015.***

Mission of Mayo Suicide Prevention Alliance

To co-ordinate, develop and support good practice in the area of suicide prevention/mental health promotion in County Mayo.

Mayo Suicide Prevention Alliance subscribes to the values of inclusiveness, empowerment and transparency.

Key Principles of Mayo Suicide Prevention Alliance

The key principles, which underpin the work of Mayo Suicide Prevention Alliance include:

- **Influence best practice and standards** in the area of suicide prevention and the promotion of positive mental health and wellbeing in County Mayo.
- **Encourage co-operation** with and between individuals, groups and communities in developing strategies to ensure suicide prevention and the promotion of good mental health and wellbeing in County Mayo.
- **Contribute to local, regional, national and international policy fora** based on the experience of co-ordinating a suicide prevention/good mental health strategy in County Mayo.
- Support the Alliance network in being an **effective co-ordinated** voice of stakeholders and in furthering the objectives of the Mayo Suicide Prevention Alliance.

Structure of Mayo Suicide Prevention Alliance

The members of the Alliance nominated key stakeholders to the Alliance 'core group' in 2010. Each stakeholder is broadly representative of all the different agencies and community groups involved in positive mental health promotion and suicide prevention in Co. Mayo. Part of the Alliance role is to report back and inform these key organisations/groups and agencies of the developments in policy and practice in the area of suicide prevention and positive mental health and wellbeing. **This Alliance core group** meet approximately six times per year. All decision-making is by consensus by the Alliance as a whole.

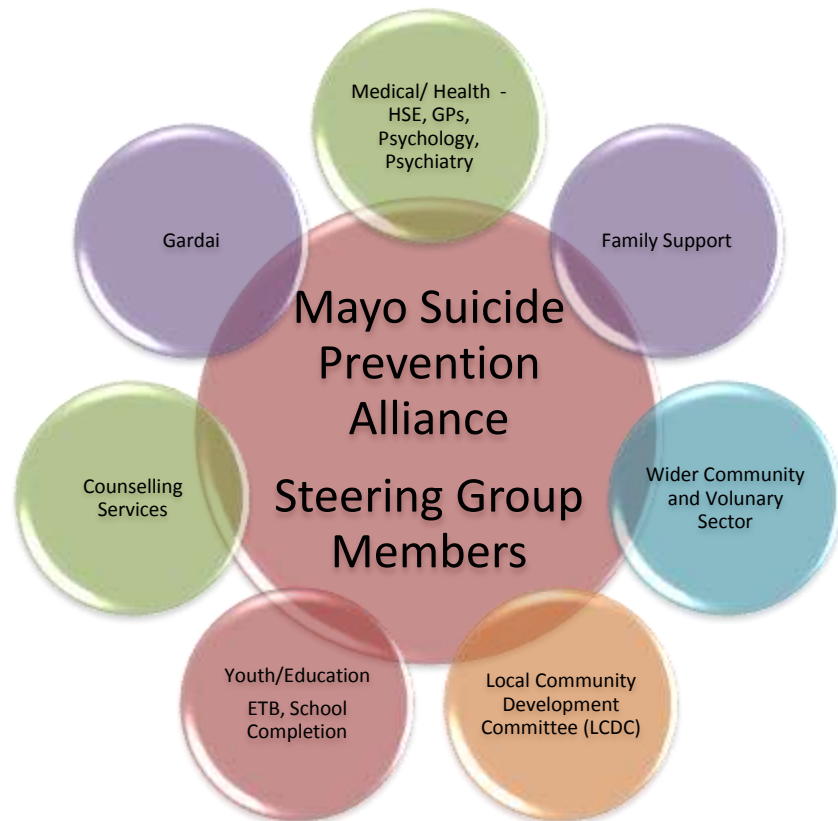
The Alliance 'core group' is made up of the following groups/organisations and agencies:

- ***Health Promotion Department, HSE West, linking with primary care services, health promoting groups and other HSE services;***
- ***Mayo Travellers Support Group, linking with Travelling Community and Mayo Community Platform (alliance of community and voluntary groups in the County);***
- ***School Completion Programme, representing school community;***
- ***Mayo Mental Health Association representing community mental health supports;***

- **Counselling services and Mayo Suicide Liaison Project, Family Centre, Castlebar, linking with counselling services (funded by the National Office for Suicide Prevention);**
- **Resource Officer for Suicide Prevention, HSE West, (Chair), linking with other State agencies;**
- **Youth Officer, VEC, linking with organisations working with young people;**
- **Representative of Families Bereaved by Suicide;**
- **Representative of the LGBT community.**

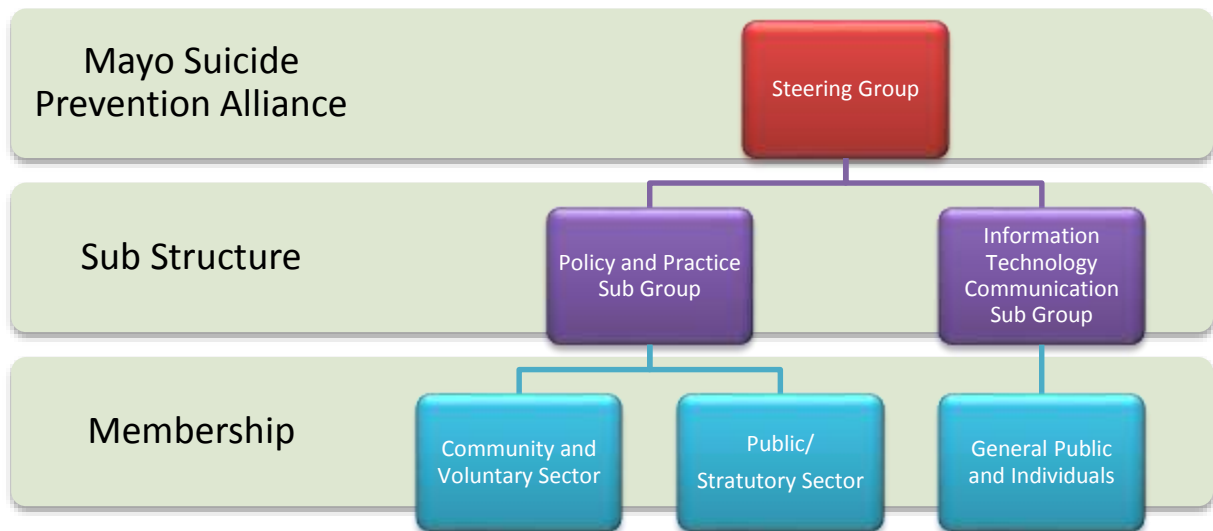
Over the life of this strategic plan the steering group will seek to expand the representatives of Alliance organisations/groups and agencies to ensure representation of pertinent issues and expertise are available to the Alliance in its interface with practice and policy. Figure 1 below outlines the various ‘sectors’ and group representation it wishes to engage between 2015 and 2018.

Figure 1: Steering Group Expansion – Key Representatives Identified



Under the development of the Strategic Plan the 'core group' has become formalised into a Steering Group with a number of sub groups and working group proposed to support the mission and aims of the Alliance. This Steering Group and its membership will be reviewed over the life of the Strategic Plan to ensure that its members are best placed to represent and progress the work of the Alliance. Figure 2 below outlines the Alliance structure to progress its work 2015 – 2018.

Figure 2: Structure - Mayo Suicide Prevention Alliance



Aims of Mayo Suicide Prevention Alliance

The following are the strategic aims of Mayo Suicide Prevention Alliance for 2015 – 2018.

Strategic Aim 1:	To continue to raise awareness of positive mental health and wellbeing, suicide prevention and support services in County Mayo.
Strategic Aim 2:	To inform, develop and implement local, regional and national policy.
Strategic Aim 3:	To improve communications systems at local, regional and national levels.
Strategic Aim 4:	To establish an effective organisation and structure to support the work of Mayo Suicide Prevention Alliance.

Implementation Plan 2015 - 2018

All activities are guided by above strategic aims and are set out in the following implementation plan 2015 – 2018.

Strategic Aim 1: To continue to raise awareness of mental health promotion, suicide prevention and support services in County Mayo.

Objectives:

- To provide up to date information, research, policy and statistics in relation to suicide prevention and the promotion of positive mental health and well-being.
- To inform key stakeholders of good practice and standards in respect to suicide prevention and the promotion of positive mental health and well-being.
- To ensure that the alliance members and other key stakeholders are aware of the activities of the Alliance.
- To devise a communications strategy so that information across the spectrum of alliance members, media and the wider community is heightened.
- To promote and develop a county-wide awareness raising strategy and joint actions in partnership with key stakeholders.
- To devise effective means of networking and decision-making structures.

Target Groups: At risk groups, cultural diversity including language, those experiencing marginalisation and the general population.

Action	Responsibility	Expected Outputs	Expected Outcomes	Measurable Success Indicators	Timeframe
1. Establish Information Technology Communication Sub Group. 2. Develop and update the Alliance Website and ensure ongoing maintenance and updating of content. 3. Link website with 'Your mental Health' Website. 4. Consult with and seek service user participation in evaluating the website. 5. Update and circulate Directory of Services every two years. 6. Develop on going campaigns in line	IT Communications Sub Group Steering Group	Terms of reference of IT Communication Sub group. Number of service users involved in evaluation. Website reviewed once a year. 2 Directory of Services produced. 2 campaigns devised and delivered.	Target Groups have access to relevant and informative website. Target group have better access to agencies / service providers. Key needs of target groups identified by service user groups. Increased awareness amongst target groups of supports and services available. Increased profile of the	<u>Outputs:</u> No. of IT Communication Sub Group Meetings No. of individuals engaged in service users evaluation. No. of campaigns delivered. <u>Outcomes:</u> Evidence of increased awareness of the issues of suicide and mental health at a local level. Evidence of new practices in place to support the target groups at a local level.	Years 1, 2, 3

<p>with the National Strategy.</p> <p>7. Attend and represent the Alliance at relevant events in the area of suicide prevention and positive mental health promotion and wellbeing.</p> <p>8. Develop a protocol in relation to attending and representing the Alliance at relevant events.</p>		<p>Number of events attended in representing the Alliance.</p>	<p>Alliance at local and regional levels.</p> <p>Relationships are established and enhanced with key stakeholders at local and regional levels.</p>		
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Strategic Aim 2: To shape, develop and implement local, regional and national policy.

Objectives:

- ▣ To contribute to national, regional and local policy and good standards development.
- ▣ To set agenda of policy areas based on national strategy at local and regional levels.
- ▣ To implement national policy at county level.

Target Group: Policy and decision makers, public, private and community sector organisations, individuals and the general population.

Action	Responsibility	Expected Outputs	Expected Outcomes	Measurable Success Indicators	Timeframe
<p>1. Examine national best practice standards.</p> <p>2. Promote and implement best practice standards at local and regional levels.</p> <p>3. Review existing models of best practice and examine its transfer to County Mayo.</p> <p>4. Establish Policy and Practice Sub group.</p> <p>5. Establish working groups and sub groups as required.</p>	Policy and practice Sub Group	<p>Relevant number of best practice standards identified.</p> <p>Number of best practice standards identified and promoted.</p> <p>1 existing model of best practice transferred to County Mayo.</p> <p>Terms of reference for Policy Sub Group developed.</p> <p>No. of working groups and additional sub groups as required.</p>	<p>Increased opportunities to share best practice.</p> <p>Enhanced co-ordination of supports for target groups in County Mayo.</p> <p>Identified issues fed into local / county-wide policy</p> <p>Proactive and reactive approach to policy a practice through established working groups and sub groups</p>	<p><u>Outputs</u></p> <p>Formation of Policy Sub Group with list of membership.</p> <p>Terms of reference for Policy and Practice Sub group.</p> <p>No. of meetings held per annum</p> <p>Average attendance at meetings.</p> <p><u>Outcomes</u></p> <p>Evidence of best practice incorporated into local / regional suicide prevention/strategies.</p>	Year 1, 2, 3

Strategic Aim 3: To improve communications systems amongst Alliance members at local, regional and national levels.

Objectives:

- ▣ To implement a regular and structured set of interactions with Alliance members.
- ▣ To ensure information flow to and from Alliance members.
- ▣ To agree structures to communicate with Alliance members (with particular reference to education and community partners) so that a collective understanding of best practice is developed on issues of importance.

Target Group: Alliance members and the general population.

Action	Responsibility	Expected Outputs	Expected Outcomes	Measurable Success Indicators	Timeframe
<p>1. Develop a shared understanding of Mayo Suicide Prevention Alliance through presentations, website and newsletters/publications.</p> <p>2. Ensure the delivery of an annual networking event.</p> <p>3. Promote collective working with other stakeholders to maximise resources and avoid duplication.</p> <p>4. Promote relevant best practice guidelines to education and community partners.</p> <p>5. Establish Communications Sub Group.</p>	Communications Sub Group	<p>1 newsletter per annum</p> <p>1 networking event per annum</p> <p>Number of meetings with key stakeholders re collective working</p> <p>Website with relevant supports and services outlined.</p> <p>Communications Sub Group Terms of Reference</p>	<p>Enhanced flow of information with and between Alliance members.</p> <p>Increased best practice and implementation with particular focus in the area of education and community.</p> <p>Increased collective actions.</p> <p>Enhanced collective resources.</p> <p>Minimising of potential duplication.</p>	<p><u>Outputs</u></p> <p>3 Newsletters are designed and delivered</p> <p>No. Of meetings held per annum</p> <p>No. Of events fully delivered per annum.</p> <p>No. Of members attending each course per annum</p> <p>Average attendance at meetings.</p> <p><u>Outcomes</u></p> <p>Record of issues fully addressed through co-ordinated information and collective supports organised through Alliance.</p>	Year 1, 2, 3

Strategic Aim 4: To establish an effective structure to support the work of Mayo Suicide Prevention Alliance.

Objectives:

- To build an effective, efficient and sustainable structure in order to carry out the work of Mayo Suicide Prevention Alliance in County Mayo.
- To ensure that Alliance stakeholders are included and represented within the organisational structure.

Target Group: Alliance members.

Action	Responsibility	Expected Outputs	Expected Outcomes	Measurable Success Indicators	Timeframe
<ol style="list-style-type: none"> 1. Establish steering group with clear terms of reference that will meet at least six times per annum. 2. Review membership of steering group to address gaps in expertise. 3. Develop sub group and working group structure to ensure authority and expertise pertinent to the activities of the Alliance are included. 4. Review member database on a bi annual basis. 5. Ensure volunteers are included and accommodated to attend alliance meetings. 	Steering Group	<p>Key agencies / providers identified for expansion of steering group.</p> <p>Steering committee members increased.</p> <p>6 steering committee meetings are held per annum.</p> <p>Up to date database.</p> <p>Number of volunteers increased.</p> <p>Steering Group Terms of Reference.</p>	<p>Relationships are established with between key providers/services.</p> <p>Strategic plan monitored and actions achieved.</p> <p>Increased influence of policy and practice in the County.</p> <p>Key stakeholders are represented on Alliance Steering Group.</p> <p>Subgroups/working groups established which are issue based and have clear terms of reference.</p>	<p><u>Outputs</u></p> <p>Number of steering group/ sub groups/working groups meetings.</p> <p>Terms of Reference for Steering Group.</p> <p><u>Outcomes</u></p> <p>Evidence of best practice and policy incorporated into local / regional suicide prevention/strategies.</p>	Year 1, 2, 3

NAME AND CONTACT DETAILS OF STEERING GROUP MEMBERS

Name	Representing	Address	Contact Details