



**Corporate Mental Health  
Alliance** AUSTRALIA

# CMHAA Overview & Strategic Plan

## About CMHAA

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We are a business-led, expert-guided member organisation dedicated to providing mentally healthy workplaces for all people.

Why? Because as a community, we know that we can do better, and that doing better begins with business leaders prioritising the mental health and wellbeing of their people in ways that they experience every day. We also believe that when businesses pool their resources, share openly, and work collaboratively towards a common goal, better, more sustainable mental health outcomes will be achieved for more people, sooner.

# Our Pillars

We have a clearly defined vision, purpose and objectives for each of our 3 pillars

	1. Provide Safe Settings	2. Empower Our Leaders	3. Drive Lasting Change
<b>Vision</b>	Every Australian Business provides a mentally healthy workplace for its people	Every Australian Business Leader sees mental health as core to business strategy	A Trusted Voice of Corporate Australia for mental health in the workplace
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Deepen organisational understanding</li> <li>• Create a culture of openness &amp; trust</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and equip our leaders</li> <li>• Empower and influence our fellow business leaders through leader to leader connection</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for system change within our business, supply chains and the broader community</li> <li>• Shape key public policy issues</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Recognize that inclusive leadership capability is fundamental</li> <li>• Develop capability and mental health literacy across all levels of an organisation</li> <li>• Provide robust internal support networks</li> <li>• Provide the platforms for storytelling</li> </ul>	<ul style="list-style-type: none"> <li>• Provide other leaders with the support to influence change in their organisations</li> <li>• Ensure that good mental health practice is led and owned by leaders and integrated into strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Capture insights on: <ul style="list-style-type: none"> <li>• What businesses believe needs to change to support mental health in the workplace</li> <li>• Ideas and credible practice and policy solutions to support change</li> <li>• How CMHAA can best support and advocate for that change</li> </ul> </li> <li>• Determine key public affairs issues the CMHAA will prioritise and advocate for</li> </ul>

# Our Measures of Success

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#	Measure
1	Improved employee mental wellbeing in member workplaces
2	Employees feel that senior leaders are committed to mental wellbeing
3	Leaders feel confident, and are competent to enable mentally healthy workplaces
4	The Alliance is sought out by business and business leaders seeking to improve their approach to mental wellbeing in the workplace
5	Members and Friends Of feel that the Alliance is meeting its objectives and delivering value to members

# 2 Year Timeline

2020				October	November	December
				Public Launch Website Launch ✓ ✓	Board meeting Launch of CMHA Global Assessment Standards ✓ ✓	Member Insight & Exchange Session: Leadership 1
2021	January	February	March	April	May	June
		Board meeting Annual Gathering: Leadership Launch Leader Pairing		Common Data Set Agreed	Board Meeting: Agree Next Theme; Launch Data Collection	Member Insight & Exchange Session: Leadership 2
	July	August	September	October	November	December
		Board Meeting	Panel Session	CMHA PoV 1 Released: Leadership	Board Meeting	Member Insight & Exchange Session
2021	January	February	March	April	May	June
		Board meeting Annual Gathering Launch Next Theme			Board Meeting	Member Insight & Exchange Session CMHA PoV 2 Released
	July	August	September	October		
		Board Meeting	Panel Session	How To Series		

# Our Delivery Timeline

Board:  
Decision Making & Risk  
Management

- Program Director Report to each meeting on progress against the program plan and budget
- Risk Register created and maintained by the central team – for noting by the Board
- Frequency of Board Meetings may need to be increased or a sub-committee agreed to support timely decision making on program delivery between quarterly Board Meetings

Functional Leads:  
Program Execution

- Manage progress against each project within the program
- Receive status updates at a project level and manage project level risks

Working Groups:  
Project Execution

- Established for each project (e.g. each MIES or PoV) – time limited
- May include representation from members and experts, or be central team only – member contribution should be shared fairly across working groups over the year
- Should include representation from all Pillars
- Project plan on a page developed for each, and reported against (standard status report)

# Member Insight & Exchange Session

Frequency	3 per year (2 x stand-alone, 1 as part of the annual gathering)
Purpose	To provide a safe, structured environment for members to exchange insights, ideas and learnings with one another, that will influence and improve mental wellbeing in member workplaces
Attendees	Strictly Members Only Board & Functional Leads Invited representatives from our organisations who can impact, and are impacted by the topic
Format	2 Hours Plenary Session: Why are we talking about this topic Break-Out Session 1: Deep Dive into sub-topic Break-Out Session 2: Deep Dive into sub-topic Conclusion / Q&A session } Could be run concurrently or sequentially
Requirements	Plenary Session Host(s): Member Organisation(s) Case Studies / Content for Deep Dives: Member Organisation(s) Inviting beyond Board & FLs: Member Organisation(s) Setting the MIE topic with Board / Friends Of: Central Office Setting the date and call to action to Members: Central Office Brand Guidelines / Draft Invitation / Look & Feel: Central Office Eventbrite / Centralised management of attendees: Central Office Post Event Write-Up & Comms: Central Office
Resourcing (each)	Host & Case Study Members: 10 days ea. Central Office: 10 days
Resourcing annual	Host & Case Study Members: 5 days ea. Central Office: 30 days

# Annual Gathering

Frequency	1 per year
Purpose	<p>To celebrate CMHAA achievements for the previous year</p> <p>To set the agenda for the next 12 months, including priority topic</p> <p>To launch high impact initiatives</p>
Attendees	<p>Broad Representation from across the mental health landscape</p> <p>Broad Representation from the Business Community</p> <p>Board &amp; Functional Leads</p> <p>Broad Representation from Member Organisations</p> <p>} Could be run concurrently or sequentially</p>
Format	<p>Full day (shorter for virtual)</p> <p>Moderated Panel Session: The State of [topic]</p> <p>Personal Story</p> <p>Chairs Update</p> <p>Personal Story</p> <p>Initiative Launch</p> <p>Personal Story</p> <p>Next steps for CMHAA</p> <p>[3<sup>rd</sup> Party Showcase in green room / during breaks]</p> <p>[MIES as break-out or at the end]</p>
Requirements	<p>Content &amp; speaker curation: Central Office (supported by Members)</p> <p>Brand Guidelines / Draft Invitation / Look &amp; Feel: Central Office</p> <p>Eventbrite / Centralised management of attendees: Central Office</p> <p>Event Management, including 3<sup>rd</sup> party showcase &amp; production: Outsourced</p> <p>Post Event Write-Up &amp; Comms: Outsourced</p>
Resourcing (each)	<p>Members: Various</p> <p>Central Office: 30 days (in addition to MIE)</p> <p>Outsourced: \$25-30k</p> <p>Expenses: \$5-10k</p>



# Panel Sessions

Frequency	1 per year (separate from annual gathering)
Purpose	To bring external perspectives to CMHAA and its members To attract prospective members
Attendees	Broad Representation from across the mental health landscape Broad Representation from the Business Community Board & Functional Leads Broad Representation from Member Organisations
Format	Two Hours (virtual, to accommodate nationwide attendees) Moderated Panel Session: The State of [topic] Expert Speaker 1 Expert Speaker 2 Round-up: So what for CMHAA
Requirements	Content & speaker curation: Central Office (supported by Members) Brand Guidelines / Draft Invitation / Look & Feel: Central Office Eventbrite / Centralised management of attendees: Central Office Event Production: Outsourced Post Event Write-Up & Outsourced
Resourcing (each)	Members: Minimal Central Office: 20 days Outsourced: \$5-10k Expenses: \$5-10k

# CMHAA Points of View

Frequency	1.5 per year
Purpose	To develop points of view that will help business (large & small) to improve mental wellbeing in their workplaces To cement CMHAA's position as a credible leader in workplace mental wellbeing
Process	Research question agreed by the Board, 6 months in advance [1] Working group convened from Members, Friends Of, CMHA Global and External Experts as required [6] Data Collection, Research & Literature Review – 8-10 weeks [20] Point of View Drafting & Editing – 6 weeks [20] Multiple Formats & Media Materials – 6 weeks [10] Promote to Members & Media – 6 weeks [3]
Format	CMHAA Point of View Paper Standardised Approach (recognizably CMHAA) <ul style="list-style-type: none"> <li>- What is this topic important</li> <li>- Examples – what our Members are struggling with</li> <li>- Exemplars – within our Members</li> <li>- Exemplars – International</li> <li>- Credible Resources available</li> </ul> Fully Referenced Underpinned by a literature review Multiple Formats
Requirements	Defining the research question: Central Office (with Member input) Convening of Working Group X 6: Central Office Literature Review: Central Office (supported by Friends Of / Members) Drafting of Point of View: Central Office Examples & Exemplars: Members Multiple Formats: Central Office Media Strategy & Execution: Central Office Design & Production: Outsourced
Resourcing (each)	Members: Various Central Office: 60 days Outsourced: \$5-10k
Annual Resourcing	Members: Various Central Office: 90 days Outsourced: \$10-15k

# High Impact Initiative 1: Leader Pairing

Frequency	Ongoing once launched
Purpose	To provide other leaders with the support to influence change in their organisations To ensure that good mental health practice is led and owned by leaders and integrated into strategic priorities A program that is grounded in evidence of what works / what leaders will value
Process	Convene experts to define program parameters Develop a short training/guide pack for participants Call to Action to Members to Participate Establish program monitoring & evaluation
Format	Informal leader-to-leader pairing Face-to-face or virtual 1:1, with transition to membership, or larger peer group
Requirements	Defining the requirements: central office (supported by Members) Program development: Outsourced Call to action to Members & Management of participants: Central Office Program monitoring & evaluation: Central Office
Annual Resourcing	Members: TBC – specified time commitment per Board Member Central Office: 15 days Outsourced: \$25k

## High Impact Initiative 2: Research & Data Strategy

Frequency	Ongoing once launched
Purpose	To demonstrate the impact that CMHAA is having in improving workplace mental wellbeing for its members To provide the fact base from which to prioritise future initiatives and focus
Process	Invite exemplar members to present to the Board on data collection Convene experts in data privacy & governance (from Members, or beyond if needed) Develop the approach to data governance & sharing for Board Endorsement Convene experts in metric development to provide advice on priority measures of success Test and validate with Friends Of and NWI Check against current data collected by Members (Questionnaire) Develop metrics, roadmap and approach to data collection Implement required IT infrastructure for secure data collection
Format	Agreed policy and governance for data sharing Defined metrics to be collected by all Members Guidance on data collection approach for defined metrics Secure IT infrastructure in place for data transfer
Requirements	Convening experts: Central Office (supported by Members) Drafting policy: Central Office Drafting metrics: Central Office Define IT Infrastructure Requirements: Central Office Implement appropriate IT system: Outsourced
Annual Resourcing	Members: Various Central Office: 25 days Outsourced: Capex TBC Expert advice: \$5k

## Standard BAU Activities

Activity	Frequency	Annual Resourcing
Board Meetings	Quarterly	Members: 1 day ea Central Office: 8 days
Functional Lead meetings	Fortnightly	Members: 0.3 day ea Central office: 1 day
Statutory Reporting	Annual	Central Office: 1 day
External Stakeholder Management	Ongoing	Central Office: 52 days
Program Management & Reporting	Ongoing	Central Office: 26 days
Website Maintenance	Ongoing	Central Office: 24 days
New Members Onboarding	Launch then Ongoing	Central Office: 5 days Central Office: 12 days
Member Newsletter	Monthly	Central Office: 6 days
Management & translation of resources and tools from CMHA Global / Other	Ongoing	Central Office: 26 days

## Extraordinary BAU Activities

Activity	Frequency	Annual Resourcing
Set-up Member Collaborative Site	Once	Central Office: 3 days (assume Microsoft Teams – otherwise much more significant)
Implement CRM	Once	Central Office: 10 days Capex: TBC