

Mentally Healthy Campuses Maturity Model

Practical Tool



Part of the Student Led Initiatives Toolkit.

Introduction

About the Tools and Toolkits

These tools and toolkits are hosted by **Healthy Campus Alberta**, a provincial community of practice committed to cultivating caring campus communities in Alberta. Originally developed by **Alberta Campus Mental Health Innovation** (an initiative carried out by the **Alberta Students Executive Council**), the tools and toolkits are learning-focused, living documents that serve to support our community of practice.

About the Student Led Initiatives Toolkit

This toolkit was developed for student leaders in post secondary institutions who are planning and implementing student mental health initiatives on their campus. Others who are planning and delivering post secondary mental health initiatives may also find the toolkit useful for their purposes, including those aimed at students as well as faculty and staff, or those aspiring to take their institution to a new level of mentally healthy campus. It will be particularly useful to understand the roles and contributions that students, student leaders and student associations can make in advancing the impact of mentally healthy campuses.

About the Maturity Model

The **Mentally Healthy Campuses Maturity Model** gives more detail about the actions that are necessary to build a Mentally Healthy Campus. A maturity model is a scorecard that helps organizations understand their own capability and capacity to create and influence desired change. Because it is visual, it is helpful for explaining your progress to others who you might want to be advocating for resources or permission to make improvements.

Who could use this tool?

- Student leaders;
- Program planners.

What purposes could this tool serve?

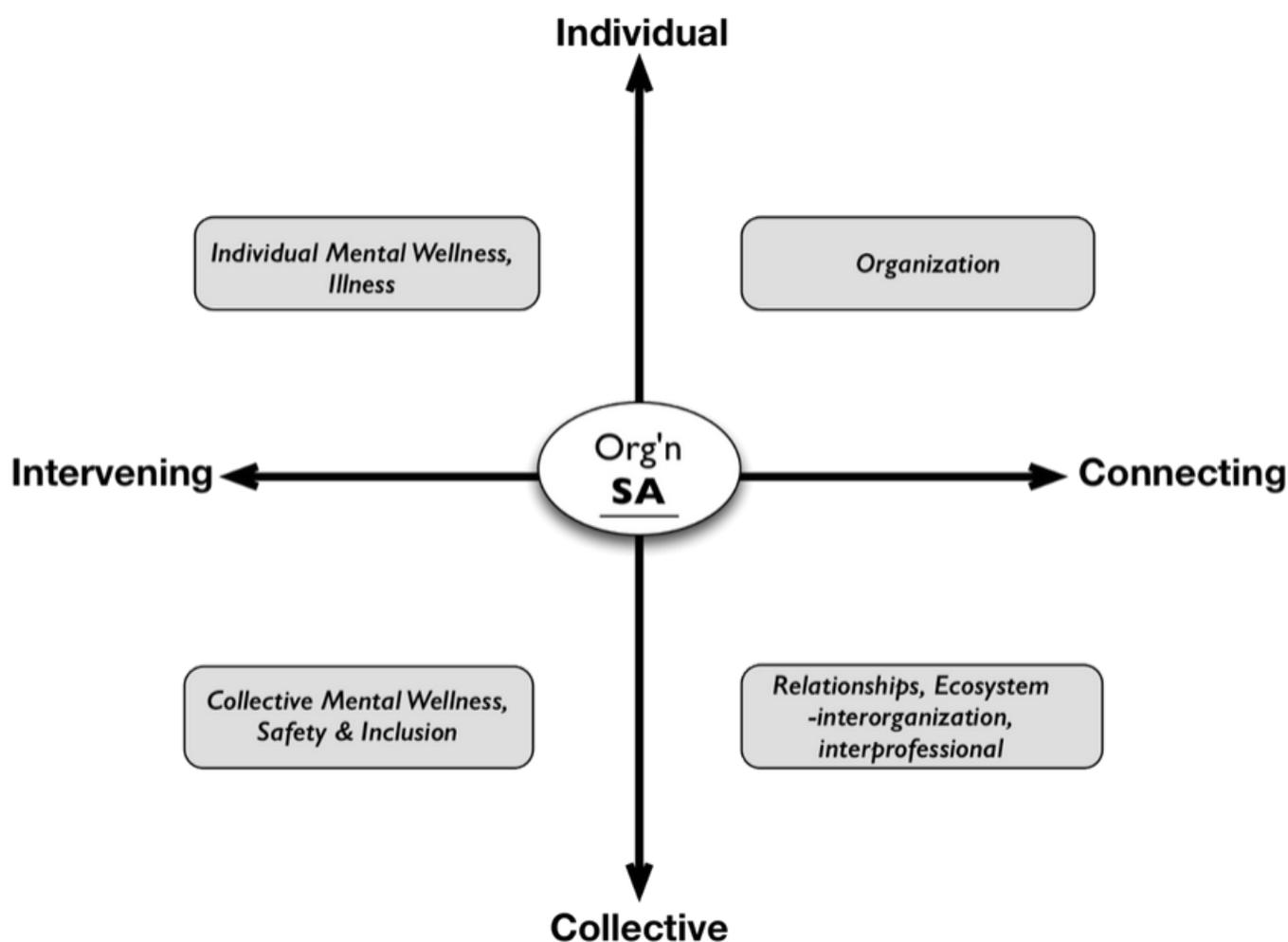
- Mapping current mental health initiatives;
- Identifying areas for growth and improvement;
- Sparking discussion about innovating mental health initiatives that fit the context of individual institutions.

Background

What is a Maturity Model?

A maturity model is a tool that helps you have a visual picture of where you are presently, and where you might want to go next. It also is a tool that helps you continuously improve your processes and the way you organize to achieve your aim of increasingly mentally healthy campuses. In other words, it is a tool you can use to complement your evaluation of outcomes you've achieved – a maturity model focuses on the capability to create change, rather than the change itself. When we talk about maturity, we are not talking about whether individuals in the organization are juvenile or mature. Instead, we are talking about how confident an organization can be that it can routinely deliver on its commitments, and work effectively with others to foster a mentally healthy campus.

Mentally Healthy Campus Maturity Model - Basic



Understanding the Maturity Model

Individual to Collective

The top to bottom axis is Individual to Collective. At the top, actions can focus on individual people or on a single organization. At the bottom, actions can focus on groups of people or the physical environment, as well as on the ecosystem of many professionals and many organizations.

Intervening to Connecting

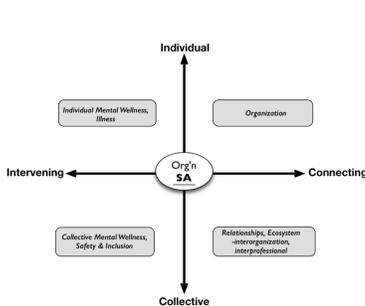
On the left side are Intervening actions. These are actions to improve mental health and reduce stigma. On the right side are Connecting actions. These actions are about coordinating and structuring effort, whether in a single organization or in the ecosystem of many people and organizations.

The Four Quadrants

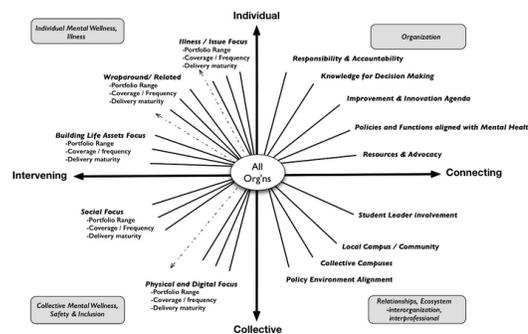
- *Individual Interventions (Upper Left)* – interventions or services related to individual people, for example students, faculty, staff or visitors.
- *Collective Interventions (Lower Left)* – interventions or services related to groups (social environment) or the physical environment of the campus.
- *Individual Connections (Upper Right)* – the leadership and management functions that help you plan and deliver the interventions.
- *Collective Connections (Lower Right)* – the partnerships or ‘ecosystem’ of other organizations that you are working with, which magnifies your effort.

Levels

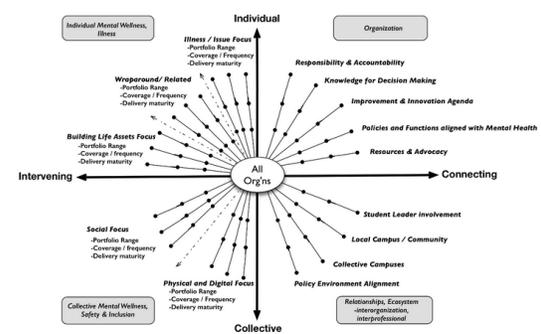
There are three increasing complex maturity models: basic, detailed, and advanced.



Basic



Detailed



Advanced

Understanding the Maturity Model cont.

Individual Interventions

A wide variety of services and activities can be aimed at providing professional services, or at influencing or changing people's behaviour, beliefs and attitudes, including:

- *Illness / Issues.* Addressing or avoiding mental illness, addictions or mental issues, including reducing stress.
- *Wraparound / Related.* Supporting students who may be challenged by situations that are not directly mental health or mental issue related but contribute to the student's mental well-being or stress.
- *Mental Wellness and Life Assets.* Helping the individual grow their mental wellness and life assets. This approach starts with the idea that mental well-being means building capabilities or assets that are really skills for engaging with any kind of challenge throughout life.

Examples

1

Illness / Issues: stress relief (puppy days or colouring corners); peer support programs or peer counseling programs; training like Mental Health First Aid; information brochures; bathroom posters.

2

Wraparound / Related: food banks and nutrition information; legal advice clinics; financial literacy; parenting skills and healthy relationships

3

Mental Wellness and Life Assets: The activities used for short-term coping and stress management are also ones that help you build your mental wellness skills, if combined with mindfulness, reflection and action learning.

Collective Interventions

These include both social and physical strategies, as well as strategies that influence the digital or policy environments. While specific activities within these may be focused on the individual, the key is that groups engage together so there is some shared experience.

Examples

1

Physical strategies: advocating for gender-neutral bathrooms or better lighting in parking lots; creating a dedicated Student Support Centre for student-led activities or another type of facility.

2

Social strategies: Community Conversation on Mental Health in an area of a campus where many students walk; weekly Wellness Wednesdays held in high traffic areas.

Understanding the Maturity Model cont.

Individual Connections

This relates to your organization's capabilities to plan and deliver services or activities related to your strategy for improving mental wellness or addressing mental health issues. These include a range of functions. Consider the following questions:

How are you organized to plan and implement your mental health strategy? (This means your designated leadership and accountability for the mental health strategy.)

What information do you gather or access to help you make decisions about what to do and how you are doing?

This might include your evaluation and learning data. It could also include information from another department, such as the proportion of prescriptions in your health insurance package for mental health issues, or the number of students who drop out of school. (This information is your Knowledge for Decision Making.)

What is your balance of services that continue over time with some improvement, compared to new actions or services that you are testing? (In other words, what is your Improvement and Innovation Agenda?)

How do you act as an employer? Do you treat your employees in ways that help them improve their mental health and reduce stigma? Do you do your business in ways most aligned with a mentally healthy campus? (In other words, are Policies and Functions aligned with mental health?)

Collective Connections

These relate to the range of working partnerships that are actively engaged in the improvement of student mental health and reduced stigma on post secondary campuses. this quadrant is important for sustainability. When one player has a crisis or has fewer resources for a time (this could be time, funds or attention), then others can keep the momentum going. Collective Connections can help spark the culture shift and sustainability efforts required to maintain mentally healthy campuses. Your actions may apply to one of the following:

Student led initiatives – What degree of engagement do student leaders have in your campus strategy? Are student leaders actually engaged in leading the planning and implementation of initiatives?

Local campus and community relationships – Who are all the professionals and organizations you work with on shared actions, across your institution and with your local community?

Collective actions – How are you supporting, learning from, and engaging with other student groups to improve the whole group? How will you support provincial actions? For example, will you participate actively in the Healthy Campus Alberta Community of Practice?

Policy environments - Are the policy environments, whether at the institutions or in the provincial and federal ministries, aligned with the aim of improving student mental health and reduced stigma? If the policy environment is not aligned, this will signal the need for advocacy over taking direct action.

Using the Maturity Model

Basic Model. The Maturity Model helps develop and describe strategy in a way that is not just a list of actions or services. Use the worksheet on the next page as a team or individual activity.

Compile.

Identify all the activities or services that your organization offers. Large initiatives can be separated out into several individual activities. For each initiative, identify when it will be implemented, or a time period. Then, identify which end of each continuum the initiative aligns with: collective or individual? intervention or connection? Then, mark where on maturity model the initiative would be.

Prioritize.

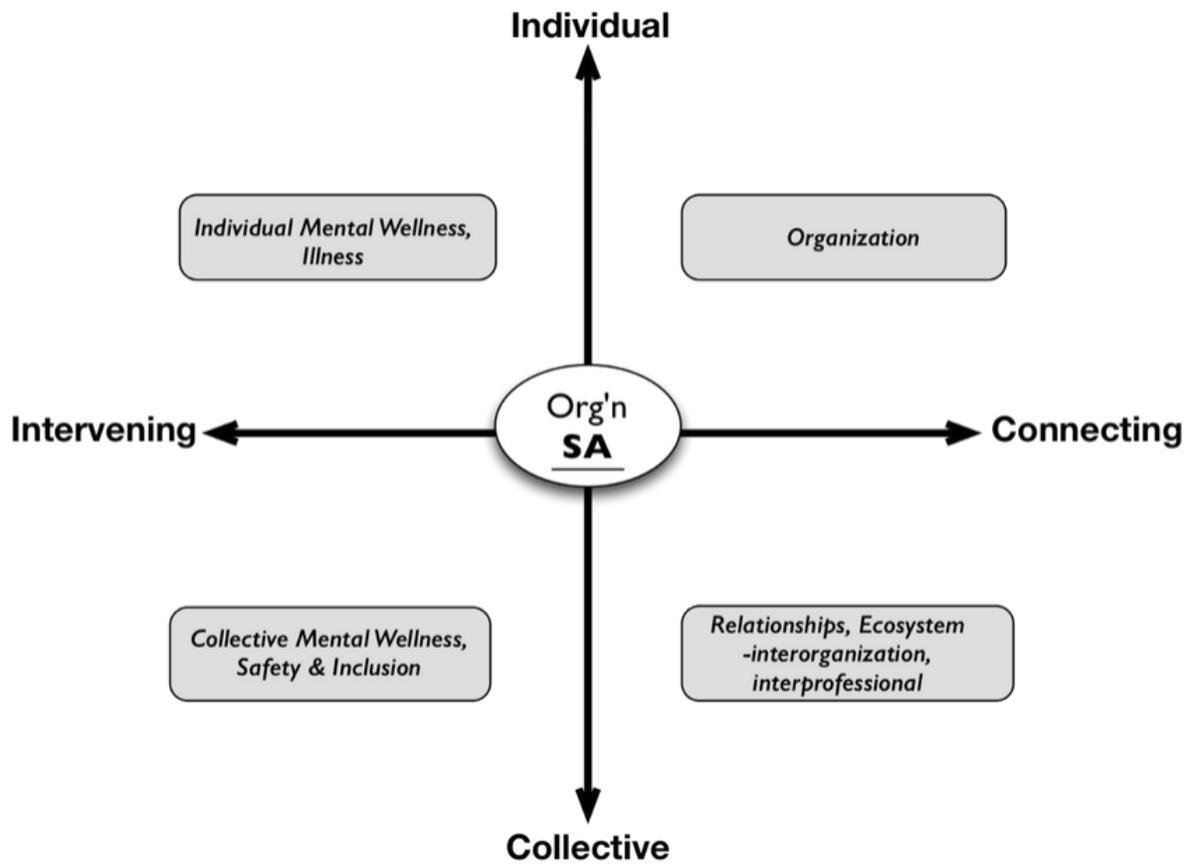
Mapping the time sequence for activities may help you see where you have too many activities to actually manage them well with the resources you have. Consider asking another organization to do the activities where you do not have the time or expertise. Add these to your list for consideration in your plan for advocacy.

Assess.

The most effective way to continuously improve your mentally healthy campus is to make sure you have actions in all the Quadrants, whatever your level of complexity. Gather your project team and consider what the map tells you. Does it identify quadrants that have been less emphasized and might be good candidates for future initiatives? Are there areas you could undertake yourself? Are there areas for advocacy?

Adjust.

Adjust your strategy to include those actions or services you can actually achieve with the resources and time you have.

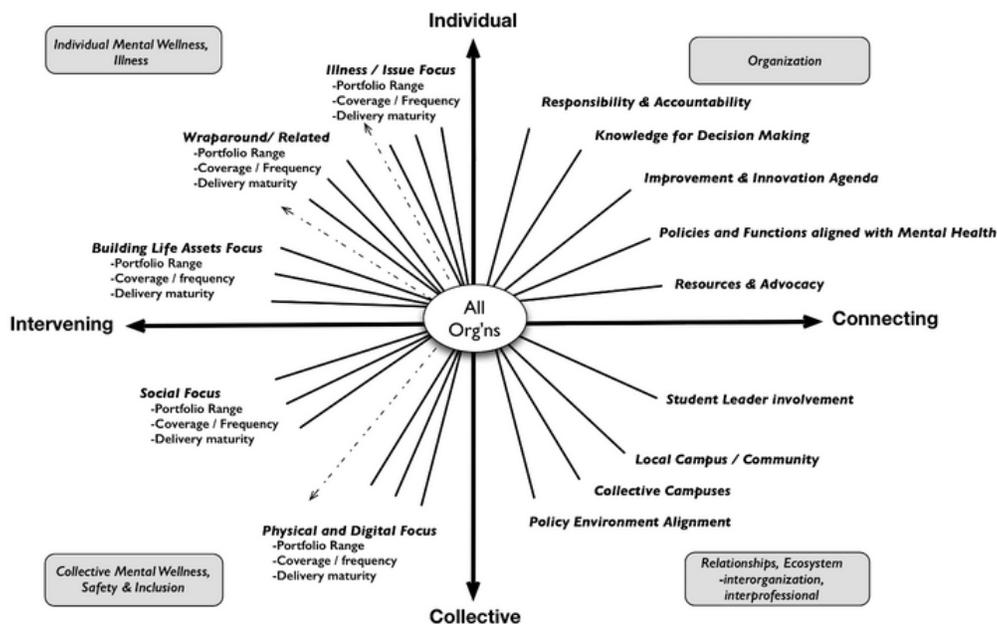


Mental Health Initiative Mapping

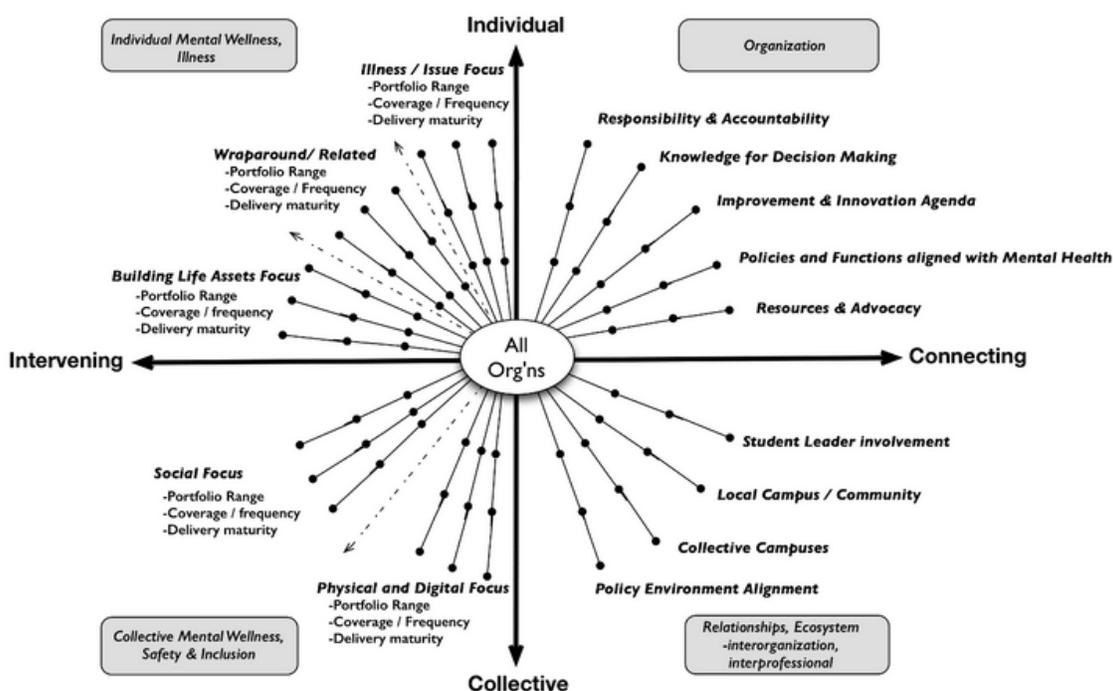
<i>Initiative</i>	<i>Date</i>	<i>Individual or Collective?</i>	<i>Intervention or Connection?</i>

Using the Maturity Model cont.

Detailed Model. This involves describing the different dimensions of your activities, programs and initiatives in each quadrant. This level of detail is most helpful when you have developed a solid foundation for activities and have a better sense of your long term big picture strategy, and are working purposefully with partners.



Advanced model. The Advanced level involves describing the maturity of your processes at each of successive developmental stages for each of the different dimensions of your activities, programs and initiatives in each quadrant. It also allows you to map the degree of reach you've achieved with the initiatives .



Additional Resources



View the rest of the [Student Led Initiatives Toolkit](#).

Questions for Consideration

- How do your group's activities align with the Maturity Model? What gaps do you notice - are there areas for improvement?
- Is your group ready to use the Basic, Detailed, or Advanced Maturity Model? What different learnings do you take from each level of the model?
- How does using the Maturity Model help you develop strategy? What other purposes could it serve?
- Are there other tools that help you achieve the same objectives as the Maturity Model?