



UPEI CAMPUS MENTAL HEALTH STRATEGY

May 3, 2019



MESSAGE FROM THE PRESIDENT



At UPEI, we believe in developing our people to their full potential. We are committed to providing knowledge and experiences that encourage critical and creative thinking capable of transforming lives and communities. However, as a University, we recognize more than ever that reaching one's full potential and the transformation to our 'best selves' is highly dependent on our mental health and well-being.

UPEI is acutely aware of the increasingly complex challenges in the day-to-day lives of our community members. These challenges are portrayed in popular media, illustrated in research findings, and, all

too often, experienced first-hand. The increase in mental health concerns on our campus and within our larger community is the reason we developed the Doctor of Psychology program at UPEI. It is also why we work hard to make the best possible choices around critical supports and services for students and employees.

Through UPEI's first campus mental health strategy, we aim to develop a shared focus and direction for our campus to better support positive mental health and well-being for our community members. This focus has been developed in consultation with our campus community and further shaped by the professional expertise of UPEI Doctor of Psychology faculty and staff. The campus mental health strategy is identified as a priority within the UPEI Strategic Plan (2018–2023), and is strongly supported by our UPEI Board of Governors and UPEI Senate. The overwhelming positive support for this strategy has resulted in a strong foundation on which to promote mental health in a manner that enables students, staff, and faculty to recognize mental health challenges, solve problems, and seek help.

Our university prides itself on being a safe and welcoming community for all people. As a community, we impact each other and have a role to play in supporting one another. I am hopeful that this strategy establishes a sustainable framework that empowers individuals and helps to build a resilient campus community to promote the long-term mental health and well-being of all our members.

A stylized, handwritten signature in black ink, consisting of a series of fluid, connected strokes.

DR. ALAA S. ABD-EL-AZIZ

President and Vice-Chancellor

University of Prince Edward Island

EXECUTIVE SUMMARY

The UPEI Campus Mental Health Strategy provides a shared focus and direction for our campus to better support positive mental health and well-being of our community members.

The strategy aligns with the UPEI Strategic Plan (2018–2023) in its commitment to:

- » support our people to develop to their full potential; and
- » build a campus that is an accessible, inclusive, and welcoming learning community committed to supporting the needs of its community members.

The UPEI Campus Mental Health strategy builds on current knowledge on mental health within the post-secondary landscape from organizations such as the Canadian Mental Health Association (CMHA), the Canadian Association of Colleges and University Student Services (CACUSS), and the Atlantic Association of Universities (AAU). It is also informed by ongoing reviews and evaluation of UPEI mental health services, the recent *Take Ten for Health!* campus survey on health and wellness (February 2019), and the knowledge base regarding effective practices across the continuum of well-being and care.

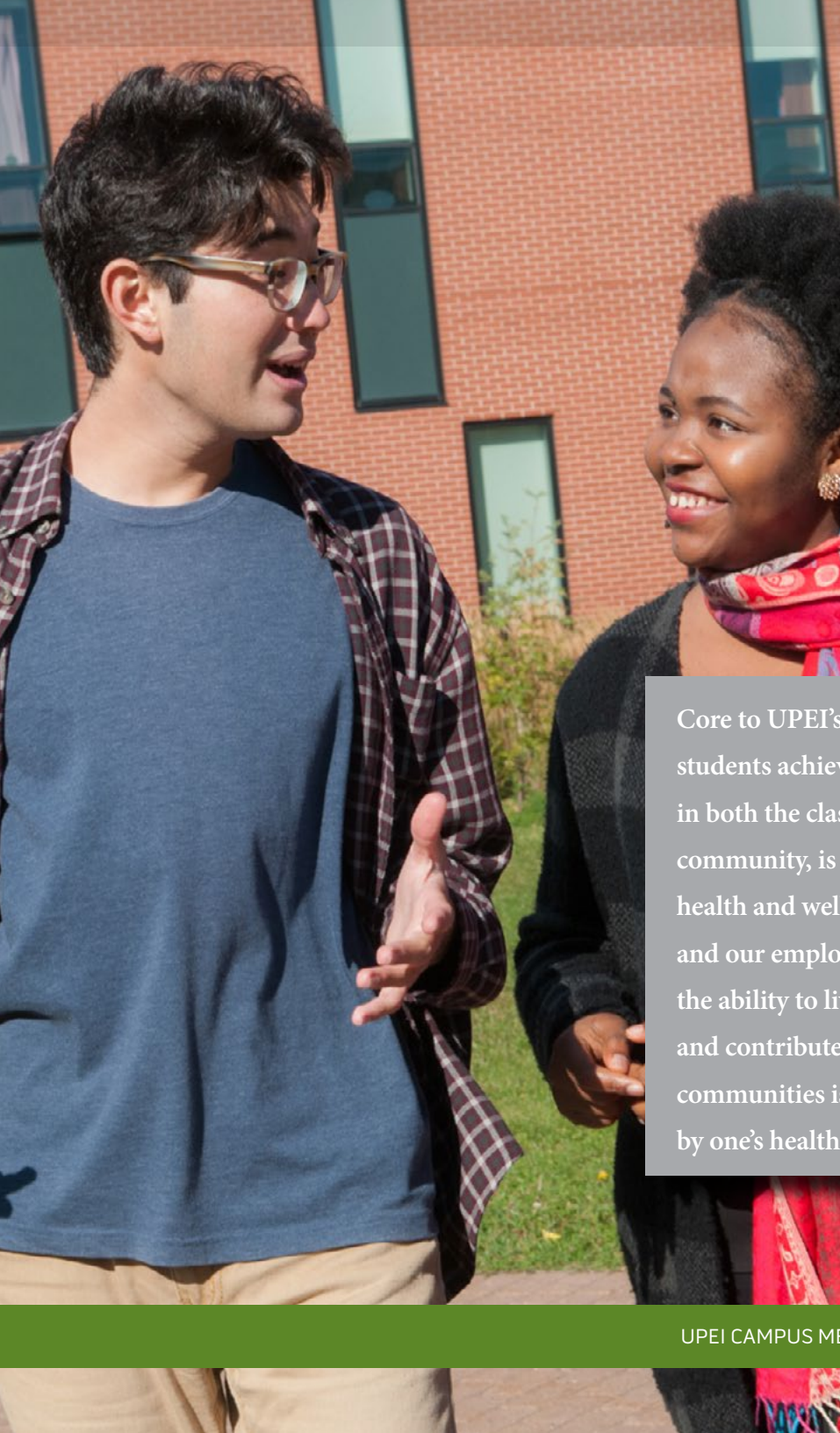
In addition to an overview of campus mental health supports and services and the recent campus health and wellness survey, this strategy provides information on priorities and action items that are designed to:

- » build resilience and the capacity for community members to be active agents in their own mental health;
- » develop a campus community that supports its people by eliminating stigma and removing barriers to support;
- » develop a campus community that both supports and facilitates discussions around mental health among all members of its community;
- » continuously evaluate and build inclusive campus mental health supports and services; and
- » put our knowledge into action.

UPEI is committed to implementing this strategy and the outlined priorities in a highly coordinated and integrated manner.

UPEI community members at all levels will be encouraged to engage in campus mental health and wellness initiatives by being aware of the UPEI Mental Health Strategy and the objectives of the plan, participating in training opportunities, and sharing feedback for continuous improvement in respect to pathways that support health and well-being of our community.





UPEI'S COMMITMENT TO MENTAL HEALTH

UPEI will be a leader in providing outstanding programs and experiential learning opportunities that enable our students to develop to their full potential in both the classroom and the community, ensuring our students emerge from their studies ready to excel and contribute to the betterment of our world.

UPEI is committed to providing knowledge and experiences that encourage critical and creative thinking capable of transforming lives and communities. Our students benefit from an abundance of experiential learning at UPEI that engages them in a process of 'learning by doing'. As active participants, students transform their academic and theoretical knowledge into practice by applying it in their classrooms, in their relationships with each other, and with their communities and careers to advance their knowledge, work collaboratively, and solve challenges.

Core to UPEI's vision of helping our students achieve their full potential, in both the classroom and the community, is a commitment to the health and well-being of our students and our employees. UPEI recognizes the ability to live one's life to the fullest and contribute to the betterment of our communities is significantly impacted by one's health and wellness.

In 2018, UPEI completed more than a year of consultations related to the renewal of the University's five-year strategic plan (2018–2023). Throughout these consultations, the Strategic Plan Advisory Committee repeatedly heard that a growing focus on student mental health, and the health and wellness of the entire UPEI campus and broader community, were needed to face increasingly complex challenges in the day-to-day lives of our community members.

UPEI has a strong network of supports available to students for their personal health and wellness, academic guidance and success, career development, and overall

student support. Over the past two years, UPEI has taken a number of steps to advance student mental health through a greater emphasis on positive mental health programming, awareness initiatives, and additional staffing for student counselling. However, as an institution we realize that optimizing mental health for all members of campus—students, staff, and faculty—can only be achieved through a holistic approach to mental health and a culture of wellness across our entire campus. Moreover, this process is ongoing, iterative and reflective, providing our campus community with opportunities to review and discuss initiatives together, and to make adjustments as needed to maximize the effectiveness of these initiatives.

In this respect, UPEI recognizes that optimal health cannot be totally achieved through a focus on the delivery of mental health services and supports alone. Rather our campus community must all be able to benefit from a mental health strategy that:

- » increases capacity to identify those in distress and to build resiliency and coping within our student and employee population;
- » removes stigma associated with mental health challenges;
- » integrates cohesive approaches to student supports across all faculty and service units; and
- » increases the level of outreach, education, and mitigation on campus to equip students with the skills and tools to manage the challenges of university and everyday life.

Through the UPEI Strategic Plan (2018–2023), the University has made an institutional commitment to develop and implement *an ongoing, sustainable student mental health strategy designed to meet the diverse needs of our student population.*

This commitment includes meeting the mental health and wellness needs of UPEI staff and faculty for the development of a **comprehensive campus mental health strategy** that supports the overall health of our entire University community.

The University recognizes that an effective mental health strategy requires an institutional, systems approach with active leadership and ownership at all levels of the University. Such a strategy also requires a high level of ongoing dialogue, a commitment to continuous evaluation of University programs and services, strong healthcare community partnerships, and effective policies and procedures. As Indigenization, accessibility, and sustainability are principles integrated within the fabric of all University activities, so too is a culture of mental wellness and support.





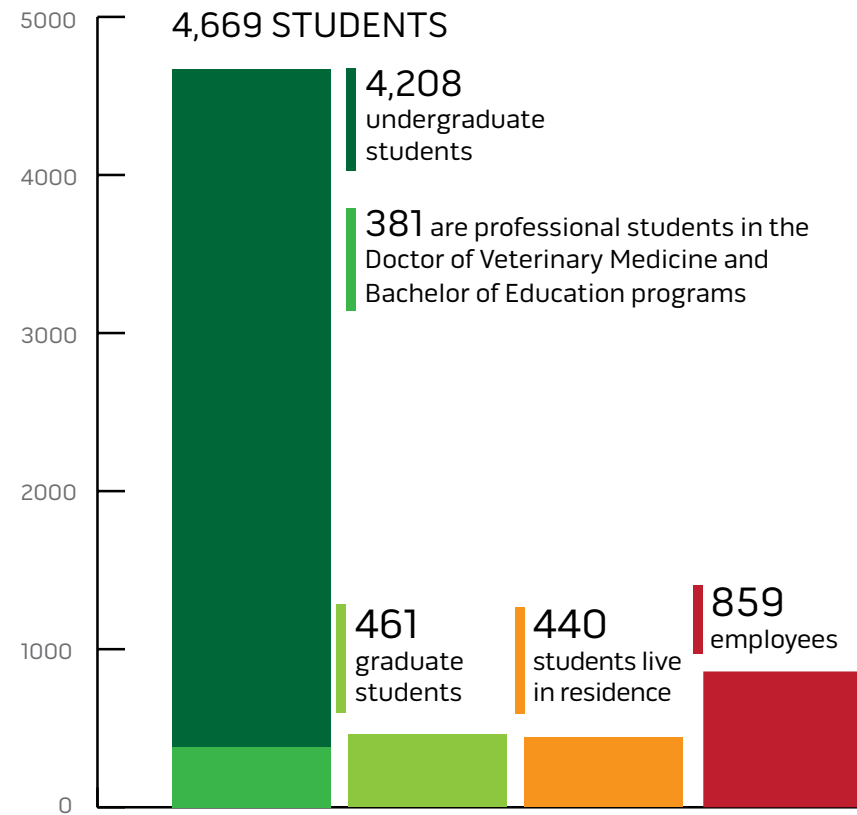
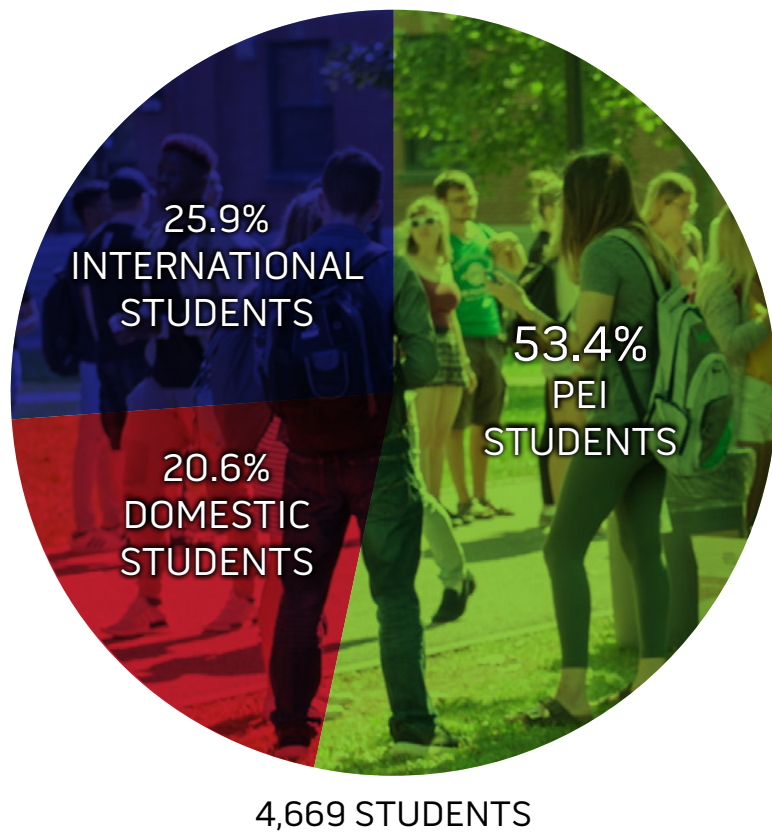
GUIDING PRINCIPLES

A number of guiding principles were used in the development of the UPEI Campus Mental Health Strategy. These principles are informed by valuable collaborative work carried out by the Canadian Mental Health Association (CMHA) and the Canadian Association of College and University Student Services' (CACUSS) Post-Secondary Student Mental Health Survey Strategy Committees (CACUSS and CMHA 2013. *Post-Secondary Student Mental Health: Guide to a Systemic Approach*). It is important to note that although work noted above focuses on students, the principles support UPEI's commitment to mental health and well-being for **all members of our campus community** (students, staff, and faculty) and align with UPEI's overall strategic priorities.

1. Mental health and well-being is imperative to:
 - » academic, occupational, and personal success;
 - » personal growth and identity (and being able to address challenges and difficulties that may arise);
 - » ability to reach one's full potential; and
 - » full and meaningful participation in all aspects of life.
2. UPEI acknowledges and celebrates differences and inclusivity. We recognize that many factors impact mental health and well-being. UPEI deeply values building strong relationships, communities, and support services that develop meaningful connections, respect, and a culture of belonging.
3. A holistic and comprehensive approach to campus mental health and well-being is crucial. This includes services and programs that are:
 - » evidence-based and conceptualize mental health as existing on a continuum;
 - » integrated, streamlined, and coordinated, to ensure that students and employees are linked to the appropriate level of care on campus and in the wider community;
 - » responsive to the changing, and diverse needs and perspectives of students; and
 - » compliant with established professional standards and qualifications for mental health care providers.
4. As a University community, we impact each other and have a role to play in supporting one another.
5. Members of our campus community should feel valued and respected. UPEI works to be a safe and welcoming place in which campus members can develop their knowledge and life experiences, and develop in their professions in a manner that helps them to reach their full potential.

THE UPEI CAMPUS COMMUNITY

(as reported November 2018)



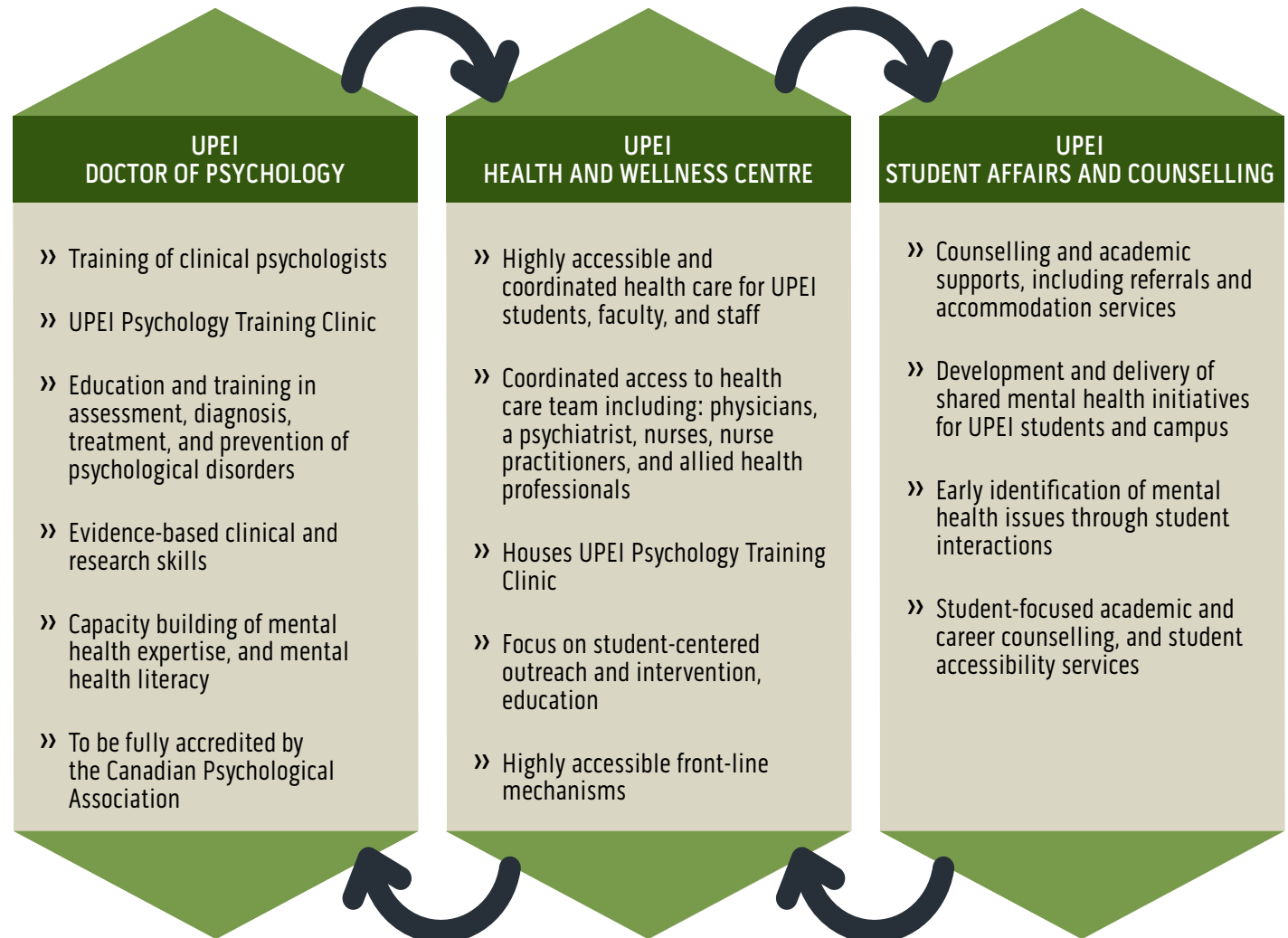
UPEI MENTAL HEALTH EXPERTISE ACROSS THE CONTINUUM OF CARE

UPEI has developed a strong focus on student mental health over the years through the dedication of many people. In particular, the UPEI Student Affairs and Counselling team has worked in partnership with many (including UPEI leadership, the UPEI Student Health Centre, student groups, faculty and staff, and external organizations) to identify needs and help put supports, services, and initiatives in place to support student mental health, and students' personal and academic success at UPEI.

UPEI Student Affairs and Counselling members are actively involved in regional and national post-secondary organizations and their respective committees focused on student mental health, healthy campus communities, and student success. As the University works to broaden positive mental health and well-being for all campus community members, including staff and faculty, the entire UPEI

UPEI HEALTH AND WELLNESS UMBRELLA

UPEI MENTAL HEALTH EXPERTISE ACROSS THE CONTINUUM OF CARE





community will benefit from the knowledge and various initiatives championed by UPEI Student Affairs and Counselling.

One example is the Stepped Care Model for Mental Health recommended by the Associate of Atlantic Universities. This model, which UPEI Student Affairs and Counselling has recommended for adoption on our campus, will benefit students as well as staff and faculty by ensuring that a person in need has access to the appropriate level of care at the right time by the appropriate resource. The model is focused on the continuum of health with an emphasis on prevention, intervention, self-care management, and mental health literacy and promotion.

The development of a holistic, all-encompassing mental health focus for our campus community will be strongly supported by a highly collaborative cluster of mental health expertise at UPEI. UPEI's well established Student Affairs and Counselling team and the expanded focus of the UPEI Health and Wellness Centre represents an already-established foundation on which to build this strategy. In addition, the new UPEI Doctor of Psychology program and UPEI Psychology Training Clinic will provide leadership in relation to mental health and evidence-based practices.

Together, these existing and new resources will enable an integrated mental health knowledge infrastructure with the ability to effectively build and support mental health and well-being across the continuum of care.

WHAT WE LEARNED FROM OUR CAMPUS COMMUNITY

In February 2019, the UPEI Mental Health Steering Committee engaged the campus community in *Take Ten for Health!*, a confidential survey to determine the health and wellness needs of UPEI students, staff, and faculty. The survey provided, for the first time, an assessment of the mental health needs, attitudes, and behaviours of the UPEI campus community based on responses from almost 600 campus members.

Mental health needs. The increasing mental health needs on Canadian campuses have been well documented and our survey data summarized in Table 1 is consistent with this pattern.

The prevalence of mental health concerns that interfere with functioning is noteworthy and substantial, pointing to the importance of having access to resources to address these concerns. Often the first step in getting help is consultation with a family physician, nurse practitioner, or other primary health care provider who often refers to a provider that specializes in mental health care. The following survey findings regarding access are especially noteworthy:

- » Approximately 1 in 5, or 20% of campus community members do not have a family physician/nurse practitioner—higher than the provincial rate.
- » Approximately 61% of campus community members who have been referred to a mental health specialist in the last 12 months have had to wait 2 weeks or longer to see a mental health specialist. Over 54% of respondents have had to wait more than 3 weeks.

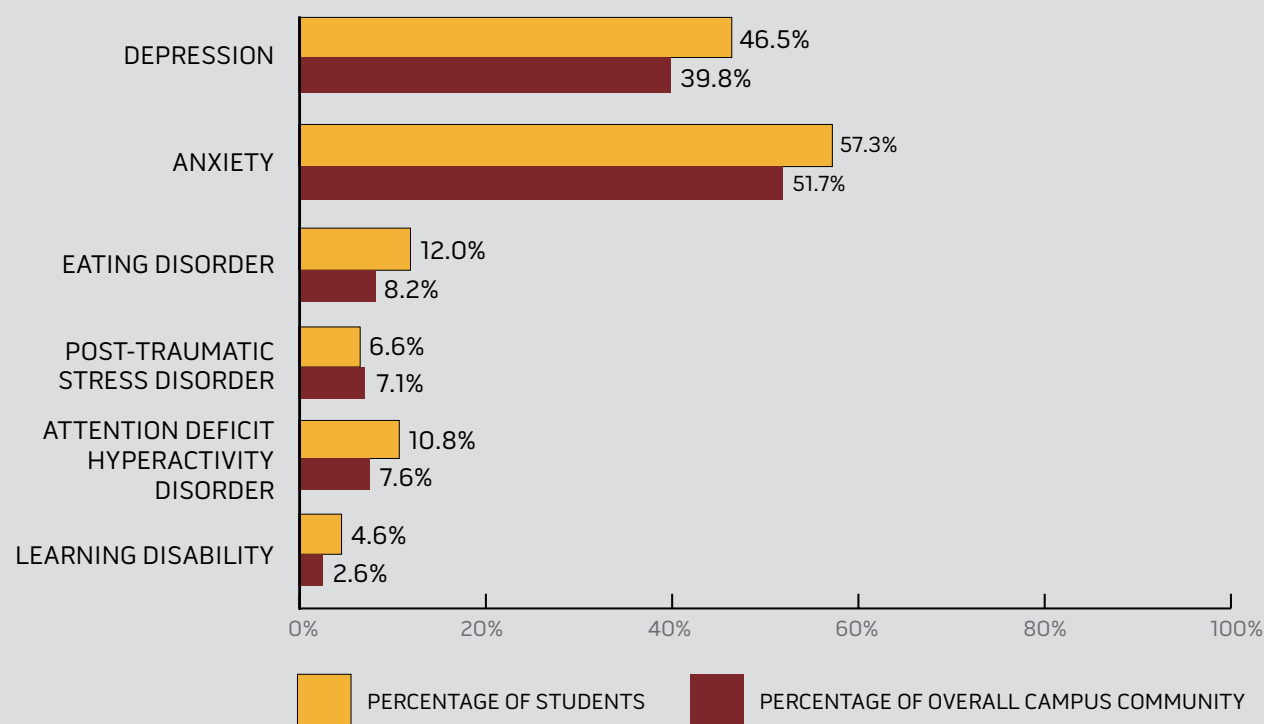


Table 1. Percent of respondents with mental health symptoms that have interfered with functioning over the previous twelve months.

The need to enhance access to mental health services on campus is very clear. The survey also suggests that the community would make use of a range of mental health supports locally on campus. This data is summarized in Table 2.

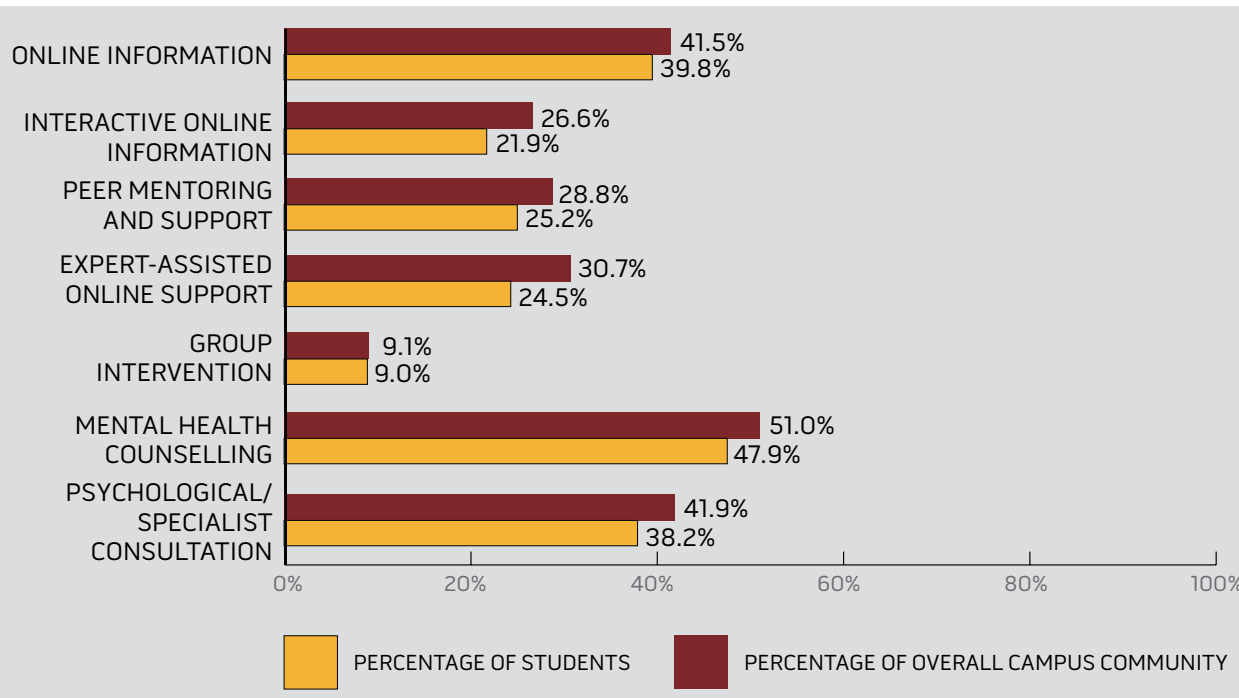


Table 2. Percent that would use on-campus mental health resources.

The survey data confirms that our campus community has important mental health needs, some barriers to access to mental health supports, and an openness to receiving mental health supports on campus. All of this data points to the obvious importance of enhancing access and increasing services, both of which are central factors in enhancing the mental health in our campus community. However, these necessary improvements are not sufficient.

To achieve success, UPEI's mental health strategy must value the central role that our students, staff, and faculty play in accessing available services. To this end, the survey examined some person-level variables that tend to impact service use. The first is the

presence of mental health-related stigma. Some key findings in this domain are:

- » 27.7% of respondents would not tell family and friends that they had a mental illness;
- » 25% would not be comfortable talking with someone experiencing suicidal thoughts;
- » 39.7% would be concerned that talking with someone about their mental illness would make it worse; and
- » 35.3% would not be comfortable sitting in a mental health waiting area with other UPEI community members.

Working hard to change these beliefs will be a central component of the strategy and this in itself will help promote mutual support and, when necessary, appropriate help-seeking among members of the campus community. In turn, changing beliefs to promote help-seeking will have positive impacts on wellness and well-being, contributing to the development of a university culture facilitative of mental health.

The strategy recognizes that enhancing services is only part of the solution. Ultimately, accessing services is most often an individual

decision that requires knowledge and confidence related help-seeking, which is why the following survey data is revealing:

- » 24.9% are not confident about where to seek information about mental health;
- » 30.1% are not confident about accessing resources to assist with mental health; and
- » 18.5% are not confident about attending face-to-face appointments with a mental health professional.

Based on these compelling results, it is clear that to help support mental health, UPEI must put measures in place that help members of our community feel a sense of increased confidence in their own capacity to recognize, seek out, and utilize information and services.



UPEI'S MENTAL HEALTH STRATEGY

FOCUS

The UPEI Campus Mental Health Strategy provides a shared focus and direction for our campus to better support positive mental health and well-being of our community members.

GOAL

To promote mental health through the development and integration of services and resources that help to promote increased agency among students, staff, and faculty to recognize mental health challenges, solve problems, and seek help.

PRIORITIES

1. Build a resilient campus community by facilitating the empowerment of campus members to support their mental health and overall well-being.
2. Effective integration of campus services and supports to ensure timely, accessible services through a "no door is the wrong door" approach.
3. Continual evaluation and improvements of services and supports that build campus mental health and wellness.
4. Knowledge translation for campus and our broader community.

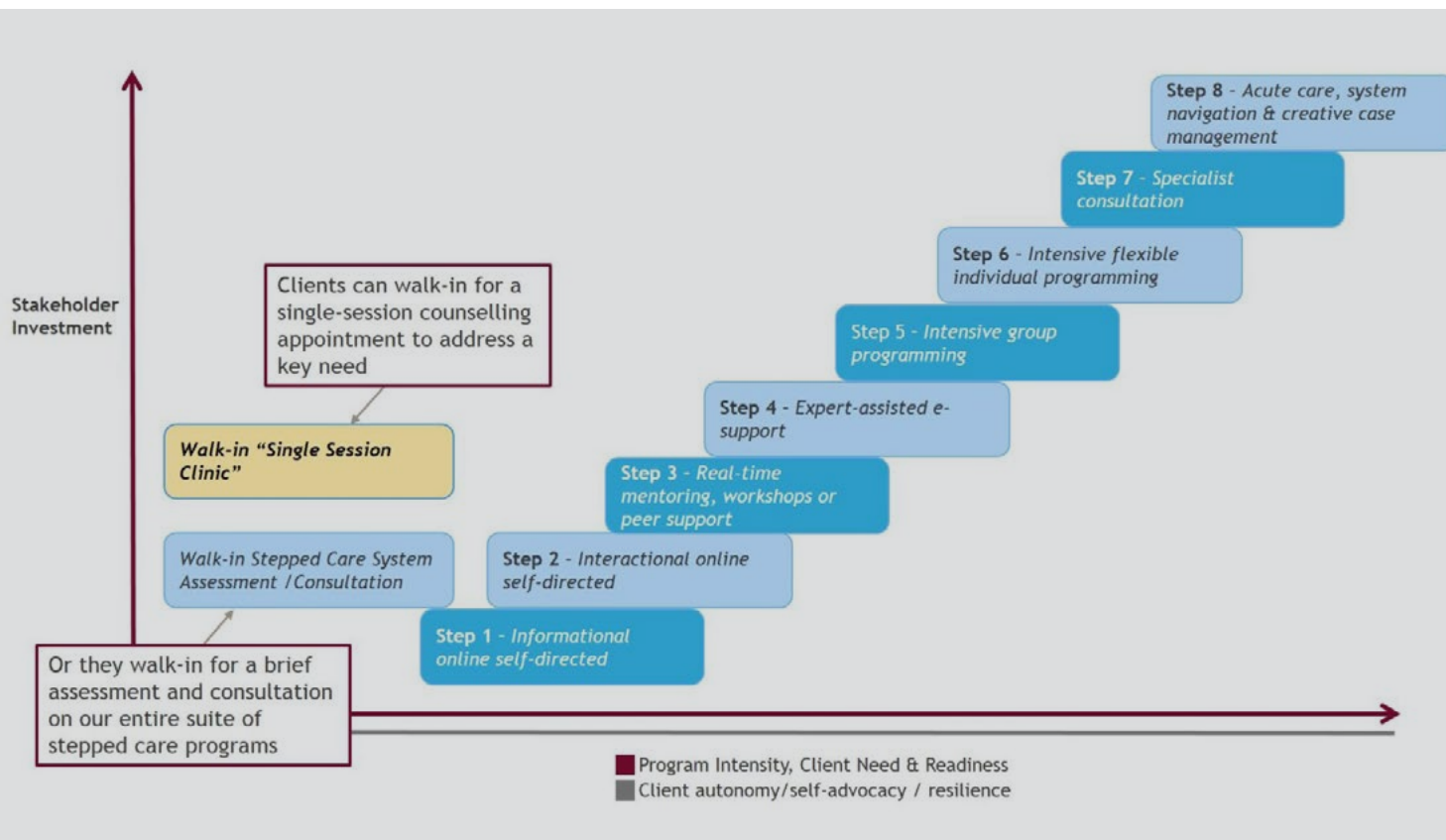
A HUMAN AGENCY APPROACH TO PROMOTING MENTAL HEALTH

The majority of campus mental health strategies reasonably seek to address the mental health needs of the campus community by increasing resources, especially access to well-trained professionals and paraprofessionals. As a result, many strategies highlight increases in services across the spectrum as the key component of helping community members achieve and maintain mental health wellness.

Although the commitment and exciting growth in professional services will have a significant impact—especially with those individuals in greatest need on the stepped-care continuum—at the same time, this growth will level off.

Therefore, based on survey results, it is UPEI's belief that in addition to enhancing supports, a sustainable campus mental health strategy

must empower individuals with the information and resources that they need to be active players in their own mental health care. It is within this framework that personal resilience and long-term mental health is realized.



PROMOTING AGENCY: A GUIDING MODEL

UPEI's mental health strategy is based on Social Cognitive Theory and is guided by the overarching assumption that individuals are active agents in their own health and wellness. As Canadian Psychologist Albert Bandura frames it, "...to be an agent is

Source: <https://steppedcaretwoport0.ca/what-is-stepped-care-2-0/>

to influence intentionally one's functioning and life circumstances." (Bandura, A. (2001, 2006). Toward a psychology of human agency. Perspectives on Psychological Science, 1, 164).

The UPEI Campus Mental Health Strategy focuses on building "agency" in our students, staff, and faculty.

An agency-based mental health strategy does not place responsibility for wellness on the individual alone as individuals exist within contexts and organizations. Therefore, while UPEI strongly values human agency, the University's strategy recognizes the important role that our institution has in providing a supportive context in which personal agency can be developed and exercised.

This context figures prominently in the guiding model below.

An individual can enact **intentions** by engaging their own **agency**, which can emerge from three sources.

- » *Individual* agency is the extent to which a person can act independently.
- » *Proxy* agency is the extent to which an individual can enlist assistance as needed.
- » *Collective* agency is the extent to which a person can work within groups to achieve change.

Each of these types of agency contributes to a "potential for action" which, in turn, leads to an outcome. The goal is a future state that provides motivation, a force that helps "pull" a person through change processes. The goal is, of course, individual and will depend on what the person values.



THE ROLE OF AGENCY IN MENTAL HEALTH

Human agency is at the heart of all actions taken to improve mental health.

- » A staff member who visits with a psychologist has exercised agency by seeking out professional help, attending appointments and considering options for treatment.
- » A student who approaches a professor to discuss anxiety about an upcoming exam has exercised agency by taking the steps to meet.
- » A faculty member who has researched and integrated approaches to stress management has also been an agent in promotion of their own mental health.

What clearly emerges in these examples is the fact that human agency is crucial at many levels of the mental health continuum. Regardless of whether a person experiencing a mental health concern seeks information online or visits with a mental health professional, without their own action, nothing happens.

On the other hand, if a person believes that a certain resource is needed but it does not exist, the presence of agency alone is not sufficient.

Therefore, UPEI's strategy has a strong emphasis on coordination of existing and new mental health resources within a stepped-care framework. This framework organizes resources across the mental health continuum (from informational resources to advanced professional consultation), highlighting the fact that efforts toward fostering positive mental health must be individualized. The framework always respects the capacity of individuals to exercise their own agency to solve problems and seek help.

For the individual seeking support, successful integration of the stepped-care framework helps to ensure that "no door is the wrong door." It is UPEI's intention that a comprehensive, integrated structure and coordinated mental health processes will enable our University to achieve enhanced consistency, and follow-through, thereby maximizing the impacts of our efforts. This includes incorporating our internal and external partners' expertise, experience, and perspectives into solutions and services.

The engagement of agency and action occur in the context of our UPEI community. The strategy recognizes prominently the goal of supporting the development of an environment that facilitates the exercising of agency.

Under this human agency model two guiding questions emerge:

1. What programming and resources can help to promote agency among students, staff, and faculty?
2. How can UPEI create a community context that facilitate this empowerment of individuals?

Responding to these two questions through strategic actions is the goal of the UPEI Campus Mental Health Strategy. This means that all resources, programming, and services that serve to promote mental health at UPEI will work to enhance capacity of students, faculty and staff to be active agents in their own mental health decisions.

LEVERAGING SCHOLARSHIP BY PROMOTING EVIDENCE-BASED PRACTICES

As a centre of higher learning and scholarship, UPEI must show leadership in ensuring that all approaches that are taken within this strategy are evidence-based. This will be facilitated by the innovative approach the strategy takes to leveraging existing professional and academic resources on campus.

The establishment of the UPEI Doctor of Psychology program represents a watershed moment for the University and the broader community, representing that single largest enhancement to professional training in mental health in the history of the University and the province of Prince Edward Island. The substantial integration of this academic professional program sets UPEI's strategy apart: no other university has so successfully leveraged on-campus academic and professional expertise for the direct benefit of students, faculty, and staff.

The integration of the UPEI Doctor of Psychology program to this strategy builds on the excellent foundation represented by the UPEI Health and Wellness Centre, and UPEI Student Affairs and Counselling. This integration will see further professional resources through:

- » the immediate hiring of six full-time, doctoral-level clinical psychology faculty to substantially increase the level of expert-level mental health knowledge on campus and beyond;
- » the addition of two staff clinical psychologists who will supervise psychology graduate students providing front-line clinical service while providing some front-line service as well; and
- » the presence of up to 30 clinical psychology graduate students on campus, which will provide an unprecedented level of mental health support to the campus community across all levels of the mental health continuum from front-line clinical work to innovative outreach and education.



UPEI CAMPUS MENTAL HEALTH STRATEGY

SHORT-TERM GOALS (MAY 2019–MAY 2021)

- » Identify and develop effective evidence-based resources through the lens of human agency that will support mental health at all levels of the stepped care continuum
- » Finalize implementation the Stepped Care Model for Mental Health
- » Complete hiring process for the Doctor of Psychology and UPEI Psychology Training Clinic
- » Implement a common referral system between the UPEI Health and Wellness Centre, Student Affairs and Counselling, and UPEI Psychology Training Clinic
- » Proceed with redevelopment of UPEI Health and Wellness Centre and UPEI Psychology Training Clinic infrastructure
- » Go live with the “UPEISafe” mobile safety application and mass notification platform for members of the UPEI campus community
- » Continue integration of UPEI mental health expertise to support an effective continuum of care
- » Initiate a review of policies and procedures with mental health and wellness being woven through all aspects of campus education, employment, and culture
- » Complete renovation of health-related infrastructure
- » Fully operationalize the UPEI Psychology Training Clinic

LONG-TERM GOALS (JUNE 2021–MAY 2024)

- » Based on mid-strategy evaluation (including redistribution of the *Take Ten for Health!* campus survey), identify opportunities to further integrate and align mental health expertise and services, including potential integration of additional academic and professional programs
- » In coordination with the UPEI Health and Wellness Centre, continue to forge partnerships and collaborate with the PEI community to understand key issues, guide solutions, and identify opportunities for meaningful community engagement
- » Realize the goal of the UPEI Department of Psychology to develop a “hub” for professional development that will transfer evidence-based approaches to mental health and wellness to the greater community



ACCOUNTABILITY

Implementation of the strategy will include a dynamic communications plan to inform, educate, and engage the entire campus community. Effective integration of operational policies and processes will take place under the leadership of the Vice-President, Administration and Finance. Ongoing relationships with provincial and national organizations will remain a priority to ensure best practices information for post-secondary environments is shared and considered.

In December 2018, the UPEI Board of Governors approved the Overview of Approach for development of a UPEI Campus Mental Health Strategy. A UPEI Mental Health Strategy Steering Committee and a Campus Mental Health Survey and Data Sub-Committee were announced to provide leadership and expertise in strategy development.

UPEI MENTAL HEALTH STRATEGY STEERING COMMITTEE

Alaa Abd-El-Aziz	President and Vice-Chancellor (Committee Chair)
Stephen Butler	Director of Training, UPEI Doctor of Psychology, and Special Advisor to the President on Campus Mental Health Priorities
Jason Doiron	Chair, UPEI Psychology
Will McGuigan	President, UPEI Student Union
Jackie Podger	Vice-President, Administration and Finance
Philip Smith	Professor, UPEI Psychology
Donna Sutton	Associate Vice-President of Students and Registrar

CAMPUS MENTAL HEALTH SURVEY AND DATA SUB-COMMITTEE

Jason Doiron	Chair, Psychology (Sub-Committee, Chair)
Marilyn Barrett	Director, UPEI Health and Wellness Centre
Emma Drake	Vice-President, Academic and External, UPEI Student Union
Raquel Hoersting	Associate Director Clinical Experience, and Assistant Professor, UPEI Psychology
Treena Smith	Director, UPEI Student Affairs
Charlotte McCardle, Manager of Strategic Planning, and Emi Abou Wafia, Director of Operations,	were engaged to provide staff support in progressing the strategy's development.

The UPEI Mental Health Strategy Steering Committee will oversee priorities and progress of the overall strategy including development of operational plans to support implementation and evaluation of the strategy. On an annual basis, the steering committee will be responsible for providing an annual review of the strategy (based on goals to be defined in operational planning) to the UPEI Board of Governors.

UPEI CAMPUS MENTAL HEALTH STRATEGY: PRIORITIES AND EXAMPLES OF POTENTIAL SUPPORTING ACTIONS

GUIDING PRINCIPLES

1. Promoting personal agency among UPEI community members.
2. Creating a community context that supports personal agency and empowers individuals.

PRIORITY 1	ACTIONS
Build a resilient campus community by facilitating the empowerment of campus members, to support their mental health and overall well-being	1. Increase opportunities for faculty, staff, student leaders, teaching assistants, and administrative leaders to engage in activities that promote increased mental health literacy and knowledge, along with increased personal competencies and coping skills related to mental well-being
	2. Develop tools and resources to support administrative leaders, faculty, staff, and students in identifying signs and symptoms of distress or at-risk behaviours, and competencies in helping others by supporting those in need in accessing appropriate resources (e.g., formalize mental health awareness and training for employees; have all faculties include highly visible mental health information and resources on every course outline)
	3. Expand anti-stigma and awareness initiatives on campus (e.g., guest speakers, a UPEI "First Lecture" series [https://thetartan.org/2016/2/29/news/first-lecture-series], student-initiated competitions, etc.)
	4. Prioritize transitional supports for all students (e.g., incorporate mental health and wellness, and campus supports and services within University 1000, Paramedicine, Nursing, and AVC programs with the potential of having PsyD Clinical Students participate; build into graduate student and professional student orientations, varsity sport teams' training, etc.)
	5. Support existing and identify new campus programs and initiatives to promote self-awareness, help-seeking, and coping skills that enhance early identification and access to appropriate resources (e.g., website, app, UPEI Helping Tree)
PRIORITY 2	ACTIONS
Effective integration of campus services and supports to ensure timely, accessible services through a "no door is the wrong door" approach	1. Develop cohesive people, programs, and processes that support accessible and effective mental health resources for members of our campus community
	2. Implement a common referral system and care pathways within the Stepped Care Model for Mental Health
	3. Improve awareness and access through new technology that enables community members to access tools and materials 24/7 to support early identification, self-care, and help-seeking by putting campus community members in contact with the appropriate resources at the appropriate time (e.g., website, mental health and wellness app, UPEI Helping Tree)
	4. Develop a campus culture in which mental health and wellness is considered in the regular review of policies, processes, and procedures
	5. Ensure policies effectively support people and protect the health and well-being of campus community members through appropriate processes
PRIORITY 3	ACTIONS
Continual evaluation and improvements of services and supports that build campus mental health and wellness	1. Continue to build strong partnership networks with organizations such as CMHA, CACUSS, AAU, and private partners to leverage data on student and employee mental health and wellness, evidence-based practices, and effective programming
	2. Enhance inclusivity of resources and programs to reflect the needs of our diverse campus community, recognizing the unique needs of students who may identify with a marginalized group
	3. Explore opportunities to build on evidence-based practices and creative initiatives implemented at other universities and organizations in areas that target needs within specific groups, such as graduate and professional students, that may have unique stressors (e.g., Stanford University's " <i>Stanford: I Screwed Up! A Celebration of Failure and Resilience</i> " which helps normalize failure and setbacks as standard parts of a rigorous education)
	4. Implement an annual evaluation of the UPEI Mental Health Strategy and corresponding mental health and wellness priorities that are incorporated in high-level institutional planning (UPEI Strategic Plan, UPEI Academic Plan, UPEI Campus Planning, UPEI Research Plan, etc.)
PRIORITY 4	ACTIONS
Knowledge translation for campus and our broader community	1. Partner with faculty members who are research experts in mental health and wellness, health promotion and prevention, and program evaluation to inform the development, delivery, and evaluation of programs and services on campus related to mental health and wellness
	2. Raise institutional awareness related to the impact of educational practices and policies on the mental health and wellness of diverse groups (e.g., barriers and stressors faced by international students, Indigenous students, students with disabilities, marginalized groups; explore development of a Universal Design for Learning [UDL] committee to review best practices in UDL for universities, etc.)
	3. Build mental health literacy in a manner that broadens mental health education
	4. Continue to build meaningful relationships with community agencies that support mental health and wellness both on campus and off campus

UPEI MENTAL HEALTH AND WELLNESS STRATEGY TIMELINE

April–July 2019	» Determine architectural design service for UPEI Health and Wellness Centre » Complete space programming, schematic design, construction documentation for UPEI Health and Wellness Centre » Complete hiring of Clinical Psychologists » Operational coordination with UPEI Health and Wellness, and UPEI Student Affairs and Counselling
August 2019	» RFP for construction services
September 2019	» Implementation of a Common Referral System » Implementation of Stepped Care Model » Implement Emergency Notification System App: UPEI Safe » Level 1 renovations for UPEI Health and Wellness Centre (Psychology Clinic, including: outreach office, peer support room, intervention room) » Level 2 renovations for UPEI Health and Wellness Centre (Psychology Clinic, including: testing and assessment room, psychologist and faculty offices, clinical intervention rooms, group therapy room) » First Cohort of Doctor of Psychology students begins. » Doctor of Psychology students engage in outreach–related work under supervision of Staff Psychologist
March 2020	» UPEI Health and Wellness Centre fully renovated and active
May 2020	» First Doctor of Psychology student practicum placements in UPEI Psychology Training Clinic (focus on Psychological assessments)
September 2020	» 2nd cohort of Doctor of Psychology students begin » Annual strategy review
May 2021	» Mid-strategy evaluation
September 2021	» 3rd cohort of Doctor of Psychology students begin » Annual strategy review
September 2022	» 4th cohort of Doctor of Psychology students begin » Annual strategy review
September 2023	» 1st UPEI Doctor of Psychology graduating class » Annual strategy review

UPEI HEALTH AND WELLNESS UMBRELLA

(note: for purpose of this document, mental health aspects are emphasized)

Examples of mental health services, supports, and initiatives within the UPEI Health and Wellness Centre Umbrella

-  Reducing stigma, academic counselling and coaching, accommodations, writing centre, education on consent, inclusion and diversity, UPEI Doctor of Psychology Assistantships (outreach, intervention and mental health promotion/literacy initiatives)
-  Student development and leadership, campus life, athletics and recreation, student success programs, UPEI Psychology Training Clinic, UPEI Doctor of Psychology Assistantships, promotion of mental health literacy, Sexual Violence and Education Coordinator
-  Campus life, peer mentoring, first year experience, Residence Life Advisor training, online resources, UPEI Doctor of Psychology Assistantships, mental health literacy, UPEI Chaplaincy Centre, various UPEI health and wellness committees
-  Mental Health First Aid, Bringing in the Bystander training, counselling, referrals for assessment, diagnosis, care, UPEI Doctor of Psychology Assistantships
-  Implementation of UPEI Health and Wellness Centre, development and implementation of UPEI Mental Health Strategy, implementation of Stepped Care Mental Health Model, integration of health services and enhanced pathways/access referral for community-based services
-  Identification and implementation of best practices to increase student access to urgent/crisis supports on campus, ongoing development of mental health awareness and triage capabilities throughout all levels of campus







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