

VOLUME: D

Management of Drug Dependence Treatment Services



VOLUME D

SETTING DIRECTION & PLANNING

Vision, mission and
values

Policy and strategy

Business &
financial planning

OPERATIONAL MANAGEMENT

Leadership,
teamwork &
organisational
change

Workforce

Services,
partnership &
recovery

GOVERNANCE & EVALUATION

Clinical & quality
governance

Programme
evaluation for
quality
improvement

Advocacy

A small, dark-colored airplane model is shown in flight, angled upwards and to the right. It is positioned over a map of the Atlantic Ocean, which is visible in the background. The map shows the outlines of continents and the word "ATLANTIC" in large, bold letters. The background is a light gray color with a subtle texture.

MODULE 1

SETTING DIRECTION & PLANNING

Module 1

SETTING DIRECTION & PLANNING



**Vision, mission
and values**



**Policy and
strategy**



**Business &
financial planning**

Pre-assessment



Icebreaker



Icebreaker



Make a paper building together.

Team work towards a “Vision”:
Build the tallest building ever made of
paper!



Workshop 1

VISION, MISSION AND VALUES

Training objectives

At the end of this workshop you will be able to:

- ▶ Define vision and mission
- ▶ Demonstrate how to write vision and mission statements
- ▶ Understand the importance of shared organizational values
- ▶ Understand how these concepts impact the work of organizations



Definition of vision statement

A one-sentence statement describing the clear and inspirational long-term change resulting from an organization or programme's work.

“What do you dream to be in the future?”

“To have a computer on every desk and in every home”

Microsoft

Examples of vision statement

“Develop of society that is free of the negative consequences of drug use for Afghanistan”

(Afghanistan National Drug Demand Reduction Policy)

“Our vision is to develop a professional network able to team up to accomplish our mission following ethical international standards and evidence based interventions within a friendly, honest, responsible and sustainable atmosphere”

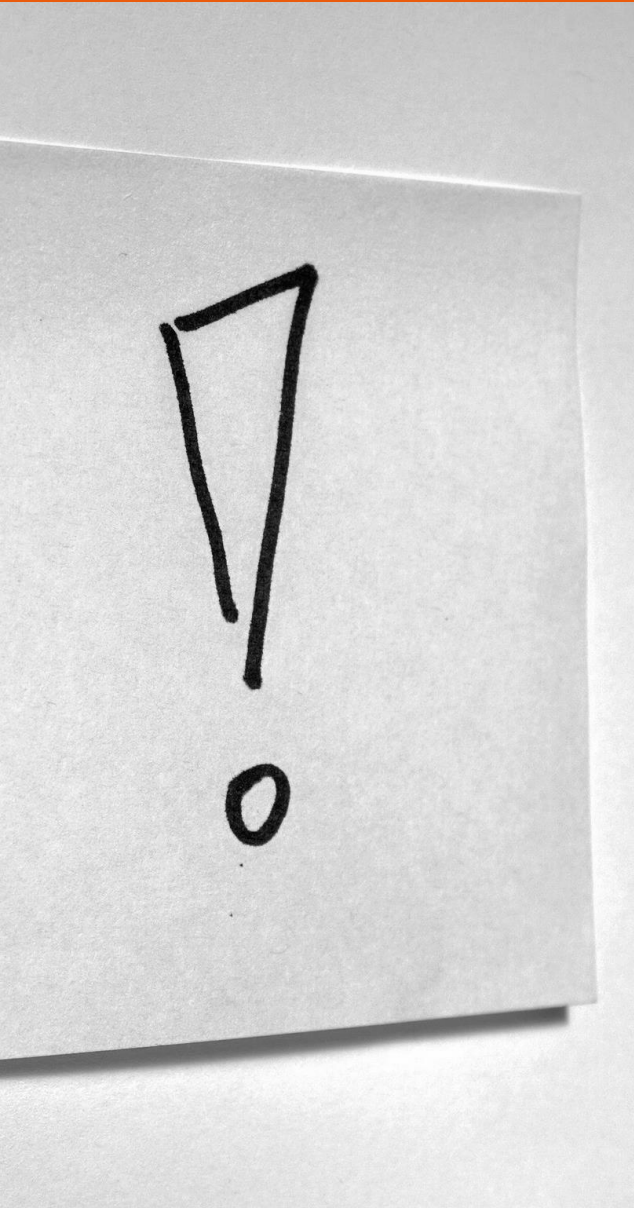
(PNRC)

Definition of mission statement

A mission statement is a concise sentence to convey who you are, what you do and how do you work in a clear and simple language

A succinct mission statement is meant for understanding, developing, and communicating the fundamental organization's goals.

Mission statement



Mission statement may contain the following:

- ▶ What it does/services provided
- ▶ What it stands for
- ▶ The area and population profile it serves
- ▶ What are the gains/benefits
- ▶ Its customer care values

Examples of mission statement

“Our mission is to excel in addiction and mental health treatment; to serve men, women and families affected by these illnesses; and to promote lasting recovery”

(Gosnold)

“To provide comprehensive and quality continuum of care to those people affected by drug abuse and dependence in Palestine”

(PNRC)

Mission statement

Keeping mission statement simple, but powerful...

- Use language familiar to the local population
- Emotional terms, but not alarmist
- Concise and specific to the nature of the services
- Words that are powerful and memorable
- Non-political terms
- Convey the organisation's values
- Logical, but not cold statement
- Use inclusive statements valuing user and community engagement
- Graphically, place emphasis on key words which define the caring nature of the organization.

Vision vs Mission

▶ **Vision** - what you aspire to achieve and the desired change you want to effect



▶ **Mission** – it conveys who you are and what you will do



Let's practice!



Vision and Mission statements for my organization

- ▶ Describe the importance of having a Vision and Mission statements
- ▶ Develop Vision and Mission statements for your organization
- ▶ Explain how your Vision and Mission statements make a difference to the perception of your services

Definition of values

- ▶ Values are what support the vision, mission, shape the culture and reflect what your organization stands for. They are your centre's principles, beliefs and philosophy of ethics.
- ▶ Defining your organization values will touch on issues of individual ethics, morality and beliefs.

“It is a statement that as a principle you will not compromise on service quality and that the pursuit of excellence will guide the decisions you make and the contracts you enter into.”



Sample of shared values

- ▶ **Autonomy:** To allow Clients the freedom to choose their own destiny
- ▶ **Competence:** To possess the necessary skills and knowledge to treat our clients and to remain current with scientific or evidence based treatment modalities, theories and techniques
- ▶ **Justice:** Fair and equal treatment, to treat others in a just manner
- ▶ **Stewardship:** To use available resources in a judicious and conscientious manner, to give back
- ▶ **Honesty and Candor:** Tell the truth in all dealing with clients, colleagues, business associates and the community

Sample of shared values

- ▶ **Loyalty:** The responsibility to not abandon those with whom you work
- ▶ **Diligence:** To work hard, to be mindful, careful and thorough in the services delivered
- ▶ **Discretion:** Use of good judgement, honoring confidentiality and the privacy of others
- ▶ **Respect:** To fully respect other people (clients and co-workers) no matter their gender, religion, race, ethnicity or sexual condition, etc.

White, 1993

Let's practice!



Shared values

Take a look again at the list of shared values by White (1993), and discuss with your colleagues:

- ▶ Which of these values are representative of your organization?
- ▶ Are there any additional values that your organization should embrace?

Take home messages



- ▶ Organizations will benefit from having a mission/vision statement in order to have a sense of direction
- ▶ Organization values will guide staff to provide effective services based on a common philosophy

Questions



Wrap-up



- ▶ What are vision and mission?
- ▶ Why shared organizational values are important?
- ▶ How do vision and mission impact the work of organizations?

Thank you for your time!

End of workshop 1

