



Business Plan

2025 – 2028

About Us

"Increasing the number of people who leave active addiction and enter recovery is a worthy goal to which all service providers and policymakers should aspire. This is the animating spirit of the recovery-oriented system of care currently being built in Alberta, a model I had the privilege of advising on over the last year, and which I believe should be spread nationally."

Keith Humphreys, OBE, PhD, House of Commons Standing Committee on Health, December 11, 2023

Every person suffering from mental health or addiction deserves the opportunity for recovery. No one wants to watch their parent, child, sibling, or loved one struggle alone and afraid without a path to freedom from the grip of a treatable illness. Addiction and mental health challenges affect millions of lives, rippling through families, workplaces, and communities. While various programs aim to address these challenges, we can—and must—do more to give anyone suffering their best chance of success.

That's where the Canadian Centre of Recovery Excellence (CoRE) comes in. Established in June 2024, CoRE builds on Alberta's pioneering work to advance a recovery-oriented system of care, known as the Alberta Recovery Model. Our mission is to bridge the gap between research and real-world solutions, ensuring that recovery is not just possible but expected. We do this by:

- **Strengthening Recovery Services** – We rigorously evaluate the programs comprising the Alberta Recovery Model, enabling decision makers to ensure services are effective, accessible, and informed by the best possible evidence.
- **Harnessing Data for Better Outcomes** – By linking datasets from health and social services, we provide powerful insights to policymakers and frontline providers, helping people get the support they need, when they need it.
- **Conducting Evaluation and Research** – We study the best global recovery practices and provide clear, actionable recommendations to improve mental health and addiction care.
- **Mobilizing Knowledge and Leadership** – We equip families, communities, and decision-makers with the best data-informed strategies to drive real change.

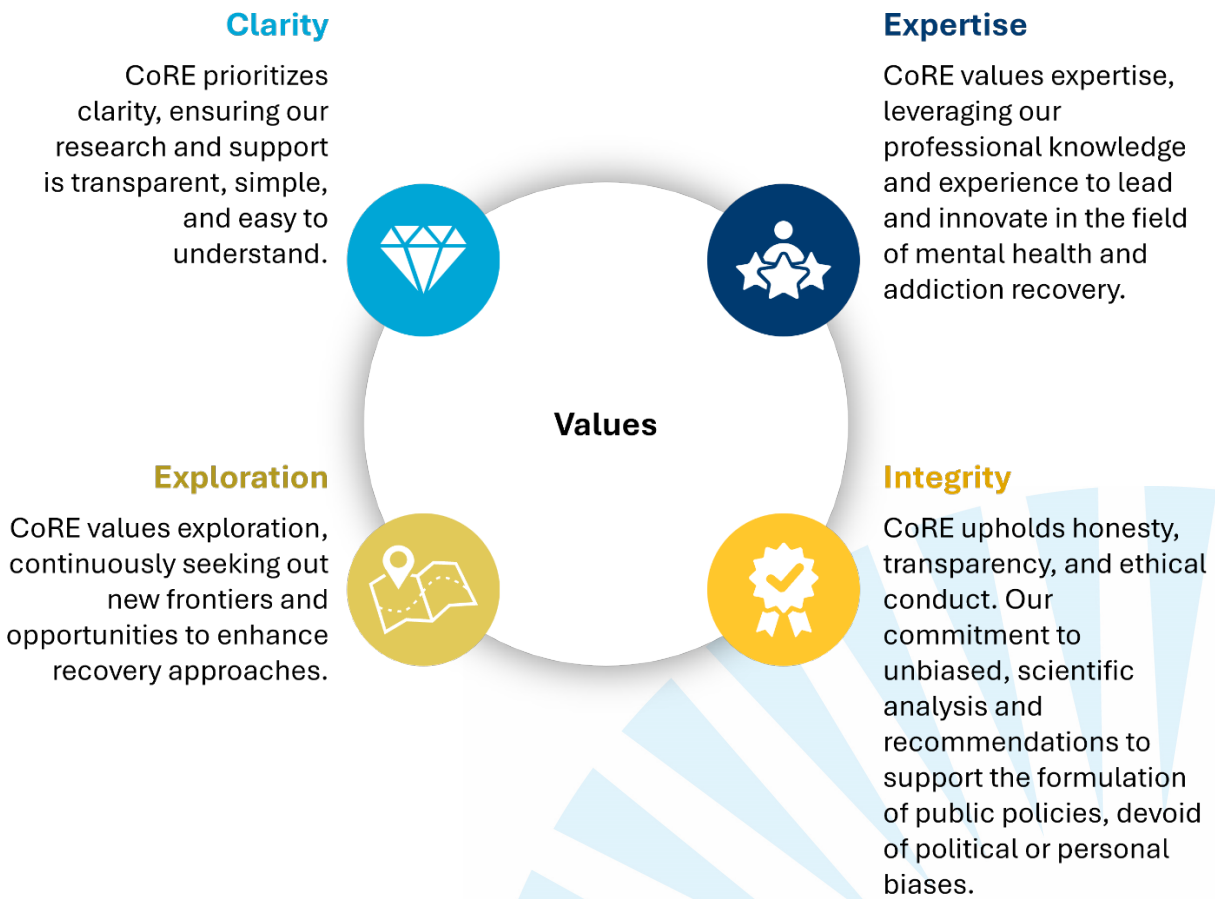
At CoRE, we believe that recovery is for everyone. By advancing research, data, and innovation, we're making sure that those struggling with addiction and mental health challenges are met with solutions they can trust.

Vision, Mission, and Values

CoRE is a new Crown corporation established by the Alberta government that empowers decision-makers with data and the best possible information to support people with mental illness or addiction in their pursuit of recovery. The mission outlined below is supported by CoRE’s values: clarity, expertise, integrity, and exploration.

Vision
To find the most effective ways to support recovery

Mission
Empowering decision-making with data and evidence to support people in their pursuit of recovery.



Business Plan 2025-2028

Our Key Aims

To achieve our mandate, CoRE is focusing on four priority aims:



World-class Data & Analytics

Mental health and addiction services are guided by a data-driven approach, employing both primary data collection and secondary data to improve recovery outcomes for Albertans.



Evaluation and Research for Improved Recovery Outcomes

CoRE produces high-quality, timely applied research, conducts rigorous evaluations, establishes global best practices, and disseminates this information.



Expert Guidance and Knowledge Mobilization

Individuals, families, healthcare providers, and decision-makers are equipped with the highest quality, evidence-based information on recovery-oriented systems of care.



Recovery Leadership and Collaboration

Alberta is a leader in recovery and is a main contributor to the availability of credible, objective information on recovery-oriented systems of care.



Aim 1: World-Class Data and Analytics

CoRE will support a data-driven decision-making approach to mental health and addiction services to improve recovery outcomes for Albertans.

Key Objectives

Develop and maintain a secure, high-quality data access system that connects data sources to facilitate analysis and improve outcomes.

This system will provide reliable, accessible, high-quality data to inform data-driven recommendations and decisions, support evaluation of the mental health and addictions system, and support innovation across the sector.

2025–26 Key Actions:

1.

Acquire datasets to support evaluation and research priorities.

2.

Develop plans for establishing required data systems, ensuring the right data is collected, securely shared, and used effectively

Measure and report on mental health and addiction outcomes at both the system and population levels.

Evaluating the prevalence of mental illness, addiction, and recovery in Alberta will support transparency in service delivery and foster accountability for better outcomes.

2025–26 Key Actions:

1.

Work with global experts to evaluate the prevalence of mental illness, addiction, service use, and recovery in Alberta.

2.

Develop and conduct population-based surveys to gain insight into mental health and addiction prevalence, outcomes, and pathways to recovery.

3.

Develop a system-level performance measurement framework in partnership with the Ministry of Mental Health and Addiction and Recovery Alberta.



Aim 2: Evaluation and Research for Improved Recovery Outcomes

CoRE will conduct system- and service-level evaluation and research that drives innovation and improves the quality of mental health and addiction services in the province.

Key Objectives

Conduct evaluations of mental health and addiction services and interventions

These evaluations will identify strengths, gaps, and opportunities to improve recovery-oriented services, ensuring better support and outcomes for individuals with mental illness or addiction.

2025–26 Key Actions:

1.

Prioritize programs and services to be evaluated.

2.

Conduct evaluations and disseminate findings to inform continual improvement and better outcomes for Albertans.

Lead research and evidence reviews to improve recovery-oriented mental health and addiction care

This research will strengthen understanding of effective recovery-oriented systems of care and support evidence-based decision making.

2025–26 Key Actions:

1.

Conduct rapid reviews to help inform decision making.

2.

Examine evidence-based practices for prevention and early intervention programs for children and youth.



Aim 3: Expert Guidance and Knowledge Mobilization

CoRE will equip individuals, families, healthcare providers, and decision-makers with the highest quality, evidence-based information on recovery-oriented systems of care.

Key Objectives

Develop and advance system standards and guidelines

By leveraging expert guidance advice, and global best practices, these standards will ensure the provision of high-quality, consistent services that improve recovery outcomes.

2025–26 Key Actions:

1.

Develop quality standards for key services within the Alberta Recovery Model.

2.

Develop occupational health guidelines to equip workplaces in Alberta to provide a supportive environment for workers to start or sustain recovery.

Provide guidance and knowledge mobilization to advance the Alberta Recovery Model

By sharing best practices and emerging evidence with individuals, families, clinicians, service providers, and decision-makers, this work will improve service quality, enhance recovery outcomes, and strengthen collaboration across Alberta and beyond.

2025–26 Key Actions:

1.

Create a framework for the Alberta Recovery Model to support other jurisdictions in understanding and implementing the model effectively.

2.

Engage stakeholders to inform priorities for knowledge translation, knowledge mobilization, and guidance.



Aim 4: Recovery Leadership and Collaboration

CoRE will support in establishing Alberta as a leader in recovery by building strong partnerships, informing policy, and advancing recovery-oriented systems of care.

Key Objectives

Build strong recovery partnerships across Alberta, Canada, and beyond

Develop provincial, national, and global partnerships to establish CoRE as a trusted partner and leading contributor of data-informed strategies on recovery from mental illness and addiction.

2025–26 Key Actions:

1.

Develop partnerships with leading recovery experts in Alberta, across Canada and globally and collaborate with international organizations to advance the Alberta Recovery Model globally.

2.

Share outcomes and learnings from the Alberta Recovery Model across the province, country and globally to spread the implementation of recovery-oriented systems of care.

3.

Monitor new developments in mental health, addiction, and recovery by working closely with external stakeholder organizations and partners.

Evaluation and Research Plan

CoRE has a legislated obligation to deliver on an Evaluation and Research Plan. Listed below are the research and evaluation themes that have been determined as priority for CoRE.

Evaluating Recovery-Oriented Systems of Care



Recovery-Oriented Systems of Care prioritize person-centered, accessible, and effective services across the care continuum for individuals with mental illness and addiction. Evaluating and optimizing service delivery ensures that programs are high-quality, empirically tested, and adaptable to individuals' evolving recovery needs. Continuous evaluation supports proven practices, enabling organizations to maximize benefits and improve outcomes for the population.

Supporting Recovery through Measurement



Accurate measurement is essential to understanding addiction and mental health challenges. By conducting surveys on recovery journeys, mental health prevalence, and addiction prevalence, we can assess the effectiveness of interventions and identify service gaps. This data-driven approach will inform policies and programs, ensuring that recovery-oriented services meet the needs of the population.

Building Recovery in Workplaces and Schools



Workplaces and educational institutions play a crucial role in helping individuals start or sustain recovery. By implementing workplace health initiatives and strategies, we can encourage early assessment and provide necessary support, fostering healthier and more productive work environments. Additionally, schools and educational institutions contribute to shaping future providers by integrating recovery-oriented values and empirically tested practices into curricula, promoting the notion that recovery is both desirable and achievable.

Empowering Recovery in Communities and Families



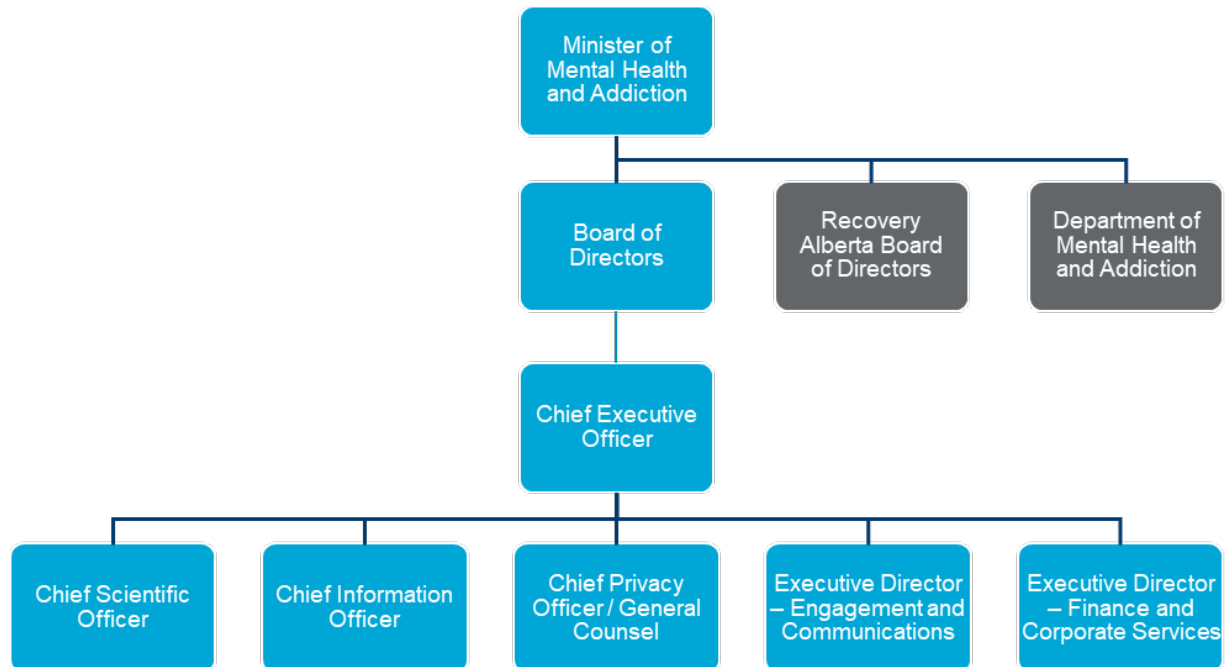
Families and communities are vital in supporting recovery and promoting mental wellness. Focusing on child and youth programs provides early interventions that foster resilience and recovery from mental health and addiction issues. Fostering an understanding of recovery within families and communities not only supports those in recovery but also helps prevent the onset of these challenges across generations.

Appendices



Appendix A – Legal and Organizational Structure

CoRE is a new Crown corporation established by the Government of Alberta through the Canadian Centre of Recovery Excellence Act. The Board of Directors reports to the Minister of Mental Health and Addiction (through the Board Chair).



Appendix B – Financial Overview

	Budget (\$000s)		
	2025-26	2026-27	2027-28
Revenues	8,710	8,710	8,710
Expenses			
Administration	2,649	2,649	2,649
Research & Evaluation	4,922	4,922	4,922
Engagement & Communication	1,139	1,139	1,139
Total Expenses	8,710	8,710	8,710

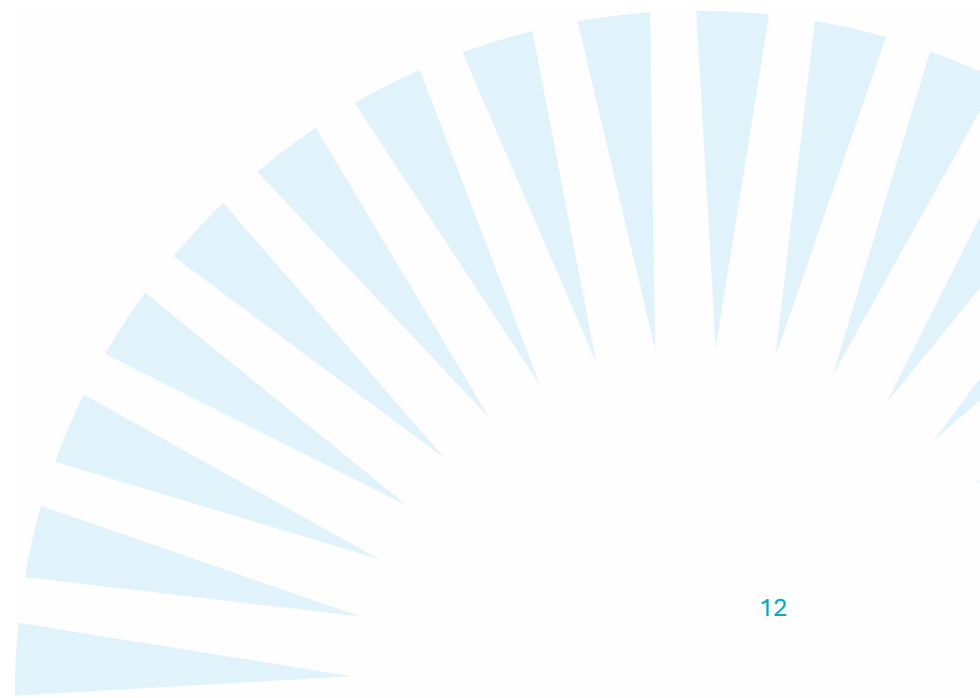
Note: Amounts listed above are subject to revision as CoRE further reviews its program plans and budget.

Appendix C – Performance Measures

These measures align to system-level priorities and aim to assess progress towards near-term commitments. CoRE’s performance measures will continue to evolve over time to include longer-term outcomes and societal level impact measures which will be in alignment with the system-level performance measurement framework.

Performance Indicator	2024-25	2025-26	2026-27*	2027-28*
1. Number of new data sets used to support evaluation and applied research	0	5	TBD	TBD
2. Number of completed evaluation and research projects related to the Alberta Recovery Model	0	5	TBD	TBD
3. Number of consults with policy and decision-makers	0	3	TBD	TBD
4. Number of partnerships with recovery-promoting organizations	0	3	TBD	TBD

**Future years’ targets are under development for inclusion in the 2026-27 Business Plan*





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