



3-Year Strategic Plan

2019-2021



**Board of Directors
March 2019**

Strategic Thinking

01

Y1 – Continued growth to improve current programing

02

Y2 – Make environmental adjustments & advance programmatic change

03

Y3 – Evaluate environment to meet new community needs

The accomplishments of MHANI will be aligned with the steps listed above. The first year we will address the current growth of programs and services, such as the school-based initiative and expansion of peer support. The second year is the refinement of the programs and services to meet the ongoing needs of stakeholders and consumers. Finally, the third year focus on the comprehensive review of internal and external drivers that will influence the future strategic direction of MHANI.

Introduction

In 2018, the Mental Health America of Northeast Indiana (MHANI) Board of Directors met several times to outline their strategic direction for the organization. With the assistance of a consultant and staff, the following 3-year strategic plan was conceived to guide the future activities to carry out the mission of this 65-year organization.

The Board of Directors have committed to champion and oversee this plan, and to ensure that the direction of the organization continues to address the needs of children, adults, families, and organizations in Northeast Indiana. This plan is meant to provide a roadmap for accomplishing the agency's ambitions and pursuits to meet community needs that support mental health and wellbeing at the local, regional, and state level. This undertaking will only be achieved through the tremendous support from key stakeholders, community champions, donors, and the constituents we serve.

The plan is organized by a set of goals, actions, and benefits that support the agency's mission. Strategies, detailed tactics, and a financial plan will guide our daily work, which will be grounded in the values and culture MHANI has cultivated over the past 5 years. Progressive and creative expansion of funding mechanisms is necessary to fulfill the broad range of programs and services. Therefore, the first goal focuses on strengthening the organization itself, to ensure that MHANI will have the capacity and funding to work effectively on behalf of our community for years to come.

Vision

MHANI envisions a community that embraces individuals with mental health challenges, promotes recovery, and fosters wellness.

Mission

MHANI's mission is to promote the mental and emotional health of our community by offering advocacy, support services, education, and hope.

Overview

MHANI began in 1954 and became an affiliate of national Mental Health America (MHA), founded in 1909 and the nation's leading community-based nonprofit dedicated to addressing the needs of those living with mental illness and to promoting the overall mental health of all Americans. Our work is driven by our commitment to promote mental health as a critical part of overall wellness, including prevention services for all, early identification and intervention for those at risk, integrated care, residential services, and peer-based supports for those in recovery.

Our philosophy consists of the following concepts:

Advocacy, Supports, and Services: MHANI works to support the rights and dignity of individuals with lived experience, and ensure that peers and their voices are integrated into all areas of the organization with a focus on inclusion, self-directed care, and recovery.

Education and Outreach: MHANI helps individuals of all ages better understand prevention, early identification, and intervention through a variety of information, education, online tools, and events.

Ultimately, our programs and initiatives fulfill our mission of promoting mental health and achieving recovery of mental illness through advocacy, education, and support services.

During the strategic planning process, the Board and staff considered the strategic priorities and asked questions that centered upon creating a healthy community.

Strategic Priorities

- Advocacy
- Awareness
- Training
- Peer Support
- Cedars Hope
- Guardianship
- Parent Engagement
- Board Engagement
- Employee Engagement
- Financial Sustainability

Agency Questions

- How do we create a healthy community?
- How will we handle the increased needs for education and advocacy?
- How might we communicate what mental health is and is not?
- How might we connect with community?
- How might we build peer support in northeast Indiana?
- How might we equip/train staff to respond to community issues?
- How might we increase the financial sustainability of our organizational efforts?
- How might we increase hope/awareness of mental health issues to the community?

Healthy community

- Innovative programs
- Peer- and parent- led groups
- School-based mental health awareness training and support
- Workplace training and consultation
- Create better homeless service delivery (new building)
- Expand guardianship awareness and opportunities for adults
- Community awareness
- Stigma reduction campaign
- Engage stakeholders to foster community input

Goals and Objectives

The strategic plan is organized by a long-range goal that aligns with current programs and initiatives established at the end of 2018. The steps to execute the strategic plan are fluid in its process and timing, but the general course of action is reflected in the components of the plan.

1. Engage the community through volunteerism, leadership, giving, and information
2. Expand peer support for individuals in recovery from mental health conditions and addiction
3. Provide school-based education, resources, and social/emotional learning practices to improve student success
4. Deliver educational opportunities to a broad-range of constituents to build the mental health safety net
5. Support long-standing programs that remain fundamental advocacy services for MHANI

Note: The metrics associated with each goal is meant to show basic achievement results, and do not reflect the deeper level of outcomes that measure the effectiveness, quality or sustainability of each program or service. Each program area has established outcomes and reporting requirements that are available for internal use.

For more information about Mental Health America of Northeast Indiana:

www.MHAnortheastindiana.org

www.peernetworkindiana.org

www.stopsuicidenow.org

www.guardianshipfrontdoor.org

Or contact us at info@mhanortheastindiana.org or call (260) 422-6441.

GOALS	BUILD CAPACITY	CONNECT TO CHAMPIONS	IMPLEMENT STEPS	EXPAND/GROW	METRICS
Engage the community through volunteerism, leadership, giving and information	<ul style="list-style-type: none"> ▪ Volunteer engagement ▪ Employee engagement ▪ Financial stability 	<ul style="list-style-type: none"> ▪ Connect to consumers, advocates and funders ▪ Utilize Board and staff connections ▪ Build partnerships with other organizations ▪ Cultivate donor base 	<ul style="list-style-type: none"> ▪ Strengthen volunteer processes and recruit new volunteers ▪ Tell 'our story' through storytelling (i.e., written materials, podcasts, videos) ▪ Offer new ways to give time, talent or treasures ▪ Support Board and staff development 	<ul style="list-style-type: none"> ▪ Professional development for Board and staff ▪ Diversify funding ▪ Assess internal health of the organization 	<p># of active volunteers</p> <p># of dollars raised through funding development</p> <p>Financial strength (audit, internal controls, contract compliance)</p>
Expand peer support for individuals in recovery from mental health conditions and addiction	<ul style="list-style-type: none"> ▪ Offer advanced-level training opportunities ▪ Train facilitators and trainers to scale peer services 	<ul style="list-style-type: none"> ▪ Work closely with DMHA to expand peer support programming in Indiana ▪ Build network of peer workers in Indiana ▪ Partner with the Copeland Center to expand WRAP 	<ul style="list-style-type: none"> ▪ Develop specialized curriculum for CRS ▪ Expand Wellness Recovery Action Plan (WRAP) ▪ Seek contracts and other self-sustaining revenue streams ▪ Implement CRM system to maintain data 	<ul style="list-style-type: none"> ▪ Professional development plan for peers (statewide) ▪ Build staff capacity to grow services 	<p># people trained/certified</p> <p># of participants in program</p> <p># of CRS's employed in Indiana</p> <p># of partnerships to implement peers</p> <p>Three advanced level WRAP trainers on staff</p>

GOALS	BUILD CAPACITY	CONNECT TO CHAMPIONS	IMPLEMENT STEPS	EXPAND/GROW	METRICS
Provide school-based education, resources, and social/emotional learning practices to improve student success	<ul style="list-style-type: none"> ▪ Distinctive curriculum and SEL tools ▪ Teacher support ▪ Parent support ▪ Teachers modeling healthy practices 	<ul style="list-style-type: none"> ▪ Recruit school districts, teachers, principals, and school counselors ▪ CASEL partnership ▪ Work closely with funders to reach target schools and students 	<ul style="list-style-type: none"> ▪ Provide EBP mental health training for teachers and counselors ▪ Work with schools to implement SEL practices in classrooms ▪ Offer Café workshops for parents, teachers, and students in schools ▪ Contract with professional evaluator to measure outcomes 	<ul style="list-style-type: none"> ▪ Development of a Toolbox to present to next district ▪ Seek funding to expand program in NE IN 	<ul style="list-style-type: none"> # of schools participating # of teachers participating # of student demonstrate positive outcomes (TBD) # of teacher cafes
Deliver educational opportunities to a broad-range of constituents to build the mental health safety net	<ul style="list-style-type: none"> ▪ Staff trained to deliver mental health awareness training and education ▪ Well2Work (W2W) curriculum ▪ Contractor to coordinate Stop Suicide 	<ul style="list-style-type: none"> ▪ Outreach to community stakeholders ▪ Connect to CEO's who want W2W ▪ Maintain positive relationship with SAMHSA and DMHA ▪ Coordinate Stop Suicide Coalition 	<ul style="list-style-type: none"> ▪ Provide EBP mental health training in NE IN ▪ Utilize project management tools to coordinate training ▪ Develop W2W curriculum and pilot one employer 	<ul style="list-style-type: none"> ▪ Provide W2W to additional employers ▪ Offer more evidence-based training 	<ul style="list-style-type: none"> # of participants trained # of trainings provided # organizations implementing W2W % of satisfaction with training

GOALS	BUILD CAPACITY	CONNECT TO CHAMPIONS	IMPLEMENT STEPS	EXPAND/GROW	METRICS
<p>Support long-standing programs that remain fundamental advocacy services for MHANI (Guardianship and Cedars Hope)</p>	<ul style="list-style-type: none"> ▪ Maintain or increase funding levels to expand programs ▪ Enhance housing and supportive services for homeless women ▪ Create awareness about the need for more guardianship services 	<ul style="list-style-type: none"> ▪ Work with the Indiana Supreme court to address guardianship issues ▪ Engage champions to help improve Cedars services and facilities 	<ul style="list-style-type: none"> ▪ Partner with service providers to strengthen advocacy on behalf of clients ▪ Seek additional funding to support Cedars 	<ul style="list-style-type: none"> ▪ Increase access to services in NE IN ▪ Increase funding for Cedars to sustain service model ▪ Seek funding sources to relocate Cedars 	<p># of participants</p> <p># of additional dollars available to sustain Cedars</p> <p>New building for Cedars by 2021</p>