



Mental Health Association of Nebraska Strategic Plan

December 2021 – December 2024

Vision: We are the leader for transformation in the Behavioral Health Community.

Our Mission: We offer person-centered support for individuals living with mental health and/or substance use issues to gain and maintain their recovery by:

- Intentional Peer Support
- Offering Informed Choice
- Advocating
- Promoting Wellness
- Encouraging hope throughout all MHA services and activities

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About Us

MHA-NE, Mental Health Association of Nebraska, was incorporated in 2001. We are a completely peer operated, participant driven organization that provides a variety of different programs available to individuals with mental health and/or substance use and addiction issues. MHA-NE is currently the only nonprofit peer run organization in Nebraska and offers alternative options for those experiencing mental health and/or substance use and addiction issues as well as crisis prevention.

MHA-NE is the largest peer operated, participant driven organization. We advocate, educate, provide choice, and promote wellness and recovery. We believe all people deserve to learn and grow.

About this Strategic Plan

This strategic plan was prepared with input from board members and staff. Our strategic plan was created with a focus on expanding services to best support individuals as well as supporting ongoing staff and board development.

This plan was approved on _____.

Board President

Services Goal: Expand services to prevent and address community needs.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
1	Expand programming intentionally, including REAL, WRAP, and IPS.	Program Coordinators Executive Director	Partner with jails, first responders, DOC, partners and stakeholders Grow what we already have	Dec. 2021 Dec. 2023 Dec. 2024	Output: Establish growth goals for each program through 2024. Expand services to additional locations. Outcome: MHA has capacity to serve additional individuals in each program by meeting their growth goals.
2	Develop an employment hub for individuals served by MHA.	HOPE Coordinator Benefits Specialist	Region dollars through the Division of Behavioral Health Remove Voc. Rehab. qualifications barrier for entrance into the HOPE Program Team member training on employment, computers, software, dedicated space, and more to help people with employment within a timeline	Aug. 2023	Outcome: Increase economic support opportunities provided by MHA.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
3	Establish another Keya House on the North side of Lincoln.	Keya House Coordinators	Funding, staff, property	Dec. 2023 Dec. 2024	Output: Potential funding sources identified for North Keya House are established and pursued. Identifying stakeholders Outcome: Identify potential properties
4	Expand Honu House .	Honu House Coordinators Executive Director	County funding Other funders/stakeholders Key professionals Purchase a Honu House space	Jan. 2023 Dec. 2024, and beyond	Output: ## individuals are served by Honu House. Outcome: Increase long-term sustainability of Honu. Increase success of transitioning individuals at Honu.
5	Formalize warmlines.	Keya and Honu House Coordinators HR Director	Warmline training	July 2022 Dec. 2022 July 2023	Output: All staff complete warmline training. System is developed to track of nature of warmline calls. Outcome: Warmlines are available to all individuals in Nebraska when needed.
6	Expand outreach into permanent long-term housing.	Executive Director	Explore additional building for long-term housing Outreach strategy	Oct. 2022 Dec. 2023	Output: Establish ## partnerships to support long-term housing. Outcome: Individuals served by MHA can receive long-term, residential support when they need it.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
7	Partner with providers, organizations, and families to help more youth for preventative services.	Executive Director REAL Program Coordinator HOPE Program Coordinator	Target partnerships Training to youth-serving organizations Mentorship, Family reunification, and family employment opportunities and support	June 2023 Dec. 2024	Output: Establish [redacted] # partnerships with youth-serving organizations to offer preventative services. Output: Provide [redacted] # preventative services to youth and families.
8	Expand peer bridge programming into Lincoln Regional Center.	REAL Program Coordinator Training and Benefits Specialist Executive Director	Partnership with LRC	Nov. 2022 Dec. 2024	Output: IPS certification through State specific program (if necessary, for program) is achieved. Output: First peer bridge program at LRC is held. Outcome: Individuals served by LRC improve their quality of life due to peer bridge programming.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
9	Develop and implement bilingual/multilingual programming.	Executive Director HR Specialist Program Directors	Bilingual/multilingual staff Translation of documents Program development Outsourcing and partnerships	Dec. 2022 Dec. 2023 Dec. 2024	<p>Output: Identify one or more languages for translating MHA documents.</p> <p>Output: Identify documents and programs for translation into one or more language for individual participates.</p> <p>Output: Identify key partnerships to provide translation services and support.</p> <p>Outcome: Begin serving individuals in their native language(s).</p>

Training Goal: Strengthen and grow MHA capacity and culture to best serve individuals.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
1	Create a training plan with consistent and immersive training for staff, volunteers, board, and partners.	Training Committee	Establish training committee	Dec. 2021	Output: Training Committee established
			Encourage “My Voice” responses for training	May 2022	Output: Training schedule and plan is complete to include frequency (initial, quarterly, annual - refreshers, following evaluations)
			Facilitate quarterly training	Aug. 2022	Output: Training handbook is complete.
			Training topics: CPR, first aid, volunteers, health & safety, peer support, IPS, WRAP	May 2023	Outcome: All staff know all the services that MHA offers and can refer.
			Cross training with management	Dec. 2023	Outcome: Increase staff confidence to best serve individuals.
2	Expand internal training opportunities.	Training Committee	CARF Certification achieved	May 2022	Output: Outline relevant trainings for staff competency and development.
			Expand capacity for training (e.g., identified lead trainer, training committee)	Dec. 2022, annually	Output: Provide # trainings per year.
			Online resources and technology		Outcome: Increase opportunities for MHA staff competency and development.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
3	Seek recognition of state-certified curriculum for external training.	Training Committee Executive Director	Utilize IPS curriculum Key Stakeholders	May 2022 Jun 2023	Output: Plan of action established to approach state for certification. Outcome: State recognizes state-certified curriculum.
4	Implement regular employee reviews and professional development plans.	HR Director	Professional Development plan template	Dec. 2022 Dec. 2023 Dec. 2024, and beyond	Output: All staff members have a professional development plan and receive an annual review to correspond with compensation. Output: Meet with staff quarterly to discuss professional development goals and to identify concerns/challenges/opportunities. Outcome: Staff goals support the strategic plan. Outcome: Increase staff retention.
5	Develop management cross-training plan	Training Committee Management	Learning styles, management training, training approaches	May 2022 Dec. 2022 Dec. 2024, and beyond	Output: A cross-training plan is created. Output: All management is cross trained in one area Outcome: All management is cross trained in two areas

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
6	Contract with Dept of Corrections to provide WRAP facilitator training to individuals inside facilities.	Executive Director Training Committee	Contract / partnership WRAP training	Dec 2022 Jul 2023 Jul 2024 Dec 2024	Output: Formulate WRAP facilitator training plan of action (potential timetable). Output: DOC agrees to WRAP facilitator training plan. Output: Individuals inside facilities attend WRAP facilitator training. Outcome: Individuals inside facilities are WRAP facilitators.
7	Develop a training that we can share how to develop a peer-run organization for other states and/or partner organizations.	Training Committee Executive Director	Curriculum External training team Build on national recognition Model our support and approach to partner organizations.	Dec 2023 Feb. 2024 Dec. 2024, and beyond	Output: Curriculum is developed. Output: Provide [redacted] # training(s) for external organizations. Outcome: Other organizations learn from MHA and its approach – not competition, collaboratively.
8	Reimplement the leadership academy.	Training Committee Management	Management Leadership academy Stakeholders	Dec. 2023 Dec. 2024	Output: All interested staff members receive at least [redacted] # training in management or leadership. Outcome: Interested MHA staff possess enhanced leadership skills.

Finance Goal: Develop and diversify funding for financial sustainability and intentional growth.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
1	Create a fund development committee.	Board of Directors Executive Director		March 2022 Dec. 2022	Output: Committee is created. Outcome: Increase capacity for fund development.
2	Develop a fund development strategy.	Fund Development Committee	Case statements Testimonials Marketing strategy Partnerships and outreach strategies Build on national recognition	July 2022 Dec. 2023 Dec. 2024, and beyond	Output: Fund development strategy is created. Outcome: Increase funding by %. Outcome: Diversify grant sources for MHA.
3	Explore grant-funding opportunities.	Fiscal Director Executive Director	Partnerships with organizations to co-apply for grants	Dec. 2023 Dec. 2024, and beyond	Output: Apply for 10 total grants. Outcome: Increase funding from grants to 10% of budget.
4	Explore earned revenue opportunities, such as providing training for hire to other organizations or providing WRAP facilitator training inside facilities and in the community.	Fund Development Committee Fiscal Director	MHA promotional materials Training for other states, other providers on how to run and implement a peer-run organization	Dec. 2023, annually Dec. 2024	Output: Complete 4 earned revenue activities. Outcome: Increase earned revenue to 10% of overall budget.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
6	Plan MHA fundraising events. including partnership opportunities in the community	Fund Development committee	Assess need and type of fundraising activities	April 2024	Output: Host 3 fundraising event(s).
			Marketing nationally	Dec. 2024	Outcome: Increase event revenue by 25%.
7	Establish a nondiscretionary funding avenue.	Executive Director	Create a wish list for unused funds each year	Dec. 2023	Output: Reserve account can cover ## months of expenses.
			Reserve account policy	Dec. 2024, and beyond	Outcome: Increase general funds to address changing organizational needs.
Long Term	Explore scholarships or discounts for individuals.	Executive Director Board of Directors	Scholarship funding Scholarship policies	Dec. 2030	Outcome: Increase access to MHA services.
Long Term	Establish an endowment fund.	Fiscal Director	Endowment fund policy Investment policy	Dec. 2030	Output: Endowment fund and investment policy are created.

Commented [JW1]: I'm not sure what this means – do you mean partnership and/or fundraising events? I think you could take this out.

Awareness Goal: Enhance MHA brand recognition.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
1	Complete a marketing & awareness assessment.	Marketing Committee	Marketing assessment / evaluation (baseline)	May 2022	Output: Assessment is complete; assessment informs marketing strategy.
2	Create and implement a marketing & communications strategy.	Marketing Committee	MHA brand strategy Web optimization Social media strategy Funding to support marketing efforts External partner/consultant	Dec. 2022 Dec. 2023 Dec. 2024, and beyond	Output: Communications strategy and implementation plan is complete. Outcome: Increase social media engagement (by 25%), website visits (by 25%), and earned media (to 4). Outcome: Increase awareness about who MHA-Nebraska is, locally and around the state. Long-term outcome: Reduce MH stigma in Nebraska.
3	Identify position(s) to execute marketing strategy.	Marketing Committee HR Specialist	Explore a team or staff to take on marketing activities, Identify core responsibilities, Update job descriptions	Dec. 2022 Dec. 2023	Output: Marketing responsibility is clarified. Outcome: All staff members understand and promote our marketing approach.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
4	Promote MHA as a place people can go for speakers.	Executive Director Marketing Committee	Training for staff to be speakers Identify which staff can speak to which topics / which audience List of target speaking events (e.g., LPS trainings, Ignite Lincoln, TedX Lincoln), both online and in-person	Dec. 2023, annually thereafter Dec. 2024, and beyond	Output: MHA staff speak at 6 events per year. Outcome: People come to MHA to find speakers.
5	Collect success and impact stories.	Marketing Committee	Partner with news media	Oct. 2023	Output: Achieve 4 earned media pieces. Output: Share earned media pieces with stakeholders and donors to demonstrate outreach and effectiveness.
6	Plan an annual, consistent MHA event.	Fund Development Committee	Speaker list Event Logistics	Dec. 2022, annually thereafter	Output: Annual event is held. Outcome: Increase individual donors to <u> </u> #.

Organizational Infrastructure Goal: MHA team members have the tools needed to be efficient and effective.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
1	Create and implement a technology plan.	Technology Task Force	Assess technology needs Digitize forms, files Scheduling tools Backup storage Server	Febr. 2022	Output: Technology task force established.
				Febr. 2023	Output: A technology plan is created and acquire Board approval as necessary.
				June 2022	Output: All plan-identified files and forms are digitized.
				Dec. 2023	Outcome: MHA has the technology and tools to be efficient.
2	Review and update policies & procedures.	Management Team Compliance Committee	Comply with CARF, Region V Systems, and other contractual and legal requirements	Dec. 2022	Output: All policies and procedures are reviewed and updated.
				Feb. 2023	Output: Acquire Board approval as necessary.
				Dec. 2024	Outcome: Policies and procedures are reviewed and streamlined according to CARF, Region V Systems, and other contractual and legal requirements and timelines.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
4	Promote wellbeing and mindfulness among staff.	HR Director	Host employee recognition activities	Dec. 2022, annually	Output: Host at least 4 employee wellbeing or recognition activities.
		Management Team	Execute Team Agreements	Annually	Output: Host annual retreat.
		Awareness Team		Dec. 2022, and beyond	Outcome: Reduce burnout among staff.
				During staff retreats or more often as needed	Outcome: Team Agreements updated annually.
5	Provide professional development opportunities in equity, diversity, and inclusion (EDI).	HR Director	Provide EDI Training	Dec. 2021	Output: Provide monthly trainings related to EDI.
		Executive Director	Review of practices for inclusivity, cultural awareness	Dec. 2021	Output: Incorporate EDI content and opportunities into monthly Awareness Team newsletters.
		Awareness Team		Ongoing	Outcome: Staff is knowledgeable in diversity & inclusion and how to intentionally implement in everyday practices.

Commented [JW2]: This might be a lot of people for all of these activities – I would suggest the one person or team who will be accountable for this activity, who will be reporting on this activity even though lots of folks might help execute this activity.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
6	Explore ways to enhance employee benefit package.	HR Director Fiscal Director Executive Director Board Chair	Explore benefits packages and obtain proposals Confirm funding for benefits Solicit employee input	Aug. 2023 Nov. 2023 As Needed Febr. 2024, and beyond	Output: Modify the employee benefits package for plan year 2024 Output: Obtain Board approval as needed. Outcome: Enhance recruitment and retention of staff. Long-term Outcome: Improve employee quality of life, security, and protection.
7	Update and review the business continuation (BC) plan	Management Team Compliance Committee Executive Committee	Develop BC plan and align plan with Risk Management Plan	Feb. 2022 Nov. 2023 or sooner as contractually required Nov. 2023 Jan. 2024	Output: Establish Business Continuation Development Team. Output: Workable plan for continued business through identified business interruptions. Output: Obtain Board approval. Outcome: Ensure business continues without interruption.

Board Engagement/Development Goal: Increase board engagement to help MHA meet its goals.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
1	Provide interactive activities for the board and staff.	Board Chair Executive Director	Staff know what the board does, board knows what the staff do Staff attend board meetings, board attend staff events; rotating presentations Calendar invitations for board meetings and key staff events Shared expectations, procedures	Dec. 2022, annually Febr. 2022 Dec. 2023	Output: Provide at least 8 board-staff interactive activities. Output: Develop list of available opportunities for board education, shadowing and engagement. Outcome: Increase engagement between board and frontline staff. Staff feel comfortable attending /engaging in board meetings. Board feels comfortable attending/ engaging in staff meetings

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
2	Enhance formal board onboarding and training.	Board Development Committee	<p>Providing orientation/onboarding for new board members.</p> <p>Provide ongoing board training/education</p> <p>Template or model for board handbook – bylaws, policies, calendar, about MHA document(s)</p>	<p>Febr. 2022</p> <p>July 2022</p> <p>Sept. 2022</p> <p>Dec. 2023, and beyond</p> <p>Dec. 2023</p> <p>Dec. 2024, and beyond</p>	<p>Output: Board Development Committee established.</p> <p>Output: Onboarding process and materials reviewed, updated and formalized.</p> <p>Output: All board members have a board handbook.</p> <p>Output: Hold at least bi-annual training on board success/engagement topics</p> <p>Outcome: New board members feel confident and aware of MHA programs.</p> <p>Outcome: Increase board engagement as measured by participation in board meetings, MHA events, and team/committee service.</p>

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
3	Provide board training for on fund development and marketing for MHA.	Board Development Committee Finance/Fund Raising Committee	Curriculum and materials for training	Dec. 2022 Dec. 2023, and beyond Dec. 2024	Output: Develop MHA case statement. All board members know the MHA case statement. Output: Each board members participate in at least 2 fund development asks or marketing presentations annually. Outcome: Board actively engaged in marketing and fund raising for MHA
4	Review board recruitment and membership.	Board Development Committee	Board matching event attendance and other board recruitment opportunities (Cause Collective, Leadership Lincoln, etc.) Consider utilizing “community advisors”, non-board members with certain expertise	July 2022 July 2022 July 2024	Output: Review and revise board recruitment packet, including board expectations. Output: Determine current board interest; what talents have, what talents need; demographics desired. Outcome: Increase engagement and diversity of the MHA board.
5	Invite board to staff team building activities, key staff team meetings and speaking events.	Executive Director	Identify key staff team meetings (e.g. QA, Awareness, etc.) that board members would add value Share speaking events with board members	Dec. 2022, annually March 2023, ongoing	Output: Board members attend speaking events/participate in key staff team meetings. Outcome: Board members serve as a part of key teams.

Item	Activities (Strategy)	Responsible	Resources	Completed	Desired Outcome
6	Create board recognition activities.	Executive Committee Executive Director	Board members are recognized in the newsletter (and they receive it) Host board member recognition activities	Dec. 2022, annually Dec. 2022, annually Dec. 2024, and beyond	Output: Host/provide at least 4 board recognition activities per year. Output: Host informal board “get to know you” event. Outcome: Increase board engagement as measured by participation in board meetings, MHA events, and committee service.