Mental Health Association of Nebraska

Strategic Plan 2025 – 2029

Our Vision: MHA Envisions a world where every person has the opportunity to grow, feel connected, and find community as their authentic selves.

Our Mission: To promote a culture of hope and healing through Intentional Peer Support.

Our Values: We treat people with unconditional high regard. We are collaborative, trustworthy, and courageous.

- · Collaborative. Peer support is relational.
- · Trustworthy: We are authentic, respectful, transparent, and honest.
- · Courageous: We will sit in uncomfortable spaces and move through discomfort together.

Summary of Goals

Programs & Services

- **Intentionally and strategically enhance relationships and grow programs & services.**
- *Includes implementing quality improvement planning, expanding services and access to services, increasing WRAP training, and becoming Midwest Center for Distinction.*

Organizational sustainability

- **Diversify funding and support staff development to sustain and capacity to serve the larger community.**
- *Includes increasing revenue, strengthening staff development and leadership, and streamlining processes.*

Awareness

- **Share success stories from MHA's programs and people to increase awareness about our impact and engage the community to send us participants and support MHA financially.**
- *Includes increasing marketing efforts, rebranding, improving outreach about MHA services, and reducing stigma around behavioral health.*

Board Development

- **Increase board member engagement and development to best support MHA's goals and mission.**
- *Includes recruiting board members with lived experience and providing board training and engagement opportunities.*

Contents

About this Plan

This strategic plan considers growth for the Mental Health Association of Nebraska (MHA-NE) in three key areas:

1. Awareness about MHA-NE and the Intentional Peer Support Model;
2. Facilities growth to serve more Nebraskans, including a replacement Honu House and building on recent expansion into Omaha;
3. Efforts to strengthen board engagement with MHA-NE and its activities.

MHA-NE's 25th anniversary will occur during this strategic plan, in 2026, which will align with rebranding, future facilities planning, and increased awareness efforts.

Input from board members and staff members of MHA-NE informed the creation of this strategic plan. We thank them for their participation and insight into the development of this strategic plan.

This strategic plan will be implemented by incorporating aspects of the strategic plan throughout staff and board members' development plans, expectations, and annual goals.

This strategic plan was approved in May 2025.

Board of Directors

Nichole Bogen – Chairperson
Art Wilson - Vice Chairperson
Casey Gieseking – Treasurer
Tammy Ward - Secretary
Kent Mattson
Edward Boone
John Puente
Sherry Wimes
Lanetta Edison-Soe
Robin Eschliman
Brian Jackson

Tut Kailech
Tu Tran
Trey Wayne

Management Team

MHA Administration

Kasey Parker, Executive Director
Julie Monfelt, Fiscal Director
Wendi Cohn, HR Director/Compliance Officer
Tessa Domingus, Director of Operations
Ashley Wilksen, Director of Operations

MHA Program Coordinators

Winona Harper
Melissa Lemmer
Seth Moyer
Sean Thrasher
Humza Iqbal
Ryan Pospisil
LaDonna Little Elk-Parpart
Chad Magdanz
Kara Magdanz
Emily Pineda

Programs & Services Goal: Intentionally and strategically enhance relationships and grow programs & services.

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
1	Implement a data tracking process to collect, analyze, share, and create a quality improvement plan.	**Output**: A Quality Improvement plan is created and implemented, aligning with program data collection. **Outcome**: Demonstrate participant outcomes and service improvement over time as a result of data-driven improvements.	Jan 2026 Dec. 2029	Admin Team	Partner & guest surveys Data collection tools (surveys, online surveys, interviews) Analysis plan and data analysis CQI document (e.g., excel sheet) documenting desired outcomes, measures or metrics, and periodic updates of those metrics (e.g. % of guests demonstrating living stability within a time period). External evaluator, if needed
2	Define a Honu House Strategy, find a new home / replacement for Honu.	**Output**: A Honu House strategy is created, and implementation begins. **Outcome**: A replacement Honu House that MHA-NE owns is established.	Sept. 2025 Dec. 2029	Facilities Task Force	Facilities planning, feasibility plan Capital campaign to fund Honu purchase, depending on needs
3	Formalize a strategy for Omaha services and outreach and utilize this strategy for service expansion in other communities.	**Output**: An Omaha strategy is created. **Outcome**: MHA staff and board understand growth strategy. **Output**: Establish 7 new partnerships in Omaha and begin 2 new partnerships in one additional community.	June 2025 Dec. 2025 Dec. 2027	Admin Team	Identify possible partners and individuals to build relationships, including law enforcement, community organizations, public officials, and other stakeholders. Utilize relationships in Lincoln to create Omaha relationships.

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
		Output: Offer 2 technology-based services. **Outcome**: Improve access to services to support more MHA-NE participants.	Dec. 2027 Dec. 2029	Technology Task Force	Explore feasibility and options for technology-based service (e.g., virtual consultation). Develop a model for tech service implementation, considering funding, fidelity, scope, and capacity.
5	Establish a Wellness Recovery Action Planning (WRAP) facilitator training across all Department of Corrections facilities to better serve the community.	**Output**: Provide WRAP facilitator training at 9 DOC facilities. **Outcome**: Having a strong presence of wrap facilitators trained incarcerated individuals collaborating with MHA wrap F to deliver wrap with in all 9 NDCS facilities.	Dec. 2026 Dec. 2029, and beyond	Training Team	Connections with DOC and facilities; peer mentors; logistical support; training schedule
6	Become a regional (Midwest) hub for the Center of Distinction (WRAP).	**Output:** Provide training opportunities within the region with fidelity and adherence to the evidence-based model of WRAP. **Outcome**: Expand reach and impact of wrap.	Dec. 2026 Dec. 2029	ALF team (Advance Level Facilitator)	Ensure fidelity to the evidence-based model by maintaining high standards in training, certification and program delivery. Collaborate with Advocates for Human Potential. The ALF team.

Organizational sustainability: Diversify funding and support staff development to sustain and capacity to serve the larger community.

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
	Fund Development				
1	Develop the fund development strategy.	**Output:** A fund development strategy is updated and defines desired funding mix, strategies to increase funding, and roles and responsibilities of staff, board, and/or contractors to support fund development. **Outcome:** Achieve a diverse funding mix inclusive of grants, individual donors, legacy donations, foundations, earned revenue, and events. Increase nondiscretionary / unrestricted funding.	Sept. 2025 Dec. 2029, ongoing	Fund Development Committee Marketing Committee	Define desired funding mix and align strategy to achieve this mix. Increase outreach to foundations, trusts, individual donors in order to increase unrestricted funding. Continue efforts to increase earned revenue. Considerations of capital campaign, if needed.
2	Create an annual fundraising event.	**Output:** Develop and host 1 fundraising event.	April 2026, ongoing	Fund Development Committee	Logistical support for one fundraising event including sponsors, activities, planning. Evaluate success and challenges of an event to determine annual feasibility within 3 months of the event.
3	Explore investment opportunities with current funding.	**Outcome:** Increase revenue from investments.	Dec. 2028	Fiscal Director ED Fund Development Committee	Establish an investment fund strategy and strategies to grow existing funding.
	Staff Development				

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
	Provide and facilitate professional development opportunities for staff to strengthen their skills, leadership, interpersonal skills.	**Output**: All staff participate in at least 12 hours professional development opportunity per year, in line with their professional development plans. **Outcome**: Increase staff retention. Strengthen staff recruitment as measured by the number of qualified applicants for open positions.	Dec. 2026, annually Dec. 2029	Human Resources Team	Staff professional development plans List of related training or development opportunities with relevant topics.
	Update staff professional development plans and/or annual goals to include strategic plan components.	**Output:** All staff have strategic plan activities incorporated into their annual reviews. **Outcome**: All staff help achieve the strategic plan.	May 2025, ongoing Dec. 2029	Human Resources Team Management team	Build in strategic plan goals through all staff development plans so all staff are involved. Cascade strategic plan goals into staff dev plan. Accountability to strategic plan and growth.
	Create and implement a staff mentorship program to help develop leadership and management skills.	**Output**: The Mentorship program is piloted with new hires starting in 2025. **Outcome**: As a result of mentorship, staff have pathway(s) to leadership and growth opportunities.	July 2027 Dec. 2029	Human Resources Team	Staff mentorship model: number of meetings, expected outcomes, how staff can "graduate" from the mentorship program Evaluation of the mentorship program to determine broader implementation
	Organizational Structure				
	Update policies and practices to reflect recent growth and future intentional growth.	**Output**: All identified policies and procedures are updated.	Dec. 2026	Board of Directors Management team	Identify and list all policies, procedures, and practices needing an update or review.
	Develop processes for streamlined internal communication related to progress on goals and staff updates to include the board.	**Output**: Provide monthly staff communications with strategic plan progress updates and to staff and board.	Dec. 2025, annually	MHA Program Coordinators	Newsletter Staff appreciation / connection events and activities

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
		Host 4 staff appreciation events each year on a regular schedule. **Outcome**: All staff are "on the same page" and understand current activities and get to know each other.	Dec. 2029		

Awareness: Share success stories from MHA's programs and people to increase awareness about our impact and engage the community to send us participants and support MHA financially.

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
1	Create a clear and coherent marketing plan, inclusive of earned media, community engagement, social media, and digital content.	**Output**: Marketing plan is developed. **Outcome**: Increase awareness about MHA and its services as measured by media engagements and awareness surveys.	Nov. 2025 Dec 2027 Check In Dec. 2029	Marketing Committee	Establish a Marketing Committee. Explore resources opportunities for staff and investment in marketing. Consider social media, press releases bill boards, legacy media boosted posts, digital content strategy, social media strategy. Identified possible community organizations to engage with MHA (e.g., Rotary, churches / faith communities). Explore funding for a marketing / PR consultant or staff to support initial development and/or implementation.
2	Finalize rebranding for MHA.	**Output**: Branding is launched with a logo, website update, and name.	Feb. 2026	Marketing Committee	External marketing / graphics firm. Strategy to launch rebrand.
3	Celebrate MHA's 25th anniversary in 2026 with stories and activities.	**Output:** Host at least 1 anniversary celebration event with 2 earned media pieces ahead of the event.	Dec. 2026	25th Anniversary Task Force	Logistical plan. 25th anniversary committee. Explore aligning anniversary with rebrand and marketing efforts.
4	Collect and share data, testimonials, and stories	**Output**: Collect and share 24 stories or testimonials.	May 2027	Marketing Committee	Develop strategies to collect stories and data and ways to share that information

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
	from board, staff, participants and partners.	**Outcome**: Decrease stigma around behavioral health among those who hear stories from MHA as measured by participant surveys.	Dec. 2029		such as annual reports, earned media, and outreach materials. Get involved with civic groups and faith-based groups.
5	Promote MHA as a go-to organization for speakers on peer support, mental health, and related topics.	**Output**: MHA team members speak at 4 events. **Outcome**: Increase awareness about MHA and its services as measured by participant surveys, feedback, or engagement.	Dec. 2025 Dec. 2029	Speakers Team	Identify staff or board members who can speak related to particular topics. Promote speaking engagements with identified community groups (e.g., Rotary, faith-based organizations, etc.) Get involved with civic groups and faith-based groups.

Board Development: Increase board member engagement and development to best support MHA's goals and mission.

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
1	Cascade strategic plan activities into board member duties.	**Output**: All board members' annual expectations include activities related to the strategic plan. Committee & task force structure reflects strategic plan. **Outcome**: All board members help achieve the strategic plan.	April 2025, annually Dec. 2029	Board development committee	Include strategic plan activities in committee assignments, individual board duties/responsibilities, and/or shared engagement.
2	Provide training and mentorship for board members on topics such as MHA-NE elevator speech, financial literacy, and board service.	**Output:** Provide at least 1 board training event per year. **Output**: All board members know an MHA-NE elevator speech.	Dec. 2025, annually Oct. 2026	Board development committee	Board mentorship program for new board members. Provide social opportunities for board connection.
3	Create succession plans for board officers.	**Output**: Position descriptions and succession plans are documented for officer positions.	July 2026	Executive Committee and Executive Director	Succession plan template
4	Develop a board communication process to promote engagement opportunities.	**Outcome**: All board members engage with MHA-NE by participating in at least 2 activities each year (excluding Board meetings). **Output:** Periodically review/update and communicate Board member engagement opportunity list.	Dec. 2026, annually Dec. 2025, annually Dec. 2029	Board of Directors	Develop and implement regular, board communication process (e.g., monthly email update, EasyBoard announcement/dashboard, etc.) Identify ways that board members can be involved or assist – e.g., testify, engage, attend (e.g. staff meetings). Explore Board member profiles in MHA newsletter again.

Item	Activities (Strategy)	Desired Outcome	Completed	Responsible	Resources
		Outcome: Increase shared knowledge of Board and staff activities. **Outcome:** Educate staff on Board function/responsibilities.	Dec. 2025		Continue staff presentations at Board meetings.
5	Recruit board members to meet the needs and requirements of MHA.	**Output:** At least 51% of board members have lived experience. **Outcome**: Improve board representation of those with lived experience, those outside of Lincoln (Omaha and rural), and those who represent the guests we serve.	Aug. 2027	Board development committee	Review the periodic board assessment to determine board position and representation needs.