

**NAMI Massachusetts**  
**2015-2020 Strategic Plan**  
*October 17, 2015 (unanimous vote by NAMI Mass Board)*

**NAMI Massachusetts**

**Mission**

The Mission of NAMI Massachusetts is to improve the quality of life for people with mental illness and their families.

**Vision**

We seek to extend the education, support, and advocacy programs of NAMI Massachusetts and affiliates so that we will: reach out to all Massachusetts people with lived experience and their families; improve the public's awareness and understanding of the integration of physical and mental health; and advocate at all levels to ensure that all persons affected by mental illness receive, in a timely fashion, the services that they need and deserve.

**Values**

Central to NAMI Massachusetts is a commitment to programs that are peer- and family-driven; to the key concepts of recovery, resiliency, and support that are essential to wellness and quality of life; and to full and meaningful lives for all those affected by mental illness.

**2015 – 2020 Strategic Plan**

**Overarching Principle**

NAMI Mass will play a partnership role – leading by partnering -- in changing the paradigm of mental and behavioral health in Massachusetts from illness-based to strengths-based. NAMI Mass is particularly dedicated to strengthening its relationship with the peer community, taking it from good to great.

**Operational Principle**

NAMI Mass will function as a highly integrated organization that works effectively at all levels: national, state, and local.

## Overarching Theme of the NAMI Mass 2015-2020 Strategic Plan

### “A New Strengths-Based Paradigm”

#### GOAL A: POLICY AND ADVOCACY

NAMI Mass and its affiliates will play a leadership role in the drive for state policies that assist people with mental illness, and their families.

*Rationale: All people with mental illness have the right to be treated with best practices and in state-of-the-art facilities that enable recovery and promote life in the community.*

To accomplish this goal, NAMI Mass will:

- Build greater organizational capacity in the area of policy and advocacy;
- Apply financial resources in a more focused way to this aspect of its work;
- Broaden partnerships across the support and recovery spectrum focused on:
  - Increasing overall funding for mental health in Massachusetts;
  - Promoting effective approaches to integrating mental and physical health;
  - expanding state-of-the-art treatment facilities that reflect “best practices”
  - achieving proper intensive support for those with serious and chronic care needs, including access to quality, DMH forensic hospital beds until and after the anticipated closure of Bridgewater State Hospital;
  - Driving policies that stress the roles of housing, employment, and education in achieving real recovery.

#### **KICKOFF STRATEGY FOR GOAL A:**

**Create a new POLICY DEPARTMENT and charge its director with developing and overseeing the implementation of a 5-year plan that will make NAMI Mass a “go-to” source for expertise and advice for policy makers in Massachusetts.**

## GOAL B: EDUCATION AND SUPPORT PROGRAMS

**NAMI Mass and its affiliates will play a leadership role in erasing stigma and fostering deep understanding of mental health through effective education and support building an atmosphere of empathy and advocacy.**

*Rationale: Education and support are powerful tools in the fight to reduce the impact of mental illness and stigma, to eradicate the disparities that currently impact access and the quality of treatment. It is also important as we encourage individuals and families to seek help from NAMI, and to draw partners and resources to NAMI.*

To accomplish this goal NAMI Mass will:

### New

- In light of the broad array of current programming, including in particular several new and promising programs and campaigns, described below, hold off starting new programs, unless and until sustainability of existing programs is seen as secure by board and staff.

### Current Successes

- Increase our involvement in school mental health, which has launched with our Educating the Educator (ETE) pilot, with the goal of improving how school staff relate to students who may learn differently due to conditions such as ADHD, Anxiety, Depressive Disorder, and others.;
- Ramp-up NAMI's efforts to educate the gatekeepers of the criminal justice system (e.g. police, judiciary and probation), thus contributing to the goal of decriminalizing mental illness, and increase training of judges and probation officers;
- Continue and if possible expand our promising, one year young Diversity and Inclusion Initiative;
- Build on impressive creation and expansion of *Peer to Peer*, which has gone from single pilot to nine active programs in two years;
- Ensure that *Family to Family*, NAMI's signature program, is available in every region of the state;
- Continue the expansion of *In Our Own Voice*, the demand for which continues to escalate.

### Areas to Strengthen

- Build stronger partnerships with affiliates so that our NAMI signature programs are offered all over the state and our educational programs reach all communities in Massachusetts;
- Continue to expand our NAMI Mass COMPASS, reaching *all* people affected by mental health conditions in the Commonwealth including people from diverse cultures;
- Ensure consistently high quality education throughout the state of Massachusetts;
- Focus greater attention on NAMI Basics, NAMI Connection, NAMI Veterans' Support, and NAMI Family Support Group to grow where possible, and ensure that quality of programs is consistent throughout. The need for quality assurance applies to even the most successful of our current programming.

- Expand our Diversity and Inclusion initiative to ensure that all NAMI Programs across the entire state reflect our diversity and inclusion goals.

**KICKOFF STRATEGY FOR GOAL B:**

**Put in place a QUALITY CONTROL INITIATIVE inside NAMI Mass. that guarantees programmatic excellence and consistency across among all NAMI Mass. programs throughout the state.**

**GOAL C: MAKING NAMI MASS A “HOUSEHOLD NAME”**

**NAMI Mass and its affiliates will be well-known statewide as a diverse, responsive, and forward-thinking organization that plays a leadership role in shaping a new paradigm for behavioral health in Massachusetts and seeks to help every single individual and family challenged by mental illness.**

*Rationale: For NAMI Mass to achieve its aspirations, it must be a highly visible and trusted organization, recognized for its capacity to effect lasting change, as well as for its ability to partner, convene, and lead.*

To accomplish this goal NAMI Mass will:

- Build a clear and powerful brand for NAMI Mass;
- Create greater visibility of the mission and work of NAMI Mass and its affiliates through PR campaigns and other initiatives using both traditional and social media;
- Using “CEOs Against Stigma” and the NAMI Mass COMPASS, make significant gains in making NAMI Mass a household name;
- Continue to grow the NAMI Mass Walk and build on its success;
- Become a highly visible convener on at least one statewide issue each year;
- Grow NAMI membership in communities that are not currently represented.

**KICKOFF STRATEGY FOR GOAL C:**

**Within the next six months, develop a “5-YEARS TO HOUSEHOLD NAME” strategy, with specific campaigns and targets.**

**GOAL D: STRENGTHENING THE CORE**

**NAMI Mass, together with its affiliates, will be a strong, financially viable, and sustainable organization that continually evolves and grows as needed to meet the changing demands of its stakeholders.**

*Rationale: Financial viability and sustainability are essential underpinnings of the future success of NAMI Mass and all of its affiliates.*

To accomplish this goal NAMI Mass will:

- Further diversify and strengthen the capacity of the NAMI Board leadership and staff. Develop a succession plan for current leadership;

- Engage and support the affiliates with the goal of ensuring consistent and high-quality leadership, effective succession planning, and greater levels of communication and linkage throughout the state;
- Build greater fundraising capacity in NAMI Mass;
- Ensure competitive salaries to recruit and retain high quality staff.

**PRIMARY STRATEGY FOR GOAL D:**

**Create a DEVELOPMENT DEPARTMENT, with a development director, which combines current staff expertise with new staff capabilities, and charge that department with increasing revenues to keep pace with our ambitious action plans.**