



NAMI Texas 2011-2013 Strategic Plan

Introduction:

The 2010-2012 Strategic Plan does not represent all that NAMI Texas does, nor is it meant to minimize activities that are not expressly mentioned within the plan. Rather, it is a compilation of the *new focus and efforts* that seem *most important* in responding to the circumstances surrounding NAMI Texas today. The Plan reflects the need for corporate development, economic resilience and security, and a dominant stakeholder status in the broader state community. It reflects an increased level of leadership in establishing NAMI and NAMI Texas education and support programs as core components of a mental health continuum of care based upon a public health model. Most significantly the plan represents an effort to effect a change of culture in the public treatment system.

This Plan recognizes that local, state, and national systems of mental health care are failing. The need is too great for the finite resources available. The triage service mentality resulting from the lack of adequate financial resources has produced revolving-door services where consumers overwhelmingly face the likelihood of re-hospitalization, homelessness, or imprisonment as the result of the lack of community-based crisis intervention services. Money continues to be spent on a system which offers little or no hope for an improved quality of life for persistently mentally ill persons and which undermines the ability of consumers and their families to strategically manage illness processes.

This Strategic Plan is based upon the conviction that the current mental health treatment system fosters recidivism as it pursues the goals of stabilization and

maintenance of seriously ill persons with medications alone, all of which are insufficient, when other essential community-based resources to reduce or prevent relapse are limited or non-existent. NAMI Texas intends to become the public and political leader in advocating for a redesigned system of care which provides opportunities for recovery, wellness, empowerment, and re-entry into the larger world for consumers as well as the leading advocate organization for strength-based treatment and recovery programs which draw upon the strengths and assets of consumers as the foundation for wellness and recovery.

The Plan provides a measuring stick against which all NAMI Texas programs and activities will be evaluated for their ability to move the corporation forward in its efforts to achieve bold social goals and targeted corporate outcomes. Our goals and strategic choices dictate continuation of many of NAMI's existing initiatives, refinement, and redirection of others, and creation of a select few more. This Plan acknowledges that preservation of NAMI Texas as a viable corporation and as a dominant stakeholder in each of the public and political arenas are its overriding goals.

This three year Plan focuses upon stabilization of the corporation and its assets, which include human, financial, and programmatic resources. Capacity building will employ program and political assets to define and secure the public place and perception of NAMI Texas as a dominant stakeholder. The Plan draws upon the Goals of the National Strategic Plan as they fortify strategic choices for organizational development and change with NAMI Texas. This Plan does not incorporate all National goals and objectives, but focuses upon those which would take precedence in accomplishing our goals of corporate stabilization and stakeholder positioning. Activities specific to National Goals and Objectives which enhance NAMI Texas's position as a dominant stakeholder and resource for

system re-design and advocacy will be initiated as appropriate and as required by NAMI National standards.

We recognize that the magnitude of cultural change and mind set contemplated in this Plan requires multiple years of advocacy and education from the state to local level. The primary customers of NAMI Texas are members of our affiliate network; it is primarily through our Affiliates that we serve consumers and family members. Accordingly, activities specific to corporate positioning will necessitate increased emphasis on relationship development and building at the grass roots level.

We maintain that those activities will also support our goal of corporate stabilization and financial security. As NAMI Texas assumes its position as a dominant stakeholder, we maintain that funds development will result from a track record of measurable accomplishments. Thus emphasis will be placed upon identifying and documenting measurable outcomes which positively impact the outcomes of public treatment systems through consumer resilience and recovery.

NAMI Texas Strategic Plan for 2011-2013

Mission Statement:

NAMI Texas, in partnership with our Affiliates, is dedicated to eradicating the stigma, myths, and misconceptions of mental illnesses, to improving the quality of life for all who are affected by these illnesses, and to supporting recovery. We support our Affiliates by providing leadership, training and technical assistance. We are dedicated to serving our communities by empowering consumers and families and promoting meaningful systems change.

GOAL 1. To secure and sustain the financial stability of NAMI Texas as a corporate operation.

Objective A: Assess revenue/expenses and establish a base-line operating budget.

Activities: The Executive Director, with support of the Board, shall:

1. Define core program functions necessary to position the organization to achieve its corporate goals and public mission by April 30, 2010.
2. Define the minimum staff requirements to support daily operations, coordination of core program functions and provide for fiscal development capabilities by April 30, 2010.
3. Develop a multi-phase and multi-year budget which accounts for expiration of grant funds supporting essential staff positions and functions, and proposes funding alternatives to replace diminishing grant revenues by May 31, 2010.

Objective B: Create an annual plan for development and outreach which provides adequately for baseline financial resources necessary to achieve NAMI Texas corporate goals and public mission.

Fundraising Committee and Executive Committee

Activities:

1. NAMI Texas shall employ a Director of Development as soon as resources allow to acquire capacity building grants to support and enhance the base funding and unrestricted capital reserves for corporate operations.
2. The Executive Director and Board shall complete an assessment by May 31, 2010, of proprietary and other NAMI Texas education programs and their capacities to develop revenue streams for the corporation.
3. The Director of Development shall design a communication and outreach plan within 90 days of being hired to improve corporate visibility and increase corporate sponsors.
4. The NAMI Texas Board of Directors will identify corporate leads to assist the Development Director in recruiting ten new corporate members within 12 months of implementation of the plan.

5. The Board of Directors shall define a minimum dollar base for raising unrestricted funds and a plan to set aside a fixed percentage of unrestricted donations and membership income on a quarterly basis to increase capital reserve funds.

GOAL 2: NAMI Texas shall be an effective and robust resource for Affiliate development and training.

Objective A: Each year every Affiliate will have learning opportunities that will serve to strengthen their operations, leadership and membership.

Activities:

1. The Education Committee shall define a plan for regional meetings offering support for affiliate operations, leadership development, membership growth and resource development by August 31, 2010.
2. NAMI Texas will develop a plan to support our Affiliates in successful implementation of the NAMI National Standards of Excellence by August 31, 2010. BOARD
3. Provide learning opportunities for Affiliates at the Annual Conference, including offering a minimum of six workshops for Affiliate development and leadership at the 2010 Conference. Conference Planning Committee
4. Provide four learning opportunities for Affiliate Development using webinars in FY 2011. The preferred topics and times will be identified using surveys to Affiliate Presidents. Affiliate Outreach Committee
5. Hold monthly Affiliate President Conference calls on topics that support Affiliate development and mission. Affiliate Outreach Committee-assist in developing topics to cover

GOAL 3. To establish NAMI Texas as the primary resource in Texas for peer-based mental health training.

Objective A: Establish a clear and consistent public message about NAMI Texas's expertise and capability in providing peer-based training.

Activity:

1. The Director of Development shall develop a communication and outreach plan to support the corporation's expertise and capability in providing peer-based education, within 120 days from being hired.

Objective B: NAMI Texas shall become a primary leader in training and education of consumers and family members for the purposes of employment as peer specialists.

Education Committee

Activity:

1. Continue collaborating through Via Hope.
2. Identify other opportunities and funds to provide peer specialist training.

Objective C: NAMI Texas will develop and/or collaborate with organizations to identify resources to support consumer employment, including pre-employment skills, volunteer opportunities for job skill development, job coaching, and vocational training.

Activities:

1. Identify agencies whose mission aligns with the above and contact them to explore collaborative opportunities. DARS
2. Identify funding/grants that support this activity.

GOAL 4. To strengthen NAMI Texas as THE STATE'S VOICE ON MENTAL ILLNESS and as the primary leader in Texas for grassroots mental health advocacy.

Objective A: Establish a clear and consistent public message on NAMI Texas's expertise, role, and capacity to organize grass root advocacy initiatives and to promote a positive ethic of wellness, resilience, and recovery beyond the existing emphasis on stabilization and maintenance with medications.

Public Policy Committee

Activities:

1. NAMI Texas shall employ the services of a registered lobbyist as soon as resources allow to assist in guiding the Board's public policy advocacy process and messages, and in representing the organization with elected and appointed state officials.
2. NAMI Texas shall employ a Policy Specialist as soon as resources allow.
3. NAMI Texas shall support Affiliates in participating in local policy opportunities.

Objective B: Promote public understanding of mental health as a public health issue and the critical importance of integrating health and mental health services

Committees?

Activities:

1. Draw upon National campaigns to provide state-wide observances of educational and other outreach programs designed to highlight mental health issues.
2. Identify and make available to Affiliates and members resources that support wellness and whole health.
3. With the Development Director, plan a public education campaign for Mental Health Awareness Week and Mental Health Awareness Month on mental health as a public health issue and the need to integrate services.
4. NAMI Texas will prioritize and participate in state activities that support systems reform focused on integrating care and monitoring outcomes.
5. Support Affiliates in participating in health fairs in their communities, providing information about mental health through community events, school health fairs, church health fairs, and agricultural extension health fairs. The Outreach Committee, with assistance from the staff, will support this activity. Six Affiliates will each participate in four health fairs during the 2011 fiscal year.

Objective C: NAMI Texas shall promote affiliate collaborations with community based organizations who missions compliment ours, such as those who provide health services, substance abuse services or who serve the homeless, to leverage resources, address systems re-design and identify evidence-based processes for positive strength-based consumer outcomes.

Affiliate Outreach Committee

Activities:

1. Create outreach communications for distribution to area Public Health Departments, Hospital Emergency Rooms, Acute Care Clinics and Federally Qualified Health Centers promoting NAMI/NAMI-Texas health education programs and consumer and family support services.
2. Develop advisory relationships with Federally Qualified Health Centers (FQHC) or emerging Federally Qualified Behavioral Health Centers (FQBHC) to provide input for service systems and service outcomes.
3. Develop a schedule of stakeholder meetings with area substance abuse treatment providers, law enforcement representatives, Councils of Governments, Homeless Services agencies, and other appropriate groups to encourage member participation on advisory boards.
4. Annually verify that the area 211 information and referral service has information related Affiliate activities so that consumers and families in need of help or agencies in need of a peer referral can easily access the local NAMI program.