



STRATEGIC PLAN

2009 - 2011

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INTRODUCTION

The St. Louis Mental Health Board is a special tax district that was approved by the voters in the City of St. Louis in 1992. The organization was created in 1994 with the purpose of providing funding to agencies that provide services in the areas of mental health and substance abuse. MHB's capacity was expanded in 2004 when City voters approved Proposition K which allows for tax money to be collected for the purposes of children's services in the City of St. Louis.

MHB conducted a strategic planning process in 2005 to determine how the organization would realign itself with its new expanded scope. In 2008, the Board updated its strategic plan to prepare them for the future.

The first step of the strategic planning process was to gather public input on significant issues the organization is facing. Community Stakeholders were asked to give their opinions about The St. Louis Mental Health Board's philosophy and current practices as well and helping pinpoint ways to address community needs. The issues that were covered during the public input process were:

- Has revenue diversification and/or leveraging been maximized? If so, what strategies should be pursued to maximize existing revenue?
- Is the outcome framework, used to guide community investment, the most suitable approach?
- Should and how could MHB become more involved with community organizing, neighborhood stabilization, capacity development and advocacy?
- Should modifications be made in MHB's three routes for distributing funds?
- Should MHB's extensive support for St. Louis Public Schools be modified?
- How should MHB's Public Awareness program be examined?
- Should the organization's name be changed?
- Should MHB's community investments continue to help individual agencies meet unmet client needs or should funds be directed toward eradicating, or achieving maximum impact, on one or two particular social problems or unmet needs?

There were three methods used for gathering input. The first was conducting nineteen (19) one-on-one interviews with informants that are very familiar with the St. Louis Mental Health Board. Interviews were completed during February 2008 and the first week of March 2008. This group was composed of twelve (12) board members, the Executive Director, the Deputy Director, the Acting Comptroller, the Board Counsel, and three (3) consultants.

Four (4) focus groups were conducted during the week of February 25 – February 29, 2008. One (1) group consisted of funding partners, two (2) focus groups were composed of co-investors and the remaining focus group was for MHB staff. Forty-nine (49) people total participated in focus groups.

The final piece of the public input process was an electronic survey, which the consulting firm, Gateway National Marketing Research Consultancy, LLC (GNMRC), conducted and analyzed the results. The purpose was to formally test and refine issues that were identified during the focus groups by drawing upon the opinions of a larger sample of stakeholders. The survey was conducted during the week of March 3 – March 6, 2008. A total of 136 people completed the survey.

The second step of the process was to assess the environment and develop goals. The primary component of this step was a planning retreat. The board of trustees participated in a planning retreat on Saturday, March 8, 2008 at the offices of the Mental Health Board. Mental Health Board staff, attorney and acting CFO were also present and they observed the process at the retreat. The outcomes of the process were the creation of a draft mission statement, a SWOT analysis and identifying key strategic issues.

A second retreat was held on Saturday, March 29, 2008. MHB board members and staff were charged with the task of creating an exemplary outcome framework.

The goals created to lead the organization from 2009 until 2011 are:

- Leadership –
The St. Louis Mental Health Board will be a leading authority at addressing problems for vulnerable populations in the City of St. Louis.
- Community Accountability –
We share accountability with our co-investors as the community holds us accountable.
- Community Investment –
By 2011, MHB will improve the social service system through community investment.
- Public Awareness –
The St. Louis Mental Health Board will improve the community perception towards mental health services and the people that access them.
- Access to Services – The St. Louis Mental Health Board will ensure the community is aware of all opportunities to access social services.
- Government Relations –
MHB will maintain an avenue for accessing and educating decision makers

Mission Statement

At the outset of the planning process, The St. Louis Mental Health Board had three guiding statements. The first mission statement was revised in 2002. Another planning process was undertaken in 2004 when MHB became stewards of the Children's Services Fund and two working vision statements for this new fund were created as an outcome of that process. The board trustees created a new mission statement as part of the 2008 strategic planning process that brings the organization to its current orientation and encompasses the work it performs to improve life for the citizens of the City of St. Louis. The final version is as follows:

The mission of the St. Louis Mental Health Board is to facilitate providing quality services to vulnerable children and adults.

Values

Value #1 – Stewardship

We value and respect the public trust to ensure the responsible investment and appropriate use of public funds for serving the mental health needs of the community.

Value #2 – Accountability

We value clear, measurable and timely results in our grant-making and partnerships, with real consequences for both success and non-performance.

Value #3 – Leadership

We believe our highest service to the community is to provide authoritative leadership in addressing needs and issues related to mental health, substance abuse treatment and prevention and children's needs.

Value #4 – Compassion and Equity

We believe that people with mental illness and substance abuse problems should be treated with compassion, not prejudice, and that mental health services should be available and accessible to people of all ages and social-economic status.

Value #5 – Understanding and Commitment

We believe that in fostering greater understanding among key stakeholders and community leaders of mental health, substance abuse and children's issues we will foster greater commitment to serving those in need.

Value #6 – Innovation

We believe that innovative programs should be encouraged and supported to ensure the ongoing development of increasingly effective methods for meeting the complex needs of diverse populations in our community.

Value #7 – Collaboration

We encourage and support collaborative efforts among mental health service agencies as a means of sharing knowledge and leveraging resources in the spirit of good stewardship.

Value #8 – Strategic Alliances

We value and seek alliances with other well-established organizations in pursuing a common goal to seek all available funding and support for the expansion of mental health and children's services.

Value #9 – Authority Partnerships

We value active partnership with other social service and governmental authorities whose responsibilities overlap with the mental health system in the City of St. Louis.

VISION FOR THE STRATEGIC PLAN

The St. Louis Mental Health Board will improve mental health and children’s outcomes by 2011.

GOALS FOR 2009-2011

Goals	Objectives
<p>1. Leadership – The St. Louis Mental Health Board will be a leading authority at addressing problems for vulnerable populations in the City of St. Louis.</p>	<p>Objective 1 – Identify most pressing issues for people served</p> <p>Objective 2 – Prioritize the issues</p> <p>Objective 3 – Identify leadership opportunities for action.</p> <p>Objective 4 – Provide leadership to improve social service system</p>
<p>• Community Accountability – The St. Louis Mental Health Board and its co-investors will share accountability to the community.</p>	<p>Objective 1 – Ensure highest standards of performance.</p> <p>Objective 2- Ensure the Outcome Framework fulfills the Mental Health Board’s Mission</p> <p>Objective 3 – Ensure the community knows what the Mental Health Board has accomplished</p>
<p>• Community Investment – The St. Louis Mental Health Board will invest in collaborative efforts to improve the social service system</p>	<p>Objective 1 – Invest responsibly</p> <p>Objective 2 – Invest efficiently</p> <p>Objective 3 – Leverage resources</p> <p>Objective 4 – Improve the social service system</p>

<ul style="list-style-type: none"> • Public Awareness – The St. Louis Mental Health Board will improve the community’s perception towards mental health services and the people that access them. 	<p>Objective 1 – Identify target audiences</p> <p>Objective 2 – Develop message</p> <p>Objective 3 – Identify opportunities to interact with audience.</p> <p>Objective 4 – Effectively deliver the message</p>
<ul style="list-style-type: none"> • Access to Services – The St. Louis Mental Health Board will ensure the community is aware of all opportunities to access social services. 	<p>Objective 1 – Identify target audiences</p> <p>Objective 2 – Develop message</p> <p>Objective 3 – Identify opportunities to interact with audience.</p> <p>Objective 4 – Effectively deliver the message</p>
<ul style="list-style-type: none"> • Government Relations – The St. Louis Mental Health Board will maintain an avenue for accessing and educating decision makers 	<p>Objective 1 – Identify needed relationships</p> <p>Objective 2 – Establish those relationships</p> <p>Objective 3 – Educate stakeholders</p> <p>Objective 4 – Advance the community’s interests</p>

2009 ACTION ITEMS FOR IMPLEMENTATION

Goal 1: Leadership - The St. Louis Mental Health Board will be a leading authority at addressing problems for vulnerable populations in the City of St. Louis.

Objective 1: Identify the most pressing issues for people served

2009 Action Plan

- Review existing regional assessments of mental health needs and services as developed by the Eastern Region Behavioral Health Initiative of the St. Louis Regional Health Commission (RHC), including reports on consumer/client and service provider perspectives.
- Review existing regional assessments of children's needs and services such as those developed by Vision for Children at Risk, Citizens for Missouri's Children, and St. Louis Mayor's initiatives.
- Assess the needs of returning war veterans in coordination with the Missouri Department of Mental Health.

Objective 2: Prioritize the issues

2009 Action Plan

- Review communitywide recommendations for strengthening mental health services as developed through the Eastern Region Behavioral Health Initiative.
- Seek input from regional collaborative improvement efforts and the Missouri Department of Mental Health.
- Seek input from St. Louis City Mayor's Office and other stakeholders on children's initiatives.

Objective 3: Identify leadership opportunities for action

2009 Action Plan

- Examine progress in implementing recommendations for system improvement.
- Identify opportunities for MHB funding and leadership.

Objective 4: Provide leadership to improve social service system

2009 Action Plan

- Provide a leadership role in the implementation phase of the Eastern Region Behavioral Health Initiative.
- Provide leadership and local support for Department of Mental Health initiatives, such as the Procovery Program to encourage strength-based approaches to treatment.

- Provide local leadership in efforts to address the needs of returning war veterans.
- Provide support for St. Louis City Mayor's initiatives.

Goal 2: Community Accountability - The St. Louis Mental Health Board and its co-investors will share accountability to the community.

Objective 1: Ensure highest standards of performance

2009 Action Plan

- Ensure trustees have complete information to base informed and effective decisions.
- Maintain high internal standards and internal review processes.
- Support ongoing data collection on needs and services.

Objective 2: Ensure the Outcome Framework fulfills the Mental Health Board's Mission.

2009 Action Plan

- Conduct survey to get co-investor input and feedback.
- Conduct survey with Board members to get feedback.
- Conduct a research review to keep abreast of current best-practices.
- Make recommendations to board regarding any improvements and/or enhancements that can be made.

Objective 3: Ensure the community knows what MHB has accomplished

2009 Action Plan

- Develop system to communicate the Mental Health Board's performance.
- Create system for seeking community input.

Goal 3: Community Investment – The St. Louis Mental Health Board will invest in collaborative efforts to improve the social service system

Objective 1: Invest responsibly
2009 Action Plan

- Undertake a process to determine MHB's role in the development of community resources for its targeted populations (i.e., with institutional partners, grass-roots organizations, etc.).
- Maintain a robust and transparent process for the solicitation and evaluation of investment opportunities.
- Align MHB investments more closely with recognized local priorities (i.e., from Mayor's Commission).

Objective 2: Invest efficiently

2009 Action Plan

- Invest in proven models of service delivery with measurable and impactful outcomes.
- Coordinate investment activity with other funding initiatives to minimize duplication and maximize impact.

Objective 3: Leverage resources

2009 Action Plan

- Develop and nurture partnerships to leverage local, state and federal funds to improve the quality and availability of services.
- Participate with like-minded funders on a national level to gain access to large national grant makers (i.e. Gates Foundation).
- Give priority to investment opportunities which have the potential to leverage additional government/philanthropic funds (i.e., delivery of after-school programs through ARCHS).

Objective 4: Improve Social Service system

2009 Action Plan

- Establish a dedicated portion of investment activity for the development of resources to fill service delivery gaps among underserved populations and neighborhoods.
- Foster collaborative efforts to improve the capacity of the social service system.

Goal 4: Public Awareness – The St. Louis Mental Health Board will improve the community's perception towards mental health services and the people that access them.

Objective 1: Identify target audiences

2009 Action Plan

- Convene a broad-based committee to provide input/feedback.
- Segment City residents.
- Prioritize segments into target audiences, considering time and resources available and expertise needed.
- Using a broad-based committee, and additional market research as needed, determine characteristics and prevailing attitudes or misperceptions of target audiences.
- Determine and engage external resources (marketing firms, university departments, museums, science center, and library) with expertise with urban marketing and experience challenging entrenched beliefs.
- Identify and engage partnering or co-sponsoring organizations.

Objective 2: Develop message

2009 Action Plan

- Utilize broad-based committee to determine possible messages.
- Utilize focus groups or other means to test and select messages.
- Develop and test creative material and develop campaign or activities.

Objective 3: Identify opportunities to interact with audience

2009 Action Plan

- Determine whether, where and how selected segments currently receive information.
- Determine best means for creatively delivering messages (media, face-to-face, exhibits, kiosk).
- Test message delivery for effectiveness and modify as needed.
- Determine internal resources (person resources and funding) needed to plan and execute.

- Train partner organizations in the delivery of messages Train partner organizations in the delivery of messages.
- Deliver messages for specific time period.

Objective 4: Effectively deliver the message

2009 Action Plan

- Determine criteria and identify measures for evaluating success.
- Evaluate the effectiveness of the message delivery.

Goal 5: Access to Services – The St. Louis Mental Health Board will ensure the community is aware of all opportunities to access social services

Objective 1: Identify target audiences

2009 Action Plan

- Determine strategies for identifying target audiences.
- Implement strategies and identify target audiences.

Objective 2: Develop message

2009 Action Plan

- Determine strategies for developing message.
- Implement strategy/ies to develop message.

Objective 3: Identify opportunities to interact with audience

2009 Action Plan

- Identify strategies to interact with audiences.
- Implements strategy/ies.

Objective 4: Effectively deliver the message

2009 Action Plan

- Determine evaluation process.
- Implement evaluation process.

Goal 6: Government Relations – The St. Louis Mental Health Board will maintain an avenue for accessing and educating decision makers.

Objective 1: Identify needed relationships

2009 Action Plan

- Review authorizing legislation and potential legislative efforts related to MHB's mission services, ability to continue as an ongoing business, and ability to operate as autonomously as possible for the community.
- Review current and potential governmental funding streams to track all entities funds flow through to reach MHB.
- Review governmental executive relationships at local, state, and federal levels.
- Review governmental legislative relationships at local, state, and federal levels.
- Follow governmental elections and appointments at all levels to anticipate changing relationships with entities.

Objective 2: Establish those relationships

2009 Action Plan

- Maintain existing relationships with key officials in governmental entities with which MHB has been historically involved.
- Utilize existing relationships with key officials to garner introductions with other elected and appointed officials.
- Contact newly elected officials and appointees in stakeholder positions related to MHB to open a line of communication.

Objective 3: Educate stakeholders

2009 Action Plan

- Pursue all available opportunities to educate governmental stakeholders in person about MHB and related community issues.
- Provide testimony at legislative and administrative hearings regarding MHB-related concerns whenever possible.
- Publish a regular newsletter or other form of communication specifically regarding administrative and legislative issues.
- Include governmental stakeholders in all other forms of mass distribution.
- Invite governmental stakeholders to participate as much as possible and appropriate in MHB activities.

Objective 4: Advance the community's interests

2009 Action Plan

- Lead/participate in state-wide and local efforts to minimize the negative impact of projected 2010 state budget shortfall in behavioral health and children's services.
- Provide a centralized source for organizing local efforts for Governor's state-wide Mental Health Systems Transformation.
- Conduct community forums regarding governmental issues between government officials and representatives and their constituents.
- Conduct public education campaigns about key legislation and government administrative actions as much as possible and appropriate.

Monitoring and Evaluation

The St. Louis Mental Health Board needs to establish a schedule and process for the regular updating of this plan. Such activities should be completed on the following schedules:

- ✓ **Semi-Annual Review:** Staff and Executive Committee members should review the action plan, and if necessary make adjustments, at least twice per year (e.g., beginning and mid-program). Plans must be flexible and capable of adapting to changes in the organization and in the environment.
- ✓ **Annual Review:** In advance of an upcoming program year, Staff and Executive Committee members should review the plan with an eye towards establishing the work program for the coming year. This activity is best accomplished in coordination with the annual budgeting exercise.
- ✓ **Three-Year Review:** While this document covers a three year window, it is highly likely that after three program years, MHB may find it desirable to revisit the goals and objectives of the plan. This can be accomplished using an internal facilitator, or outside assistance may be requested.