

**VISION 2014**

**NAMI SACRAMENTO  
STRATEGIC PLAN**

**NAMI SACRAMENTO  
BOARD OF DIRECTORS**

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## **LETTER FROM THE NAMI SACRAMENTO PRESIDENT**

Dear Members and Stakeholders,

With careful consideration our Board has updated our Strategic Plan for the next three years.

We continue to be a dynamic and growing organization infused with the passion and commitment of our members. Our continued weakness is that we struggle to meet the needs of our members and the community with very limited resources. We represent consumers who suffer from debilitating brain disorders and family members who try to help mentally ill loved ones. We also assist family and consumers through our commitment to educate our members and the community about mental health issues. Through these efforts we aim to stamp out the stigma that keeps those who are ill from seeking the treatment and support that they need to live rich and fulfilling lives.

Through our updated Strategic Plan, we seek to increase and diversify our membership, to expand our programs and to advocate for changes that are necessary to improve the lives of friends and family who are ill.

To accomplish our goals, we need support and expertise. We cannot satisfy our needs without help. If you see something in our plan that you feel is not of value to our organization, please speak up. We want to hear your passion, because it gives us strength to overcome all obstacles.

I would like to recognize the efforts of our Board of Directors in the development of this plan. I believe that the hours we took to discuss our future was worth the effort. I am confident that our updated plan will continue to be our firm foundation for our success.

Marilyn Hillerman  
Acting President

## **EXECUTIVE SUMMARY OF GOALS**

NAMI Sacramento began as an all volunteer organization in 1979 and currently has one contract employee. While we have built a strong organization, we cannot expand our services and advocacy efforts without recommitment to our goals and without updating our strategic plan. We have done this by assessing our vision, our goals and action strategies over the past three years and by projecting our needs over the next three years. This document expresses our planning process, and, the Board of Directors affirms the following goals:

1. To have a strong, sustainable and financially secure organizational infrastructure.
2. To have diversity in membership and leadership that represents the community.
3. To lead in crafting and implementing quality educational and supportive programs.
4. (a) To expand the role of consumers in Board participation, community events and other outreach opportunities, and (b) to increase awareness of NAMI Sacramento by relevant stakeholders and community organizations and expand working relationships with them.
5. To have highly effective advocacy for mental health and work with community partners to leverage influence on key issues.

This plan is a dynamic document. It will guide the development of annual implementation plans, policies and programs. Considerable thought has been given to how goals will help transform the mental health system in Sacramento County. And, NAMI Sacramento recognizes its Strategic Plan is part of a larger agenda that is pursued by NAMI National and NAMI California.

# **NAMI SACRAMENTO 2011-2014 STRATEGIC PLAN**

## **BACKGROUND AND OVERVIEW**

NAMI Sacramento has approximately 230 active members as of June 2011. This consists of 182 family memberships (79%) and 48 consumer memberships (21%). There are six members on the Board of Directors, including three officers. There are also nine project leaders who are not on the Board.

In December 2008 NAMI Sacramento created a Strategic Plan, and used NAMI National Strategic Plan as a guide. It presented a vision of where we might be in 2011 and set goals, strategies, tasks and targets to achieve that vision. Our planning process was extensive. It included a survey of our members and interviews with many community stakeholders.

As 2011 draws to a close, the Board chose to assess progress and to determine our vision, goals and priorities for the next three years. The Board tasked our Executive Director to assess progress and at the September Board meeting a strategy update was presented which identified these items and compared them with our accomplishments. The Board reviewed the Executive Director's document and it concluded our vision statement still has relevance today, but new priorities and tasks should be developed. A subcommittee was established to consider modifications for presentation to the Board.

### Overview of Achievements:

1. Our most significant accomplishment was creation of a stable financial structure. We completed two successful NAMIWalks which raised substantial funds. Also, added income came from other donations and grants.
2. We hired a quality part-time Executive Director and staff to help stabilize our organizational structure.
3. We continued to expand our education and training classes for families and consumers.
4. We helped to mobilize opposition to a proposed Sacramento County plan to restructure the adult mental health system that did not have community review or support. This was done by circulating a position paper and authoring an editorial in The Sacramento Bee, which opposed the County's plan. We appeared before the Mental Health Board, the Board of Supervisors and the Mental Health Services Act Steering Committee to oppose the

County's plan. Consequently, the plan has been enjoined by the federal courts.

5. We played a strong role as members of the County Mental Health Services Act Steering Committee, which was created by the Mental Health Services Act to fund programs and to make the mental health system more consumer and family friendly. Adjunct to this effort, we advocated better mental health training of law enforcement officers.
6. We reduced stigma by our outreach efforts and by our community educational activity. This also promoted better community understanding of mental illness.

As priorities for the future, NAMI Sacramento Board of Directors will focus on the following priorities:

1. To strengthen our core functions: supporting, educating and advocating for families and individuals with mental illness. This requires improved Board and staff oversight of key roles and responsibilities, and, it requires an on-going, competent manager for NAMIWalk fundraising.
2. To identify and recruit new Board Directors, who are committed to our Strategic Plan and who are skilled to reach our goals.
3. To increase membership by recruiting at general meetings, at support groups, during community outreach activity and by mobilizing existing membership to participate in a "JOIN NAMI NOW" membership drive. A corollary for success would be proactive cordiality on the part of Board of Directors at general meetings and when individual ask for help.
4. To improve advocacy by improving the adult mental health system. Specifically, we will lead the review of the Independent Expert Review Final Report (Callahan Report).

## **STRATEGIC VISION**

1. To provide help for families and consumers in crisis through a network of support groups and expansion of educational programs.
2. To achieve higher member participation by comforting those in need and serving as liaison to existing community resources whereby those in need can navigate the mental health system and obtain information and services on a timely basis.
3. To undertake innovative programs on behalf of NAMI National to provide information, services and training.
4. To be viewed by stakeholders and the public as the leading voice of families and of those with brain disorders. Stakeholders include the County Board of Supervisors, mental health agencies, law enforcement departments, the judicial system, mental health professionals, our families and those with a mental illness.
5. To advocate and to educate at all political and social levels of the community so as to transform the mental health system to become more responsive to families and consumers.
6. To limit incarceration of mentally ill offenders and to promote medically appropriate and timely treatment of those in acute and long-term locked facilities.
7. To influence state level legislation and executive action toward increased in-county placement of those who require secure long-term care.
8. To manage infrastructure so as maximize public and private fundraising from events, from grants and from donations.
9. To reach out and impact our diverse ethnic and faith-based communities.
10. To develop and use outreach methods which are valuable to our members and community; such as the newsletter, website, charity fairs and diverse speakers.

## **MISSION STATEMENT**

NAMI Sacramento is a grassroots volunteer organization that provides mutual support, resources, advocacy and education to the families, friends and persons with mental illness to improve their general welfare and treatment.

## **CURRENT PROGRAMS**

NAMI Sacramento offers the following programs and services to its members and to the community at large:

1. Bi-Monthly General Meetings: conducts business on behalf of NAMI Sacramento and provides guest speakers on topics of interest to the membership.
2. Peer to Peer Training: instructs individuals with brain disorders with a ten week educational curriculum.
3. Basics Training: instructs parents and caregivers of children age 17 or younger with a six week educational curriculum.
4. Family Support Groups: meets twice monthly for family support.
5. Connection Consumer Recovery Support Groups: meets weekly for individuals with mental illness in need of peer support.
6. In Our Own Voice: trains and manages individuals who speak about their illness for the purpose of educating the public and reducing stigma.
7. Community Outreach: educates various social, professional, cultural and faith-based groups in the community about brain disorders, the services available to treat them and the need to eliminate the stigma associated with mental illness.
8. Law Enforcement Training: trains new peace officers in city and county levels of government about brain disorders and their symptoms.
9. Educational Materials: produces monthly newsletter, brochures and website resources for individuals in need of information and support.
10. Advocacy: advances NAMI goals by attending public meetings, participating in community forums related to mental health and testifying before legislative and administrative bodies.
11. Family to Family Training: instructs adult family members with mental illness and those who care about them in a twelve week educational curriculum.

## **GOALS AND STRATEGIES**

Goal 1: NAMI Sacramento has a strong, sustainable and financially secure organizational infrastructure.

Accomplishments:

1. In March 2008, we became a United Way Certified Partner Agency which has provided us with access to donations via payroll deductions and other benefits.
2. In August 2008, we purchased DonorPerfect software to build our first donor data base and integrate it with our membership data base.
3. In October 2008, we hired our first part-time Executive Director.

4. In November 2008, we conducted our first direct mail solicitation and have done three others since then.
5. Since 2009, at each Family to Family Class, one or more Board members and/or Executive Director attends a class and talks about the benefits of NAMI and encourages membership.
6. Since 2010, we have hosted two NAMIWalk events. They have provided a major boost in funds and they have increased funds 20% each year between 2008 and 2011.
7. We have received grant funding for Peer to Peer Classes the last three consecutive years.
8. In 2011, we were selected by NAMI California to be a lead affiliate and received funding support through the California Mental Health Services Act grant to reduce stigma and discrimination.

#### Challenges:

NAMIWalk, donations via United Way and other donations have provided us with a solid base of financial support. However, we need more funding to provide for hired staff support to successfully manage core programs. Also, as a volunteer organization, we must continually recruit capable and committed board members. Even though we have made substantial progress by sustaining and expanding our programs, our membership has declined. A concerted effort by our Board and staff must focus on Board recruitment and membership expansion.

#### Action Items:

1. In 2011 a Board recruitment subcommittee will be re-established to develop new strategies to attract directors.
2. Recruit from the Board those who will work with the Executive Director on fund development.
3. Research other grant funding opportunities.
4. Develop performance measures/matrix for all programs.
5. Appoint a membership chair who will oversee member recruitment including NAMIWalk participants.

Goal 2: NAMI Sacramento has diversity in membership and leadership that is representative of our community.

#### Accomplishments:

1. Successfully completed the Inclusion Grant from NAMI National.

2. Successfully launched In Our Own Voice Program which makes presentations throughout the community.
3. Began distributing NAMI Sacramento brochures to service providers throughout the community.
4. Initiated a Family Support Group in the south area of Sacramento.
5. Conducted Peer to Peer Classes at The Effort and other mental health groups which have brought diverse consumers to the program.

#### Challenges:

Our experience with the Inclusion Grant from NAMI Nation has made us realize how difficult it is to expand NAMI programs to diverse ethnic communities in Sacramento, but we must expand our efforts to the Hispanic, Asian and faith-based communities.

#### Action Items:

1. Board of Directors, staff and volunteers will participate in community outreach events as resources allow.
2. Recruit diverse board members as reflection of the cultural diversity of Sacramento County.
3. Increase awareness, through our speakers' bureau and In Our Own Voice program, by reaching out to all audiences, including faith based groups.
4. Utilize the CalMHSR Stigma Reduction Grant to receive cultural competency training.
5. Recruit Spanish speakers, who will receive Spanish In Our Own Voice training (En Nuestra Propia Voz) from NAMI California. NAMI California provides funding.
6. Our Executive Director and a designated Board member will meet with leadership of the Sacramento Asian Pacific Chamber of Commerce to explore common goals and to consider shared resources.
7. Develop a summary report form, which NAMI outreach volunteers will complete at the end of a task or program. The report will be formatted to a matrix to identify audience, tools provided and feedback. And, it will be given a number from 1-10 for overall effectiveness.

Goal 3: NAMI Sacramento leads in crafting and implementing high quality educational and support programs.

## Accomplishments:

1. We have offered at least two Family to Family and two Peer to Peer Classes annually.
2. We have had various educational speakers and programs for our general meetings, including service providers, medical practitioners and representatives from law enforcement; although we diminished to six meetings per year due to low attendance.
3. Conducted membership surveys to determine general meeting agenda interests.
4. Continued a comprehensive newsletter and website to serve as our primary outreach and educational tool.
5. Initiated a Connection Consumer Recovery Support Group, and, we have hosted our own facilitator training to maintain it.
6. In 2009, we transferred the task of programs supervision to the Executive Director.
7. In 2009, we added a second Family Support Group and trained more support group facilitators.

## Challenges:

We are challenged to continue to attract and to maintain core groups of experienced and qualified individuals, and to maintain critical programs in the community. We continue to improve educational classes and support groups so as to allow better access and to improve program effectiveness.

## Action Items:

1. Strengthen existing Family to Family Classes, family support groups and establish a second Connection group.
2. Add web forms so that people can register online for our classes.
3. Provide phone lists of willing participants to encourage interaction of shared experiences.
4. Measure the effectiveness of support groups and classes by using the matrix model.

Goal 4 (a): NAMI Sacramento expands the role of consumers in Board participation, in community events and other outreach opportunities.

Accomplishments:

1. Completed over 60 In Our Own Voice Programs in the community.
2. Recruited consumers to serve on the Board of Directors to reflect consumer interests and views.

Goal 4 (b): NAMI Sacramento increases awareness of NAMI programs by relevant community organizations and expands working relationships with them.

Accomplishments:

1. Successfully completed the Inclusion Grant from NAMI National.
2. Moved office to space provided by Turning Point Community Programs.
3. Established a partnership agreement with the Consumer Self-Help Center.
4. In 2011, established a speakers' bureau and began reaching out to the community.

Challenges:

Effective attainment would require a dedicated volunteer and/or Board member to ensure consistent management of all parties concerned. Tasks should be prioritized, schedules should be calendared and effectiveness should be rated with the matrix model.

Action Items:

1. Expand our stakeholder list to include ethnic and faith-based organizations, students in counseling programs, students and professionals in the field of mental health, child abuse council, WEAVE and like organizations.
2. Provide liaisons to carefully selected organizations, like the County Mental Health Advisory groups.
3. Develop a video about NAMI Sacramento for our website.
4. Explore the possibility of initiating a NAMI Connection Support Group at the Consumer Self-Help Center.
5. Recruit a volunteer or committee, who would obtain media coverage of our activities.
6. Recruit more consumers to join the Board.
7. Expand the reach of the speakers' bureau to faith communities and varied audiences.
8. Train more In Our Own Voice speakers.
9. Update the content of our website and improve its navigation.
10. Create a support group to include both family members and consumers.

11. Build relationships with personnel aides of the County Board of Supervisors so as to develop long-term associations.

Goal 5: NAMI Sacramento is a highly effective advocate for mental health and works with community partners to leverage influence on key issues.

Challenges:

Leveraging the community on key issues is complex and multi-faceted and we must work toward:

- Balancing between service to the most seriously mentally ill who remain unaware of their illness and continually refuse treatment and those who are mentally ill and high functioning.
- Discovering effective community dialogue which will develop legal framework and medical filters, and thereby serving the needs of each individual.
- Preventing polarization and ideological discussion which leads to non-treatment for those who need it most.
- Assessing accountability of law enforcement and of medical professionals when treatment is developed.

Accomplishments:

1. NAMI Sacramento has representation on the Mental Act Services Act Steering Committee.
2. Board members have spoken to various venues, including local media regarding mission, programs and personal experiences.
3. Members participate in sensitivity training for law enforcement personnel.
4. In 2010, our Board issued a position paper about Sacramento County's plan to restructure its mental health service.

Action Items:

1. Encourage NAMI members to participate in Mental Health Services Act planning activities, including task forces.
2. Develop a strong advocacy committee to meet monthly and to work on key mental health issues.
3. Encourage Board members and general membership to join the County Mental Health Board.
4. Train and implement members in "Parents and Teachers as Allies" and "Breaking the Silence" (2012) and "Provider Education" (2013) as directed in the CalMHSA grant.

5. Develop venues for discussion of Laura's Law and similar mental health issues at forums like general meetings and the like to educate the community and therefore help form productive mental health culture.