



Strategic Plan 2016 – 2021

Strategic Plan Summary

Vision:

MAMH envisions a day when all Massachusetts residents have access to the social and economic opportunities that protect overall health and promote resilience.

Mission:

Advance mental health and well being by promoting prevention, early intervention, effective treatment and research to address social, emotional, and mental health challenges. Eliminate stigma and discrimination and advance full social, economic, and political inclusion in all aspects of community life.

Values:

All people with mental health challenges should be treated with dignity and respect, and have access to services and supports they need.

Tag Line:

Educate, Mobilize, Advocate

Goals:

Goal 1: Serve as an Effective Change Agent to Advance the Behavioral Health System

Goal 2: Disseminate Knowledge and Educate Policy Makers and the Public to End Discrimination

Goal 3: Increase Inclusion and Ensure Access to Effective Services



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Implementation Phase Detail

Background and Context

Massachusetts Association for Mental Health (MAMH) is a public policy and legislative advocacy organization formed over a century ago to advance mental health and well being by promoting prevention, early intervention, effective treatment, and research. MAMH leads seminal legislative, judicial, budget and policy campaigns to address social, emotional, and mental health challenges and establish rights to community living, service equity, benefits parity, and housing to end homelessness. MAMH works to eliminate stigma and discrimination and advance full social, economic, and political inclusion in all aspects of community life. As one of the leading voices in Massachusetts for the preservation of mental health and well being, we heed the challenge issued in Massachusetts' native President Kennedy's call to action in 1963:

“We must promote—to the best of our ability and by all possible and appropriate means—the mental and physical health of all our citizens.”

To advance our mission, MAMH proposes to develop under its organization a Behavioral Health Policy Initiative. The purpose of the policy initiative is:

- To advocate for policies that promote the full inclusion and integration of people at risk for or with mental health and related conditions in their communities, including at schools, workplaces, housing, social welfare and health care systems.
- To engage in policy initiatives that align with and further MAMH goals in its policy, legislative, budgetary and legal actions.
- To have MAMH become a local, state and national technical resource and thought leader in mental health/public health policy, recognized by those with lived experience, their families, government policymakers, philanthropic organizations, and other organizations in the health and disability community.
- To have MAMH included (and taking a leadership role) in significant policy efforts, coalitions and discussions on local, state and federal behavioral health/public health policy.
- To set long term priorities for MAMH policy work.
- To offer MAMH a means of ongoing sustainability.

To further advance our mission, MAMH proposes to develop under its organization a Mental Health Promotion and Prevention Programs Initiative. The purpose of the programs initiative is:



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- To restore mental health promotion through public awareness campaigns, screening programs, and integration of behavioral health in primary care settings.
- To establish early childhood mental health and adolescent suicide prevention programs.

Goals, Objectives, and Tactics:

Goal 1: Serve as an Effective Change Agent to Advance the Behavioral Health System by Establishing the MAMH Policy Initiative and the Promotion and Prevention Program Initiative

MAMH will be a major convener and facilitator for mental health policy and advocacy issues within the Commonwealth, expediting the alignment of policies, programs and resources, and advising government leaders to promote change that aligns with the mission of MAMH. To advance this role, MAMH will operate the MAMH Policy Initiative under its umbrella and the direction of President and CEO.

MAMH will be a leading Massachusetts mental health advocacy organization engaged in health promotion and disability prevention, with the aim of improving public awareness and access to knowledge about the preservation and protection of mental health and well being, while promoting screening, early intervention and suicide prevention programs. To advance this role, MAMH will develop the MAMH Promotion and Prevention Program Initiative under its umbrella and the direction of President and CEO.

Objectives:

To accomplish this goal MAMH will:

- ▶ Convene meetings with key mental health, public policy and legal advocacy organizations to discuss pressing issues and reach consensus on positions, and take action on solutions.
- ▶ Partner with selected governmental, advocacy, business, professional, provider and policy organizations to advance common goals on behalf of our constituents.
- ▶ Conduct and promote research, showcase innovation, and advance reform in the design, organization and financing of integrated behavioral healthcare services and supports.
- ▶ Expand mental health awareness, public education and health promotion efforts, partnering with selected academic research, governmental, advocacy, business, professional, provider and policy organizations to advance common goals on behalf of our constituents.
- ▶ Mount prevention initiatives in early childhood mental health screening and intervention and adolescent suicide prevention, partnering with child and adolescent clinical leaders,



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research teams, public and private insurers, health plans, and public policy and advocacy organizations with common commitments.

Tactics:

MAMH will strive to meet these objectives by pursuing the following activities:

- ▶ Lead efforts in the Commonwealth in support of service delivery reform and care systems change. Examples include:
 - Promote Primary Care and Behavioral Health Integration (PC/BHI)
 - Team with DPH, DMH, DESE and the Children’s Mental Health Campaign to implement early childhood mental health programs
 - Facilitate the adoption of Certified Community Behavioral Health Clinics (CCBHCs)
 - Develop joint initiatives on Criminal Justice Reform, and
 - Provide technical assistance to the MassHealth Delivery System Reform Initiative.
- ▶ Establish and strengthen collaborative partnerships with organizations with similar goals to align and promote common objectives. Examples of such partnerships include:
 - Support Roadmap to Reform Initiative with BCBSMA Foundation
 - Tri-chair BH Unfinished Agenda for Reform (BHUAR) Action Team implementation workgroup on Developing a Comprehensive Data Base of Community Based Services with BCBSMA Foundation and Health Care for All (HCFA) leadership
 - Partner with Association for Behavioral Health on the MassHealth Delivery Reform Initiative
 - Join the Children’s Mental Health Campaign to seek legislative reforms to access to care issues affecting families in the Commonwealth
 - Partner with Screening for Mental Health (SMH) to advance promotion and prevention efforts
 - Pursue SMH partnership to implement adolescent suicide prevention program, working toward broad scale adoption of Signs of Suicide (SOS) in middle and high schools in the Commonwealth
 - Affiliate with the Center for Public Representation (CPR) to advance human rights of persons with mental health and substance use conditions
 - Collaborate with the Disability Law Center (DLC) and the National Alliance on Mental Illness (NAMI-MA) to improve delivery of care for individuals at Bridgewater State Hospital, specifically to enhance continuity of care
 - Assist Health Law Advocates and Health Care for All with policy support on Parity Implementation
 - Work with NAMI-MA on Criminal Justice Diversion of individuals with behavioral health conditions
 - Collaborate with Blue Cross Blue Shield MA Foundation on Access to Care



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- Support Peer Organizations with research and policy information related to Access, Continuity, and Peer Support
- Participate in the initiation and implementation on Patient Access and Safety Commission to examine policies governing the management of pharmacy benefits
- Participate in State Auditor’s Chapter 224 Workgroup
- Participate in the EOHHS ED Boarding Workgroup and LTSS Financing Workgroup, and
- Participate in the Special Commission on BH Promotion and Upstream Prevention.

Goal 2: Disseminate Knowledge and Educate Policy Makers and the General Public to End Discrimination

MAMH will strive to eliminate stigma and end discrimination for those individuals with mental health challenges by advancing public awareness and understanding of:

- ▶ Social Determinants of Health
- ▶ Mental Health as part of Whole Health
- ▶ The effectiveness of early intervention, science based and innovative treatments
- ▶ The potential for recovery, and
The importance of fair and timely access to health care, income, education, employment and housing to protecting health and well being, mitigating disability and supporting recovery.

Objectives:

To accomplish this goal, MAMH will:

- ▶ Serve as a leading Massachusetts mental health knowledge generation and dissemination organization and advocacy association
- ▶ Organize and promote fact-based communication, education and training on mental health prevention, engagement, treatment and recovery
- ▶ Advocate for state legislative and policy initiatives to end disparities
- ▶ Promote research into evidence based treatment and innovative practices for effective self care and service delivery
- ▶ Address discriminatory reporting in the press about persons with behavioral health and related disability conditions with facts and education about journalism guidelines, and
- ▶ Serve as member of Olmstead Advisory Council to work on State Plan to end segregation of persons with disabilities in living, work and social situations.



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Tactics:

MAMH will strive to meet these objectives by pursuing the following activities:

- ▶ Help promote understanding and prevent discrimination of persons with mental health conditions in the press through the formation of the “Globe Coalition,” a group of mental health advocacy and provider organizations who have joined forces to educate the press.
- ▶ Provide an informed perspective on prevention, access to care, homelessness, criminal justice, parity, and care integration reforms through conference presentations, press statements, public testimony and policy publications. Examples include:
 - The dissemination of monthly NIMH scientific research findings on treatment of behavioral health conditions and one-page policy briefs on critical topics.
 - The submission of Op Ed pieces and Letters to the Editor to the Boston Globe, Boston Herald, and interviews with local press outlets in the Commonwealth including:
 - Op Ed’s published in the Boston Globe and Metro West Daily News
 - Op Ed’s submitted to the Boston Business Journal
 - Letters to the Editor published in the Boston Globe and Lowell Sun
 - Fact based citations, policy quotations and speech excerpts in the Boston Herald, Boston Globe, Commonwealth Magazine, Metrowest Daily News, Lowell Sun and other regional press outlets on suicide prevention, early treatment of psychosis, affordable housing, and criminal justice reform.
 - Conference presentations on Early Childhood Mental Health, Child and Adolescent Mental Health, Mental Health and Aging, ACA and Parity Implementation, Housing Needs and Mental Health, Behavioral Health and Criminal Justice Reform, and Partnerships between Foundations and Behavioral Health Policy Organizations.
 - Convening conferences and policy academies on topics to advance the behavioral health system. This includes but is not limited to:
 - *Hitting the Ground Running* – statewide conference co-sponsored with ABH in September 2016 to address MassHealth and Private Insurance service delivery and payment reforms
 - *Massachusetts Criminal Justice Reform: Behavioral Health Dimensions* – statewide conference co-sponsored with BCBSMA Foundation and ABH in September of 2017 to present evidence based diversion and reentry services models to guide reform in the Commonwealth
 - *Affordable Housing: A Social Determinant of Health and Key to Ending Waiting* – State House Forum in fall of 2017 to launch *People Are Waiting Campaign*



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- *Youth Suicide Prevention: School Based Initiatives* – statewide behavioral health conference or panel presentation at a 2017 Executive Leadership Institute of the Massachusetts Association of School Superintendents (MASS) on adolescent suicide prevention
- ▶ Serve as a partner to the National Institute of Mental Health (NIMH), Massachusetts Departments of Mental Health and Public Health (DMH and DPH), the Executive Office of Health and Human Services (EOHHS), the Health Policy Commission (HPC), the Department of Insurance (DOI), the General Court, and State Courts to organize and promote fact-based communication, striving to increase citizen engagement, eliminate stigma, and end discrimination.
- ▶ Serve as a partner to Foundations including BCBSMA Foundation, Metrowest Health Foundation, Health Foundation of Central Massachusetts, Klarman Foundation, Smith Family Foundation, Fish Family Foundation, Barr Foundation, Boston Foundation and Tower Foundation.
- ▶ Serve as partner to Academic Institutions including Boston, Brandeis, Harvard, Northeastern and Tufts Universities, UMASS and others as opportunities arise.
- ▶ Formulate fact-based communications on problems to be addressed with a focus on strengths and solutions, to increase understanding and attract investment in reform. Examples include the issuance of the following reports:
 - Policy Brief on Early Childhood Mental Health and Role of Enhanced Pediatric Medical Homes in Screening, Identification and Early Intervention – In Draft
 - Policy Brief on Adolescent Suicide Prevention - Complete
 - Policy Brief on Early Identification and Treatment of First Episode Psychosis - Complete
 - Policy Brief on Innovation and Applications that Advance Self Care and Condition Management for People with Disabling Mental Health Conditions
 - Policy Brief on Behavioral Health and Criminal Justice Reform which promotes the importance of pretrial diversion and community re-entry services - Complete
 - Policy Brief on Affordable Housing as a Social Determinant of Health for Persons with Mental Health Conditions
 - People are Waiting 2017 Report – which identifies the numbers of DMH clients and others with mental health conditions who are on waiting lists for housing and residential support services and stuck on the streets, in shelters, in emergency rooms, in acute inpatient units, in DMH continuing care units, and unstable housing with families and friends – In Draft



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- ▶ Establish and maintain platforms by which MAMH will communicate, including through a continually updated and interactive website, leveraging the use of social media, and issuance of press releases. To accomplish this MAMH will:
 - Build a new MAMH website designed around MAMH Strategic Goals – Design in Development
 - Develop and implement a strategic communications plan – Framework in Development
 - Revise use of social media to advance MAMH agenda – Pending Website and Communications Plan Completion, and
 - Appoint an Advisory Committee and Communications Panel.
- ▶ Provide subject matter expertise and knowledge on mental health issues on a consulting basis to organizations doing work on mental health policy and program development and analysis. Examples include:
 - Public Consulting Group on Bridgewater State Hospital Reform - Complete
 - Kennedy Forum on BH/Primary Care Integration - Pending
 - BCBSMA Foundation on Access to Outpatient Care Survey - Complete
 - BCBSMA Foundation on Behavioral Health Chart Book – In Progress, and
 - Abt Associates on national behavioral health policy – Kickoff in May 2017.
- ▶ Hold and participate in key events:
 - Host policy, information and action forums (see above)
 - CCBHC Design Initiative and Stakeholder Events - 2016
 - Hitting the Ground Running: Service Delivery and Payment Reform – Fall 2016
 - Massachusetts Criminal Justice Reform: Behavioral Health Opportunities – Fall 2017
 - Affordable Housing: A Social Determinant of Health and Key to Ending Waiting – Fall 2017
 - Present at state and national conferences
 - Massachusetts Aging Conference –2016
 - MGH HUB Week Neuroscience Developments Conference - 2016
 - American Public Health Association - 2016
 - National Society of Traumatic Stress Studies - 2016
 - Kraft Center Integrated Care Institute - 2016
 - Council on Foundations – 2017
 - Mass Housing Conference – 2017
 - Early Childhood Mental Health Summit – 2017
 - Metrowest Foundation BRFS Schools Conference – 2017



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- Testify at State and Federal Hearings
 - BSH Reform
 - Criminal Justice Reform
 - Promotion and Prevention
 - Continuity of Care
 - Ghost Provider Networks
 - Assisted Outpatient Treatment
 - State Budget
 - Parity Enforcement
- Speak or comment at various policy, research and best practice forums (see above)
- ▶ Partner, as appropriate, on research projects and share materials on policy and program priorities, issues and knowledge
 - NIMH on Early Identification and Treatment of First Episode Psychosis
 - EOHHS/DMH on 1115 Waiver and CBFS reforms
 - State and federal policy centers on preservation of ACA and Parity
 - SAMHSA on Criminal Justice and Behavioral Health Reform
 - BCBSMA Foundation on Outpatient Access Research Project
 - BCBSMA Foundation on Behavioral Health Chart Book Research
 - Commonwealth Fund
 - ABH on the MAMH CCBHC Survey

Goal 3: Advance Inclusion and Ensure Access to Services

Ensure access to health promotion, prevention, education, employment, housing, health care and related supports by promoting civil rights and well being for people at risk for mental health challenges or having mental health conditions.

Objectives: To accomplish this goal MAMH will:

- ▶ Develop data driven and fact based analyses of the scope and impact of persistent discrimination and disparities on the lives of individuals, their families and our communities.
- ▶ Implement a communications strategy to advance awareness of these impacts and promote solutions.
- ▶ Implement MAMH sponsored or partnered mental health promotion, health screening, prevention and early intervention initiatives.



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- ▶ Pursue executive, legislative and judicial solutions in partnership with fellow stakeholders, and leverage the networks and knowledge of the MAMH Board and staff in this advocacy.

Tactics:

MAMH will strive to meet these objectives by pursuing the following activities on behalf of individuals at risk for or with mental health challenges or conditions to improve service access:

- ▶ Advocate with the state legislature and executive branch officials for policies and budgets that support and promote these objectives, including rate adequacy for providers and service delivery adequacy for consumers. Examples include:
 - FY '17 and FY '18 increase in Department of Housing and Community Development (DHCD) budget for DMH housing subsidies –\$1M in new housing vouchers in FY'18 Budget
 - FY'18 increase in DMH and DPH budgets for Early Childhood Mental Health grants - \$2.5M in FY'18 House Budget
 - FY '17 and FY '18 budgets for clinical staffing reforms at Bridgewater State Hospital (BSH) –multi-million dollar increase in BSH clinical staffing
 - Legislation to transfer BSH from DOC to DMH - pending
 - Rate increases to BH providers to improve access to outpatient and emergent care – 1.5% increase in FY'17; pending for FY'18
 - No reject policies coupled with rate increases to improve timely access to community based inpatient care and end emergency department boarding – 41% reduction in boarding of MassHealth patients over April of 2016; no reject regulations in 90 day review as of May of 2017
 - Serving on the ED Boarding Workgroup
 - Policy and regulatory changes to integrate mental health and substance use condition treatment to improve access to care for people with co-occurring conditions – Pending FY'18 implementation of MassHealth DSRIP and Section 1115 Waiver
 - HPC Certification standards for Primary Care/Behavioral Health Integration - Adopted
 - DMH Housing First and Permanent Supported Housing – Embedded in Housing initiative for FY'18
- ▶ Ensure that MassHealth delivery and payment reform initiatives prioritize the needs of priority populations including the 1115 DSRIP Waiver. Examples include:
 - Serving on the LTSS Financing Workgroup
 - Serving as EOHHS Peer Reviewer for 1115 Waiver draft on BH issues



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- ▶ Build Early Childhood Mental Health partnerships with the Children’s Mental Health Campaign DMH, DPH and DESE
- ▶ Partner with SMH to implement evidence based adolescent suicide prevention program initiative in middle and high schools in the Commonwealth
- ▶ Promote housing equality, access, and supportive housing options, and continue to highlight the data in the *People are Waiting* 2017 Report by working with state and federal agencies, including DHCD on housing subsidies, MassHousing on set asides and care coordination, and DMH on PSH and Housing First models.
- ▶ Advocate for mental health parity in private commercial insurance with state and federal officials. Examples include:
 - Serving on Health Law Advocates Parity workgroup,
 - Meeting with DOI regulators and OAG litigators on enforcement
 - Joining advocacy partners in conducting Parity surveys
- ▶ Identify gaps in network adequacy in public and private health insurance to advocate for improved access to appropriate services. Examples include:
 - Providing SME technical assistance to BCBSMA foundations Outpatient Access Study
 - Conducting CCBHC Stakeholder Survey and disseminating findings
 - Contributing to partners’ Parity Access Survey
 - Advocating with DOI on parity enforcement
- ▶ Advocate against the criminalization of mental health and behavioral health conditions, including work to support and promote client rights for those at Bridgewater State Hospital, incarcerated in state and county jails and prisons, institutionalized in state hospitals, and those in need of service in the community. Examples include:
 - Work to promote the transfer of Bridgewater State Hospital to DMH - Pending
 - Submit Criminal Justice Reform legislation to fund diversionary and re-entry services - Pending
 - Draft and issue Policy Brief on Behavioral Health and Criminal Justice Reform - Complete
 - Plan and execute Criminal Justice and Behavioral Health Reform Forum – Set for Fall 2017
- ▶ Serve as a contributing member of the Massachusetts’ Child Behavioral Health Initiative, *People Are Waiting* Campaign, Emergency Department Boarding Workgroup, PC/BH Integration regulatory reform, Trauma Prevention and Early Intervention Learning Communities, Bridgewater State Hospital Reform, Continuity of Care Coalition, the Conversation Project on End of Life Decision, and the Metro West Foundation - Criminal Justice Diversion Panel.



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MAMH: Key Strategies for Successful Implementation of the Strategic Plan

Strategy 1: Complete the Timeline and Implementation Plan for the Behavioral Health Policy Initiative and the Mental Health Promotion and Prevention Program Initiative

► Objectives:

To accomplish this goal, MAMH will:

- Widely discuss with stakeholders the rationale for formation of a Behavioral Health Policy Initiative as a contributor to policy analysis and development, but also as a funding source through research and other grants that can sustain its operations over the long term. (Draft Paper in Development for June 2017: *MAMH – DRAFT Rationale for a MAMH Behavioral Health Policy Initiative.*)
- Develop a staffing plan that is transparent and emphasizes the skills and abilities to operate a policy research and development arm and hire staff as funding becomes available through fundraising efforts identified below.

- For Mission success and Goal achievement, it is imperative that MAMH develop a timeline and feasible implementation plan to ensure the long-term financial stability and sustainability of the organization.

Strategy 2: Raise \$1M to \$2 M in Funding Annually to Provide Financial Sustainability for MAMH and its Behavioral Health Policy Initiative and Mental Health Promotion and Prevention Program Initiative for the next three years to five years.

► Objectives:

To accomplish this goal, the President and CEO will work with a core team of Staff and Board Strategic Planning Committee members to focus on implementation and fundraising strategies outlined in this strategic plan and adapt the timeline to fundraising success.

- Establish a planning committee to have a core team of decision-makers to drive the development of the Initiative, to formalize its structure and to seek grant funding, and



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- Establish a Scientific Advisory Committee to assist with policy research projects and review protocols.

- ▶ **Tactics:**
MAMH will initiate annual funding requests for three to five years to the follow potential supporters of the MAMH Behavioral Health Policy Initiative.

- ▶ **Tactics:**
MAMH will build its fundraising capacity to support MAMH ongoing activities.
 - Leverage and strengthen the capabilities of the Staff and Board to design and implement a Development Plan
 - Secure additional endowment

- ▶ **Tactics:**
The President and CEO will apply for at least one major state agency grant (\$300K to \$500K)
 - Win renewal of five year DMH contract due for rebid during FY'18 for FY'19 start
 - Pursue state contracts that align with MAMH initiatives and Commonwealth needs

- ▶ **Tactics:**
The President and CEO will apply for at least one major policy research (\$300K to 500K) grant per year to begin leveraging grant financing to support the operations of the Institute. Grant will be targeted based on MAMH's mission, goals and interests
 - Identify potential grant opportunities from public and private sources
 - Partner with other organizations where MAMH leverages its expertise and knowledge on mental health policy and programs
 - Collaborate with universities on potential studies
 - Obtain consulting projects to build technical capacity for larger research grants and income