

**Mental Health Association of Fauquier County
2018-2020**

Mission	<i>Mental Health Association of Fauquier County promotes and facilitates mental wellness for the communities we serve.</i>
Vision	<i>Mental Health Association of Fauquier County will help create a caring community where everyone is able to live a healthy and fulfilling life</i>
Values	<i>Treating everyone with dignity and caring Increased understanding of mental health through information and education Timely access to quality care for all Prevention and early intervention A trusting and engaged relationship with our community A collaborative approach to creating community solutions Responsible stewardship of our resources Being a leader and catalyst for positive change</i>

CORE INITIATIVES

Development Key: P = Plan, I = Implement, C = Continue, E = Expand, D = Discontinue

I. Community Planning (Convening, Advocacy, and Advisory)

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		
Set community agenda for improvements to behavioral health system	Convene MH Collaborative quarterly	ED/ PATH Foundation	C	C	C	Meetings held, attendance	PATH Foundation/ MH Collaborative partners
	Redesign and broaden scope of website to meet community resource sharing goals	ED/ outreach manager/ website development vendor	I	E	C	Views, links on site, links to MHA site, origins Google analytics	MH Professionals, Public, EMS, health professionals, social service professionals, law enforcement
	Host bi-annual Community Dialogue to get input/keep public abreast of progress	ED/MH Collaborative partners	P/I		P/I	Written report on dialogue results/recommendations/ attendance	Target audience: Communities Served
	Build and sustain a collaborative relationship with Rappahannock Rapidan Community Services to improve and expand local resources.	ED/Board	I	C	C	Number and success of mutual efforts	Target audience: Communities Served
Advocate for BH improvements at local, state and federal level	Identify and respond to emerging issues	ED/Special Projects Consultant/Board	C	C	C	Annual review of advocacy activities and outcomes/advocacy info on website	Stakeholders: MH Collaborative partners, MHA national, MHA VA, VACSB Audiences: local provider organizations, BOS, Gen. Assembly, Congressional reps, federal agencies
Connect partners with funding to advance community agenda	Identify funding opportunities and assist partners in preparing funding applications	ED and MH Collaborative	C	C	C	Number of opportunities/grants awarded/amounts award/problems addressed	MH Collaborative partners

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II. Education/Prevention

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		
Design and implement education and training on BH conditions and topics	Ensure that Mental Health First Aid continues to be offered in the community	ED/Special Projects Consultant/ Outreach Manager	C	C	C	Number of people trained; post training evaluations	Target audiences: youth serving adults, faith communities, school personnel, community organizations, parents

	Provide educational presentations, workshops, conferences, materials on BH topics across the lifespan	ED/Special Projects Consultant/Outreach Manager	C/E	C/E	C/E	Number of programs, people trained per topic, and feedback from participants	Target audiences: Parents/families, faith communities, community organizations, JCS, MH & SUD providers
Promote community-wide behavioral health prevention programs	Convene Mental Health School Coalition and Youth & Family workgroups	ED/Special Projects Consultant/ Outreach Manager	C	C	C	Number of meetings, Number of schools, parents, teachers, counselors and other stakeholders in attendance	Youth and Family Initiative partners
	Select specific prevention programs and implement in schools and community settings (churches, PTO's, etc.)	ED/Special Projects Consultant/Outreach Manager	C/I	C/I	C/I	Number of prevention programs offered and number of participants	Youth and Family Initiative partners,youth, families, community at large
Implement multi-media BH awareness and education campaign with expert guidance on messages to youth and families	Hire expertise in social marketing to help design and implement campaign	ED/Special Projects Consultant/Outreach Manager	P/I	C/E	C/E	Number of topics covered and multi-media programs produced. Number of views/ listeners (Podcast).	Youth and Family Initiative partners, youth, families, community at large

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III. Facilitate Access to Care (Information and Referral)

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		
Provide information and referral to local resources	Maintain and expand resource database	Outreach Manager/ Volunteers	C/E	C/E	C/E	Number of views of website referral pages	Citizens of Fauquier and Rappahannock Counties.
	Respond to I&R requests	ED/Outreach Manager/ Volunteers	C	C	C	Number of phone referrals given	Citizens of Fauquier and Rappahannock Counties.
Expand Collaborative Care/tele mental health to primary care settings	Convene Phase II planning group to research options and develop plan for community I&R/wellness center or alternative approach	ED/ Special Projects Consultant/ Outreach Manager	P/I	C	C	Group members and partners represented, Number of meetings, Plan developed	FFC, Fauquier Health, RRCS, Primary Care MD's, PATH
Partner with medical community to facilitate and support BH training for Primary Care Physicians	Reach out to hospital and practitioners' offices to coordinate trainings	ED/ Special Projects Consultant/ Outreach Manager/Fauquier Health	P/I	C	C	Number of practitioners engage and number of trainings, conference calls, etc....	Fauquier Health, Independent Practitioners, PATH
Coordinate community partners to promote neo-natal care program	Convene neo-natal coalition and track progress	Special Projects Consultant/ Fauquier Health	I/E	C	C	Number of meetings, stakeholders engaged, trainings offered, and number of participants	Fauquier Health, RRCS, DSS, Heathy Families

OPERATIONAL INITIATIVES

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Board Development (Governance/Structure)

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		
Formalize governance structure	Set up board committees, meeting schedule	Board Chair/Governance Committee	P/I	C	C	Clear structure and meeting schedule by 2018	MHA Board Members and Leadership

Foster leadership roles for Board members	Offer educational and skill-building opportunities for board members	Board Chair/Governance Committee/ED	P/I	C	C	Number of skills offerings provided to the Board External skills trainings attended by Board	MHA Board Members
	Implement board orientation and mentoring plan	Board Chair/Governance Committee/ED	P/I	C	C	Board Orientation Book/PDF created Mentors assigned, new board member orientation held and feedback from new members	MHA Board Members and new members
Develop board plan to maintain strong board & increase diversity	Identify Board needs, cultivate sources of new Board members (connect with candidates and involve with MHAFC), recruit prospects	Board Chair/Governance Committee/ED	P/I	C	C	Complete Board Skills Assessment, prospect list with cultivation strategy per each candidate, and number of targeted candidates who join and feedback on the process from candidates	MHA Board Members, and MH interested parties in Fauquier and Rappahannock Counties
	Develop and implement a board member agreement	Board Chair/Governance Committee/ED	I	C	C	Draft and ask Board for feedback on agreement points. Have entire Board vote to implement final agreement. Add to Board prospecting and orientation.	MHA Board Members and potential members
Review and update By-laws	Review committees, quorum, schedule, # of directors, attendance at meetings	Governance Committee/ED and full Board	I	C	C	Annual review of by-laws to assure functionality and observance of by-laws	MHA Board Members

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Workforce Planning

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		
Strengthen MHAFC human resources to meet organizational needs	Identify and recruit for additional paid staff/contractors/volunteers for development, administration, marketing, and	Executive Committee/ED	P/I	C	C	FTE hired to help ED Contractors engaged for MH First Aid and website	MHAFC and the community served
Develop succession plan for ED	Hold more exploratory conversations about timeline, skills needed, and change process	Executive Committee/MHA Board/ED	P	C	I	A plan is formulated to address various scenarios	MHAFC and the community served
Develop succession plan for Special Projects Consultant	Hold more exploratory conversations about timeline, skills needed, and change process	Executive Committee/MHA Board/ED/ S.P. Consultant	P	C	I	A plan is formulated to address various scenarios	MHAFC and the community served
Develop personnel policies	Write an HR policy manual for MHAFC	Executive Committee/ED	P/I	C	C	HR handbook drafted and approved	MHAFC leadership and staff

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Advancement (fundraising, outreach, and branding)

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		

Communicate MHAFC mission and initiatives to community	Develop annual marketing plan (messages, methods, materials)	ED/Outreach Manager/Advancement Committee	P/I	C	C	Marketing plan developed and used as a monthly schedule which all can review.	Citizens of Fauquier and Rappahannock Counties
	Build strong Social Media strategy to share MHAFC messages	ED/Outreach Manager/Advancement Committee/interns	P/I	C	C	facebook page, linked in page, tweeter account, and YouTube channel. Number of posts, re-posts, blogs, shares, retweets, followers, Likes, downloads, etc... analyze facebook page numbers	Citizens of Fauquier and Rappahannock Counties
	Redesign and maintain MHAFC website to share information, register for events(build in video, stories of hope)	ED/Outreach Manager/Advancement Committee	P/I	C	C	Number of visits, amount of time on the site, comments, pages viewed the most, videos viewed, etc. Review google analytics monthly.	Citizens of Fauquier and Rappahannock Counties
	Create and distribute annual report	ED/Outreach Manager	I	C	C	click thrus if online or downloads if printed, number distributed	MH Professionals, donors, public
	Publish quarterly newsletter	ED/Outreach Manager/Advancement Committee	P/I	C	C	click thrus if online or downloads if printed, number distributed	MH Professionals, donors, public
Develop comprehensive resource development plan to support goals	Identify potential grant opportunities and potential donors and make requests for funding	Advancement Committee/ MHA Board	P/I	C	C	Number of new opportunities applied for/ number secured/ programs supported/ number of new donors/ volume of gifts and size of gifts/ number of funder meetings and conversions to gifts	Foundations, civic, individual
	Develop and implement an annual plan to communicate with, solicit, and thank donors	Advancement Committee/MHA Board	P/I	C	C	Number of donor touch points (frequency)/ how many communication channels used/number of different messages per donor level and program. Amount raised, donor retention, current donor increases in support, number of new donors, and donor feedback on stewardship	Foundations, corporations, civic agencies, NGOs, families, individuals, etc.
	Use network mapping to increase audience for annual mailing and GLP	MHA Board/Advancement Committee/Staff	I	C	C	Mapping happens for each mailing and when major gifts are sought	MHA Board, leadership, staff, volunteers and community at large

	Plan and host one fundraising event around mental wellness theme, one friendraiser, and one donor thank you event per year	Advancement Committee/ED/Outreach Manager	P/I	P/I	P/I	Three events occur in 2018, attendance numbers, amount raised, donor renewal of support, current donor increases support, number of new donors and new friends	BH and MH interested Foundations, corporations, civic agencies, NGOs, families, individuals, etc.
	Develop cadre of MHAFC ambassadors and provide brief program descriptions to support their outreach	Advancement Committee/ ED/ Outreach Manager	P/I	C	C	Universal program description document developed and distributed. Training conducted or call held to inform new people	BH and MH interested Foundations, corporations, civic agencies, NGOs, families, individuals, etc.

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Financial Management

Strategic Goal	Action Steps	Responsible Party/Support	Timeline			Evaluative Measure(s)	Stakeholders/Audience
			2018	2019	2020		
Manage MHAFC's investments to support MHAFC goals	Develop short and long range plan to grow and how to utilize investment holdings to achieve plan	Finance Committee/ MHA Board	P/I	C	C	Clear strategy to meet new demands. Fundraising expectations known.	MHA Board/Leadership/Staff
	Forecast expenses and revenue under the new strategy	ED, Special Projects, Advancement Committee, Finance Committee	P/I	C	C	P/L against forecast each month	MHA Board/Leadership/Staff
	Review investment policy annually	Finance Committee	C	C	C	Review conducted and adjustments made if necessary	MHA Board/Leadership/Staff
	Seek dashboard report for board that highlights key elements of financial docs	Finance Committee/Board	P/I	C	C	Board Member feedback on dashboard. Easier to understand the organization's financial status.	MHA Board/Leadership/Staff

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