MHA
Mental Health America
of Ohio

2022-2024
STRATEGIC PLAN

www.MHAOhio.org

Our Mission

We transform how people think about mental illness, make it easier to get help, and give people the support they need to get better and stay better.

Our Vision

A community without barriers to achieving mental health where no one feels alone on their road to recovery.

Our Guiding Principles

- Responsibility
- Respect
- Inclusivity
- Expertise
- Trust
- Communication
- Emotional Health
- Equity

Overview

MHAOhio is a well-respected statewide organization transforming mental health service delivery to meet Ohio's increasing and diverse needs. Because of our leadership and multicultural approach that is eliminating gaps in care across the state, anyone seeking help receives culturally relevant mental health services. We do this by listening and responding to community needs, following our guiding principles, and employing technology. Our well-resourced staff and programs, diversity of staff, and inclusive culture lead to our success in increasing Ohio's mental health equity.

Strategic Focus Areas

1. Becoming a multicultural organization

2. Aligning the entire organization for statewide efforts

3. Seeking community-driven program expansion

4. Increasing brand visibility and awareness

Strategic Focus 1: Becoming a multicultural organization

A multicultural organization has a leadership commitment to change and a vision of change. In particular, MHAOhio's leadership staff and Board Trustees are committed to implementing structures and protocols that effectively support initiatives toward achieving and maintaining a multicultural organization status. The cultural climate assessment of Multiethnic Advocates for Cultural Competence(MACC) highlights four means by which MHAOhio can become a multicultural organization:

1. Utilizing selection processes, especially of managerial personnel
2. Including changes in management systems, especially of reporting discrimination/harassment, evaluation, recognition, and rewards systems
3. Employing ongoing and consistent education and communication activities toward greater cultural competency
4. Implementing structural accountability to prioritize DEI work, ensuring DEI has its own resourcing/leadership, collecting data to track progress towards equity, providing opportunities for intercultural exchange, etc.

Collective Actions Steps

Establish and implement common MHAOhio diversity measures by which to measure equity and cultural appropriateness of services.

Develop a plan to measure the same diversity measures across all programs. Provide technical assistance in implementing the measurement plan.

Develop best practices and supports for staff and volunteers in implementing new knowledge, skills, and abilities learned from DEI education programming.

Strategic Focus 2: Aligning the entire organization for statewide efforts

Individual business units across the organization are resourced to expand services statewide. All business units have action plans and goals in line with MHAOhio's strategic focus areas and identify strengths to leverage, gaps in resources/supports, and actions to fill those gaps.

Collective Actions Steps

Research existing service information resources and/or develop a bank of current mental health care and social services available to residents of target communities. Resources should have filters for need, eligibility, region, type of service, and cultural relevancy.

Develop and implement practices for increasing communication and collaboration between programmatic business units and Marketing/Development in order for staff to know best when to consult Marketing/Development in planning service expansion or new services.

Develop hiring protocol to center DEI and align parts of the DEI education program with professional development to support increased advancement opportunities for MHAOhio staff.

Establish an MHAOhio volunteer structure aligned with statewide expansion. The aim is to identify what can be standardized of the volunteer structure/coordination and how administrative business units can best support staff with program-specific volunteer coordination needs.

Strategic Focus 3: Seeking community-driven program expansion

Actions include increasing MHAOhio's community-based knowledge outside of Central Ohio, providing culturally relevant services equitably, and identifying where to expand which programs and through which modalities. Further initiatives include conducting research and seeking out and receiving community-level input to cultivate local relationships and understand local context as MHAOhio's footprint expands into new communities.

Collective Actions Steps

Assess the needs of the communities to be served, focusing on MHAOhio's diversity measures. Additional research questions may be added specific to business unit needs/strategic goals.

Determine diversity and equity gaps between what MHAOhio is offering/providing and what target communities need. MHAOhio leadership can provide technical assistance to business units to conduct this gap analysis for each business unit.

Strategic Focus 4: Increasing brand visibility and awareness

MHAOhio aims to be well-known and trusted, increasing community awareness of the MHAOhio brand (i.e., trustworthy, inclusive, culturally responsive) to increase community member access to mental health care and bolster MHAOhio's thought/advocacy leadership.

Collective Actions Steps

Develop standardized marketing materials to support volunteer and staff recruitment and increase brand awareness among Trustees, staff, and volunteers. Develop a bank of successful community outreach and information-sharing tools for business units to utilize in communities they are serving.

For a deeper dive into the details of the plan, please click here.

Acknowledgements

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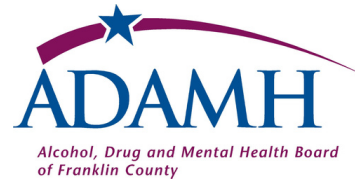
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