

St. Louis Mental Health Board

2021-23 Strategic Plan

January 2021



Strategic Plan

Components

The Three-Year Strategic Plan is comprised of the following components.



The strategic framework is grounded in a vision statement that articulates the ideal or desired state to be achieved as well as the core mission and related theory of change.

Key strategies to be pursued over the next three years and support the achievement of key objectives that contribute to defined overall community outcomes. Supporting these strategies are major activities.

Each strategy is supported by a corresponding work plan that outlines detailed activities, tactics, and corresponding responsibilities and timelines.



Strategic Framework

Vision

MHB is a strategic visionary leader investing in and strengthening an integrated system of social, behavioral, and physical health services to build an equitable, thriving community.

Mission

MHB improves the quality of life for city residents by investing and participating in a coordinated system of social, behavioral, and physical health services aligned with community priorities.

Values

The following core values are what MHB stands for and what guides us in our work each day:
1) stewardship and accountability, 2) consumer centered, 3) collaborative leadership, 4) excellence, 5) effectiveness through learning, 6) measurable impact.



Strategic Framework

1. **[Equitable Priorities & Programming]** Promote and Implement Equitable High Impact Behavioral Health Systems and Practices
2. **[Leadership & Learning]** Champion Community Knowledge and Field Building
3. **[Operations]** Maximize All Resources for Greatest Impact
4. **[Relationship Building and Messaging]** Tailor Communications and Messaging for Meaningful Engagement



Strategic Framework



Strategic Opportunities

Strategy 1. Promote and implement equitable, high impact service systems and practices

<p>Milestones</p>	<ul style="list-style-type: none"> • Adopt an equity framework and best practice service models based on selected priorities • Complete a Roadmap to Community Change to guide investments focused on critical needs • Synchronize the children and adult allocation funds to allow for comprehensive approaches and reduce unnecessary barriers • Develop early childhood program allocation process for new CCSF funds
<p>Strategies</p>	<ol style="list-style-type: none"> a. Invest in health equity and racial justice initiatives. b. Develop and adopt a Roadmap to Change that guides MHB’s investment and quantifies its Community impact. c. Support responsive systems that expand access and availability to behavioral health and children's services, especially to those most in need. d. Identify and address critical high priority service needs and gaps.

Strategic Opportunities

Strategy 2. Champion Community Knowledge and Field Building

Milestones	<ul style="list-style-type: none">• Develop and implement a strategy for integrating community and family voice along with professional input• Develop a list of community, state, and national initiatives and select those from which MHB should learn or participate in and MHB's role in each
Strategies	<ol style="list-style-type: none">a. Provide leadership in guiding the broader community's investment in adult and children's behavioral health.b. Identify and select initiatives and collaborations from which MHB will learn and/or participate and define the level of participation.c. Promote lessons learned, both internal and external to MHB, that highlight community voice, evidence-based, and promising practices (e.g., racial equity, inter-generational service delivery, trauma-informed practice, etc.).



Strategic Opportunities

Strategy 3. Maximize All Resources for Greatest Impact

Milestones	<ul style="list-style-type: none"> • Identify opportunities to access unused/underspent funds from all available resources • Verify advisability of establishing an affiliated 501c3 entity and implement next steps based on recommendations • Train and engage trustees and staff to advance key Strategic Plan goals • Develop fund allocation that supports key MHB equity and best practice priorities • Design and maintain data system that captures MHB Roadmap to Change and reports on grantee data including outcomes and indicators for each program area
Strategies	<ol style="list-style-type: none"> a. Maximize financial capital - Increase and leverage diverse funding to expand behavioral health services and system building. b. Maximize human capital - Make most effective use of trustee and staff expertise. c. Continue to maintain a high-quality fund allocation process, balancing our commitment to equity, impact, responsiveness, and flexibility. d. Develop and maintain systems needed to track, measure, report, and assess our impact.



Strategic Opportunities

Strategy 4. Tailor Communications and Messaging for Meaningful Engagement

Milestones	<ul style="list-style-type: none">• Establish framework and methods for shared decision-making including staff, trustees, and community representatives• Implement both external and internal communications plans• Make improvements to grantee review and engagement processes based on assessments and grantee feedback
Strategies	<ol style="list-style-type: none">a. Develop an internal communications strategyb. Develop an external communications plan that advances the organization's strategic priorities - delivering the right message to the right people at the right time.c. Deepen MHB's relational approach with funded partners and peer funders.d. Cultivate and nurture connections among and across MHB's funded partners.

