
Strategic Plan

September 2024 - 2027

Developed in consultation with:

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I. Executive Summary

This document provides an overview of Mental Health America of South Carolina's vision for the future of mental health services in South Carolina over the next five years and establishes key priority goals and objectives to be completed during that time to support that vision. This plan is not meant to be static. The goals and objectives in this document will continue to be updated and modified based on the changing landscape of mental health, input we receive from stakeholders as we implement our action steps, and specific data that we collect to evaluate the effectiveness of our implementation.

II. Vision

All South Carolinians living with mental illness can achieve their full potential, and live a life of dignity, free from stigma and prejudice.

III. Mission

The mission of Mental Health America of South Carolina is to improve the quality of life for South Carolina's mental health consumers through advocacy, education and services.

IV. Values

The following values represent our core principles and beliefs which serve as non-negotiables and will not be compromised during the achievement of our mission. We believe in:

Accountability

We believe it is our responsibility to be good stewards in the efficient and effective use of all human, fiscal, and material resources. We are dedicated to the continuous evaluation and improvement of our programs and services.

Integrity

We believe that we should act in an ethical, trustworthy, and transparent manner on a daily basis. We are responsible for providing services based on principles in legislation and professional codes of conduct.

Excellence

We believe that our services must be provided in an ethical manner, meet established outcome measures, and be based on best practices.

Our Clients

We believe that our clients are our priority – they come first. We respect the dignity of our clients and value their participation in the design, choice and provision of services to meet their unique needs.

1.Assumptions

During the planning process the Board and staff acknowledged, documented, and at times, verified the underlying assumptions that this plan is built upon. Assumptions are always at the foundation of any strategic plan, though they are often omitted or neglected. In the committee's effort of transparency the assumptions are documented below:

- a. All counties are interested and want this.
- b. Growing is good.
- c. There will be participation from and leadership on the committees.
- d. The right entities are out there and would want to work with us.
- e. There will be enough resources.
- f. Affiliate groups will be interested and will participate.
- g. Committee members are interested.
- h. Committee members have the necessary skills and knowledge.
- i. The plan will make a difference.
- j. We will find the partners we are seeking.
- k. The media will be interested.

2.Critical Success Factors

The strategic plan requires more than goals and objectives. There are often intangibles that contribute to the success of the plan – we call these critical success factors. The achievement of the goals, objectives, and the mission of this plan rely on the following:

- a. We need continued Medicaid dollars.
- b. We must establish Board member investment to commit.
- c. We must assess our span of control.
- d. We need up-to-date technology.
- e. We need participation from everyone involved.
- f. We must assess our goals on an annual basis.
- g. We need to have a plan of sustainability.
- h. We must not become complacent.

3. Advocacy: Environmental Analysis

Strengths (Internal)	Weaknesses (Internal)
1. Ability to connect clients to other resources 2. Financials are in good shape	1. Lack of funding development plan 2. Lack of uniform fundraising projects 3. Affiliate Board training and focus 4. Lack of focus on advocacy goals 5. Lack of uniform materials (electronic and paper)
Opportunities (External)	Threats (External)
1. Develop a subcommittee 2. Work with successful organization to develop advocacy plan (New Morning**) 3. Develop relationship with media 4. Develop Board expertise for a uniform message	1. Media (negative portrayal of mental illness) 2. "Not in My Backyard" campaign 3. Economy 4. Lack of diverse funding

4.Education: Environmental Analysis (SWOT)

Strengths (Internal)	Weaknesses (Internal)
1. Client progress and growth 2. Staff 3. Great programs 4. Great literature 5. Solid relationship with MHC	1. Training to help clients transition out 2. Lack of funding
Opportunities (External)	Threats (External)
1. Training 2. Increase resources 3. Social media 4. Do things locally and be less dependent on national 5. Speak more out in the community	1. Medicaid funding 2. Undereducated families 3. Prejudice/Stigma/Apathy 4. Media

5.Services – Housing: Environmental Analysis

Strengths (Internal)	Weaknesses (Internal)
1. More than 75 year history serving the community** 2. The model of services provided is a good model 3. Well-developed placement process 4. Certain programs are making money to offset other projects 5. Heavily insured (liability insurance)	1. Lack of physical space to increase capacity 2. Fundraising 3. Marketing 4. Staff (need more staff for specific tasks) 5. Lack of experience regarding future opportunities
Opportunities (External)	Threats (External)
1. Shift to a private model with private developers (Barnwell County) 2. Opportunity for a long-term lease for buildings partnered with managed care companies 3. Seek opportunities with companies who build tiny houses.	1. Risks incurred if we evolve into private housing 2. Legal liabilities 3. Managed care companies will low ball us so that they can make more money

6.Services-Day Treatment: Environmental Analysis

Strengths (Internal)	Weaknesses (Internal)
1. Client-centered approach to mental health treatment 2. Committed and engaged Board of Directors and staff 3. Open to change 4. Advocate Medicaid rate changes 5. Recognize and acknowledge that upgrades are needed	1. Limited access due to lack of transportation 2. Lack of balance between business and service 3. Technology (for both staff and clients) 4. Physical limitations (lack of space)
Opportunities (External)	Threats (External)
1. More physical space/expansion 2. Increase awareness in neighboring counties (Aiken, Charleston) 3. Can pursue fundraising/grant opportunities	1. Low Funding 2. Change in program needs (no rigidity—must be fluid based on Medicaid mandates) 3. Liability (Expansion = Risk)

6.Strategic Goals and Objectives

Goal 1: Develop knowledge and expertise necessary to work with entities in a growing housing market				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s) (Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
Objective 1.1: Form a committee to explore opportunities and identify which areas of expertise and knowledge must be developed Update- Completed. Education committee and media committee formed in 2024.	MAY 2024	Board Committee	Established committee Reports on objective	Knowledge and direction
Objective 1.2.: Establish and build a network of the entities with whom we would be dealing. Companies in the tiny houses business. Update- Completed, but no funding is currently available.	Jan 2024	Joy Jay and Board Committee	Established network	Ability to execute
Objective 1.3: Identify and explore alternatives to ensure the direction we take is the right one, or at least be informed Update-Tiny Homes are the preferred housing option according to surveys taken in 2024.	Jan 2024	Board Committee	Best choice and feasibility analysis	Confidence that the path followed and decisions made are informed and most beneficial to MHA and its mission

Goal 2: Increase awareness of MHA				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s) (Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
Objective 2.1: Create a larger social media footprint Results (2025): We have 2 Facebook accounts and an active redesigned webpage. Hired Eileen Schell Oct 2023 to work on our online presence.	Jan 2025	Eileen Schell Brittany Jeffers	More awareness of MHASC and mental health issues	More connections to MHASC
Objective 2.2.: Get message out to community groups and affiliates Results: Started MHA Newsletter, Updated social media, created media committee on BOD-2025	2025-2027 (ongoing)	Eileen Schell Jean Ann Lambert	Do quarterly presentations in the community	More awareness of MHA

Goal 3: Develop statewide, uniform advocacy plan				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s) (Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
Objective 3.1: Establish new advocacy committee Results: Committee is ongoing, established July 2024	July 2024	Board members	9 members consisting of Board and staff Definition of "Advocacy"	Develop recommendations for the plan
Objective 3.2.: Identify best practices for advocacy Results-Completed full day Advocacy Training. Hosted a legislative breakfast and a statehouse advocacy day w/ members.	Sept 2024	Board committee for advocacy	Identify 3 groups Meet with groups Evaluate BPS	Prioritize and implement best practices (influence advocacy plan)
Objective 3.3: Identify and develop partnerships with other agencies Results-Developed Advocacy Breakfast and Legislative Breakfast Created Partners in Behavioral Health in Jan 2025	Sept 2024	Partnered w/ DMH, NAMI and MHASC, MUSC, Prisma, LRDAC, SC Share	Select partners based on annual goals and reassess annually	Establish coordinated advocacy efforts that align with our goals
Objective 3.4: Establish media plan Results-We've expanded our Media Footprint: Social Media Channels (FB, Instagram) Regular Appearances on Soda City Live and WCTX TV Articles in the "Newberry Tribune" and "The State" Newspapers	Ongoing	Eileen Schell Jason Hutto Joy Jay Jean Ann Lambert	Establish media contact in all 4 regions (1 print and 1 television for a total of 8)	Contact media and send at least one positive message quarterly and response to inquiries and situations as they occur

Goal 3: Develop statewide, uniform advocacy plan				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s)(Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
Objective 3.5: Build Board expertise and develop Board training related to advocacy (statewide and affiliate) Results-Completed a yearly board orientation and training August 2024, 2025.	Jan 2025	Joy Jay and Executive Board	Annual training sessions for Board members re: advocacy	A uniform and consistent message from Board members
Objective 3.6: Identify and prioritize advocacy goals (individuals and systems) Results-We've secured two long term grants for continued funding LL Bean and West Fraizer	Cont til 2027	Eileen Schell Jean Ann Lambert Jason Hutto Ericka Irvin	Reassess goals annually	Uniform and consistent goals to use as a guide

Goal 4: Facilitate statewide access to clients for day programs				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s)(Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
Objective 4.1: Explore the need and the financial resources in different counties in SC for day programs Results-We Assessed needs and locations for day programs in Aiken: A location has been picked out, and is in the process of being assessed for viability Florence and Charleston- We continue to have interest in these two regions, but the biggest barrier is a long term gov't partner	UPDATE Yearly	Joy Jay Board Executive Committee	Data regarding the need and the financial resources for day programs in all counties in SC	Organized planning and educated decisions on new locations

Goal 4: Facilitate statewide access to clients for day programs				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s) (Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
and steady source of funding. Since 2024 election, most Gov't spending and expansion has been put on hold.				
Objective 4.2.: Increase the number of physical locations for Day Programs. Results- See above	Yearly Update	Same as above	Increase in the number of locations	More locations to accommodate day programs
Objective 4.3: Increase the number of clients being served Results- In 2023, Community Outreach Training has reached 3561 attendees at a total of 83 trainings and events. In 2024, Community Outreach Training has reached 8016 attendees at a total of 141 trainings and events! We hired Eileen Schell in 2023 to assist Jean Ann Lambert with Community Resources and Outreach. She has greatly expanded our ability to reach new people in the community.	Update Yearly	Joy Jay Jean Ann Lambert Eileen Schell	Increase in the number of clients	More clients served
Objective 4.4: Affiliates provide data for Objective #1 (the need in each area) Results-We have proposals for several possible day programs/ affiliates. The main barrier currently is the lack of gov't funding and challenging environment for any new funding/ projects.	Will continue to assess and funding evolves	Board and Affiliates	Data from all affiliates about the need and the financial resources for day program in all counties in SC	Data provided by affiliates that can help us implement a plan to move forward

Goal 4: Facilitate statewide access to clients for day programs				
Objectives	Due	By Whom?	Desired Output(s) (Quantitative Achievement, ie., # participants, # visits, tangible deliverable)	Desired Outcome(s)(Qualitative changes over time, ie. Changes in behavior, conditions, attitude, increase in skill/knowledge)
Objective 4.5 Establish a Therapeutic Farm for Inpatient Mental Health Clients Results-Meeting occurred on 9/01/2025 to establish partnership and discuss funding and details	2027	Board Therapeutic Farm Committee	Ten Tiny Homes for Residents of the farm.	Clients will be able to integrate into the community

Change Log:

UPDATED PROGRESS ON GOALS 1/31/2024

UPDATED PROGRESS ON GOALS ON 6/1/2024

UPDATED PROGRESS ON GOALS ON 1/31/2025

UPDATED PROGRESS ON GOALS AND OBJECTIVES 9/01/2025, ADDED OBJ 4.5.

UPDATED PROGRESS AS OF 10/8/25