



WITH one VOICE

*Building and Maintaining
an Effective Community Coalition
For Suicide Prevention*

Coming together is the beginning. Keeping together is progress. Working together is success.

Edward Everett Hale (1822–1909)

Strategic Plan

August 2021

Table of Contents

Executive Summary	1
Mission, Vision and Core Values	2
Stakeholder Value Proposition	3
WOV and the Mental Health Ecosystem	4
Understanding the Need	5
BHAGs and Strategic Initiatives	7
Membership Model	8
Marketing and Messaging	8
The Team	8
Funding	9
Financial Projections	9
Key Performance Indicators	10
Implementation and Communication Plan	10
Appendix 1	11

» With American losses to suicide approaching 50,000 per year, we need to do better, with more understanding and with more ways forward.

Thomas Joiner, PhD, from his review of Craig Bryant's upcoming book, *Rethinking Suicide: Why Prevention Fails, and How We Can Do Better*

» The State of Michigan is ranked 34 out of 50 in the states with high percentages of suicide and similarly, suicide is the second leading cause of death for ages 15-34 and 10-14 in Michigan.

Suicide is a major public health concern and requires the creation of effective suicide prevention programs, policies, and practices within communities that are sustainable over time.

Michigan Association of Suicide Prevention Strategic Plan

» Someone dies by suicide every six hours in the state of Michigan

Data that was gathered prior to the COVID-19 pandemic shows that suicide is the 10th leading cause of injury death in Michigan.

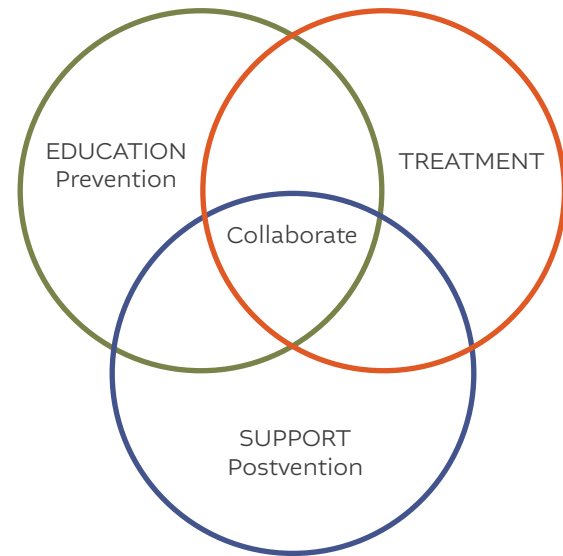
Between 2009 and 2019, the rate of suicide among Michigan residents increased 28 percent, from almost 12 deaths per 100,000 population to 15 deaths per 100,000

Michigan Suicide Prevention Commission Initial Report, March 2021

Executive Summary

The concept for With One Voice (WOV) began after Kevin's Song co-founder Gail Urso returned from an inspiring conference in Chicago in January of 2018 presented by the Kennedy Forum, a mental health and substance abuse organization. Gail realized that many of the goals of Kevin's Song are shared by other organizations throughout the State of Michigan and that these goals could be achieved much more effectively by combining forces.

WOV will speak with a unified voice as a state-wide organization for advocacy, information and collaboration. It will work closely with individual organizations across the state and focus on the intersection of education, treatment and support. WOVI will not directly provide education, treatment or postvention support. It will advocate and inform, identify and promote best practices and evidence-informed approaches, and support implementation of the state-wide plan.



Graphic provided by benice.org

The heart of the WOVI team will be the general membership, which currently includes over 100 individuals representing organizations across the state. This group began meeting in December 2020 and participants represent nonprofits, educational institutions, community health organizations, nonprofit health systems, and corporations who are committed to suicide prevention and awareness across the state. WOVI was launched with a small Board of Trustees and created an Advisory Board to provide thought leadership and develop strategic direction. The Board of Trustees will be expanded in the fall of 2021 and will include many of the current Advisory Board members. A search for an Executive Director will be launched in the fall of 2021 with plans to have the position filled by January 2022.

WOWI will build partnerships and strive to secure diverse funding streams as it convenes members, advocates for policy, and shares best practices and evidence-based approaches. Initial revenue streams will include seed funding to develop a permanent staff and create marketing and communication platforms to reach members and stakeholders. Additional revenue sources will include individual donations, major gifts, grants, sponsorships, and local, state and federal funding. Initial revenues are projected to cover expenses and begin to build nominal cash reserves as the organization grows. The 2022 projected expenses of \$158,000 primarily reflect the hiring of the Executive Director and creating an organizational infrastructure. Expenses increase to \$335,000 in 2024 as the team and organization's impact increases.

WOWI identified several long-term goals to guide and inform their strategies and tactics over the next 10+ years and ensure it is focused on fulfilling its mission and vision:

» Michigan leads the country in suicide prevention

» Consistent and sustainable funding streams in the State of Michigan for suicide prevention

» All 83 counties are represented in an active suicide prevention strategic plan and coalition

» 30% of Michigan workplaces, K-12, higher ed, and faith institutions are WOVI members

» Membership is representative of all diverse stakeholder groups

Mission

Build a community coalition that promotes suicide prevention, advocates equal access to quality health care and inspires hope and healing across the state of Michigan.

Vision

Suicide can be prevented by instilling hope, enhancing community emotional readiness and creating a culture that engages in suicide prevention and promotes crucial awareness.

Data Driven
and
Evidence
Based

Diverse
and
Inclusive

Core Values

Collaborative

Innovative
and
Impactful

Compassionate

Stakeholder Value Proposition

The goals and vision for With One Voice rely heavily on strong partnerships and collaborations and ensuring true value for all stakeholders. The potential value in terms of impact and efficient use of resources could be truly significant. Below is a summary of key stakeholders and their value propositions.

Legislature/State Commission:

- One voice, expertise, advocacy

Mental Health Awareness and Suicide Prevention Educators:

- Clearinghouse of proven approaches to suicide prevention, preparedness and response

Employers:

- Creating a workplace environment that supports emotional well-being and access to resources

Schools (K-12, Higher Ed):

- Empower these organizations with WOV as a resource

Treatment referral services:

- Connector to resources in other communities

Organizations serving rural communities:

- Connections and access to resources
- Fills a gap due to limited mental health providers and resources in rural areas

Integrated health care providers and systems:

- Saves money (fewer suicide attempts)
- Supporting diversion from hospitalization

Suicide loss survivors:

- Access to resources

Suicide Prevention Organizations:

- Resource for best practices
- Advocate for work and funding

Veterans organizations :

- Access to local resources
- Being a part of community prevention organizations
- System alignment
- Care coordination

Organizations serving parents:

- Connections and access to resources
- Giving an aggregated voice to parents

First responders:

- Community involvement with those in crisis and supporting first responders work
- Shares best practices across the state

Crisis Intervention Organizations:

- Advocate for work and funding

Suicide attempt survivors:

- Access to resources
- Having their voice heard

Faith communities:

- Access to local resources
- Access to care
- Being a part of community prevention organizations
- System alignment

Professional organizations:

- Accountability

WOV and the Mental Health Ecosystem

With One Voice will fill a need in the mental health ecosystem to share resources, unite mission-aligned organizations, and create a stronger voice for suicide awareness and prevention across the state. There are hundreds of nonprofits, and local, regional and state organizations focused on suicide prevention and awareness. WOVI will provide a united voice and consistent messaging to raise awareness, funding, and outreach across the state.

The strategic planning committee wanted to understand what the organization should do in this role as well as what it shouldn't do, as they began to define WOVI's position in the ecosystem. WOVI will continue to evaluate its role in the ecosystem to ensure it is adding value and maximizing its impact and effectiveness in suicide prevention and awareness.

There are too many examples across the state of Michigan and much of the country that create barriers for people to access the resources they need to prevent suicide or a suicide attempt. While the Affordable Care Act (ACA) opened up health care access to many, there are still significant issues surrounding mental health services that prevent people from gaining adequate access in an easy and affordable way. Although Michigan has developed legislation recommending that schools provide age-appropriate suicide prevention instruction, there is no mandate for schools to offer these programs. Another example is the lack of or limited education in suicide prevention given to college students in psychology and social work programs prior to receiving a license to practice in a clinical setting. WOVI has the opportunity to leverage the strength of its collective voice to make real changes in these and other areas that can ultimately prevent suicides across the state.

The national and state American Foundation for Suicide Prevention (AFSP) programs as well as the national and state National Alliance on Mental Illness (NAMI) organizations have very active legislative programs. WOVI's vision is to share its collective voice to contribute to and inform the state's legislative agenda in collaboration with AFSP, NAMI and other organizations such as Michigan Association of Suicide Prevention (MASP). Bringing together organizations that represent urban, suburban, and rural areas gives WOVI the opportunity to understand and identify how resources may best be used to address the diversity of capabilities and other factors across the state.

WOVI will speak with a unified voice as a state-wide organization for advocacy, information and collaboration. It will work closely with individual organizations across the state and focus on the intersection of education, treatment and support. It is envisioned that WOVI will have an active membership base across the State of Michigan.

DO WHAT WE

- Advocate and inform
- Create one unified voice
- Provide an established network of statewide organizations
- Convene state-wide coalitions and stakeholders
- Promoter of best practices and evidence-based/evidence-informed approaches: standardizing and being accountable
- Mentor other organizations
- Offer safe messaging
- Support/encourage research with universities to build evidence-informed approaches
- Support implementation of the state-wide plan
- Connect people with funding streams/opportunities

DON'T WHAT WE

- Provide treatment or direct services
- Recreate the wheel
- Serve as a support group
- Provide crisis center/lifeline/hotline services
- Engage lobbyists
- Provide funding
- Provide training

Understanding the Need

A listening session was held with over 40 thought leaders in Michigan's suicide prevention ecosystem. This session included small break-out sessions where participants discussed and distilled their experiences and expertises surrounding suicide prevention policies across the state. Take-aways included the following:

What policy wins *within the past decade have* **significantly impacted** *suicide prevention?*

- Suicide emergency line - 3 digit suicide emergency line (988)
- The work around trauma and trauma informed care (includes suicide)
- Work around state and mental health (Community Health Association of Michigan) to reduce stigma relative to suicide
- More protocol and practice changes such as CIT (crisis intervention training) including law enforcement
- Integration of mental health services in schools has been a big win
- MDHHS (Michigan Department of Health and Human Services) suicide prevention plan and map
- State's focus on pushing out more services
- Child death review
- Federal level funding and requirements
- Educators receiving more training

What does the **future of policy** *look like related to* *suicide prevention?*

- Telehealth will play a major role after this pandemic — adding video requirement to national helpline
- Zero suicide approach has to be considered at a higher level
- Legislation specifically around zero suicide and data collection and data sharing
- Would like to see more data on suicide attempts from hospitals, etc.
- While there is some legislation around mental health training in the schools, it is vague and we don't always see it happening
 - Would like to see mandatory training/education
 - Early education prevention — governor has encouraged mental health screening for students
 - Need parity at the state level

What are some of the **policy gaps** *that are an opportunity* *for Michigan?*

- Sustainability
 - Funding gaps — need to secure more stable funding
 - No state budget line for suicide prevention specifically
- Expansion of certified community health centers
- Need to track suicide attempts as well as suicides
- Include suicide prevention at Mackinac Policy Conference
- Need mandated training for schools through university level with annual refreshers
- Integration between primary care and behavioral health
- Better assessment of individuals attempting suicide and aligning with the most appropriate treatment protocol
- No mandate for clinicians to have training in suicide prevention post-vention
- Gathering and learning from data (specifically death reviews)
- Connecting at-risk individuals with community resources for suicide prevention
- Early education and early identification
- Many schools still have counselor case-loads well above the national recommendation
- Need to identify specialty treatment resources

The overall consensus from this group is that Michigan is behind other states in developing, implementing and funding policies directly related to suicide prevention. This creates a significant opportunity for WOV to play a key role in supporting and advocating for policy changes. The following summarizes their thoughts on WOV's potential role:

- *Provide a central information base where everyone has the ability to access and share current information*
- *Convene discussions surrounding specific issues to share issues, challenges, best practices, tools, data, etc*
- *Create a uniform platform to inform and educate people on coalition building in their own communities*
- *Potential for a capacity assessment for the state of MI*
- *Maintain an advocacy platform*
- *Share evidence based programs, approaches and policy work*
- *Share personal stories*
- *Support standardization*
- *Develop database with one-stop resources for suicide prevention for warm hand-offs*

» Suicide is the
10th
leading cause
of death
in the US

» In 2019,
47,511
Americans
died by suicide

» In 2019,
there were
an estimated
1.38M
suicide attempts

SOURCE: <https://afsp.org/suicide-statistics>

Big Hairy Audacious Goals and Strategic Initiatives

The Big Hairy Audacious Goals (BHAGs) provide the vision and strategic direction for the organization over the next 10-15 years. Strategic initiatives and measurable goals will be developed each year to move toward achieving this long term vision. Below is a summary of the initial set of strategic initiatives that will be critical to the organization's long-term success. On-going evaluation, assessment, and review of these initiatives will enable the organization to understand its relative successes and challenges and identify when additional resources or other modifications are required.

Michigan leads the country in **suicide prevention**

- Track county by county data (and/or leverage state data)
- Vet and identify best practices and resources for our local communities
- Create template for effective statewide suicide prevention approach
- Convene & act as a catalyst
- Identify basic practices, policies to change the culture of silence surrounding suicide
- Raise awareness of suicide prevention with normalization

Consistent and sustainable funding streams in the State of Michigan for **suicide prevention**

- Share grant info
- Facilitate partnerships and collaborations for grants
- Advocate for state funding and dedicated funding streams (carve-in/carve-outs)
- Secure corporate and private funding

All 83 counties are represented in an **active suicide prevention** strategic plan and coalition

- Establish and share structure for sustainability
- Build a template for adoption by community groups
- Identify and share technical assistance and resources for local coalitions.

30% of Michigan workplaces, K-12, higher ed, and faith institutions are **WOV** members

- Identify opportunities to collaborate and participate in local and statewide conferences
- Connect training resources and best practices and policy to Michigan businesses and organizations
- Share marketing and messaging to organizations to create value and encourage their participation and membership in WOV
- Identify and share info on the organizations that have certifications/training in place

Membership is representative of all **diverse stakeholder** groups

- Share messaging and marketing
- Present at Mackinac Conference and CMH conferences
- Collaborate with AFSP and NAMI
- Develop standards and procedures to ensure equity and equitable solutions

Membership Model

The success of WOV will rest on member participation and creating an inclusive and accessible organization. General membership meetings began in December 2020 and have been on-going on a quarterly basis in 2021. The general membership meetings were launched with Michael Pyne, Co-Chair Suicide Prevention Muskegon County, as he leveraged a West Michigan group brought together to share news and exchange ideas. Over 90 participants have joined in these meetings to learn more about WOV, share updates on important strategic initiatives and have their voices heard. During the pandemic, all meetings were held on the Zoom platform. The virtual platform significantly increases accessibility for members across the state and will continue to be used on a regular basis. It is anticipated that an in-person meeting will be held at least once a year and include a more robust agenda to gather member input and inform WOV's ongoing strategic initiatives. While there will not be any membership fees, members will be asked to sign a pledge to support the organization and its mission and engage as active participants.

Marketing and Messaging

Marketing and messaging will provide the foundation to engage with members on a regular basis and provide the platforms to share best practices and resources. The website will be built out in early 2022 to create a central communications hub for WOV members and stakeholders. The WOV website will provide resource materials; share best practices; provide membership information for both new and current members; communicate upcoming events around the state; and highlight the current work and issues at the forefront for WOV. Social media platforms will also share resources and events and create a platform for member engagement and feedback. Earned media will be leveraged to raise awareness of With One Voice and its mission across the state. Collaborations with other state organizations and media partners will be instrumental in sharing stories and resources across the state.

The Team

The WOV team will help shape and guide the future success of the organization and includes general members, partners, staff, Advisory Board members, and Board of Trustee members. An initial **Board of Trustees** was designated when WOV received its 501(c)3 status consisting of 3 founding members: Gail Urso, John Urso and Leo Nouhan. The **Advisory Board** was formed in 2020 with 15 members and has been instrumental in giving a voice to the future of the organization with many of the Advisory Board members participating in the strategic planning process. A search for an **Executive Director** will be launched in the fall of 2021 with plans to have the position filled by January 2022.

The Board of Trustees will be expanded in the fall of 2021 and will include many of the current Advisory Board members. A committee

structure will be put into place initially with standing finance, fundraising, and governance committees. The finance committee will be responsible for financial oversight and annual audits. The fundraising committee will be instrumental in supporting the Executive Director in securing on-going funding for the organization. The governance committee will assist the organization to increase the membership for the Board of Trustees, provide committee structure, define roles and responsibilities for the Board of Trustees and Advisory Board, and create on-boarding and engagement processes for all Board members. An ad hoc search committee will also be created to oversee the hiring process for the Executive Director, including development of a job description, compensation package, and participation in the interview process.

Approximately 90 individuals across the state have been participating in the **general membership** meetings. The next step is to ask these participants to pledge to support the mission and vision of WOV through an active sign-up process. The best recruitment strategy for new members will be word of mouth as members participate and see the value inherent in the WOV concept.

WOV **partners** will be an important source of support, collaboration and programming as WOV becomes the unified voice for suicide prevention and awareness. Potential partners include Detroit Public TV, Kevin's Song, American Foundation for Suicide Prevention (AFSP), National Alliance on Mental Health (NAMI), Michigan Association of Suicide Prevention (MASP), and the organizations represented by the entirety of the membership.

Funding

The fundraising committee will play a critical role in securing seed funding for the recruitment and engagement of a full-time Executive Director to lead the organization and oversee the implementation of this strategic plan. Initial seed funding sources include large health systems, mission-aligned foundations, and state funding associations. Additional funding sources will include potential sponsorships for events or in collaboration with media partners, and both individual and major donors. The strategic planning committee has also explored future earned revenue sources including member dues and certifications, which will be further vetted as the organization adds staff and capacity.

Financial Projections

Revenue streams for WOV will include individual donations, major gifts, grants, sponsorships, and local, state and federal funding. Initial funding will be heavily dependent on grants as the organization and its impact grows. Individual donations and major gifts will play an important role with the potential for local, state and federal funding as well as sponsorships to increase significantly after 2024.

Expenses reflect adding an Executive Director in 2022 and part-time administrative staff in 2023. The WOV team will operate virtually through 2024, which will minimize office expenses. The other primary use of funds will be to convene members, gather input, and create and deliver messaging that reflects the unified voice to impact policies and practices across the state. Marketing and communications will include the website, social media, and targeted public relations initiatives. Below is a summary of the financial projections through 2024 with the primary revenue and expense assumptions.

With One Voice Financial Model 2022-2024

		2022	2023	2024
INCOME				
	Assumptions			
Donations	1	\$5,000	\$10,000	\$15,000
Major Gifts		\$10,000	\$20,000	\$30,000
Fundraiser (net)	2			\$25,000
Grants	3	\$150,000	\$200,000	\$250,000
Local, State and Federal		\$5,000	\$5,000	\$5,000
Sponsorships	4	\$1,000	\$2,500	\$5,000
Misc.		\$5,000	\$5,000	\$5,000
TOTAL INCOME		\$176,000	\$242,500	\$335,000
EXPENSES				
Impact Programming	5	\$25,000	\$60,000	\$125,000
Marketing & Comm		\$5,000	\$10,000	\$10,000
Website	6	\$10,000	\$1,500	\$1,500
Dues & Subscriptions		\$500	\$750	\$1,000
Meals & Entertainment		\$5,000	\$5,000	\$5,000
Office Supplies	7	\$2,500	\$1,000	\$1,000
Insurance		\$1,000	\$1,000	\$1,000
Telephone and Internet		\$1,800	\$1,800	\$1,800
Travel	8	\$7,500	\$8,500	\$10,000
Professional Services	9	\$5,000	\$5,000	\$5,000
Staff	10	\$90,000	\$125,000	\$150,000
Misc		\$5,000	\$5,000	\$5,000
TOTAL EXPENSE		\$158,300	\$224,550	\$316,300
Net Ordinary Income		\$17,700	\$17,950	\$18,700

Assumptions

REVENUE

- 1 Includes giving from individuals and organizations
- 2 Launch fundraiser in year 3, revenue is net of expenses
- 3 Initial grant funding for capacity building and hiring Executive Director
- 4 Sponsorship opportunities on website and printed materials

EXPENSES

- 5 Impact programming includes convening stakeholders, content development and production, and sharing best practices across the state
- 6 New website in year 1 plus ongoing maintenance in future years
- 7 Includes startup office equipment
- 8 State-wide meetings and conferences
- 9 Accounting, Audit and Legal services
- 10 Year 1 add Executive Director, Year 2 add PT administrative support, Year 3 FT administrative support

Key Performance Indicators

Key performance indicators enable the organization to understand, track and monitor performance and share with staff, Board and other community stakeholders. The following KPIs are closely tied to the long-term vision and strategic initiatives and will enable the team to continually assess and analyze current successes and challenges.

» Suicide completions in the State of Michigan

» Attempted suicides in the State of Michigan

» # of members

» Website visits

» Social media engagement

» Earned media (PR)

Implementation and Communication Plan

The success of the plan rests on the ability of the team to **focus on the long-term vision** while meeting the needs of the business on a daily basis and establishing **long-term funding partners**. Sharing this plan with key stakeholders and the community at large will be integral to building relationships and engaging residents, business and potential funders. Specific communication plans may include **listening sessions with potential member organizations**, links and postings on the **website** and **social media** platforms, and **targeted outreach** to other funders and stakeholders.

Annual **SMART goals** will be developed to directly support the strategic initiatives and provide on-going clear metrics and opportunities to assess on-going successes and changes. A quarterly review with the Board will provide the framework to review results and identify any necessary shifts in resources or strategy. Key steps in this implementation process include:

- *Potential member communication roll-out*
- *Creating and updating digital platforms*
- *Board support for targeted funding outreach*
- *Quarterly board reporting*
- *Annual review and updates*

WITH **one** VOICE

APPENDIX 1:

L = Listening Session Participants
A = Advisory Board Members
S = Strategic Planning Committee

Jim Adams **L** **A**

American Foundation for
Suicide Prevention

Maricela Alcala **L** **A** **S**

Gryphon Place

Ryan Beale **L**

The LIVE Network

Melissa Bowman **L**

Common Ground

Nicole Brown **L** **S**

Quicken

Larry Burns **S**

The Children's Foundation

Nancy Buyle **L** **A** **S**

Macomb County Suicide Prevention

Lisa Clavier **L**

Kiersten's Ride

Penny Corbin **L**

MI Association for Suicide Prevention

Lindsay DeCamp **L** **S**

Youth Suicide Prevention
Manager/MDHHS

John Douglas **L**

Affirmations Resources and
Community Center

Jeff Elhart **A** **S**

Elhart Automotive Campus

Doree Ann Espiritu, MD **L** **A** **S**

Henry Ford Health Systems

Greg Flynn **A** **S**

West Bloomfield Township Fire
Department

Cynthia Ewell Foster **A**

University of Michigan

Kathy Galdes **L**

Galdes Foundation

MaryJo Harris **L**

CARE of SE MI

Jarrod Hindman **L** **A**

Living Works (Denver, CO)

Al Hibbert **A**

Kevin's Song

Joel Hoepfner **L** **A** **S**

MASP and Community Mental
Health Authority of Ingham,
Eaton and Clinton

Rich Homberg **L** **A**

Detroit Public Television

Allison Huber **L**

Kadima Center

Darren Jones, PhD **L**

Beaumont Health System

Brooke Lindley **L**

Equality of Michigan

Kelly Melist **L**

Henry Ford Health System

Leo Nouhan **L** **A** **S**

Kevin's Song

Amy Poirier **L**

Great Lakes Recovery Centers

Katherine Polmear **L**

Oakland County Health

Michael Pyne **L** **A** **S**

Suicide Prevention
Muskegon County

Michele Reid, MD **L**

CMS Health Care

Kay Ross **L**

Lenawee Community
Mental Health

Selena Schmidt **L** **A** **S**

Ascension Michigan

Ruth Schwendinger **L**

Huron County CMH

Robert Sheehan **S**

Community Health Association
of Michigan

Amy Shelee **L**

Ottawa County
Suicide Prevention Coalition

Steve Slayton **L** **A** **S**

Southwest Solutions and
NAMI State Board President

Andrea Smith **L** **A** **S**

Detroit Wayne Integrated Health

Barb Smith **L** **A**

Barb Smith Suicide Resource
& Response Network

Kate Spinney **L**

Northeast Integrated Health

Amy Stern **L**

CMS Health Care

Treandra Thomas **L**

Community Health Association
of Michigan

Melissa Tolstyka **L**

Hegira Health

Gail Urso **L** **A**

Kevin's Song

John Urso **L** **A** **S**

Kevin's Song

Rob Vallentine **L** **A**

Saginaw Valley State University

Trent Watford **L**

Berrien County SP Coalition

Pat Watson **L** **A**

Bloomfield Schools