

# NAMI NATIONAL DRAFT STANDARDS OF EXCELLENCE



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Looking Ahead to:  
A More Unified NAMI  
A More Uniform NAMI “Brand”



# Why Standards of Excellence?

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- Defining “what it takes to be a NAMI”
- Goal: building mutual accountability across all three NAMI levels:
  - National
  - State
  - Local affiliate

# History of NAMI Standards of Excellence

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- Grassroots advisory group 12/07
- National Board OK'ed 1<sup>st</sup> phase 12/08
- Grassroots comment period Spring 09
  - Advisory Groups
  - Regional Town Hall meetings
- National Board OKs in principle 9/09
- Under “legal review”, but near adoption
- Final Board approval probably 2010

# Future of NAMI Standards of Excellence

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- NAMI National now preparing us
  - Says it wants to minimize pain & apprehension
  - **Worksheets** for most topics (we have examples)
  - [http://www.nami.org//Template.cfm?Section=State\\_and\\_Affiliate\\_Service\\_Center&Template=/MembersOnly.cfm&ContentID=95387](http://www.nami.org//Template.cfm?Section=State_and_Affiliate_Service_Center&Template=/MembersOnly.cfm&ContentID=95387)
- Expect
  - Announcements about, & rollouts of, Standards
  - Changes to how we do business (e.g., uniform dues schedule) will get phased introduction
- We'll keep you informed as we learn more

# NAMI Values

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- Through standards, NAMI wants to achieve & advance what it values:
  - Support, education, advocacy, & research
  - Experiences of all affected by serious MI
  - Recovery & resiliency
  - Confronting injustices related to serious MI
  - Best practices
  - Diversity, inclusion, & cultural competence

# 1<sup>st</sup> Standards Group: Diversity, Inclusion & Non-Discrimination

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## ■ Purposes

- State organizations & local affiliates to be inclusive of all demographic sectors, & not treat differently members with/without MI
- To grow, NAMI must reach all communities and all walks of life
- For grants & government funds we must show our openness and clearly describe who we serve & how we serve them

# Diversity, Inclusion & Non-Discrimination Standards

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- All levels shall recruit, engage & serve every
  - Race
  - Ethnic group
  - Age
  - Religion
  - Socio-economic status
  - Gender and gender identity
  - Sexual orientation
  - Disability

# Diversity, Inclusion & Non-Discrimination, Cont'd

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- Each NAMI's basic documents (bylaws, policies & procedures, etc.) shall require it to broadly define inclusion/non-discrimination
- All NAMIs shall collect members' demographic info (voluntarily) requested by NAMI National
  - Confidentiality to be protected
  - Demographics reported only in aggregate

# Diversity, Inclusion & Non-Discrimination, Cont'd

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- To promote diversity/inclusion, states to work with local affiliates, NAMI National to work with state organizations
- Where demand exists, *affinity*-based support groups should be encouraged
- All NAMI levels *should aspire* to reflect their communities' demographics

# NAMI Standards

## Worksheet: Diversity-Questions

### Do we...

- have an official definition & shared understanding of diversity, inclusion & cultural competence?
- have a diversity, inclusion & non-discrimination policy?
- have a diversity/multicultural board committee responsible for ensuring the organization is actively reaching out to diverse communities?
- have people with mental illness on our board of directors & in other leadership positions?
- make diversity & inclusion a core value & goal of our organization? (Demonstrated by mul-ticultural outreach efforts, board's commit-ment to diversity, materials that address mental health in diverse communities, etc.)?
- hold at least one cultural competence/ diversity & inclusion training for board, staff & volunteers?
- have a clear strategy for meaningful consumer inclusion (e.g. consumer council)?

### Have we...

- recruited board leaders from diverse backgrounds (race/ethnicity, sexual orientation, etc.) whose expertise is desirable to execute the strategic plan?
- created a diversity/multicultural advisory committee which reports directly to the organization's board?
- established cultural competence policies and procedures?
- included diversity and cultural competence components on our strategic plan?
- spent time and energy to actively learn about the general cultural norms of the various groups in our community?
- implemented specific programs and outreach initiatives that target diverse communities in the area?
- started collecting demographic data of our members?
- conducted an organizational cultural competence assessment?

# Sample NAMI Standards Worksheet: Diversity-Goals

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## We have...

- a diverse board that reflects the demographics of the area.
- all board committees are responsible for diversity and inclusion deliverables.
- board, staff & volunteers abide by our cultural competence policies & procedures.
- created and are actively implementing a cultural competence plan with clear goals and benchmarks.
- funded our diversity/cultural competence efforts (have a staff person responsible for coordinating this area, have funded community-specific outreach programs.)
- adapted programs and activities to reflect cultural differences.
- made our organization accessible for people who speak a different language (e.g. materials are available in the languages predominantly spoken in the community).
- as part of the executive director's regular evaluation, the board evaluates this person's work around diversity and cultural competence

# 2<sup>nd</sup> Standards

## Group: Communication

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### ■ Purposes

- To foster information sharing in most effective, appropriate timely manner
  - Within & between all organizational levels
  - So all levels can collaborate to accomplish common mission
- To help each level understand what's happening at other levels, so all can work more effectively with the other levels



# Communication Standards

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- All NAMIs shall communicate directly & regularly with members in various ways
  - Minimum: newsletter and/or listserv
- All NAMIs shall adhere to NAMI identity guidelines in print & electronic media
  - In design/branding
  - In editorial style



# Communication, Cont'd

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- In commitment to good business practices and transparency, State organizations to provide NAMI National and local affiliates:
  - State board minutes on quarterly basis
  - In a timely manner,
    - public/organizational policy decisions and
    - changes in legal/financial status



# Communication, Cont'd

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- In commitment to good business practices and transparency, local affiliates to report to State organizations quarterly, or on request, policy decisions on, or changes in:
  - Leadership
  - Financial/legal status/governing documents
  - Public policy positions
  - Educational programs
  - Fundraising practices

# NAMI Standards Worksheet: Communications-Questions

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## **DO we . . .**

- have a Web site?
- have a newsletter (electronic or print)?
- offer printed materials?
- use posters, flyers & other marketing materials?
- have a logo?

## **HAVE we . . .**

- assembled a collection of samples of all our print & electronic materials?
- reviewed & do we understand the following tools: NAMI Style Guide, NAMI Identity Guide & color palette & the Identity Guide Checklist?

# NAMI Standards Worksheet: Communications-Goals

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## **WE have . . .**

- audited all print materials & completed an Identity Guide Checklist for each piece.
- audited all print content & edited to ensure all content meets the NAMI Style Guide.
- audited all content on our Web site & completed an Identity Guide Checklist all pages.
- audited all Web content & edited to ensure it meets the NAMI Style Guide.
- reviewed all material for stigmatizing language.
- reviewed all language & imagery to insure it is culturally competent.
- reviewed all language & ensured it is not too medical/technical.
- reviewed all materials & ensured that the NAMI logo follows NAMI Identity Guide rules.

# 3<sup>rd</sup> Standards Group: Membership

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- Purposes

- “Standards ... in this area are intended to create an unambiguous definition of membership that supports the evolution of the organization from a loose confederation of semi-independent organizations to a single unified national organization with state and local presence.”
- These Standards expect all NAMI members to embrace mission as described in bylaws preamble

# Membership: Preamble Statement of NAMI Mission

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## ■ Preamble

- Key concepts of recovery, resiliency and support are essential to improving the wellness & quality of life of all persons affected by mental illness.
- Mental illness should not be obstacle to full & meaningful life for all who live with it.
- NAMI will advocate at all levels so that all affected by mental illness receive services they need & deserve, in timely fashion.

# Membership Standards

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- A NAMI member is a NAMI member is...
- Membership defined & applied at all levels:
  - Member = “anyone who accepts NAMI’s mission and pays dues in accordance with NAMI policies”
  - Every member is member at all 3 levels
  - Members may self-select which level(s) send them information

# Membership, Cont'd

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- NAMI National to provide:
  - Reliable membership management system
  - Standard baseline membership format
  - Recruitment & retention training/assistance
- State and locals:
  - Shall collect/report baseline member info
  - May collect other information
  - Don't have to use national standard form

# NAMI Standards Worksheet: Membership-Questions

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## **Do we . . .**

- have a single point of contact for membership?
- have Standard Operating Procedures & organizational policies for collecting, processing, storing membership information?
- know the tools/resources needed for staff, technology/software, training, & materials?
- understand everything we need to know about our members so we can serve members' needs & build organizational capacity?

## **Have we . . .**

- implemented use of a standard membership application to collect needed member information?
- memorialized SOPs to sustain membership processing in the event of staff/volunteer turnover?
- trained staff & volunteers to address basic questions about membership?

# NAMI Standards Worksheet: Membership-Goals

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## **We are:**

- collecting, storing & using information about our members.
- regularly updating our member information to maintain the integrity of our data.
- sharing information about our members to assist with capacity building at other organizations.
- processing our memberships in a timely manner.
- sending benefits to our members in a timely & regular fashion.

# 4<sup>th</sup> Standards Group: Dues

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- Purposes:
  - To create efficient & user-friendly standard dues structure
    - responsive to unique financial needs of all levels of NAMI
    - regardless of regional economy and/or demographic composition
  - To increase membership by reducing dues confusion & inconsistency, which bother members & potential members

# Dues Standards

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- All NAMIs shall charge one dues rate, set by NAMI National Board
  - Probably \$35, with lower “open door” rate
  - “Open door” members are full members
- NAMI National
  - Board shall review dues every 5 years
  - Shall offer on-line membership entry portal (e-Join)



# 5th Standards Group: Programs

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- Purposes:

- To ensure clear definition & understanding of roles at all NAMI levels in developing & delivering programs.
- To address communities' diverse needs, access to resources, range of demographic characteristics, & differing circumstances
- Committed to excellent programs to meet consumer, family & public needs, NAMI knows other programs can add to its work

# Programs Standards

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- Quality Control:
  - All programs support NAMI mission, values
  - All have participant evaluation/feedback, to be analyzed for continuous improvement
  - National to set data tracking guidelines
  - State/local programs collect, analyze & report data on delivery & outcomes

## Programs, Cont'd

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- Policies & procedures on programs
  - will be outcomes-driven, but
  - allow modification that does not undermine fidelity
- Signature programs:
  - Family to Family, Provider Ed, Peer-to-Peer, NAMI Connection Support Group, IOOV, NAMI Basics, Hearts & Minds, Parents & Teachers as Allies, and NAMI Support Group training.

# Signature Program Standards

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- All NAMIs shall adhere to policies & practices set by NAMI National
  - National shall have “stable” of signature programs; may change over time
  - National shall set policies
  - National shall set rules for data collection, retention & analysis
  - States have “1<sup>st</sup> refusal” on new signature programs, then offered to locals

## Other Program Items

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- All programs—signature or local—shall include explicit invitations to join NAMI
- National shall offer  $\geq 1$  signature program via teleconference or web
- All programs to be grounded in best scientific research (aspiration)
- State/local programs will use web & teleconference methods (aspiration)

# 6th Standards Group: Fundraising

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- Purposes:
  - Protect NAMI's name and brand
  - Maximize effectiveness at all NAMI levels
  - Decrease confusion/competitiveness
  - Establish
    - Fundraising boundaries
    - Communication between fundraisers
    - Cooperative agreements, to avoid confusion about sharing of efforts and distribution of funds
    - Guidelines for clear use of NAMI's name

# Fundraising Standards

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- Donor wishes
  - Donor can opt not to be solicited by one or more NAMI levels; all NAMIs must honor
  - Donor must be sure funds going to right place
  - Misdirected funds shall be promptly redirected
- To ensure transparency, each NAMI's fundraising material must clearly show:
  - What entity sent the material
  - The purpose for which funds will be used
  - What entity will receive the donations

## Fundraising, Cont'd

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- To maximize fundraising coordination:
  - All 3 levels shall inform each other of fundraising schedules, at least quarterly
    - National and states shall inform each other
    - States and locals shall inform each other
  - All NAMIs shall join with other interested levels, to approach potential corporate funders, when all are likely to benefit
  - National shall provide a Website for all NAMIs to share fundraising and development calendars.

## Fundraising, Cont'd

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- To foster fundraising splitting/sharing:
  - All parties shall negotiate and abide by terms contained in a written contract
  - NAMIWalk franchisees shall make share agreements with State NAMIs and/or associated Affiliates, allowing for relative financial risks and participation levels
  - National shall have share agreement models that franchisees *may* use

# NAMI Standards Worksheet: Fundraising/Walks-Questions

## **HAVE we . . .**

- contacted all Affiliates within 50 mile radius to invite participation in the NAMIWalk?
- contacted the State Organization to discuss share of proceeds from the NAMIWalk?
- shared the proposed NAMIWalk model sharing agreement with State Organization and other Affiliates for consideration?
- discussed how the funds from the NAMIWalk will be used by the State Organization and the Affiliate(s)?
- reviewed the responsibilities of the franchisee and NAMI?

## **HAVE we . . .**

- made individual calls or held a conference call with interested Affiliates to explain & field questions on the sharing agreement?
- held a visioning exercise with Affiliate and State Organization boards of directors showing how the NAMIWalk will enhance & grow our organizations?
- discussed with individual Affiliates & State how the funds will be used & will be shared among participating groups?
- prepared a list of volunteer needs & requirements of Affiliates for execution of a successful NAMIWalk?
- shared with all parties the franchisee & NAMI responsibilities?
- agreed on a financial goal for the NAMIWalk?

# NAMI Standards Worksheet: Fundraising/Walks-Goals

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## **WE have . . .**

- reached agreement between franchisee & all participating NAMIs, & Sharing Agreements have been executed per NAMIWalk timeline.
- met responsibilities for volunteers & commitments from individual Affiliates & State Organization.
- agreed on audit/financial review & selected auditor.
- used the NAMIWalk team members at NAMI to identify & resolve potential problems or concerns.

# 7th Standards Group: Affiliate Status

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## ■ Purposes

- To clarify how NAMI members can become and remain a NAMI “Affiliate”
- To provide structure, resource access, & support needed to fulfill requirements of being an Affiliate
- While realizing communities vary, as to demographics, resources, culture, law, motivation, and stage of development

# Affiliate Requirements

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- Affiliate status comes through Affiliation Agreement with State & NAMI National
  - State endorsement prerequisite
- Affiliation Agreements renewable at 5 years
  - May be reviewed sooner, if there is cause
- Affiliates must comply with:
  - All applicable federal & state laws
  - Their own current bylaws or governing rules
  - All 501c3 rules
  - All terms of the Affiliation Agreement
  - Standards of Excellence

# Affiliate Categories

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- All NAMI affiliates shall adhere to NAMI mission, values, Standards of Excellence, bylaws, and policies and procedures.
- Affiliates will be designated as either
  - Small/Emerging Affiliates
  - Category A (Community/Support) Affiliates
  - Category B (Developing) Affiliates, or
  - Category C (Full Service) Affiliates

# Expectations for Various Affiliate Categories

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- Expectations for all categories:
  - Affiliation Agreement, & consistency with NAMI mission, values, standards
  - State endorsement & National approval
  - Annual reporting to State & National
- Differing expectations related to:
  - Membership & governance
  - Personnel & staffing
  - Business operations & activity levels
  - Education & advocacy

# NAMI Standards Worksheet: Board/Governance-Questions

## Do we . . .

- have enough board members who meet regularly to conduct our business?
- have critical documents in one place? (e.g., articles of incorporation, 501(c) (3) notification, by-laws, NAMI charter documentation, most recent audit)
- comply with state & federal regulations & have way to keep up to date on changes?
- have clear roles for the board & management?
- follow our by-laws, review budgets, set direction & targets for the organization?

## Have we . . .

- set & used a way to recognize & address conflicts of interest?
- developed & approved a strategic plan with measurable objectives consistent with the NAMI mission?
- recruited members whose diversity represents our community & whose expertise helps us implement the strategic plan?
- developed an orientation for new members that helps them know their role & responsibilities?
- evaluated the performance of the executive director regularly?
- evaluated our programs to make sure we provide quality support, education & advocacy?

# NAMI Standards Worksheet: More Board/Governance Questions

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## **We have . . .**

- collaborated to set policy & coordinate advocacy at state level to promote a platform in harmony with NAMI.
- ensured adequate financial resources & spent more than 65% of annual budget on activities (non-administrative & fundraising) that further the NAMI mission.
- kept complete, current & accurate financial records & provided the Board & others with regular, timely reports on the organization's financial activities and health.



# Final Thoughts

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- NAMI National Board will soon approve these (or similar) standards
- The standards will help us better fulfill our mission and serve our constituents
- Opportunity for us to review our work, set new goals, & “go to the next level”
- NAMI WI and local affiliates are in this together, and we’ll work on it together