

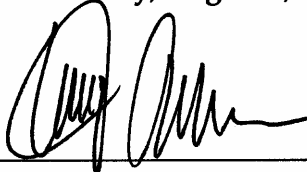
**Conard House, Inc.**

**STRATEGIC PLAN**

**Fiscal Years 2007 – 2009**

**Adopted by the Board of Directors**

**Thursday, August 3, 2006**



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**Craig Adelman, Chairman**

**Acknowledged by Management**

**Thursday, August 3, 2006**



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**Richard Heasley, Executive Director**

## EXECUTIVE SUMMARY

In 2010 the Conard House community will proudly celebrate both a milestone anniversary and the successful completion of another strategic chapter in our fifty-year history. We anticipate the following life-enhancing and organization-transforming accomplishments in the next three years:

**Our Vision is being realized: a sufficiency of sustainable resources – both tangible and deeply personal – that help our clients, our staff and our organization in their difficult work.**

**Our Mission is progressing: to develop resources that help people self-manage mental illness.**

**Our Strategy is proven: the activating concept, transformation; the experience, transforming.**

**Our Relationships are transformed: the essential relationship between our clients and staff, the formal relationships with our funders and service partners, and nascent relationships with new stakeholders.**

**Our Promise is kept: staff and volunteers pledged to create welcoming, caring and empowering communities; to foster personal insight into illness and recovery; and to restore hope. We stand with all vulnerable San Franciscans reclaiming their mental health and a rightful role in their community - in an informed and accepting society.**

With the adoption of this strategic plan, the Board of Directors and staff of Conard House are affirming that people in this community can and do self-manage their mental illness. Our role is to help them manage better. How much better depends on their building a reservoir of intangible inner resources and their honing the basic social tools and personal skills they've worked hard to regain or we've helped them acquire. Incentives also help – real things to hope for. Personal things, like sharing meals, new clothes, a visit with family. Important things, like a place to feel at home and safe, a job that brings satisfaction and a paycheck, friendships that blossom.

We see clients routinely self-managing every aspect of their complicated lives everyday. Our clients and front-line staff are eager to acknowledge this when asked. And we did ask in a number of focus groups in the planning process over the past nine months. Their most emphatic message, however, was that the resources they each have to work with are simply not enough. This was further reinforced in our organizational assessment of strengths, weaknesses, opportunities and challenges.

The environmental assessment we undertook in the planning process delivered other strikingly mixed results. A survey of external colleagues in the public and nonprofit sectors underscored the high regard the organization has earned as a service provider that delivers, partners and collaborates. Respondents were critical of Conard House, however, for undervaluing and not taking full advantage of assets on the organization's political and civic balance sheet.

The assessment of current community alternatives for San Francisco mental health clients pointed out that as supportive housing has now come of age, more pioneering challenges lay ahead. Driven by scarce resources, supportive housing is being adapted to house larger numbers of people with multiple disabilities. As increasing service needs outpace available resources, the conflict between economic reality and clinical ecology becomes sharper. People with chronic mental illness do best in the most welcoming, least restrictive settings and do poorly in the least welcoming, least supportive settings. As testing the limits moves forward, the leadership of Conard House is increasingly determined that supportive housing not give ground to warehousing – housing without sufficient services – for vulnerable people.

Despite a major infusion of Mental Health Services Act funds elsewhere in the state, San Francisco's meager award in the initial three-year allocation cycle did not reach a level proportionate to local need. For the foreseeable future, moreover, annual City funding for nonprofit contractors will remain insufficient to cover increasing real costs of doing business.

Our assessment of the Integration Initiative in progress within Community Behavioral Health Services (CBHS), our primary City funding source, drove home the point that "system transformation" now dictates that all contractors must change the way they do business. CBHS instructed its contractors to begin operating like behavioral health providers. The two-year-old Initiative requires that contractors enter into documented partnerships with chosen substance abuse and medical treatment providers, or CBHS will arrange forced partnerships. Furthermore, organizations must take on all the expectations and risks of having multiple service partners with no additional funding.

Conard House is committed to providing the best possible mental health services within San Francisco's integrated behavioral health system of care and homeless service system. However, the organization's ability to sustain this commitment over the next three years depends uneasily on the competing priorities and unfunded mandates of policymakers working with limited public resources.

- **Our vision** – a sufficiency of resources – is, therefore, not just a wish. It is a quite real need of our clients, our staff and our organization.

This sufficiency includes tangible resources, the kind that characterize our four-decade legacy of innovation in community mental health – welcoming, caring, empowering communities; better and more varied supportive housing; and universal work opportunities for clients. Tangible resources that work as incentives, that have our clients looking ahead and seeing a better life.

And those tangible resources that go on our financial balance sheet - new working capital, new investment in supportive housing and the risk capital that enables Conard House clients to work with staff in creative, uncharted ways.

Most important are the deep, personal resources that must be developed and sustained within our clients – their inner goals, resilience, insight, self-discipline and hope - and within our staff. They, too, must be able to call upon similar inner resources to do their work. The essential relationship between clients and staff requires unique strengths that must be nurtured. For Conard House clients to recapture and hold onto some measure of mental well-being and for staff to help in that process, a sufficiency of resources is needed.

- **Our mission** – to develop resources that help people self-manage mental illness – is recast. It unifies our vision with a greater purpose and enables clients to derive lasting benefits from hard work - theirs and ours.

The mission's simplicity masks the very difficult work our clients share with our staff. It is difficult for clients to self-manage mental illness, difficult for staff to be instrumental in helping them, and difficult for the organization to develop sufficient resources – and all the more difficult because, for each party in the mission to succeed, each aspect of the mission must be sustained.

- The planning process led us to a **transformation strategy** to sustain our clients, staff and organization through uncertain times for community mental health in San Francisco.

The primary goal is to **transform the essential relationship between clients and staff to focus on the process of recovery**, to move from a case management service model to an innovative model we have named **Supported Self-Management**.

With the Supported Self-Management model as our touchstone, Conard House must also **transform its formal relationships with current funders and service partners, and its nascent relationships with new stakeholders**.

This strategic plan guides our transformation from a provider to a system of care built around treating illness into a partner in relationships of self-care promoting wellness and recovery. Within the human service field, these concepts are not new, any more than clients managing their lives is new. What we believe is groundbreaking about our plan is its focus, its intentionality and the sustainable impact it will have on our clients, staff and Conard House.

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Respectfully,



Craig Adelman  
Chairman of the Board



Richard Heasley  
Executive Director