

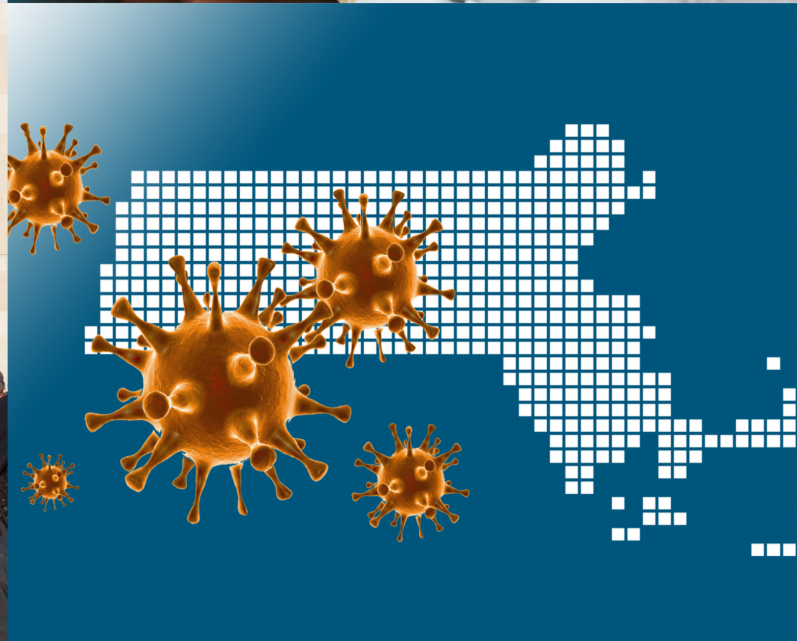


**MAMH**  
Massachusetts Association  
for Mental Health

FY2020

# ANNUAL REPORT

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# THANK YOU TO OUR BOARD



Clifford Beers started a national and international mental hygiene movement in 1905 and led the establishment of MAMH in 1913



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# A MESSAGE FROM THE PRESIDENT & CEO



## A Year Like No Other

In July 2019, MAMH kicked off Fiscal Year 2020 with robust aspirations to advance criminal justice reform, increase affordable housing for people who are homeless, advocate for behavioral health parity legislation, launch *Network of Care Massachusetts*, and guide implementation of behavioral health urgent care for children and adolescents. Like many of you, we did not anticipate the unprecedented confluence of public health, racial justice, and political crises that marked the second half of the fiscal year. While these co-occurring crises presented new challenges, the MAMH team pivoted quickly to meet emerging needs, finding opportunities to strengthen our advocacy and advance our policy and program agenda through informed action.

**The COVID-19 pandemic fundamentally altered day-to-day lives and disproportionately disrupted health, income, housing, and psychological stability for those already marginalized among us.** Given that the psychological impact of these crises is now affecting an estimated 42% of the population, according to the CDC, the matters of mental health and well being are now common concerns.

**In fact, living with anxiety, depression, and traumatic stress related to the health risks, social isolation, and economic insecurity of the COVID-19 pandemic has generated a mental health pandemic.** The mental health dimensions of racism and political unrest are increasingly understood as factors threatening the mental health and well being of individuals and communities. As a result, the need for an equitable system of care for people with behavioral health conditions has never been more apparent.

**Despite the challenges of this past year, we are grateful that the pandemic is breaking down barriers of silence borne of longstanding bias and discrimination regarding mental health conditions.** This was evident at the 2020 Friend & Leader virtual event in September, when a number of our honorees generously shared their own stories about how mental health challenges have affected them and their loved ones. We commend them for their courage and thank them for their contributions.

Recognizing and acknowledging that racism undercuts the health and well being – including mental health – of individuals and communities is not sufficient. **Action is demanded and MAMH is reaffirming our commitment to structural reform to eliminate racism and inequities.** We've taken steps to broaden our policy, legislative, and advocacy work to more effectively integrate the experiences of Black people and all individuals and communities of color; prioritize mental health promotion initiatives that advance racial equity; and implement a policy and program agenda to challenge practices that reinforce systemic inequities.

As part of this urgent work, we are expanding our *Network of Care Massachusetts* online resource launched in March 2020 at the start of the COVID-19 pandemic to include a specific "hub" dedicated to resources and providers focused on delivering culturally competent care to individuals and families from communities of color. This hub will strengthen the effectiveness of *Network of Care* to provide resources relevant for every resident of the Commonwealth.

Throughout this Annual Report, we further outline MAMH's challenges and accomplishments during FY20. We are deeply grateful for our partners without whom we could not carry out our work. These include funders from state government, foundations, and the donor community, all of whom provided much needed support since the COVID-19 pandemic hit. We are also grateful to our collaborators from the advocacy, provider, and other stakeholder organizations, with whom we work to collectively tackle the challenges facing individuals, families, and communities. These partnerships bring strength and resilience to our collective efforts, and we look forward to 2021 with hope and optimism.

MAMH is favored with an exceptionally committed and deeply skilled team of staff and board members. I am abundantly grateful to each of you for the privilege of serving MAMH in this time of great challenge and opportunity.

### Looking Ahead to 2021

Due to the pandemic, the FY21 budget cycle has been delayed and we expect that the state budget will be finalized by the end of the calendar year. MAMH continues to advocate with the Baker Administration, the Legislature, and the Courts on several priority initiatives, the significance of which have become more acute due to the pandemic. These priorities include:

- **Expand access to behavioral health services** for individuals with pre-existing conditions and those with new conditions due to the COVID-19 pandemic;
- **Increase funding for DMH rental housing subsidies** for individuals who are homeless or awaiting discharge from mental health facilities;
- **Expand jail diversion services**, which are even more important due to risk of COVID-19 infection in settings of incarceration;
- **Expand services for children and adolescents** who are acutely impacted by the pandemic, including greater access to urgent behavioral health care, school-based services, and early childhood interventions;
- **Expand outreach and support services available for older adults** living in the community, who have been disproportionately impacted by the pandemic; and
- **Make permanent policies supporting telehealth**, which have improved access to mental health services across the Commonwealth.

The MAMH mission is to “eliminate stigma and discrimination and ensure full social, economic, and political inclusion in all aspects of community life.” This includes discrimination not only affecting people with mental health conditions, but all people who face unequal burdens and barriers to the protections and benefits of citizenship due to their race, ethnicity, gender identity, or disability status. **MAMH pledges to be a more effective ally, forge new partnerships, and take right action to ensure that all Massachusetts residents share equal opportunities for health and well-being.**

With deep appreciation and unflinching commitment to partnering with all of you,



Danna Mauch, PhD



- Advocating crisis standards of care to protect persons with disabilities from rationing of care
- *Network of Care Massachusetts* Hub with COVID-19 resources
- Promoting solutions to isolation for people in mental health inpatient units
- Transparency in COVID-19 reporting for people with behavioral health conditions
- Housing and homelessness protections and solutions
- Webinars on trauma and community screening of the film “Angst” about youth anxiety
- Research and collaboration on addressing behavioral health needs of incarcerated individuals
- Research and collaboration on the impact of COVID-19 on children and adolescents
- “Deaths of Despair” report on the COVID-19 impact on morbidity and mortality due to mental health and substance use conditions, suicide, and overdose

## MAMH LEADERSHIP ROLES

MAMH staff serve in leadership positions on National, State, and Local government commissions, and advocacy coalitions and governing boards to serve as an effective change agent, driving policy and advancing the behavioral health system.

NATIONAL	STATE		LOCAL
Mental Health America (MHA)	Children’s Behavioral Health Advisory Council	MassHealth 1115 Waiver Strategic Design Work Group	DMH Western Mass Community Conversations
Center for Trauma Informed Policy and Practice	Children’s Mental Health Campaign	Mental Health Coalition	Middlesex County Restoration Center Commission (Co-Chair)
CEO Collaborative	Community Behavioral Health Promotion and Prevention Commission	Professional Advisory Committee (PAC) on Child and Adolescent Mental Health	Trauma-Informed Hampshire County
Global Alliance for Behavioral Health and Social Justice	Health Policy Commission Behavioral Health Advisory Board	Restrictive Housing Oversight Committee	Worcester East Side Tiny Homes Village Project
SAMHSA Mental Health Technology Transfer Center (MHTTC)	Massachusetts Aging and Mental Health Coalition	State Mental Health Planning Council (SMHPC) (Co-Chair)	Cambridge Health Alliance Population Health Board
Crisis Now! National Action Alliance for Suicide Prevention	Massachusetts Mental Health and Substance Use Parity Coalition	SMHPC Housing Subcommittee	Boston CHNA/CHIP Behavioral Health Working Group
	Massachusetts Rx Drug Affordability Coalition	Massachusetts Elder Mental Health Collaborative	

# GOAL 1

SERVE AS AN EFFECTIVE CHANGE AGENT TO ADVANCE THE BEHAVIORAL HEALTH SYSTEM



## FY21 STATE BUDGET PRIORITIES

Due to the COVID-19 pandemic, the FY21 Budget will not be finalized until the end of calendar year 2020. MAMH has been advocating for the following priority budget increases:

- **\$3M** – Address a \$2M shortfall in the Governor’s budget for the **DMH Rental Subsidy Program** and expand the program by \$1M to help 71 adults secure supported, community-based housing
- **\$3.5M** – Restore cuts in the Governor’s budget for **DMH Child and Adolescent Services**
- **\$2.59M** – Restore the \$590K cut to **jail diversion services** in the DMH Adult Services and Supports account and increase funding by \$2M to support new co-responder programs
- **\$250K** – Plan a **Middlesex County Restoration Center** to divert individuals with behavioral health conditions from lock-up facilities and hospital EDs to appropriate treatment
- **\$200K** – Expand the **Elder Mental Health Outreach Team (EMHOT)** program to engage more older adults through outreach, counseling, and connections to intensive services when needed
- **\$2M** – Increase support for **training and technical assistance programs** offered to providers on medication assisted treatment and serving people with co-occurring mental health conditions
- **\$5.8M** – Support the Behavioral Health Outreach, Access and Support Trust Fund to increase students’ **access to tele-behavioral health in schools** and create a **mental health workforce pipeline** to encourage a culturally, ethnically, and linguistically diverse workforce
- **\$10M** – Award grants to support start-up costs and capital expenditures associated with the **rapid creation of new inpatient mental health acute care beds** in the Commonwealth
- **Same Day Billing** - Prohibit insurance carriers from denying covering or imposing additional costs for **same-day behavioral health and primary care visits**





MAMH provided testimony on many Legislative proposals in FY20, including the following:

- 

In favor of a provision proposed by Governor Baker in a health reform bill that would **increase spending on primary care and behavioral health by 30%** over three years to advance health promotion and prevent potentially avoidable and more costly acute, specialty, and emergency care.
- 

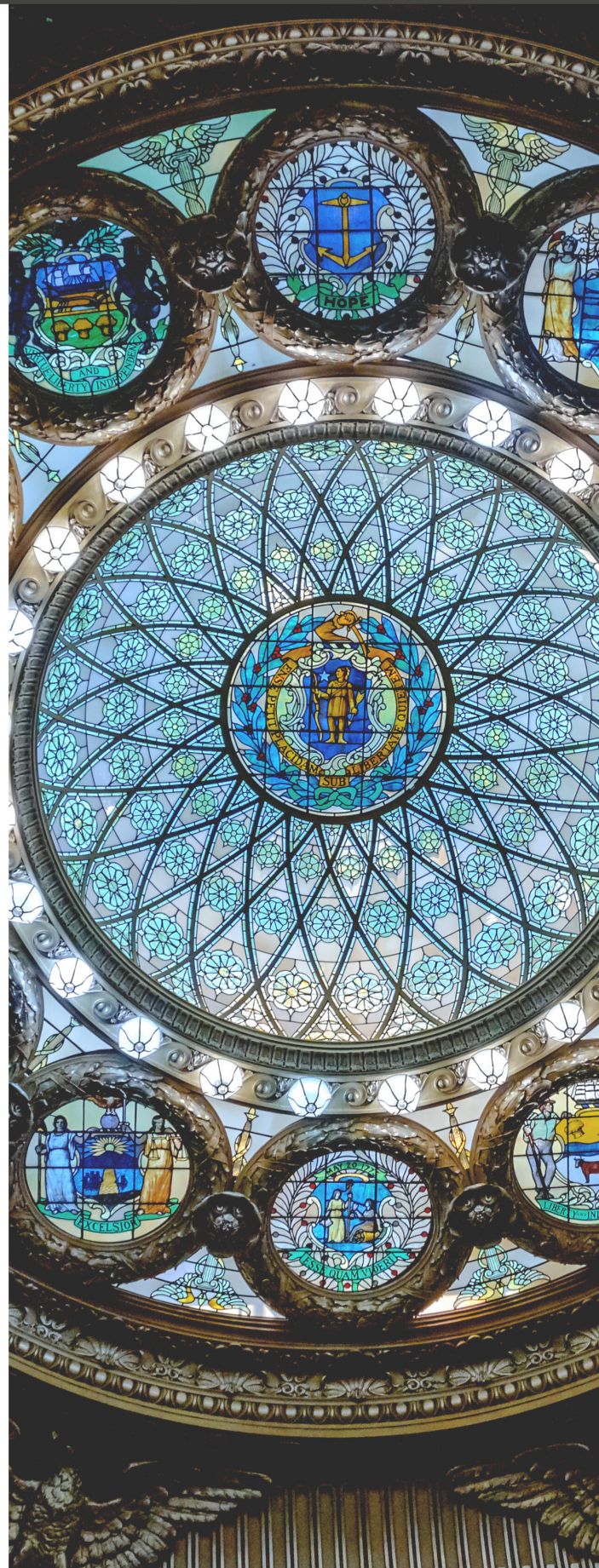
In favor of provisions in the **Senate Mental Health ABC Act to enforce mental health parity**, require commercial coverage of Emergency Services Programs (ESPs); require coverage for mental health and physical health services when they are delivered on the same day; and create a workforce pipeline to support career opportunities for individuals from diverse backgrounds.
- 

Before a Conference Committee on telehealth in favor of **preserving access to tele-behavioral health** once the COVID Emergency Order has been lifted and ensuring equal payments for tele-behavioral health services compared with in-person care.
- 

Before a Conference Committee on **police reform** in favor of investing in social services to prevent criminalization for marginalized groups; rectifying the significant lack of data on police encounters and their outcomes; better training police to reduce implicit discrimination; and removing law enforcement from our schools.
- 

**To further health equity for people with behavioral health conditions and communities that are marginalized due to their race, ethnicity, gender identity, or disability status** by advocating for enhanced school-based mental health supports; increased access to rental vouchers and low-threshold Housing First programs; enhanced investment in jail diversion initiatives; and increased support for financial and food assistance programs.
- 

**To support behavioral health needs in light of COVID-19** by advocating for changes to the crisis standards of care; access to personal protective equipment (PPE) and regular COVID testing for behavioral health providers; investments in a system of urgent behavioral health care; and increased support for Elder Mental Health Outreach Teams (EMHOTS).










# GOAL 2

DISSEMINATE KNOWLEDGE AND EDUCATE POLICY MAKERS AND THE PUBLIC TO END DISCRIMINATION







**PUBLIC OUTREACH**

-  Increased the number of Facebook followers by 55%
-  Averaged 7,272 monthly Twitter impressions
-  Created new YouTube channel to host 7 new webinars and trainings, Friend & Leader videos, and other content
-  Revised Take Action website to facilitate 1-click messages to legislators
-  With support from Tufts Health Plan Foundation, established and maintained a statewide Older Adult Behavioral Health Training Calendar






**TRAININGS AND WEBINARS**

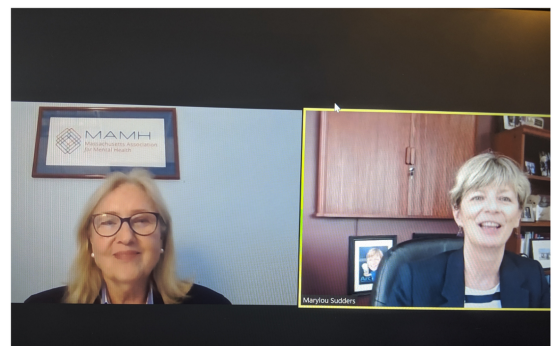
**Well Being in the Time of COVID series:**

-  Supporting Frontline Staff and Caregivers (with EOHS Secretary Marylou Sudders)
-  Protecting Our Children's Well Being (with Melissa Threadgill, MA Childhood Trauma Task Force)





**Older Adults and Trauma series:**

-  Working with Older Adult Trauma Survivors
-  Trauma Exposure and Trauma Response
-  Caregiving Conversations: Reflecting on Race, Older Adults, and Implications for Behavioral Health



**New Training to Support Older Adults Workforce (supported by Tufts Health Plan Foundation):**

-  Substance Use, Co-Occurring Conditions, and Older Adults: Knowledge and Strategies for Frontline Staff in the Community
-  Navigating the Behavioral Health System for Older Adults

**9th Annual Stephanie Moulton Symposium**



# GOAL 3

## STATEMENT ON RACIAL EQUALITY



### MAMH Statement on Racism and Inequities

***Racism undercuts the health and well-being - including mental health - of individuals and communities. This statement reaffirms our commitment to structural reform to eliminate racism and inequities.***

June 19, 2020

Dear Friends,

Reverend Martin Luther King, Jr. implored us more than 50 years ago to act with these words:

***"The ultimate tragedy is not the oppression and cruelty by bad people but the silence over that by the good people."***

MAMH is listening and respectfully offers our perspective and pledge in response to the murders of George Floyd, Ahmaud Arbery, Breonna Taylor and too many other Black people. Their senseless deaths and the use of force in many cities to respond to peaceful protests reminds us that the social compact that defines our citizenship is desperately fractured. MAMH supports peaceful protests and decries the actions of those seeking to advance discriminatory and violent agendas counter to protestors' demands for reform.

Our social compact relies on all of us sharing equally in the benefits and the burdens of the compact. Yet Black people and other people of color in the United States share far fewer of the benefits and much more of the burden. This structural inequality is evident in our shameful history of discriminatory policing, housing and education, as well as the disproportionate impact of COVID-19 infection and death on communities of color.

MAMH's mission commits us to work to **"eliminate stigma and discrimination and ensure full social, economic, and political inclusion in all aspects of community life."** This includes discrimination affecting not only people with mental health conditions, but also people who face unequal burdens and barriers to the protections and benefits of citizenship due to their race, ethnicity, gender identity, or disability status.

MAMH recognizes that racism undercuts the health and well being - including mental health - of individuals and communities. In fact, the traumatic impacts of racism do persist over generations.

This is demonstrated by a clear body of evidence identifying "social determinants" of health and showing that the single most important factor predicting many health and mental health outcomes is the zip code in which we are born.



With this communication to our supporters, MAMH is reaffirming our commitment to structural reform to eliminate racism and inequities. We will take the following concrete actions:

- **Create a fresh vision for MAMH policy, legislative, and advocacy work that more effectively integrates the experiences of Black people, other people of color, and those who have had personal experiences with police, corrections, and the public behavioral health system.** We will prioritize policies to implement alternatives to police involvement in behavioral health crises, end the criminalization of behavioral health conditions, reduce school expulsions, and prevent adult justice adjudications for emerging adults.
- **Implement mental health promotion initiatives that advance racial equity.** Our strategies will include employing public awareness, targeted communications, community engagement, and town hall forums incorporating the voices of individual members and thought leaders representing communities of color.
- **Expand *Network of Care Massachusetts* to include a specific section dedicated to resources and services offered by behavioral health providers focused on delivering culturally competent care to individuals and families from communities of color.**
- In Massachusetts, we have laws promising reform but practices that continue to reinforce systemic inequities. At MAMH, we pledge to continue to learn how to be more effective allies, forge new partnerships, and take right action to ensure that all Massachusetts residents share equal opportunities for health and well being.

With hope for change and healing,

Danna Mauch, Ph.D.  
President and CEO



Ambassador (Ret.) Barry White  
Board Chair



**EXPANDING ACCESS TO SERVICES SUPPORTING DIVERSE COMMUNITIES****Advocating for Criminal Justice Reform to Decriminalize Mental Health Conditions**

MAMH continued to promote diversion from arrest and hospitalization of individuals in behavioral health crisis by co-chairing the Middlesex County Restoration Center Commission, which published a second report in April proposing a service model for a restoration center. We also worked to improve conditions inside prisons and jails for individuals with behavioral health conditions, which included serving on a statewide committee to review the use of solitary confinement of prisoners with mental health conditions.

**Improving Access to Housing for Individuals with Mental Health Conditions**

As part of our larger housing agenda, MAMH convened peer support workers and housing specialists to enhance the role of peer support workers in helping people find and maintain housing. Our report to the MA Department of Mental Health included recommendations to better support peer support workers and the agencies that employ them; increase funding for peer support workers generally and for peer bridging for people transitioning from hospitals and supervised housing; and create better opportunities for peer support workers and housing coordinators to collaborate.

**Creating a Comprehensive System of Pediatric Behavioral Health Urgent Care**

MAMH continued its work with the Children's Mental Health Campaign to design and implement a comprehensive system of behavioral health urgent care for children and adolescents. In a 2nd edition report released in FY20, the framework and recommendations were expanded to include services for children with autism and intellectual disabilities. With support from the Miller Innovation Fund and the Tower Foundation, the study team interviewed additional experts and family members and performed additional site visits. The urgent care system model proposed would provide real-time access to crisis intervention, stabilization, and referral to ongoing treatment in community-based settings in order to mitigate treatment delays and divert Emergency Department visits. MAMH led five virtual briefings to introduce the model, and an Implementation Steering Committee will begin meeting in early 2021.







Find Behavioral Health Services

HOME ▾ SERVICES ▾ LIBRARY ▾ INSURANCE ▾ SUPPORT & ADVOCACY ▾ MY ACCOUNT ▾ EMERGENCY

⚠ COVID-19 Behavioral Health Information Hub [READ MORE](#)



MAMH launched *Network of Care Massachusetts* on March 16, 2020, which coincided with the beginning of the stay-at-home orders for COVID-19. *Network of Care Massachusetts* is an online resource that helps people of all ages with behavioral health needs find information on services and supports in their communities. It includes a service directory of more than 5,000 mental health, substance use, and related social services across the Commonwealth.

Upon launch, we immediately created a COVID-19 Behavioral Health Information Hub, which is the most frequently visited page. The Hub provides links to curated COVID-19 related information and resources on more than a dozen topics including mental health, substance use, health insurance, food assistance, transportation, and more.

In the summer, MAMH began work on a specific section dedicated to resources and providers focused on delivering culturally competent care to individuals and families from communities of color. Creating a Hub for multicultural services on the site will enhance the value of the tool to increase knowledge about, and access to, behavioral health care in the Commonwealth.

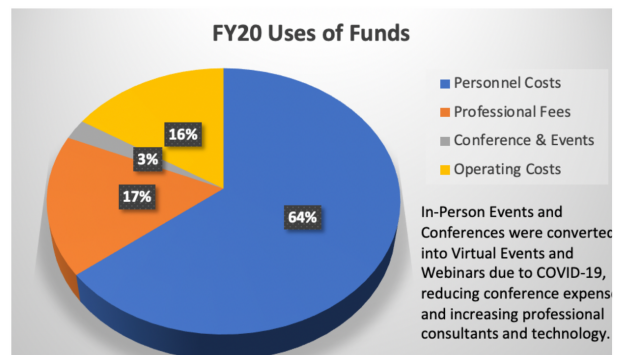
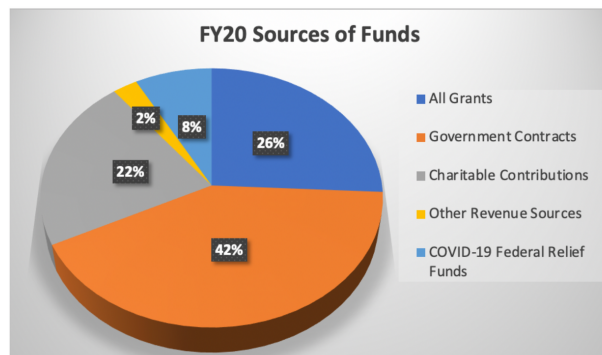
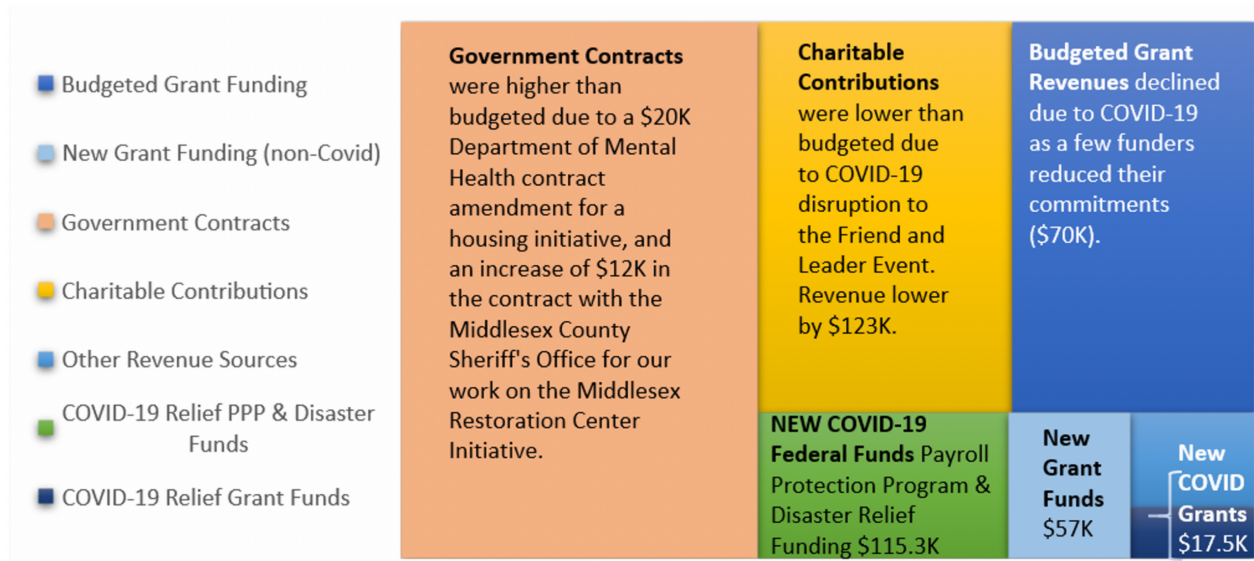
MAMH continues to provide monthly webinars and virtual trainings on how to use *Network of Care* to locate behavioral health resources and supports for provider organizations, advocacy groups and peers. As of October 31, 2020, 23,682 individuals have used *Network of Care Massachusetts*.

This initiative is made possible through a funding partnership between the BCBSMA Foundation, the MetroWest Health Foundation, and the C.F. Adams Charitable Trust, and with support from the MA Executive Office of Health and Human Services. *Network of Care* is operated by Trilogy Integrated Resources, LLC, which has successfully implemented online networks in more than 700 sites in 27 states.

**Website Link:** <https://massachusetts.networkofcare.org/mh/>

# FINANCIAL STATUS

## FY20 Revenue Losses and Offsets by Revenue Source Base Losses Offset by COVID-19 Relief Funds and New Grants Year-End Total Revenue Total \$1.45M







**Danna E. Mauch, PhD**  
President and Chief  
Executive Officer



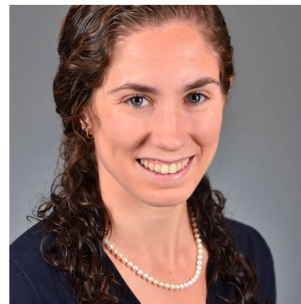
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Director for  
Administration and  
Finance



**Jessica Larochelle, SM**  
Director for Public Policy  
and Government  
Relations



**Jenifer Urff, JD**  
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**Elise Ressa, MSW**  
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Adolescents



**Catia Sharp, MPP**  
Behavioral Health Policy  
Analyst for Adults, and  
Criminal Justice



**Stefani Karr, MPH**  
Project and Data Manager  
for *Network of Care  
Massachusetts*



**Kathy Franklin, MBA**  
Administrative  
Coordinator



**Robert Fleischner, JD**  
Senior Consultant  
Mental Health Disability  
Law

## Educate ~ Mobilize ~ Advocate

MAMH convenes stakeholders across the behavioral health and public health community to address policy, budget and legal issues affecting those at risk for or living with behavioral health conditions. We disseminate knowledge emerging from clinical research, program evaluation and innovation developments to inform and activate diverse audiences in the Commonwealth and beyond. MAMH solves problems with disparities in benefits and access to care through strategic advocacy partnerships. We target reforms in public policy, service delivery and payment methods to improve access to care and end disparities in receipt of a broad range of benefits, treatments and recovery supports upon which our constituents depend to protect and improve their mental health and well being.

### Vision

MAMH envisions a day when all Massachusetts residents have access to the social and economic opportunities that protect overall health and promote resilience.

### Mission

Advance mental health and well-being by promoting prevention, early intervention, effective treatment and research to address social, emotional, and mental health challenges. Eliminate stigma and discrimination and ensure full social, economic, and political inclusion in all aspects of community life.

### Values

All people with mental health challenges should be treated with dignity and respect, and have access to services and supports they need.