



STRATEGIC PLAN 2019

*Building on our Solid Foundation of  
Supportive Affordable Housing and Home Care*



# Mainstay

SUPPORTIVE HOUSING & HOME CARE

a merger of MHPI, Inc. and RSSI, Inc.

## Message from the CEO



I am delighted to have been chosen by the Board to lead MHPI, Inc. and RSSI, Inc. into the future. As you can see from the cover of this piece, we have begun the new year by merging MHPI, Inc. and RSSI, Inc. into one organization. The two entities have always operated under one roof, with synchronous missions. This merger simplifies both our operations and our story – and reduces overhead costs.

Beyond revamping organizational structure and re-branding, my first year at the helm of what is now Mainstay has been one of ensuring that our solid foundations of housing and home care

for vulnerable populations is preserved and expanded. I have learned a lot from our team and our Board, and together we are charting bold, achievable growth directions for the next three years.

But we have not waited to expand. There is too much need in our regions for supportive housing and top-quality home care. We have added a new program this year, serving more than 50 adults with developmental and intellectual disabilities. And we have also laid the groundwork for an additional thirty plus units of affordable elderly housing. Both of these projects involve partners. Partnerships knit together resources and expertise, ensuring that community needs are met.

I hope that in scanning this booklet that you will learn about our work and join us in ensuring that vulnerable people have safe, affordable housing and the supportive home care services that they need to live their best possible lives.

Please connect with me to learn more.

My very best,

Larry Oaks,  
President & CEO

### ON THE BOARD

**Jeanne M McHallam**

**Joyce Gair**

**Robert S. Manasse**

**Clifford Robinson**

**Newt H. Levee**



### MESSAGE FROM BOARD CHAIR

I am honored to be Chairing the Board of Mainstay during such an important and exciting time of transition and growth. Throughout my career in affordable housing and development, I have understood the vast need for excellent, accessible housing and home care for many of our citizens – our neighbors. Mainstay is re-energized and is growing to more broadly meet these needs.

Sincerely,

Jeanne M McHallam

# THE NEXT 3 YEARS

WE ARE EXPANDING OUR PORTFOLIO OF AFFORDABLE, SUPPORTIVE, PERMANENT HOUSING AND BROADENING WHERE WE PROVIDE TOP-NOTCH, INDIVIDUALIZED HOME CARE SERVICES.

## WE WILL ALSO

- ▶ **Be entrepreneurial with regard to potential new and innovative models for housing and service provision**
- ▶ **Connect to the bigger picture: we will use Mainstay's experience and expertise to influence government systems level change**
- ▶ **Collaborate and partner to more effectively accomplish our mission and vision**

## main·stay/'mān,stā/ noun

1. a person or thing on which something else is based or depends. "farming is the mainstay of the rural economy"

synonyms: central component, centerpiece, prop, linchpin, cornerstone, pillar, bulwark, buttress, chief support, backbone, anchor, foundation, base, bastion

a stay that extends from the maintop to the foot of the foremast of a sailing ship.

## MISSION

We deliver the services and supports, including safe and affordable housing, and person-centered home care, that people need to thrive in their residences and communities.

## BACKGROUND

Mainstay is an organization birthed from the merger of: MHPI, Inc., founded as Mental Health Programs, Inc. in 1975, to ensure that permanent, affordable housing was available to all; and its affiliated service partner Residential Support Services, Inc. (RSSI), formed in 1999 to provide affordable home care to residents in MHPI housing and beyond.

Together, MHPI and RSSI have provided decades of human service and housing programs across Massachusetts, including permanent supportive housing and compassionate, person-centered home care. Our programs have helped hundreds of people live productive and stable lives in their own communities every day for all of these years.

## VISION

**This Year and Looking Ahead** - We are expanding our programs and impacts. The need is great, and we are building our capacity to make sure that all people live in safe housing, neighborhoods and communities, with the supports and services necessary to live their best possible lives. This is our vision.





## Mainstay Supportive Housing & Property Management

### AFFORDABLE HOUSING

We currently own and manage 236 units in our 15 affordable housing programs, serving 236 residents who are elderly, and those who are challenged by developmental and behavioral health issues.

*“There’s no comparison [to where I used to live]. Here you have all your privacy and your independence. I have my own kitchen I can work out of. I can buy my own food.”*

*—Resident housed in partnership with the MA Department of Mental Health*

## THIS YEAR

### A NEW PROJECT UNDERWAY

The need for high quality affordable housing for vulnerable populations continues to grow. Mainstay is committed to taking the initiative, as well as to responding to opportunities to grow our housing portfolio. This past year we partnered with the Town of Spencer, MA and the Women's Institute for Housing and Economic Development to begin the planning and financing to convert an un-used school in Spencer into affordable housing for the elderly. This housing, projected to open by 2021, will be comprised of one bedroom apartments, offer a range of activities, and be served by Mainstay's supportive home care services.

# THE NEXT 3 YEARS

GROWING OUR PHYSICAL SPACE



## HOUSING EXPANSION

We will expand our affordable housing with supportive services models. We will have a minimum of 75 new units of housing in development, completed or acquired over the next 3 years.



## HOUSING PRESERVATION

We will capitalize on the value of our existing housing portfolio, better serving residents and unlocking the value of our properties.

- ▶ **We will make improvements to our housing; extending its life and improving resident experience.**
- ▶ **We will convert properties to cutting edge housing models as opportunities arise.**
- ▶ **We will partner to develop food gardens and outdoor spaces that improve quality of life.**

## MAINSTAY PROPERTY MANAGEMENT SERVICES

We currently have contracts with 3 organizations to manage 5 properties serving 32 residents with developmental or behavioral health challenges. We also manage the units we own.

Over the next three years we will expand our property management business, bringing our total property management portfolio to at least 425 units.

*"At Mainstay, we thrive on the opportunity to generate and implement creative ideas to help cultivate strong, successful affordable housing outcomes that support individuals in need."*

—Susan Horner  
Director of Housing



# Mainstay

SUPPORTIVE HOUSING & HOME CARE



"Sarah has been very happy to reside at the "Yellow House." She has made new friends and acclimated herself to the routine very well. She is as comfortable at the Yellow House as she is at home and proudly announces to people that she now has two homes. [The] connection to her housemates has also helped broaden her social network which has been a vital part of her overall healthy lifestyle. The Yellow House has truly given her a safe and happy abode.

—Parent of a resident

## Supportive Home Care Services

Mainstay has been providing supportive home care since 1999, under the auspices of RSSI (Residential Support Services Inc.), now a part of Mainstay. In 2018, we served 125 clients every day, providing long-term, individualized care and support for the elderly and those with disabilities.

*"My home health aide comes every day to check on me. She helps me with my house cleaning and helps me shower as I now have trouble standing. I used to be able to do it myself, but as my health made it more difficult to do things, (Mainstay) made it easier for me."*

—Resident of Senior Living at Bellingham

## THIS YEAR

### A NEW PROJECT UNDERWAY

As we began Fiscal '2019, Mainstay had the opportunity and the honor to become the service provider and onsite manager of seven private suburban neighborhood homes housing and serving 70 young adults and adults with developmental and intellectual disabilities. This top quality housing is professionally staffed by Mainstay; and we provide meals and meal support, home care services, transportation, and work with families and other supports to optimize the quality of life for residents.

# THE NEXT 3 YEARS

## GROWING OUR SERVICES AND CARE

This year we have learned so much about the expanding need for our person-centered home care services. Our home care tool box includes Medical care support—medication and diet compliance, obtaining and following through with care; Assistance with daily living—dressing and bathing, cleaning, grocery shopping, meal preparation, Transportation, etc.

Over the next three years, we will at minimum double the number of clients served by our top-notch home care services. We will expand our home care population by:

- ▶ **Serving more residents in our affordable housing programs**
- ▶ **Expanding our services for adults with developmental and cognitive disabilities, as well as for the elderly, providing services in group care settings and also serving clients in their homes, improving quality of life and relieving families of carrying the full responsibility for care.**
- ▶ **We will add respite services to our menu of services available.**
- ▶ **We will remain open to serving additional populations**

## MAINSTAY SUPPORTIVE HOME CARE SERVICES

Working collaboratively, Mainstay Home Care's team of Registered Nurses, Social Workers, Certified Nursing Assistants and Home Health Aides deliver a wide array of services. We provide clients and their families with the assurance that they will receive the personal care and attention they need; and the guidance and support to promote well-being by supporting their physical and emotional health. We support our elderly clients aging in place and we ensure that those with disabilities can lead their best possible lives in their homes or home-like settings.

Our home care services are most often paid for by public funding streams designed to support the care of vulnerable populations, by health insurance, and also by families who in some cases pay for services directly.

*"Mainstay is thrilled to have expanded our services to work with young adults and adults on the autism spectrum and those managing a range of developmental and intellectual disabilities. The need is great; and it is heartwarming to see our residents go to work, job training and day programs that broaden their horizons – and to then "come home" for dinner and evening activities. We look forward to expanding this critical service area."*

—Larry Oaks,  
Mainstay CEO and President



# Mainstay

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## CONTACT US

29 Crafts Street, Suite 260, Newton, MA 02458 

617-789-4500 

[mainstayliving.org](http://mainstayliving.org) 