

The Road to 2020: Strategic Goals and Measures

Strategic Direction 1: Improve Client Experiences and Outcomes

We will focus on the needs of our clients, residents and donors in order to improve our services, their experiences with our services and the results of our services.

Strategic Goals	Measures
1) Expand services to better support underserved populations and our current clients	Specific client groups are served by new specialized programs, enhanced existing programs or through identified partner programs.
2) Reposition Lutherwood Mental Health Services to support current and future needs	Community, residential and youth justice services use current and promising practices to meet current and anticipated community needs and Ministry expectations.
3) Leverage technological opportunities to support clients	Clients get support through technological solutions such as virtual service delivery (e.g. counselling, training) and/or smart phone apps.
4) Evaluate and align staffing models to meet increasingly complex/demanding client needs	Staff responsibilities are aligned with client needs and staff capacity is increased resulting in higher staff satisfaction.
5) Improve donor acquisition and retention	New and existing donors experience meaningful opportunities to engage with Lutherwood resulting in an increase in donors and donations.

Strategic Direction 2: Build an Integrated, Responsive Mental Health System

Reflecting our responsibilities as Lead Agency for Waterloo Region, Lutherwood will engage and work together with core service providers, partners, the Lead Agency Advisory Council, families and clients to build a mental health system that meets the needs of our communities.

Strategic Goals	Measures
6) Improve community mental health service support and coordination	Community mental health service is improved through a comprehensive community mental health plan, emphasis on preventive measures, expanded lead agency communications, and mutual learning and collaboration with other lead agencies.
7) Enhance opportunities for stakeholder engagement in	The Lead Agency Advisory Council has region-wide youth and family

system transformation	engagement networks that actively support mental health services.
8) Support other local agencies providing services to vulnerable kids	Lutherwood provides fundraising, administrative and infrastructure support to additional agencies.

Strategic Direction 3: Enhance Organizational Capacity and Excellence

We will continue to be attentive to the human, financial and infrastructure resources that enable us to successfully deliver on our visions, missions and responsibilities to the communities we serve.

Strategic Goals	Measures
9) Simplify the Luther Village and Foundation governance structure	The Lutheran Retirement Services and Foundation Boards have amalgamated including amended charitable objects and aligned operating and accounting practices.
10) Boost the organization's innovative capacity	Lutherwood has implemented a plan to drive innovation through relationships with thought-leaders, particularly in the technology sector.
11) Embrace diversity and inclusion across the agency	Lutherwood has implemented a strategy to build an inclusive organizational culture where staff and volunteers feel respected, valued and supported, and services are better aligned to meet diverse community needs.
12) Build on strengths and relationships to inspire, motivate and engage staff	By developing and evaluating leaders using the responsive approach combined with enhanced internal communications, staff satisfaction, performance and engagement scores improve as measured through Plasticity.
13) Leverage technology to ensure internal systems are efficient, effective and free up staff time and client dollars	Online staff training, purposeful documentation, reduced reliance on paper-based processes and improved data management free up time and dollars for clients.
14) Diversify, stabilize and strengthen financial resources	Financial resources are enhanced through a combination of new revenue generating property projects, high LVP occupancy rates and expanded Foundation funding support.