



Strategic Plan 2023-2026: *Thriving in a Changing World*

Thriving in a Changing World

The 2023-2026 Strategic Plan: *Thriving in a Changing World* sets the focus of our work and achievements for the next three years.

In building this plan, we consulted with staff, leaders, volunteers, donors, funders, community partners, and board members to gather their perspectives on our guiding statements (vision, mission, and values) and the issues that matter most to our community. Using these insights, we refined our guiding statements and developed this plan to guide decision-making, ensure that our efforts achieve our vision and mission, and address the dynamic needs of our community.

Guiding Statements

Our vision, mission, and values guide our work. The vision describes what we want to achieve, the mission communicates the agency's purpose, and the values define what we believe in and how we will behave.

Our Vision

Communities where everyone experiences mental wellness, opportunities for employment, a place to call home, and a sense of belonging.

Our Values

Respect for All

We actively create spaces of belonging for all.

Compassion

We model hope and optimism by caring about the wellbeing of those impacted by our work.

Working Together

We strengthen our ability to address community needs by working closely with our clients and community partners.

Our Mission

We deliver community services to strengthen lives.

Making a Difference

We strive to deliver meaningful and culturally grounded services.

Growth

We continuously learn and evolve both as individuals and as an organization.



Strategic Plan

Strategic Plan Overview

Putting client needs at the heart of its work, Lutherwood will develop inclusive services, organizational capacity, and strong community systems to achieve its vision of working in communities where everyone experiences mental wellness, opportunities for employment, a place to call home, and a sense of belonging.

Strategic Goals

Strategic goals are broad primary outcomes that we need to achieve as we work toward achieving our vision. Each goal will be supported by specific tactics identified and measured by each department.

Strategic Pillars

Strategic pillars are the foundation of success as they identify the critical areas of focus that will help an organization achieve its goals. Lutherwood identified three pillars:

Client/Participant Pillar

Keeping the client at the centre of our work, we will focus on providing equitable, quality services that provide positive experiences and results.

Equity Pillar

To make Lutherwood an equitable and welcoming place for all, we continue our journey to imbed anti-racist, anti-oppressive practices throughout the fabric of the agency.

Agency Pillar

We will deepen organizational capacity and improve operational systems and structures to better support the needs of our diverse community.

System Pillar

Together with our community partners and funders, we will continue to influence community service systems and adapt to changing operating environments.



Strategic Goals

Goals

Children's Mental Health Services

1. Improve equitable service options, access, and flow for Lutherwood and community partner programs
2. As Lead Agency, work with stakeholders to build a collaborative, integrated, equitable and quality children's mental health system
3. Adapt services and supports to better meet increasingly complex post-pandemic client needs and Youth Justice modernization
4. Work with community partners to implement the Targeted Prevention Strategy
5. Represent and advocate for children's mental health services in Ontario Health Team model

Housing Services

6. Adapt services and programs to better meet participant needs based on Region of Waterloo's new 10-year plan to end chronic homelessness
7. Work with housing sector partners, funders, and all levels of government to build a collaborative, integrated, responsive and equitable housing services system
8. Successful expansion and permanent funding of the Safe Haven Youth Services Life Launch Program

Employment Services

9. Transition employment services into the new Service System Manager model
10. Stabilize and expand specialized programs (e.g., youth, newcomers) to meet client needs

Agency-Wide

11. Deliver quality, culturally grounded, client-centered programs and services to better serve marginalized communities
12. Align staffing models, recruitment, and training to address current and future program, staff, and client needs
13. Stabilize our workforce to optimize turnover and minimize vacancies
14. Maintain a strong, innovative, and healthy organizational culture based on our values
15. Evaluate and leverage technological investments and advances to enhance client experience and streamline staff work processes
16. Develop systems that minimize communication and information system downtime and enhance cybersecurity and data protection
17. Establish and implement a client safety plan with defined goals and reporting process

Equity

18. Build an inclusive culture of belonging at Lutherwood
19. Develop policies, procedures and practices that are anti-racist and anti-oppressive
20. Create space that fosters learning and growth at Lutherwood
21. Visible representation in leaders and staff members of the diverse populations we serve
22. Rebrand Lutherwood to remove barriers to service

Bringing Our Plan to Life

Next Steps

Our 2023-2026 Strategic Plan: *Thriving in a Changing World* is just a plan. It can only be successful if we integrate it into our operations, monitor our progress, report back, and make changes as necessary to reflect the dynamics of our world. To achieve this, we will:

- Support each strategic goal with detailed tactics spelled out in annual operational plans
- Set individual goals in performance appraisals so each employee knows how they contribute
- Review progress on goals and tactics semi-annually at the senior leadership level
- Present semi-annual progress reports to the Board

