

LOFT

STRATEGIC PLAN 2020

Together We Will

Lead the Way

Care Passionately

Be Our Best



March, 2017

Setting Context

LOFT Community Services has a strong 60 year history of supporting and serving people with complex mental health, addictions, cognitive and physical health challenges. From its early beginnings, LOFT's philosophy of "Leap of Faith Together" has promoted taking risks and reaching out to respond to unmet and emerging needs.

LOFT could maintain "business as usual". However, this won't be enough to achieve its vision of *Together, We Can All Live Successfully in Our Community*. The demand for services is growing, the complexity of needs is increasing, the expectations of individuals is rising, and the world around us is changing. Funding will not keep pace; the ability to extend and stretch staff is not enough; supportive housing resources are not meeting the demand; and traditional models of delivering services cannot meet this new level of need. Something must change.

LOFT's 2020 Strategy "*Together We Will*" seeks to address these needs by **leading the way** to new innovations in care and system delivery; **caring passionately** to do more for the people we serve - our clients, families, caregivers and staff; and **being our best** by always seeking to improve and optimize the use of every dollar. LOFT's 2020 Strategy is bold, transformative and inspiring. Together, LOFT clients, families, staff, leaders and our generous supporters will ensure we continue to meet the needs of the most under-served members in our community.



Our Approach to Strategic Planning

The LOFT Board initiated a strategic planning process that was grounded in the organization's many successes, with a focus on innovating how the organization worked to deliver the very best to the people we serve.

- This started with a clear appreciation of LOFT's many strengths and achievements;
- Pursued extensive engagement to gain a clear understanding and appreciation of how LOFT is viewed today, and sought advice for how it may need to change and adapt. This included: 55 clients participating in focus groups in seven LOFT locations, input from 110 staff across all programs, 9 external system leaders, and 7 board members;
- Completed an extensive external environmental scan of leading cross-jurisdictional practices to understand change drivers and ensure the LOFT plan is informed by leading and emerging models; and
- Facilitated an Innovation Think Tank that brought over 30 stakeholders together to participate in critical conversations that explored the needs of clients, families and caregivers over the coming 20 years, and identified potential innovations that will help to not only address these needs, but exceed client and family expectations.

The LOFT Board participated in multiple sessions to review findings and provided valuable input that helped to guide the strategic planning process and product.

LOFT is pleased to present its renewed goals and strategies to ensure our clients live successfully in their community.





LEAD THE WAY

GOAL 1

LOFT will boldly lead the way in the creation of system-wide solutions that deliver more coordinated care and services for those with complex needs.

OUR STRATEGIES

- 1.1 Influencing Positive Change Within the System to Achieve Better Outcomes for People We Serve and their Caregivers
- 1.2 Partnering with People We Serve and their Caregivers to Support and Empower Their Recovery Journey
- 1.3 Working with Others to Transform Care for People We Serve
- 1.4 Galvanizing Donors, Partners and LOFT Stakeholders to Fund Innovations that Make People's Lives Better

VISION

Together, we can all live successfully in our community.

MISSION

To help people achieve their optimal health and well-being in the community, LOFT offers unwavering support and hope. We serve people living with complex mental health, addictions, cognitive and physical health challenges, offering a range of services and housing delivered in the community. Through innovation, investment, expertise and collaboration we respond to the changing needs of our diverse community.

VALUES

Accountability, excellence, proactivity, leadership, adaptability, respect and inclusiveness.

CARE PASSIONATELY

GOAL 2

LOFT will care passionately and meet the changing needs of people we serve through a relentless focus on innovating care and putting them at the center of everything we do.

OUR STRATEGIES

- 2.1 Helping People with Complex Needs Thrive by Advancing Focused Services and Expertise.
- 2.2 Giving People we serve a Safe Place to Live by Increasing Supportive Housing Capacity.
- 2.3 Championing Equity by Ensuring Access for All
- 2.4 Evolve Constantly to Deliver High Quality, Sustainable and Efficient Services.

BE OUR BEST

GOAL 3

LOFT will be our best by setting the highest standards for practice, quality and performance that meet or exceed expectations.

OUR STRATEGIES

- 3.1 Enhancing the Voice of People We Serve and their Caregivers into Program Design, Delivery and Evaluation
- 3.2 Enabling and Encouraging the Growth and Development of Our Staff
- 3.3 Revolutionizing How We Work Through Our Uncompromising Focus on Quality, Safety and Performance
- 3.4 Improving the Quality of Decisions by Harnessing Information and Technologies

GOAL 1
Lead the Way

LOFT will boldly lead the way in the creation of system-wide solutions that deliver more coordinated care for those with complex needs.

LOFT's 2020 Strategic Plan will advance 4 strategies to Lead the Way:

1.1 Influencing Positive Change Within the System to Achieve Better Outcomes for People We Serve and their Caregivers.

LOFT will leverage its brand and assets such as knowledge, leadership, property and people resources to lead positive change in home and community care. It will showcase its expertise locally, nationally and internationally; and advocate and champion the spread and diffusion of leading programs and standards across community mental health and addictions providers.

1.2 Partnering with People We Serve and their Caregivers to Support and Empower Their Recovery Journey.

LOFT will invest in the development, deployment and adoption of new approaches, tools and technologies that enable people we serve and caregivers in their journey of recovery. This will include: Optimizing independence and promoting self-management, innovative communication, information sharing, and peer support models.

1.3 Working with Others to Transform Care for People We Serve.

LOFT will seek and evaluate opportunities from linkages, to coordination, to structured collaborations, to program/service integration, to full integration with other organizations to transform, align and deliver the best care.

1.4 Galvanizing Donors, Partners and LOFT Stakeholders to Fund Innovations that Makes People's Lives Better.

LOFT will develop and execute bold strategies with clearly defined value propositions and quantified impact that spur donors, partners and LOFT stakeholders to support and fund innovation and leadership that make people's lives better.



GOAL 2
Care Passionately

LOFT will care passionately and meet the changing needs of people we serve through a relentless focus on innovating care and putting them at the center of everything we do.

LOFT's 2020 Strategic Plan will advance 4 strategies to Care Passionately:

2.1 Helping People with Complex Needs Thrive by Advancing Focused Services and Expertise.

LOFT will advance the development of services, expertise, access models and quality outcomes that improve care for people with complex needs, help them to achieve their personal goals, and enable them to live in the community and not in institutions.

2.2 Giving People we serve a Safe Place to Live by Increasing Supportive Housing Capacity.

LOFT will create more supportive housing capacity and design innovative supportive housing models by increasing capacity by an additional 500 units by 2020.

2.3 Championing Equity by Ensuring Access for All.

LOFT will respond to increasing levels of diversity and disparity by developing and deploying flexible and scalable services that address the needs of marginalized people and underserved geographic areas.

2.4 Evolve Constantly to Deliver High Quality, Sustainable and Efficient Services.

LOFT will review and refresh its organizational operating structures and accountabilities to support regional, geographic and service models that optimally deliver high quality, sustainable and efficient services.



GOAL 3
Be Our Best

LOFT will be our best and will achieve the highest standards for practice, quality and performance that meet or exceed expectations.

LOFT's 2020 Strategic Plan will advance 4 strategies to Be Our Best:

3.1 Enhancing the Voice of People We Serve and their Caregivers into Program Design, Delivery and Evaluation.

LOFT will continue to engage and empower people and caregivers to ensure their voice is integrated in the design and evaluation of services. LOFT will utilize a co-creation model that enables people we serve and LOFT staff to work together to design and deploy new initiatives that meet current, unmet and evolving needs.

3.2 Enabling and Encouraging the Growth and Development of Our Staff.

LOFT will inspire and invest in innovative staff training programs, communication, risk management, leadership and professional development programs, and other HR strategies to attract, maintain, adapt and develop our people to ensure LOFT is the agency of choice amongst employees.

3.3 Revolutionizing How We Work Through Our Uncompromising Focus on Quality, Safety & Performance.

LOFT will pursue excellence through the continuous development of leading, evidence-based practices; adopting innovative technologies; implementing efficient processes; and nurturing quality improvement practices that transform and optimize how we work. LOFT will pursue research partnerships, gold standard practices and a safe and healthy environment for our staff that are recognized through accreditation and other external processes. We will create opportunities to share and translate learnings across the organization and the health system.

3.4 Improving the Quality of Decisions by Harnessing Information and Technologies.

LOFT will improve the quality of its decisions by enhancing data analysis and performance reporting expertise and capacity. LOFT will invest in technologies that transform how we track and measure performance, and make information easily accessible for staff and the people we serve to enable informed decisions.

