

Transitioning into the Future



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Together We Will - a Bold Way Forward

This past June, LOFT unveiled **Together We Will**, our new strategic plan to carry the organization through to the year 2020.

LOFT has a proud history of taking risks and reaching out to respond to unmet and emerging needs. Our "Leap of Faith Together" approach has carried LOFT a long way and, we believe our community is the better for it. But in our rapidly changing world, it is important that we *look before we leap*. That is what **Strategic Plan 2020: Together We Will** is all about.

The landscape is shifting, and as LOFT continues to grow and change, it is essential that we have a plan that will keep us on track, while still supporting the innovation and risk-taking that have so successfully brought LOFT this far.

Together We Will has been developed to enable LOFT to respond positively and well to the growing demand for services, the increasing complexity of needs and the rising expectations of the people we serve and their caregivers.

It is abundantly clear that traditional models of service delivery will not be able to meet this new level of need. Housing resources are already falling far short of demand. Government funding will not be able to keep pace and extending and stretching our staff is not the answer.

LOFT is fortunate to have a strong and engaged Board of Directors who developed a robust and effective process that involved a wide array of stakeholders. In all, 181 individuals provided their input: clients, staff at all levels, donors, funders, colleagues and leaders from a number of sectors.

The result is a bold and inspiring plan designed to help LOFT achieve our vision that "Together, we can all live successfully in our community."

You can learn more about our strategic plan at www.loftcs.org/about/strategic-plan or select Strategic Plan from the About Us drop-down menu on the LOFT website.

Nearly Homeless

*Richard shares his **journey of recovery** to both mental and physical health.*

In his younger years, Richard was one of the founders of a successful courier company. As he got older, life became more stressful: at work as well as looking after his ailing mother, who then lived with him.

"When my mother passed away, **I was on my own and the symptoms of my physical and mental health issues became too much for me,**" said Richard. He was hospitalized at CAMH for a long time with no family or friends that were able to care for him. He had nowhere to go...

"That's when LOFT found me," says Richard, "Had it not been for their **Stepping Stone** program, **I would have literally been out on the street.**" Their staff helped Richard leave CAMH and move into John Gibson House, one of our high support houses for seniors with complex challenges. Richard remembers enjoying the social program - especially the singing - and he was able to make friends. He continued to recover and his health improved both mentally and physically.

In 2013, LOFT assisted Richard to move into an apartment at our **College View** location, where we provide assisted-living services to older adults and seniors facing complex obstacles. Living here has allowed Richard to **Be His Best**: he has been able to quit smoking, participate



in social excursions and he enjoys coming up to the Lounge to play the piano every day. "The staff here are really friendly and have been very helpful in supporting me with my physical needs," says Richard, "I feel really cared for here at LOFT. Richard has managed to keep in touch with some of his "old" friends as well, and still sees them to this day.

Without support from friends like you, Richard's story may have looked much different. He may have ended up homeless and alone. Thanks to you, he has a safe place to live and the support he needs to not only live with dignity, but also to thrive. Thank you so much for caring.

STRATEGIC PLAN 2020

GOAL 1 – LEAD THE WAY

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

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.

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** Evolving Constantly to Deliver High Quality, Sustainable and Efficient Services

GOAL 3 – BE OUR BEST

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 of Quality, Safety and Performance
- 3.4** Improving the Quality of Decisions by Harnessing Information and Technologies

Meet the Board of Directors: Richard (Dick) Falconer



Dick is retired from CIBC after 40 years, the last 18 years as Vice Chairman, CIBC World Markets. He is currently a Managing Director of Lazard Canada, and serves on a number of boards including Resolute Forest Products, Chorus Aviation Inc., Jaguar Mining Inc., and The Dorothy Ley Hospice. He is a Member of the Campaign Leadership Council for the Children's Aid Foundation, a member of The Brain Campaign Cabinet for the Krembil Neuroscience Centre at the University Health Network, and a Member of the Board of Governors of the Shaw Festival Theatre Endowment Foundation.

Number of years on the board – 5

Current Board Role – Treasurer

Why did you choose to join the LOFT Board?

A friend introduced me to LOFT and I started helping with regular donations. I was very impressed with LOFT's professionalism and positive impact on the community, and joining the board was a way for me to step up and get involved.

What is one thing that has surprised you about LOFT's work?

It is truly transformational what a little practical help can accomplish.

Faye's Passing

*Providing **Dignity and Compassionate Support** and creating **A Dignified Life - and death - for Everyone.***

It is with great sadness that we share with you the passing of Faye, much-loved resident at our St. Anne's Place location, whose inspiring story and photo you may have seen recently on our website and in other publications. Faye passed away the morning of Saturday, September 16th at St. Anne's, surrounded by family and friends. Earlier this year, Faye told LOFT staff, "This is where I belong. This is where my life became happy and full again. Thank you for bringing me here; bringing me home."



Faye wanted to die at St. Anne's and we are so glad that we were able to respect her last wish. Our staff brought to life the LOFT goal to "**Care Passionately**" by going above and beyond to respect Faye's wish, arranging regular palliative care, doctors visits, coordinating additional assistance from Personal Support Workers and even

sourcing a reclining wheelchair so she could spend time with people in the Lobby - a pastime she loved - when she was no longer able to walk. Staff and residents gathered in the dining room the Wednesday following her passing to celebrate her life and share their special memories of Faye together.

Not long ago, we remember Faye telling us how much she enjoys "sitting in the lobby and talking to people" because she is able to "talk to them about life, and provide encouragement." Faye's bright, bubbly and outgoing personality had, and will continue to have, a positive impact on many of the staff and residents of St. Anne's. She will be greatly missed.

Your support matters. Thank you to each and every supporter and friend of LOFT whose generosity allows us to provide **Dignity and Compassionate Support** to clients like Faye, helping to create **A Dignified Life - and death - for Everyone**. Every dollar makes a difference in the lives of the most underserved members of our communities, who might otherwise have no place to call home.

CEO TRANSITION

After 35 years at the helm of LOFT, on December 29, 2017, Terry McCullum retires as CEO. His vision and energy, not to mention his great sense of humour, have carried LOFT through a period of unprecedented growth and development.

“The voice of those we serve has always inspired me and encouraged me to keep at it, to take risks to create new programs, to meet incredible needs, to innovate, to collaborate, and to cross service and bureaucratic boundaries”, says Terry, “It has been an honor to be part of this journey with LOFT.”

In announcing this transition in leadership, LOFT Board Chair James Anok said, “Great leaders inspire excellence in organizations and their people. LOFT is certainly a reflection of what a great leader Terry is.”

We are pleased to announce that LOFT Senior Director Heather McDonald has been chosen to succeed Terry and will become CEO effective November 1, 2017. Heather has been a senior leader at LOFT for 11 years. “I am looking forward to working with our clients, staff, community partners, funders, and donors to build on Terry’s legacy,” says Heather. Terry will provide direct support to Heather until his retirement, and will then remain in an advisory role until our AGM in June, 2018.

We wish Terry all the best, and look forward to the next phase in the life of LOFT.



CEO Terry McCullum, Board Chair James Anok and incoming CEO Heather McDonald

And Now...Here's Heather

For the last 11 years, Heather McDonald has been a member of the LOFT Senior Management Team as Director of Youth and Adult Services.

She will step into the CEO position November 1, 2017 to carry on the legacy of Terry McCullum who retires at 35 years on December 29.

In University she had a part-time job as a personal care attendant that sparked an interest in social work and led, ultimately to a Master of Social Work from Wilfrid Laurier University. Her career has spanned addictions work, youth services, mental health, and even mediation. A combination of skills and experience that seem ideal for her new role.



In her time with LOFT, she has shown herself to be an outstanding leader, educator and mentor. Heather was recently recognized with a North American “Heart of Social Work” award for her leadership in field education.

How do you feel about becoming LOFT's new CEO, Heather?

“LOFT’s work is more important than ever as we face an increasing number of seniors in crisis, a serious lack of supportive housing, the expanding role of technology in health care, and the need to serve diverse populations outside of hospitals. LOFT is up for the challenge and opportunity the future holds.”

Running for Recovery

Leading the Way for Change

Why does he run you ask? He runs for his sponsors, his cheerleaders in life. He runs to spread the word about LOFT. He runs as a visual embodiment of **"Together We Will"** and the team spirit of recovery. He runs to raise funds to create **"A Dignified Life for Everyone"**. And he also runs because training for a half-marathon is an excellent goal to help maintain his physical fitness and mental health.



"By pushing myself to do this race for the seventh year in a row," remarks Jim, "I hope to encourage everyone, each person reading these words – yes you! – to step outside of yourself and your vulnerabilities and just do what you love – for the cause you find most dear, for the people you care about."

Interested in **Leading the Way for Positive Change** for people most seriously affected by **Mental Health** and **Addictions** by **TAKING ACTION** today?†

Visit www.loftcs.org/support-loft/get-involved

Want to support Jim's run directly? Go to www.canadahelps.org, search "Jim Nason", scroll down and check the box "Include Team Pages" in the "Fundraising and Campaign Pages" section on the left and then click on his name at the top.

Good luck on your run, Jim!

Jim Nason, Director of Operations at LOFT, is running in the Scotiabank Toronto Waterfront Half Marathon on October 22 for the seventh time.

"You never know where a journey is going to take you," says Jim, "but every journey begins with one step, whether it's a personal journey of recovery toward mental health or a journey to run, walk, host an event or organize a drive for your charity of choice."

Donating Online Is Easy

Go to the LOFT website www.loftcs.org and click on the orange "Donate" button. Once your donation is complete, your tax receipt will be generated and emailed to you instantly.

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