



Strategic Plan 2020-2025

LEADING
COMPASSIONATE
CHANGE TOGETHER

Setting the Context

For over 65 years, LOFT has offered dignity and hope to people facing challenges with mental health, responsive behaviours, physical health, cognitive impairment, addiction issues and homelessness. The health system is changing and **LOFT's** services need to adapt to keep pace. Demand for **LOFT's** services continues to grow.



Against this backdrop, LOFT will remain true to its roots. From our early beginnings, **LOFT's** philosophy of **“Leap of Faith Together”** has promoted taking risks and responding to unmet and emerging needs. Strategic Plan 2020 – 2025 positions LOFT to continue to adapt and change to execute our mission.

Throughout this plan, we have referred to people we serve. LOFT considers the people we serve to be everyone currently accessing services through one of our programs, as well as their partners in care. This group includes transitional age youth, adults and seniors enrolled in LOFT programs, people living in LOFT-supported housing units, people connecting to LOFT through street outreach or drop-in services, as well as care partners supporting their loved ones who are connected to LOFT.



Developing Strategic Plan 2020 - 2025

LOFT is building from a foundation of success. Through activities to support our previous strategic plan, LOFT built new partnerships, launched new programs, expanded the geographies we cover, established new housing units, and improved our infrastructure to support future growth.





The LOFT Board initiated a strategic planning process using the previous plan as the base for this refreshed plan to guide LOFT from 2020 to 2025.

Strategic Plan 2020 - 2025 is grounded in the input of people we serve, staff, partners, system leaders and Board members. We focused on **LOFT's** many strengths while also acknowledging areas for growth and the need to adapt in a changing health system.



Our engagement process provided several perspectives. This process included:

- Input from in-person sessions with 75 people we serve and 25 staff
- Surveys from 129 staff
- In-person and survey input from 26 Director-level staff
- Individual interviews with 8 external system leaders
- Two sessions with **LOFT's** Board of Directors
- Input from a previous survey of 415 staff and CEO meetings with 350 people we serve and 300 staff.



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.



VALUES

Compassion
Collaboration
Community





Goal 1 CARE PASSIONATELY

LOFT will *care passionately* and meet the changing needs of people we serve while staying consistently focused on supporting them, amplifying their voices and striving for equity.



Goal 2 BE OUR BEST

LOFT will *be our best* by focusing on continuous quality improvement and setting the highest standards that meet or exceed expectations.



Goal 3 LEAD THE WAY

LOFT will boldly *lead the way* in the creation, implementation and evaluation of system-wide solutions that deliver more integrated care and services to those with complex needs.



Care Passionately – Goal 1



LOFT will *care passionately* and meet the changing needs of people we serve while staying consistently focused on supporting them, amplifying their voices and striving for equity.

1.

Partner with people we serve to support and empower their journeys and recovery.

2.

Involve the people we serve in program design, delivery and evaluation.

3.

Build capacity in services and supportive housing.

4.

Champion equitable access in all that we do.

Be Our Best – Goal 2



LOFT will *be our best* by focusing on continuous quality improvement and setting the highest standards that meet or exceed expectations.

1.

Enable and encourage the growth and development of our staff.

2.

Evolve constantly to deliver high quality services and optimize outcomes for people we serve.

3.

Leverage technology and analytics to enhance quality and capacity.

4.

Further the LOFT culture of creativity, mutual support and meaningful work.

5.

Foster purposeful and sustainable growth that advances **LOFT's** mission.

Lead the Way – Goal 3



LOFT will boldly *lead the way* in the creation, implementation and evaluation of system-wide solutions that deliver more integrated care and services to those with complex needs.

1.

Pioneer innovative ideas to fill system gaps.

2.

Influence positive system change by promoting successful solutions.

3.

Transform and integrate care to provide options for people with complex needs.

4.

Galvanize donors, stakeholders and the public to help fund developments that make **people's** lives better.

