



## Our Mission for VOA Mid-States

Volunteers of America Mid-States creates positive change in the lives of individuals and communities through a ministry of service.

### Strategic Pillars

#### PEOPLE

Attract and retain a highly talented, diverse workforce that is engaged with quality and service, and inspired by our organizational core values.

#### MISSION

Create and grow positive and lasting change in the lives of those we serve and our communities through a ministry of service.

#### FINANCIAL SUSTAINABILITY

Achieve long term success while investing in resources that lay the groundwork for long term sustainability.

#### QUALITY

Build our organizational impact through valuing and focusing on quality in all of our functions.

#### COMMUNITY RELATIONS

Successfully expand brand awareness and community engagement by building partnerships, persuading leaders, energizing donors and mobilizing volunteers.

### Strategic Goals

#### PEOPLE

- Invest in new staff resources devoted to DEI including Racial Justice and Health Equity
- Create robust retention plan for front line positions
- Utilize ADP learning management system to create VOA academy for key roles with specific training courses
- Develop Succession Plan for key leadership by creating cross training plans and capturing written processes
- Operationalize Professional Development Plans with focus on joining or leading organizational committees

#### MISSION

- Add 1 new service line in Tennessee
- Evaluate aligned missions for potential mergers/acquisitions of other non-profits
- Enhance/increase use of Telehealth in compliance with federal regulations
- Expand Restorative Justice further in Jefferson County and evaluate other markets. Successfully launch in Southeastern KY
- Develop philosophy of care and system to measure fidelity and execution of our program models when expanding to new areas
- Integrate moral injury and restorative practices in all areas

#### FINANCIAL

- Sustain Positive Net Operating Cash Flow
- Hire Financial Analyst to lead data analysis focusing on cash and claims management and staffing hours worked to improve performance in target areas
- Improve Program Operations results by \$250K toward goal of self-sustainability in 5 years
- Create systems to enhance financial literacy of leaders
- Evaluate cost/benefits of in-house claim management versus outsourcing
- Create and implement written plan that adds billable services in at least three service areas

#### QUALITY

- Reevaluate all policies and procedures in Quality area to improve financial performance & quality outcomes
- Create client satisfaction scorecard and benchmarks for all programs
- Re-align roles and responsibilities of new quality/compliance department in light of new leadership
- Create documentation of all programs and processes
- Complete EHR for all applicable programs and integrate NX software
- Evaluate spend and value associated with Electronic Health Records (EHR)

#### COMMUNITY RELATIONS

- Secure 2 federal grants
- Activate virtual and digital strategy and enhance brand identity by expanding marketing & outreach in quality/quantity
- Increase unrestricted revenue to advance the mission by 5%
- Activate the regional advisory councils to provide advocacy, fundraising, and relationship cultivation
- Evaluate ROI on virtual versus in person events (determine fundraising cost per dollar raised; optimize technology)
- Improve financial position with improved collections with new donor database analysis
- Create and diversify robust speaker's bureau pipeline by adding 5 new members