



*Embracing Opportunities*

LUMA  CARE

STRATEGIC PLAN 2019-2022

Expand Our Thinking, Expand Our Reach.

**THIS IS EMBRACING EXPANSION**



## MESSAGE FROM OUR LEADERSHIP

On behalf of the Board of Directors and leadership at Lumacare, we are proud to welcome you to our next chapter, *Embracing Opportunities*.

Over the last three years, our organization has reached new heights and prepared us for what is next for the sector. At this stage of our existence, we are eager and ready to take on new challenges and respond to the dynamic needs of our community with the utmost compassion and care. Being change ready, we're excited to expand and lead the charge while seamlessly integrating care through our family of professionals. We are *#PeopleHelpingPeople*.

With our proven track record and staff complement who live and breathe the work we do, we are uniquely positioned to lead the way in community support services while allowing clients to live with dignity and age independently. Supporting the whole family, Lumacare is putting humanity back into care while operating as a single unit to ensure clients and their families are able to navigate and access innovative resources available to them as they age.

We're ready to embark on a disruptive approach to stabilize community care for our aging community. We look forward to leading, disrupting, growing and transforming together!

Michael Morrison,  
Board Chair

Susan Doyle,  
Executive Director







## LEADING WITH CARE 2016-2019

In 2015, Lumacare engaged in a comprehensive planning session that informed the direction of the agency's 2016-2019 strategic plan which came to be known as *Leading With Care.*

Over the last three years, the organization has been working diligently on the strategic priorities below. As we complete the end of our third year, we are proud to report all criteria have been met.



SUPPORT AND EMPOWER OUR CLIENTS,  
FAMILIES AND COMMUNITIES



ENHANCE QUALITY AND  
RISK MANAGEMENT



DEVELOP A STRONG BRAND IDENTITY  
AND BUILD AWARENESS



ACHIEVE SUSTAINABILITY THROUGH  
FUND DEVELOPMENT



BUILD OPERATIONAL  
CAPACITY

Closing off and celebrating this remarkable chapter of our story, we are strongly positioned with enhanced capacity to launch our 2019-2022 strategic plan, *Embracing Opportunities.*



## CELEBRATING OUR ADVANCEMENTS

Looking back at the last three years of our 45-year history, we have a lot to celebrate and be proud of. Driving internal capacity development and national recognition, we are now turning our attention to growth and preparing ourselves for our next stage of sustainable expansion.

### Take a look at some of our primary accomplishments from *Leading With Care 2016-2019*:

- Expanded service offerings to support complex individuals
- Launched psychogeriatric community support program
- Received 100% on our assessment with Accreditation Canada
- Aligned programs and services with innovative models of care
- Positioned ourselves as the leader of senior LGBTQ+ care
- Re-invented ourselves, now as a new recognizable brand
- Launched a comprehensive fund development strategy
- Expanded core service offering through net new revenue
- Improved accessibility to our governance structure
- 100% retention of full-time Personal Support Workers
- Acknowledged for our diversity leadership in planning and governance





## EMBRACING OPPORTUNITIES 2019-2022

Developed in partnership with our stakeholders, our new strategic plan is bold and ambitious. It builds on our existing strengths and prepares us for the many forces that will impact community support services over the next three years. In developing our plan, we took into consideration a number of interconnected factors; the environment, landscape, demographics and skilled workforce are all changing.

In early 2018, we acknowledged we were operating in transformational times. A strategic planning team was assembled to consult, position and lead the organization to the creation of its 2019-2022 plan, *Embracing Opportunities*.

Over the course of a year, this team engaged multiple stakeholders including: clients, families, front-line and leadership staff, volunteers, and Board Members. The organization conducted community consultations to help shape a bold future and ensure Lumacare is well positioned to embrace emerging opportunities and provide the most innovative care with precious resources.





## OUR BUSINESS STRATEGY

**To leverage and grow our knowledge, resources and partnerships for the development and delivery of cost-effective, innovative, community services to ensure community residents receive accessible, high-quality services that meet their unique needs.**

### **Planning for Change:**

With a 45+ year history, and being the largest North West provider of Adult Day Programs and Assisted Living Services, Lumacare impacts 7,400+ lives in the North York community. Following best practice models, our innovative leadership is evidence-based and our therapeutic interventions differentiate us from our peers.

Like in many other corners of the world, our population is aging. Our catchment area has above-average poverty and diabetes rates, and our national language proficiency rates are below average. With increasingly complex social and health needs, our aging population needs us more than ever. ***Together we will:***

LEAD.

DISRUPT.

GROW.

TRANSFORM.

# LEAD

Unleash the potential of passionate people to change and improve the lives of clients, their families and our community.



## RIGHT INFRASTRUCTURE.

Excel through staffing and technology.

# GROW

Expand offerings through responsive approaches to demand and future opportunities.



## RIGHT PLACE.

Seek out opportunities for greater impact.



# DISRUPT

Deliver innovative, collaborative, and high-quality services to individuals and their families, in the right place at the right time.



## RIGHT CARE.

Provide an exceptional client experience in all that we do.



# TRANSFORM

Live and breathe a culture of philanthropy to diversify revenue and expand reach.



## WITH PURPOSE.

Diversify revenue and develop resources.

## IN THE NEXT THREE YEARS...

**Our ideal state is to be the number one social-purpose agency serving seniors, their families and our community.**

As we forge ahead with new challenges, we look forward to standing tall as the leader of community support service agencies in North York, embracing expansion, and responding to both individual and system needs.

### **The End Result:**

After achieving our strategic goals, Lumacare will have sustainable and diversified revenue, new partnerships and be known as a dependable social-purpose agency that thrives and expands through its ability to respond to an ever-changing environment.



WE CAME, WE SAW, WE EXPANDED.

LEAD.  
DISRUPT.  
GROW.  
TRANSFORM.



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## LUMACARE



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