



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