



## **Long-Range Strategic Plan (2018 – 2022)**

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*2018 – 2019 Strategic Plan Summary*

*Strategic Plan approved September 15, 2018*

## **Mission Statement**

Our mission is to restore dignity, “Healing through Love,” by providing free healthcare.

## **Vision Statement**

To be a leader in our communities in providing comprehensive, compassionate, free healthcare while inspiring others to embrace our mission to restore dignity, “Healing through Love.”

## **Organizational Vision**

In 2018, as the leadership of Mission of Mercy begins its planning activities, it has created the following vision of the outcomes of its efforts in 2022.

We are driven by our mission to restore dignity, “healing through Love.” As a service-oriented, well-funded 501(c)3, we are strongly positioned in our three current service areas and we have built a solid foundation that allows us to focus on growing services in these locations. Additionally, we have the proper management technologies and systems in place to expand into additional services and locations.

We are well staffed with medical, administrative, support personnel, and volunteers who are deeply committed to our mission. We have built a highly efficient centralized administrative structure to support decentralized service delivery wherever we may grow.

Because our loyal donors support our current and future needs and we manage our finances well, we have sufficient working capital to meet our budgeted expenses. Through major gifts and long-term deferred giving, we have built a multi-year reserve and an endowment to support new programs and outreach.

When future opportunities appear, we seek God’s will and we follow it.

## Long-Range Strategies

Mission of Mercy has identified four overriding strategies with supporting strategic actions, it will implement in its efforts to fulfill its mission and achieve its vision.

**Mission of Mercy will create long-range financial sustainability, as measured by six months of operating reserves, through a strategic focus on major and deferred giving and revenue generated through mission-aligned partnerships.**

*2018/2019 Objectives*

- Launch an enhanced major giving effort in each region.
- Develop a regionally-based deferred giving initiative.
- Secure one surplus-generating “contract” with a business partner in each region.  
Pursue opportunities to rent space in our office where appropriate.

**Mission of Mercy will recruit, develop, and retain its next generation of professional and volunteer leaders and human resources.**

*2018/2019 Objectives*

- Develop a succession plan for our professional leadership.
- Create a board matrix and populate it.
- Launch an enhanced focus on recruiting Physical Therapists, a Diabetes Educator, Dental Assistants, and registration volunteers in PA/MD.
- Launch an enhanced focus on recruiting Diabetes Educator volunteers (or paid professionals) in Arizona.

**Mission of Mercy will assess the service and service delivery needs in each of its regions and launch new services and processes or expand existing services to meet those needs.**

*2018/2019 Objectives*

- Assess our existing services and determine if they should be continued as is, expanded/modified, or discontinued.
- Identify and assess the need for and viability of new services in our region.
- Assess and address the service-delivery processes in our region.

**Mission of Mercy will create a clear and common brand and initiate the marketing activities to communicate that brand to its patients, volunteers, donors, stakeholders, and communities-at-large.**

*2018/2019 Objectives*

- Create, launch, and support a common brand for our organization.

## Critical Measures of Success

In order to evaluate the effectiveness of and progress toward its long-range strategic plan, Mission of Mercy will measure and track the following *Critical Measures of Success*. The results will be reviewed by the leadership team on a regular basis.

### Strategy One

- Number of months of operating expenses in reserve
- Percent of progress toward goal (\$83,500 per region per six months beginning 3/19)

### Strategy Two

- Number of professional leader succession plans in place
- Percent of professional leader succession plans in place
- Number of unfilled board positions

### Strategy Three

- Number of services:
  - Retained
  - Modified/enhanced
  - Discontinued
- Number of new services identified as needed (by region)
- Number of new services launched (by region)
- Number of service standards satisfied (by region)

### Strategy Four

- Brand awareness index