



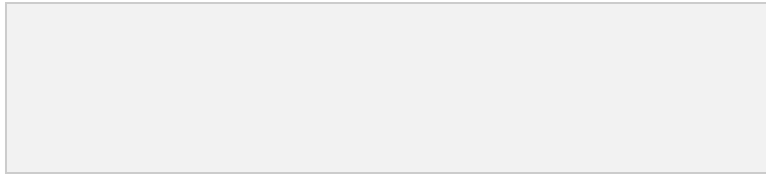
2023 Strategic Plan

To enhance the quality of life for adults living with chronic mental illness.

Lakewood Center envisions a future where individuals with chronic mental illness experience a life of empowerment, inclusivity, and holistic well-being, supported by innovative programs and a nurturing community that fosters personal growth and independence.

At Lakewood Center, our unwavering commitment to compassion, empowerment, inclusivity, excellence, collaboration, integrity, innovation, and resilience forms the foundation of all we do. These values guide our interactions, decisions, and efforts as we work tirelessly to enhance the lives of individuals with chronic mental illness. With dedication and integrity, we create a nurturing and supportive environment where diversity is celebrated, personal growth is fostered, and positive change is achieved. Our values propel us forward, ensuring that every action we take reflects our deep respect for the individuals we serve and our unyielding belief in their potential for a better future.

- **Compassion:** We approach every interaction with empathy and understanding, recognizing the unique challenges faced by individuals with chronic mental illness and fostering a culture of care and support.
- **Empowerment:** We believe in empowering individuals to take control of their lives, providing resources, skills, and opportunities that enable them to achieve personal growth and independence.
- **Inclusivity:** We embrace diversity and create an environment where everyone feels welcome, valued, and respected, regardless of their background or circumstances.
- **Excellence:** We are committed to delivering the highest quality of care and services, continuously seeking innovative ways to improve and exceed expectations.
- **Collaboration:** We work hand in hand with our beneficiaries, staff, partners, and the community, recognizing that collective efforts drive meaningful change.
- **Integrity:** We uphold the highest ethical standards in all our actions, maintaining transparency, honesty, and accountability in our relationships and operations.
- **Innovation:** We embrace creative thinking and open-mindedness, constantly seeking new approaches to address the evolving needs of individuals with chronic mental illness.
- **Resilience:** We demonstrate determination and adaptability in the face of challenges, consistently striving to overcome obstacles and achieve positive outcomes for those we serve.



- 1. Physical Property Upgrades
- 2. National presence through marketing, branding, ARTA
- 3. Developing a continuum of care (ALF, Clubhouse, Refined SCL program)
- 4. Fundraising – Grants, grant writer, financial aid
- 5. Board & Fiscal oversight, update of bylaws
- 6. Mission, vision, purpose, values
- 7. Operations

1. Physical Property Upgrades

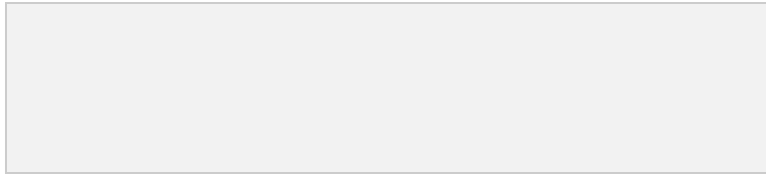
Responsible parties: Board member, CEO, Facilities and Plant Director

- 1. Renovation of ALF building
- 2. Fence and gate community with resort style entrance
- 3. Discontinue lease on Rec & Maintenance buildings & build our own recreation center on campus
- 4. Add resident cultivated mural on campus
- 5. Décor and ambiance refresh
- 6. Convert Elm Lounge into Coffee shop style space
- 7. Stage empty rooms with move-in ready furniture

2. National Presence through marketing, branding, ARTA

Responsible parties: CEO, Board member, Director of Admissions and Outreach

- 1. Hire admission & outreach professional
- 2. Develop marketing strategy to include target market list
- 3. Complete competitive analysis at national level
- 4. Attend nationally recognized conferences and events
- 5. Explore joint ventures with leading residential programs
- 6. Lead efforts on sub-ARTA group for long term residential programs
- 7. Enhance website with branded messaging to “tell our story”
- 8. Develop marketing booklet & conference kit
- 9. Commercial video for website, advertising, etc.
- 10. Grow social media audience and improve online reputation management via increased google reviews



3. Continuum of care – ALF, Clubhouse, Enhanced SCL program

CEO, Board Member, Clinical Director, Programs Director, Health Services Director

1. Obtain ALF licensure for phase one 8 bed program
2. Assess if additional ALF beds should be added
3. Examine staffing options and determine the need for Director of SCL and ALF services
4. Apply to clubhouse international & explore JV with NAMIGO to launch clubhouse on campus
5. Assess protocols and operational guidelines to direct admit into SCL

4. Fundraising – grants, grant writer, expanding development department

Responsible parties: CEO, Board Member, Development Director, Finance Director

1. Hire full time grant writer
2. Determine additional roles needed to expand development department
3. Secure federal and local grants
4. Complete outcome studies and prepare response to community needs assessment using data
5. Develop fundraising strategy with month-to-month measurables
6. Diversify funding streams

5. Board bylaws, Fiscal oversight

Responsible parties: CEO, Board Chairwoman, Board Member, Finance Director

1. Update board by-laws to include term limits
2. Develop board committees
3. Bring on advisors to the board
4. Financial advisory committee that is hosted by 3rd party

Mission, Vision, Purpose, Values

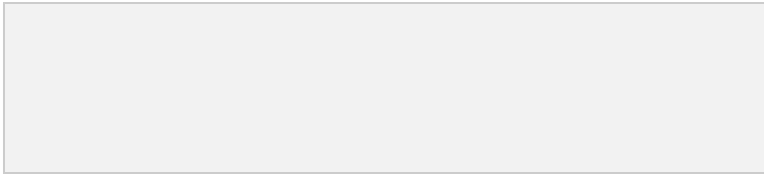
Responsible parties: CEO, Board Chairwoman

1. Develop vision, purpose, and values statements
2. Determine how these statements are applied in operations and ensure strategic initiatives are aligned

Operations

Responsible Parties: CEO, HR Director, Programs Director, Clinical Director, Health Services Director

1. Stabilize staffing patterns
2. Competitive salaries and benefits
3. Review and revise policies and procedures to ensure alignment with mission
4. Invest in leadership development
5. Develop retention strategy to include employee recognition efforts



6. Academic affiliations and internship program
7. Electronic Medical Record

5. S.W.O.T. analysis

Strengths	Population served, Low cost, physical property, mission, staff, testimonials and client satisfaction, Length of stay, Fiscal responsibility, Financial footing, Relationships/partnerships, Location, Reputation, Board of Directors
Weaknesses	Staffing trends, Location and neighbors, Technology, Employee wages, census and admissions trends, marketing, private pay, lack of identity, lack of fundraising strategy, narrow funding streams, aging donor base, aging resident population, stigma around chronic mental illness, competition
Opportunities	Diversify age of residents, increase admissions, physical plant upgrades, marketing, online reputation via social media, continuum of care, financial aid, grants, NAMI Affiliation, Develop a "Lakewood Model", PR firm, strategic plan on department levels, additional locations
Threats	Pandemic, aging population, critical incidents, admission fidelity, staff fidelity, morale, cash reserves, crisis strategy, mission and brand awareness, stock market, In home service delivery, affordability

5. Accomplishments

1. Added Director of Admissions and outreach
2. Completed marketing strategy