



Volunteers  
of America®

MINNESOTA AND WISCONSIN

# HEALTHY COMMUNITIES FOR ALL

2025–2028 STRATEGIC PLAN



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# A MESSAGE FROM LEADERSHIP

**Dear Friends and Partners,**

As we present our new Strategic Plan, we are filled with a sacred sense of purpose and optimism. We launched this planning process by listening intently to the wisdom and guidance of more than 200 Volunteers of America Minnesota and Wisconsin (VOA MN/WI) stakeholders. Together, we looked at a host of BIG questions.

The overwhelming feedback was that VOA MN/WI is an essential yet complex organization with highly valued competencies and resources. Our opportunity is to knit these together in new and unique ways to serve the whole person. Our new Strategic Plan provides us with a North Star for the next four years on this journey.

**Our mission remains steadfast: to help people build hope, resilience, and well-being through the integration of health, housing, and human services.** This plan is a recommitment to our unwavering dedication to foster safe and stable homes, healthy minds and bodies, access and opportunities, and community belonging and social connectedness.

**Our vision is clear: healthy communities for all.** This vision is not just an aspiration; it is a call to action for us to work tirelessly, in partnership with our community, to create environments where everyone can live healthy, fulfilling lives.

**Our core values—compassion, integrity, and perseverance—remain at the heart of everything we do.** *Compassion* drives us to see, hear, and stand with those we serve. *Integrity* ensures that our actions consistently align with our words. *Perseverance* propels us to tap into our passion and purpose, enabling us to overcome challenges and create lasting change. These lived values guide our interactions with those we serve, our partners, and each other, and will be essential as we navigate this transformative period.

**Our strategic pillars aim to strengthen our capacity to:**

- 1. Center Our Community Impact on Integrated Whole-Person Services
- 2. Invest In Our Workforce, the Hands and Heart of Our Mission
- 3. Strengthen Our Capacity as a Financially Sustainable, Future-Focused Organization
- 4. Amplify Our Impact Through Partnerships, Advocacy, and Fundraising

We invite you to join us in this important work and we thank you for your continued support and partnership.

With gratitude and optimism,

Julie Manworren, President & CEO

Melissa Bayne, Board Chair

# THE NEED FOR TRANSFORMATION

# CO-CREATING HEALTHY COMMUNITIES FOR ALL

## Quality care and mental health services

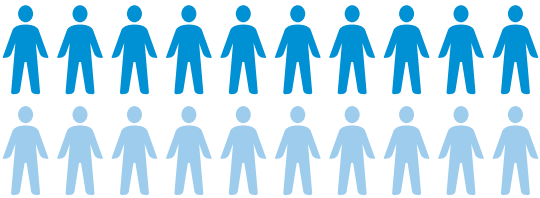
**50%** increase in behavioral health challenges since the pandemic

**1.9x** greater likelihood for someone living with a mental illness to have other unmet health needs

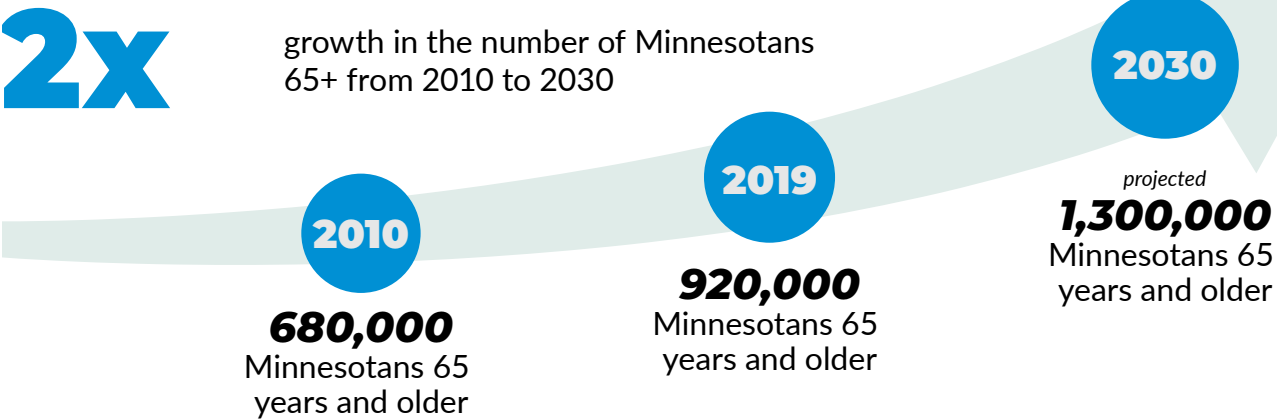
**75%** of healthcare costs are for issues that medical treatment alone can't solve

## Affordable and stable housing

**50%** of all Minnesota renters find housing unaffordable



## Advocacy and access to care for older adults



## Support for those transitioning to community after incarceration

Individuals who have recently been released from correctional settings are **40x** more likely to die of an opioid overdose than other Minnesotans

## MISSION

We help people build hope, resilience, and well-being through the integration of health, housing, and human services

## VISION

Healthy communities for all

## VALUES



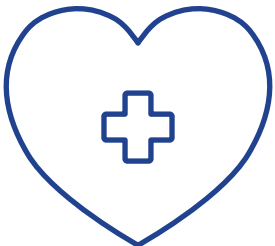
**COMPASSION**  
See, hear, and stand with those whom we walk alongside



**INTEGRITY**  
Act in congruency, ensuring our actions match our words



**PERSEVERANCE**  
Tap into passion and purpose to overcome challenges



**HEALTH**



**HOUSING**



**HUMAN SERVICES**



# LEVERAGING OUR CORE CAPABILITIES TO **MEET THE NEEDS OF THE FUTURE**



AFFORDABLE  
HOUSING



BEHAVIORAL &  
MENTAL HEALTH



CARE COORDINATION  
& CASE MANAGEMENT



COMMUNITY  
JUSTICE



SUPPORT FOR  
INDEPENDENCE



SPIRITUAL  
FULFILLMENT



## SPIRITUAL CARE: **HONORING THE WHOLE PERSON**

For over 129 years, we have brought our ministry of service to life by meeting people where they are, offering spiritual care and services to people of all faiths. We believe in the power of healing that honors the whole person—body, mind, and spirit. We respect each individual's approach to finding connection and meaning, offering compassionate care that fosters resilience, purpose, and dignity.

Our approach to spiritual care focuses on:

- **Honoring inherent dignity:** Embracing the body-mind-spirit connection.
- **Listening with care:** Creating space for stories and struggles
- **Offering a non-judgmental presence:** Providing unconditional support.
- **Witnessing resilience:** Celebrating the strength found in life's challenges.
- **Encouraging transformation:** Supporting healing and growth in every journey.




# OUR STRATEGIC PILLARS

Strengthen Our Capacity to  
Further Our Impact

## THE IMPACT

The impact of our work will meet the needs of the future by aligning health, housing, and human services. By weaving together these essential elements, we aim to address the complex needs of our community in a more comprehensive and transformative way.

## THE PILLARS

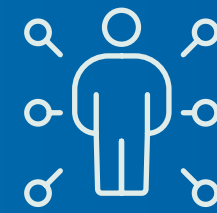
 Center Our Community Impact on  
Integrated Whole-Person Services

 Invest In Our Workforce, the Hands and  
Heart of Our Mission

 Strengthen Our Capacity as a Financially  
Sustainable, Future-Focused Organization

 Amplify Our Impact Through  
Partnerships, Advocacy, and Fundraising



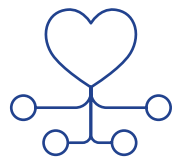


Center Our Community Impact on  
Integrated Whole-Person Services

## OBJECTIVE

We will invest in and develop service delivery strategies and structures that integrate health, housing, and human services.

## STRATEGIES



Advance access to the right care, right time, right setting with no wrong door by aligning organizational structure, processes, and technology.



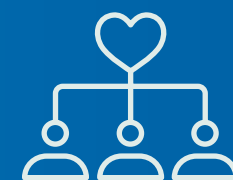
Develop an integrated continuum of care approach, anchored in our expertise in providing health, housing, and care coordination for people with complex needs.



## THE IMPACT

Prioritizing integrated whole-person services provides individuals and families with comprehensive, coordinated support, leading to improved health outcomes, increased housing stability, and enhanced economic self-sufficiency. This holistic approach addresses multiple facets of well-being simultaneously, fostering long-term resilience and stability within the community.





Invest In Our Workforce, the Hands  
and Heart of Our Mission

## OBJECTIVE

We will offer a vibrant, purpose-led work environment that attracts and retains talent.

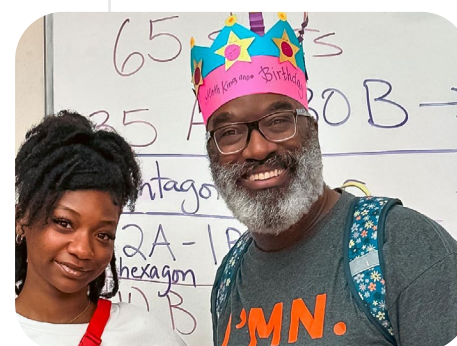
## STRATEGIES



Advocate for policies and program funding that improves our ability to provide compensation and benefits that employees value.



Cultivate future leaders through a robust employee development program and explicit career track opportunities.



## THE IMPACT

By investing in our workforce, we enhance the skills, well-being, and motivation of the compassionate and dedicated individuals who deliver critical services, leading to improved outcomes for the communities we serve. This commitment fosters a supportive work environment, driving excellence in service delivery and increasing overall organizational effectiveness.





Strengthen Our Capacity as a Financially Sustainable, Future-Focused Organization

## OBJECTIVE

We will strengthen our financial position and infrastructure to invest in our people, facilities, capacity, and growth.

## STRATEGIES



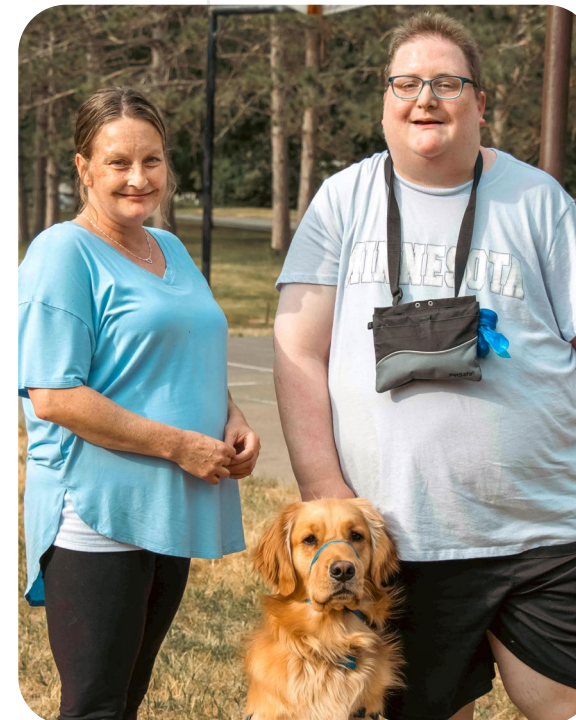
Implement financial sustainability initiatives to increase cash position to invest in workforce and infrastructure.



Advance a business development strategy that maximizes impact and grows margin.



Maximize operating efficiency and effectiveness.



## THE IMPACT

Strengthening our capacity as a financially sustainable, future-focused organization ensures long-term stability and resilience, enabling us to consistently deliver high-quality services and adapt to emerging needs. This focus enhances our ability to plan for the future, invest in growth opportunities, and effectively respond to the evolving challenges and opportunities within the communities we serve.





Amplify Our Impact Through  
Partnerships, Advocacy, and Fundraising

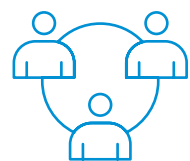
## OBJECTIVE

We will expand our community impact and drive systemic change.

## STRATEGIES



Build partnerships to advance and advocate for services, policies, and funding that support healthy communities for all.



Actively promote and position our brand as a person-centered, integrated, whole person care organization providing health, housing, and human services.



Connect, engage, and inspire the community to invest in hope filled lives.



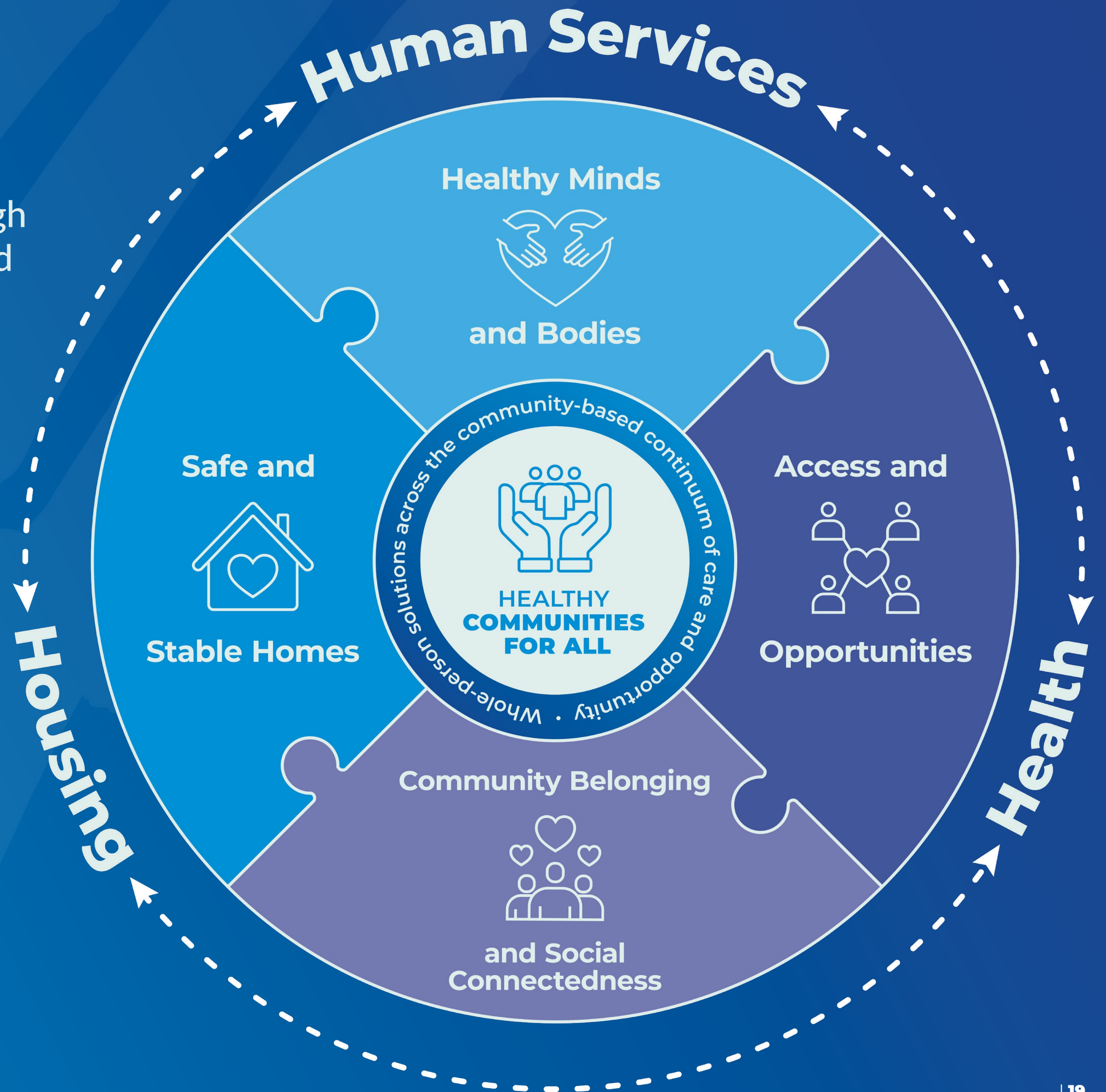
## THE IMPACT

Amplifying our impact through partnerships, advocacy, and fundraising expands our reach and influence, allowing us to mobilize resources and support for greater community outcomes. By forging strategic collaborations and advocating for our mission, we enhance our ability to address pressing issues and secure the necessary funding to sustain and grow our services and impact.



# LEAD WITH **IMPACT**

We build healthy communities through the integration of health, housing, and human services to help people and communities build hope, resilience, and well-being. By co-creating whole-person solutions across the community-based continuum of care and opportunity, we foster safe and stable homes, healthy minds and bodies, access and opportunities, and community belonging and social connectedness.







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## CONNECT

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