

Glade Run Lutheran Services

From Values to Action

On September 29, 2001, Dr. Charles Lockwood, M. Div., Ed.D., Executive Director of Glade Run Lutheran Services (GRLS) reported progress made on articulating GRLS's strategic positioning and program evaluation frameworks to the Board. Over the past several months Dr. Lockwood and his Executive Management team, with the assistance of an external facilitator had engaged in an intensive discourse on making deeply held values operational through GRLS's strategic choices and program evaluation framework.

History of GRLS

GRLS traced its roots back to April 1852, when Sister Catharina Louisa Marthens began working with orphans in the Pittsburgh area as part her service in the local ministries of the Lutheran church. Her work led to the founding of the Orphan's Home and Farm School in May 1854, by William Passavant. By 1870, through the generosity the community, William Passavant and Zelig Passavant were able to deed approximately 400 acres to the Deaconess Community in whose jurisdiction the institution functioned. In 1934, the Deaconess Community deeded all the property to the institution, which by then had been incorporated as the Zelig Orphan's Home. In 1955 the name was change to "Lutheran Children's Home of Zelig." Farm operations were discontinued

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on the campus of the home in 1972 and in 1984 the name was changed to “Lutheran Youth and Family Services” to better reflect its evolving focus.

In 1990 under Dr. Lockwood’s leadership the organization initiated its first strategic planning exercise. By 1994, St. Stephen’s Lutheran Academy was constructed to provide on site school facilities to children in residence and in surrounding areas. In 1995 Lutheran Youth and Family Services earned accreditation by the Joint Commission on Accreditation of Healthcare Organizations and began to offer residential treatment services. In 1998 the organization’s name was changed to Glade Run Lutheran services to reflect expansion to serve adults.

In 2000, GRLS’s animal assisted therapy program earned accreditation by the North American Riding for the Handicapped Association. Significant additions to the facilities included a new Special Services Building opened in 1999, and a major new Residential Treatment Facility that opened in 2001.

Mission, Vision, Values and Philosophy

GRLS roots and affiliation with the Lutheran church had led to a clearly articulated set of values. GRLS’s mission, vision and statement of clinical values are presented below.

MISSION STATEMENT

"To bring the healing power of Christ to serve the people of God's Creation."

VISION STATEMENT

"Honoring God through service."

CLINICAL VALUES

- The belief that every person is sacred and the subject of human dignity.
- Empowering each child and family by giving them access, voice and ownership in the treatment planning process.
- Providing opportunities for personal development of one's physical, emotional, behavioral, interpersonal, spiritual and intellectual self.
- Individualized treatment planning with sensitivity to each client's unique heritage.
- Providing for a safe, secure, home-like environment with attention to individual needs.
- Using competency-based interventions which build upon individual strengths and unique characteristics.
- Supported and enhanced family involvement

The contents of a four-page pamphlet that included GRLS's mission, vision, clinical values, a section entitled "From Belief to Reality" and the "Agency Philosophy" are reproduced in Exhibit 1. Exhibit 2 presents the GRLS's "Core Values" and how they are reflected in life at GRLS.

In late 2000, in the midst of several other major activities such as financing and constructing a major new residential treatment facility, Dr. Lockwood initiated two significant planning efforts. The first was to develop a framework that would help GRLS's management better evaluate existing programs and new program opportunities. The second was to develop a new strategic plan that was integrated with GRLS's deeply held values. These two efforts were carried out in sequence, with the evaluation framework being developed first and the strategic plan being developed immediately thereafter. The consistency between the evaluation framework and the strategic plan was carefully assessed with the intent to eliminate inconsistencies. However, not surprisingly because they were both developed by the Executive Management Committee, they were found to be well aligned. The process and outcomes of these two planning efforts are described below.

Program Evaluation Framework

Dr. Lockwood and the Executive Management Committee (EMC), working closely together, with the help of a facilitator, over several two- to three-hour meetings conducted at weekly and fortnightly intervals, developed a framework for evaluating existing programs and new program opportunities. The EMC at the start of the exercise consisted of the following:

- Director of Finance
- Director of Community Services – Allegheny
- Director of Resource Development and Marketing
- Director of Information Services
- Director of Religious Services
- Director of Training and Specialty Services
- Director of Community and Residential Services
- Director of Education
- Director of Facilities Management

These were all positions reporting directly to Dr. Lockwood. There were two other positions reporting directly to the Executive Director – the Medical Director and an Administrative Assistant. The Administrative Assistant attended all the meetings of the EMC, though primarily in a recording role.

Early in the process, the EMC, members of which had previously employed the “Analytical Hierarchy Process” (AHP) methodology, decided to use a software package called Expert Choice (based on the AHP methodology) to help them develop the evaluation framework. The methodology was thought to be well suited to the GRLS context because it was designed to function in complex contexts, with multiple, qualitative criteria and multiple decision makers. The software package also offered useful options such as the ability to identify inconsistencies in judgments made during the

process, and the ability to conduct sensitivity analyses on the effect of changing the relative importance of the criteria employed.

Development of the framework was initiated on December 12, 2000 when the EMC brainstormed the possible criteria that could be employed to evaluate programs. The list of possible criteria that was developed is presented in Exhibit 3. Using the storyboarding technique the EMC clustered the criteria, eliminating similar criteria, into the following eight groups:

1. Capability Fit
2. Assessment Resources
3. Financial Feasibility
4. Risk
5. Opportunity Costs
6. Mission Fit
7. Community Relations/P.R.
8. Organizational Enhancements

The list of criteria in each of these groups is presented in Exhibit 4.

With the help of the Expert Choice software, the EMC then went on to begin the AHP methodology by comparing the relative importance of the eight clusters two clusters at a time. These “pairwise” comparisons were converted by the program into relative weights for each of the clusters. This was a demanding exercise because the EMC had to first arrive at a common understanding of what each of these clusters or macro-criteria meant. They then had to reconcile differing opinions about the relative importance of each of the macro-criteria. The EMC persevered through this difficult discussion and ultimately arrived at definitions of the macro-criteria and a consensus about their relative importance. The outcomes of the EMC’s deliberations are presented below:

Criteria for Program/Project Assessment

1. “Capability Fit” (Weight 11.0%)

The ability of the organization to implement such a program. This considers the:

- magnitude of resources needed for the program; including human, space and facilities
- relationship of the program to existing programs
- experience of the organization with similar programs
- demands made on the infrastructure of the organization
- competencies of the personnel in relation to this program
- consistency with the existing corporate structure
- coverage of existing licenses and regulatory approvals.

The scale on which this criterion is to be scored is:

- High (8.0%)
- Medium (2.3%)
- Low (0.7%)

2. “Assessment Resources” (Weight 3.7%)

The ability of the organization to invest the resources needed to obtain the needed information and analyze the program. Included in this criterion is the availability of in-house competency to conduct the required analysis.

The scale on which this criterion is to be scored is:

- Ample (2.0%)
- Adequate (1.1%)
- Lacking (0.4%)
- Major Problem (0.1%)

3. “Financial Feasibility” (Weight 18.8%)

This criterion relates to the incremental impact that the program is expected to have on the financial condition of the organization. In assessing the expected financial impact, the relationship (as a “feeder”) with existing programs, the magnitude of the impact, the expectations regarding potential payers, and the anticipated market demand will need to be considered.

The scale on which this criterion is to be scored is:

- Excellent (12.8%)
- Acceptable (3.9%)
- Problematic (1.4%)
- Unacceptable (0.7%)

4. **“Risk” (Weight 19.1%)**

The possibility of the project encountering significant problems and possible failure from sources such as:

- regulatory agencies
- unexpected market factors
- lack of experience in the area
- reliability of the information on which the assessments have been made.

The scale on which this criterion is to be scored is:

- Low (12.1%)
- Typical (5.5%)
- High (1.5%)

5. **“Opportunity Cost” (Weight 11.5%)**

The impact of the program in terms of the other programs/opportunities that the organization will not be able to implement because of the resources tied up in this program.

The scale on which this criterion is to be scored is:

- None (8.2%)
- Typical (2.4%)
- High (0.9%)

6. **“Mission Fit” (Weight 17.9%)**

The degree to which the program is consistent with the:

- values espoused by the organization
- Church’s mission
- need of the community which the organization seeks to serve
- stated strategic directions of the organization
- geographic area that the organization is expected to serve.

The scale on which this criterion is to be scored is:

- High (12.9%)
- Medium (3.7%)
- Low (1.3%)

7. “Community Relations” (Weight 2.2%)

This criterion focuses on the effect that the program is likely to have on the image of the organization and on the organization’s relationship with the community.

The scale on which this criterion is to be scored is:

- Excellent (1.5%)
- Typical (0.5%)
- Low (0.1%)

8. “Organizational Enhancements” (Weight 15.8%)

The intent is to take into account the possible positive impact of the program on the characteristics and capabilities of the organization. This considers the:

- learning opportunity that the program represents
- enrichment of existing resources
- innovations that result from the program
- improved outcomes for existing client populations
- leadership that the organization is able to exercise as a consequence of implementing the program
- new “markets”/client populations that are served
- benefits that may be derived from diversification of the activities of the organization.

The scale on which this criterion is to be scored is:

- High (10.6%)
- Typical (4.0%)
- None (1.2%)



The EMC, using the model developed then went on, as a group to evaluate significant programs that were thought to need close examination. Because these programs were already in existence the criterion of “Assessment Resources” was not relevant and hence was dropped in this review of existing programs. The software instantaneously recalculated the appropriate weights for each of the remaining seven criteria. The programs were then prioritized based on the aggregate score that they received. The “ratings” matrices, resulting from the EMC’s evaluation of programs are presented in Exhibits 5 and 6. Based on these ratings, Dr. Lockwood and the EMC identified the changes necessary to improve the programs and also identified programs that did not merit continuance.

Developing the Strategic Plan

In light of GRLS's affiliation with and responsibility to the Lutheran Church, and in keeping with his strong personal commitment to Lutheran theology and values, Dr. Lockwood shared with the EMC his belief that GRLS's strategic plan should be driven by a clear set of values. Both GRLS's values and its strategy, they felt would best be expressed, communicated and realized by identifying the choices that they represent.

In developing the expression of values that would drive the development of the plan, Dr. Lockwood visited and consulted with a noted Lutheran theologian, Foster McCurley, who had a gift for linking theology with actions. Dr. Lockwood's own formal education in theology was of significant import at this stage in the process.

The expression of values driving GRLS's strategic plan was articulated in a statement and a listing of the dimensions along which choices were to be made. The statement crafted by Dr. Lockwood is presented below:

As a non-profit, faith-based organization Glade Run serves clients without giving consideration to their social/economic status. Financial decisions are not influenced by the monetary requirements of owners. Whereas other organizations employ people to accomplish certain tasks, produce products and provide services, Glade Run moves beyond being an employer to an organization with a specific vocation. Glade Run's vocation is shaped by the following¹

1. We *recognize* that the work being done is actually God's work (Glade Run's Mission Statement);
2. We *intentionally operate as a sign* of God's love and grace breaking into the lives of those we serve;

¹Reference "Go in Peace Serve the Lord," by Foster R. McCurley, distributed on behalf of the Division for Church in Society of the ELCA by Augsburg Fortress, publishers.

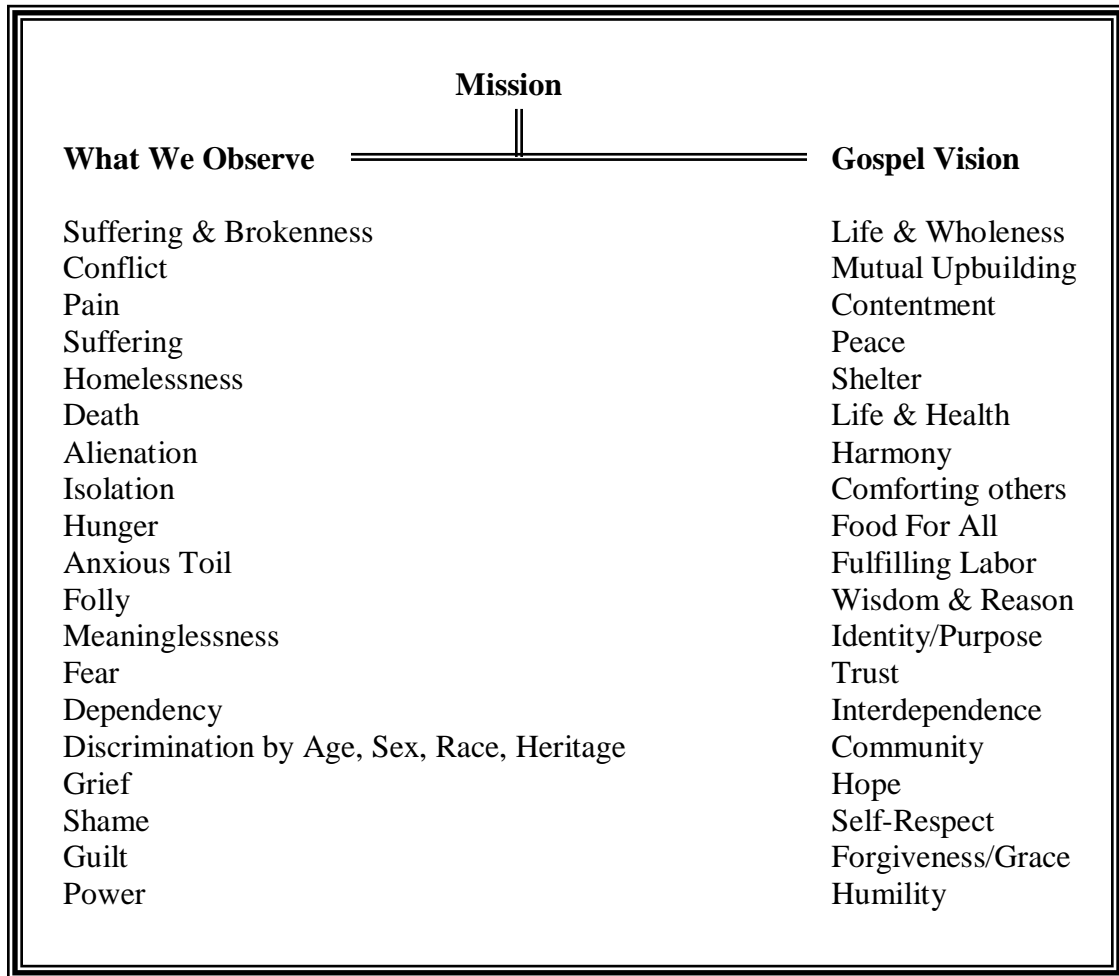
3. We *acknowledge* that our energy and talent derive from God;
4. We *honor* God through our service (Glade Run's Vision Statement).

What can I sell you? How can I help you? What do you need fixed? This is how a Worldly organization would approach its customers or clients. These questions create an inequality in the relationship. One person has more strength, more wholeness or something the other person wants. The emphasis of such an approach is on the individual and what he/she has to offer the other person. There is also a sense of judgment and it creates indebtedness. Although Glade Run may get paid for services, help someone or even fix something, the question inherent in a faith-based organization is "How can I serve you?"

Serving acknowledges the other person as precious in God's sight and embraces our equality as God's children. Serving also acknowledges that the gifts that have been given to us are for the benefit of others. Glade Run does not ultimately sell services or help individuals for its own benefit.

The continuum that captures the motivation behind all that Glade Run does is displayed below. It represents a tension between what we observe in the world and the vision presented in the Gospels. The programs and staff of Glade Run bring healing to those we serve, as a *sign* of what God wants for his creation. Unfortunately, we can only point toward God's vision and not fully achieve it. In addition to community forces beyond our control, our capacity to achieve the Gospel vision is impaired by our own inherent limitations. Nonetheless, the profile we've created using the various continuums is our best effort to embody a faithful response to God's love and directive.

The "continuum that is referred to in the above statement is reproduced below:



Based on this foundation of values Dr. Lockwood and the EMC went on to identify the strategic choices that they believed GRLS should make. These choices were conceptualized as the position to take between “tension points.” The strategic tension points identified by the EMC are presented below:

Tension Points
Mission & Survival
Unmet Needs or Unique Nature

1. Similar to For-Profits----Staff articulate the primary goals of the organization in financial terms.

Uniquely Faith-Based----While needing to be financially viable, staff can articulate tangible effects that being a faith-based organization has on its programs and employees.

2. Sufficient Services Provided by Others----Other organizations are competing to deliver the same programs and those in need appear to have adequate services.

Philosophy re Unmet Needs----The reason that Glade Run came into existence was to address social conditions not adequately addressed by other individuals, organizations or institutions, that placed children at risk. To be consistent with that original mission, Glade Run should be addressing social conditions not adequately addressed by other individuals, organizations or institutions, which place children at risk.

3. Institutional----Organizational needs take precedence over client needs. Buildings and programs are designed to maximize efficiency for the organization.

Quality of Life----Organizational needs are modified by client needs. Buildings and programs are designed to provide a welcoming atmosphere and an array of opportunities to support individual needs.

4. Focused----The organization maintains a single program focus.

Multiple Programs----The organization has a variety of programs.

5. Residential----The organization has an emphasis on programs requiring buildings and grounds and clients receive services while residing at the organization's facilities.

Community----The organization has an emphasis on programs that are delivered in the community and don't require clients to reside at the organization's facilities.

6. Education Primarily in a Supportive Role----Education's primary role is to provide behavioral supports and learning opportunities for students with special needs involved in Glade Run's Residential Treatment Programs.

Education as a Stand Alone----Education's primary role is to provide behavioral supports and learning opportunities for students with special needs.

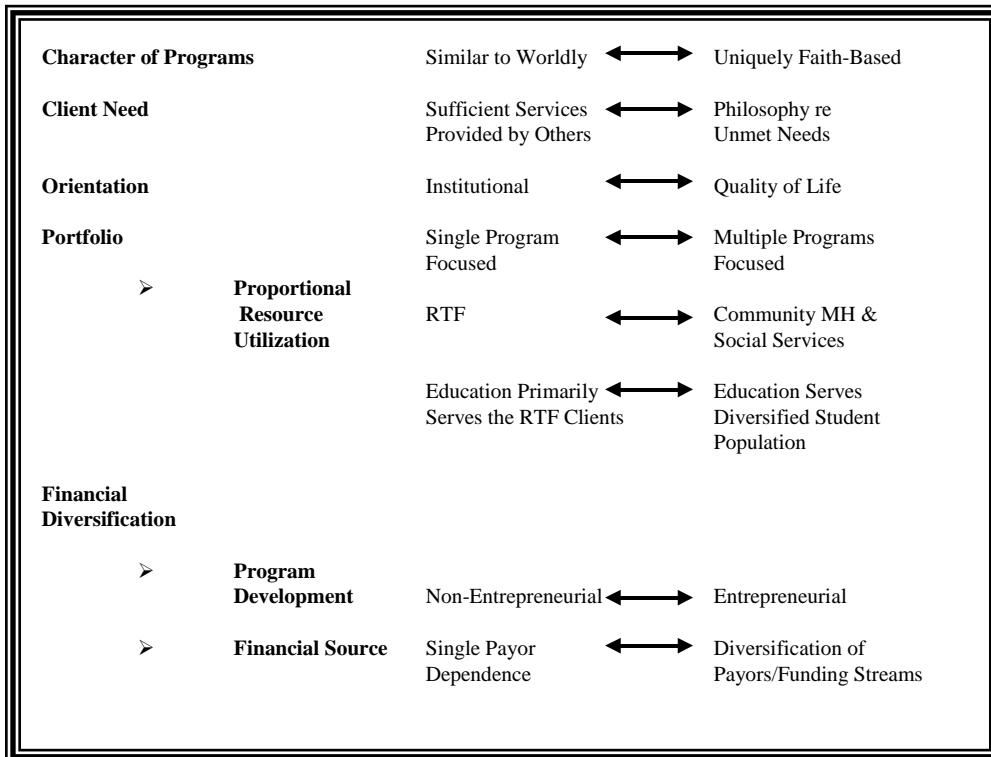
7. Traditional, Not-for-Profit----Emphasis is placed on the value of the program and funding is attached or grant funding is provided.

Innovative, Entrepreneurial----Emphasis is placed on the revenue that the activity generates. The excess revenue is then used to support not-for-profit programs.

8. Related Revenue Streams----New programs are developed within the existing revenue streams.

Unrelated Revenue Streams----New programs are developed outside of the existing revenue streams.

Based on these tension points, the dimensions along which, in the EMC's judgment, strategic choices were to be made is presented below:



The EMC then proceeded to determine where along these dimensions it wished to position itself and where it was presently situated. These current and desired positions are presented in Exhibit 7. The final step in developing GRLS's strategic plan was for the EMC to develop, for each dimension, the actions and programs for moving it from its current to the desired strategic profile. Illustrative examples of these action plans are presented in Exhibit 8.

Consistency of Strategic Choices and Program Evaluation Criteria

Recognizing that the sequential approach to developing the program evaluation framework and strategic choices may have resulted in the two not being aligned, the EMC reviewed the evaluation criteria in relation to the strategic choices. The conceptual mapping of the evaluation criteria onto dimensions of strategic choice is presented in Exhibit 9 and 10. On reviewing the mapping the EMC determined that the alignment was satisfactory and that neither the evaluation criteria nor strategic dimensions needed to be modified.

Conclusion

Dr. Lockwood, the EMC and the facilitator presented the outcomes of the two processes to the Board of GRLS. The methodology of arriving at the recommendation was explained in detail to the Board. The Board expressed its enthusiastic appreciation of the management team's approach to articulating, applying and translating its dearly held values to the organization's strategic direction, choice of programs, managerial decisions and operations.

Exhibit 1

Mission, Vision, Values and Philosophy Document

GLADE RUN LUTHERAN SERVICES

A bridge to a brighter future

MISSION STATEMENT

"To bring the healing power of Christ to serve the people of God's Creation."

VISION STATEMENT

"Honoring God through service."

CLINICAL VALUES

- The belief that every person is sacred and the subject of human dignity.
- Empowering each child and family by giving them access, voice and ownership in the treatment planning process.
- Providing opportunities for personal development of one's physical, emotional, behavioral, interpersonal, spiritual and intellectual self.
- Individualized treatment planning with sensitivity to each client's unique heritage.
- Providing for a safe, secure, home-like environment with attention to individual needs.
- Using competency-based interventions which build upon individual strengths and unique characteristics.
- Supported and enhanced family involvement

FROM BELIEF TO REALITY

Unconditional care:

Once we accept a child and family, we do whatever it takes to ensure they receive the right services until they no longer need our help.

Family & Community Involvement:

Services are provided in the least restrictive setting possible, ideally at home. Active family and community involvement is crucial during all phases of service planning and delivery.

Focus on Strengths and Individual Needs:

Services are provided to one child and family at a time, stressing their strengths during the assessment of their needs.

Flexible Funding Across a Continuum of Care:

We work hard to find flexible funding to provide flexible care. Our service array includes everything from residential treatment to wraparound services.

Individual Service Planning & Delivery:

A child care coordinator manages service planning and delivery for each child and family.

AGENCY PHILOSOPHY

- *We believe that every person should be treated with dignity and respect.*
- *We believe that it is important to be sensitive to and supportive of persons from all social, economic and multi-cultural backgrounds.*
- *We believe that most people are able to appropriately manage the responsibilities of family, work, and day-to-day living given the means and adequate supports to accomplish the task.*
- *We believe that poverty, discrimination, neglect and abuse are the breeding ground for injustice.*
- *We believe that responsible, nurturing relationships are the foundation for emotional well-being.*
- *We believe that spiritual development is an important part of an individual's life.*
- *We believe that everyone should have an opportunity and the supports necessary to find a productive role in society.*
- *We encourage individuals to draw upon their unique strengths and diversity to contribute to society in meaningful ways.*
- *We believe that we have a responsibility to advocate on behalf of the victimized, oppressed and less fortunate.*
- *We believe that the family, however it is uniquely defined by particular circumstances, is still the basic social and emotional unit of our culture and should continue to be a source of support for all individuals.*
- *We believe that it is imperative for all individuals to have a stable place to live and receive care that is responsive to their strengths and needs and which supports their growth and development.*

Exhibit 2

CORE VALUES

MISSION STATEMENT

“To bring the healing power of Christ to serve the people of God’s Creation.”

VISION STATEMENT

“Honoring God through service.”

CORE VALUES

We value

- FAITHFULNESS TO OUR MISSION

Being a good steward of our gifts (law/accountability)

- TRUSTING THAT GOD WILL WORK THROUGH OUR TALENTS AND EFFORTS

Knowing our efforts will not be in vain even when we can’t see results (healing/resurrection)

- GOD’S UNCONDITIONAL GRACE

Knowing our worth is not tied to our success (grace/gospel)
Not being immobilized by failure or partial success

- DIVERSITY OF TALENT

Being a part of Glade Run’s vocation

- CELEBRATION AS A FAITH-BASED ORGANIZATION

Continued ...

How we live our Core Values at Glade Run

◆ FAITHFULNESS TO OUR MISSION

Welcoming Atmosphere

- Creating a physical environment that is well maintained
- Admissions staff waiting patiently when child is fearful
- Admissions staff introducing new client to staff
- Nutritional services offering new client his/her favorite meal
- Admissions staff taking family pictures to ease new client's transition to RTF
- Children enjoying the outdoors (horses, etc.)

Advocacy

- Staff urging the county case workers to do the right things for the children
- Writing to legislators about issues that we do not feel are fair for our children
- Knowing our existence as an agency declares that the "ugliness" we see everyday is not acceptable

Services and Comments

- Sending a therapist to court to offer a child emotional support
- Persistence in seeking alternatives to serve children, families and individuals when we feel like we have exhausted all options
- Not discriminating by considering all referrals equally
- Celebrating the successful completion of treatment
- Giving each child and family access, voice and ownership in the treatment planning process
- Providing opportunities for personal development of one's physical, emotional behavioral, spiritual and intellectual self
- Being sensitive to each client's unique heritage
- Using interventions that build on what our clients can do well
- Getting families involved
- Taking to clients about God's love
- Praying for clients and their families
- Riding a horse for planting a garden

Improvement

- Working across departments to find ways to improve and grow
- Recognizing weaknesses and limitations
- Providing direction to help staff

Continued ...

Fiscal Responsibility

- Persevering with payers
- Finding resources for families when none are available through public sources
- Giving a child time to be successful in treatment
- Seeking adequate funds to pay staff
- Having commitment to compliance and planning for children despite need to keep our beds full

Work Community

- Staff supporting each other
- Providing a "living wage"
- Giving bonuses when financial resources are available
- Sending cards, making visits, etc. in times of personal trauma
- Laughter in the midst of frustration and stress
- Staff being respectful of each other even in adverse situations

Community Responsiveness

- Offer counseling services in time of need to community
- Providing wheelchair escort service at Passavant
- Supporting those who become involved with events that enhance the community

◆ **TRUSTING THAT GOD WILL WORK THROUGH OUR TALENTS AND EFFORTS**

- People saying you planted a seed--working together to accomplish the goals, but never seeing the end result
- Finding another plan
- Persisting, being determined & disciplined
- Showing endurance
- Accepting that our lives will be changed by what we do with children and families
- Being flexible to use talents and gifts in the best way for the moment
- Making mistakes when we use our talents
- Not taking ourselves too seriously (laughing together)
- Trying new and difficult approaches to things
- Acting in a helping/teaching manner even when we feel discouraged
- Encouraging, explaining to, educating, and connecting with clients Being patient
- Respecting the talents and gifts of others

◆ **GOD'S UNCONDITIONAL GRACE**

- Providing options, allowing choices, and respecting the decisions of those we serve
- Expressions of hopefulness when our efforts seem to be failing
- Giving more of ourselves when we have challenges

Continued ...

- Staff not becoming overly anxious in the face of unsuccessful treatment interventions
- Staff being valued by their supervisors when they confront their weaknesses and limitations
- Knowing that failure can be viewed as an opportunity
- Valuing each other through emotional support, friendship and trust
- Realizing that we don't always know the big picture
- Accepting others in spite of their limitations
- Accepting that God's unconditional love is a perfect love that humans cannot attain

◆ **DIVERSITY OF TALENT**

- Recognizing small successes – “catch you doing good”
- Respect being given to all people in the organization
- Expressing gratitude for others’ contributions
- Supporting others who attempt new ways of doing things
- Giving thanks for others by saying thank you
- Acknowledging the diversity of gifts that we have within the organization
- Tuition reimbursement being given to develop competencies
- Remembering that day-to-day operations are implemented through our diversified talents
- Performance Appraisals being done to enhance staffs’ abilities
- Cross-training in diverse positions

◆ **CELEBRATION AS A FAITH-BASED ORGANIZATION**

- Observing Festival Days
- Having an office located within a church
- Joy being expressed by the children of Glade Run like making snowmen in winter
- Offering Vacation Bible School
- Prayer requests for those in need
- Sacrament of Baptism being celebrated
- Children being involved in the “Living Nativity”
- Diaconals serving within the ministry of the organization
- Expressing appreciation for the beauty of our environment
- Healing services being offered
- Easter and Christmas pageantry
- Giving clients an opportunity to use their God-given abilities (wheelchair escorts at Passavant)
- Dedication services for new directors
- Recognizing people celebrate different holy days
- Staff helping and assisting one another
- Taking children to a variety of religious services

Exhibit 3

List of Possible Program Evaluation Criteria

Possible Criteria:

- resource intensity – time and people (draw on resources)
- resources for assessment
- surplus (?) financial feasibility
- short term cash implications
- long term cash flow
- in-house competency
- feeder to/from existing programs
- mission – fit
- fit with strategic direction
- diversification of funding sources
- image
- community relations/P.R.
- experience/track record/history
- market demand
- potential payor
- integration with existing functions/programs
- improved outcomes in existing programs
- effect/impact on infrastructure
- values – fit with (“right thing to do “)
- church connectedness
- “one-shot” opportunity
- dependence on future contingencies
- regulatory exposure/risk
- safety
- availability of human resources
- availability of space/facilities
- risk
- scale-economics
- opportunity cost (projected, potential, programs)
- incremental/marginal revenue
- timing/ease of pay
- first mover
- licensing

Continued ...

- leadership
- innovation/entry into new market
- competing potential opportunities
- learning opportunities
- enrich existing resources
- geographic appeal
- fit with current corporate structure
- improve outcomes/current programs
- fit with strategic direction

Exhibit 4

Grouping of Evaluation Criteria

Categories:

1. Capability Fit

- resource intensity
- integration with existing functions/programs
- impact on existing programs
- impact on infrastructure
- in-house competency
- fit with corporate structure
- H.R.
- Space
- Licensing
- In-house competency
- Experience/track record

2. Assessment Resources

- Resources for Assessment
- In-house competency

3. Financial Feasibility

- short term/long term
- risk
- feeder to/from existing programs
- scale
- potential payors
- incremental/marginal
- timing and ease of payments
- market demand

4. Risk

- Regulatory exposure
- Safety
- First mover
- Dependence on future contingencies
- Geographical area
- Reliability of information

Continued ...

5. Opportunity Costs

- One-shot opportunity
- Competing potential opportunities

6. Mission Fit

- Fit with values
- Church connectedness
- Need
- Fit with strategic directions
- Geographic appeal

7. Community Relations/P.R.

- Image

8. Organizational Enhancements

- Learning opportunity
- Enrich existing resources
- Innovation
- Improved outcomes
- leadership
- new markets
- diversification

Exhibit 5

Program Evaluation – Ratings Matrix Unranked

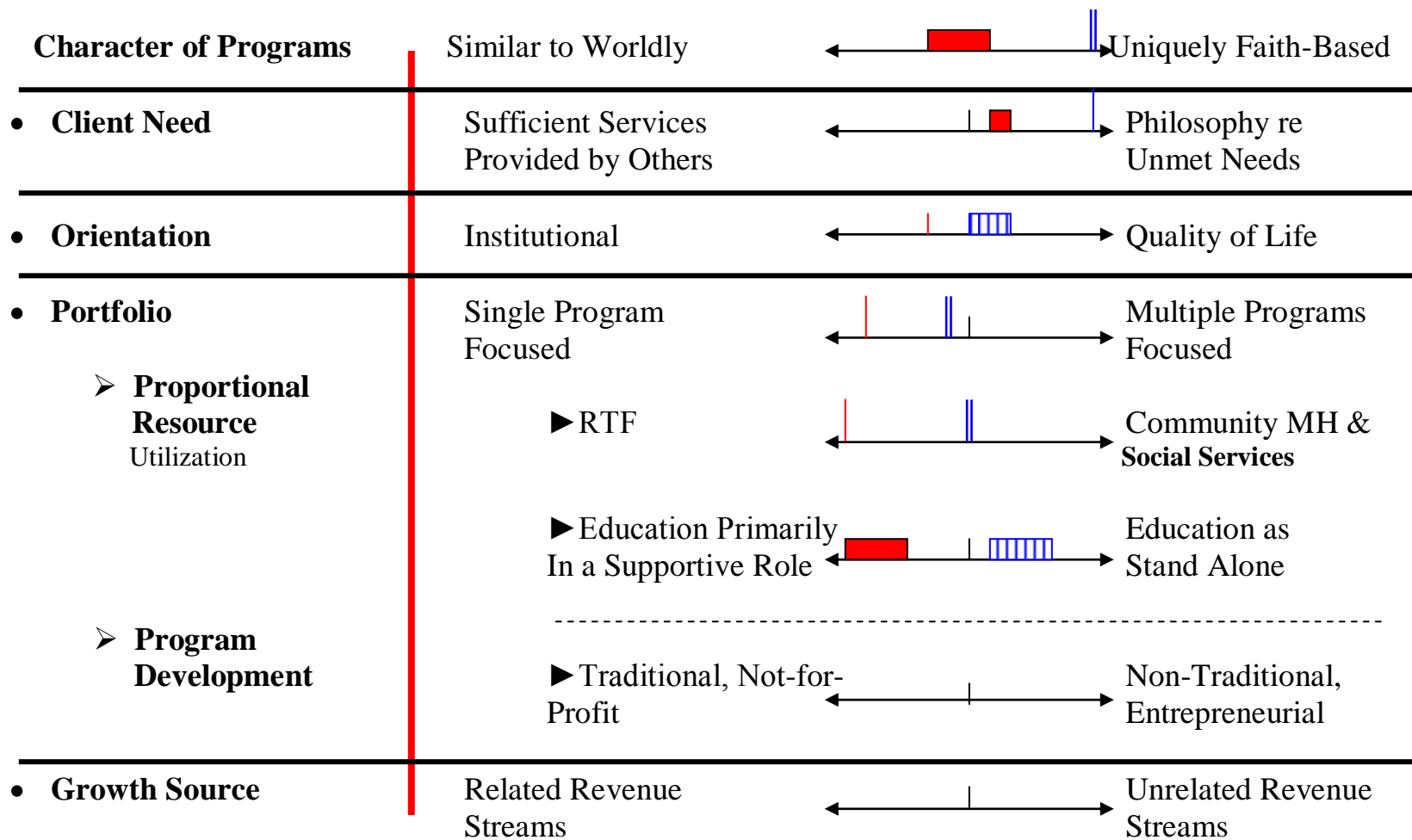
Program	Score	CapabFit	FinlFeas	Risk	OppyCost	MissnFit	ComReIn	OrgEnhmt
WrapShel	359	Low	Acceptble	High	High	High	Typical	Typical
WrapMain	463	Med	Problmtic	High	Typical	High	Typical	High
WrapAlly	578	Med	Acceptble	High	None	High	Typical	High
OutPatS	327	Low	Unacctbl	High	Typical	High	Typical	Typical
OutPatB	660	Med	Acceptble	Typical	None	High	Excellent	High
OutPatM	465	Med	Acceptble	Typical	Typical	High	Low	Typical
OutPatA	727	Med	Excellent	Typical	Typical	High	Excellent	High
FosCareM	711	High	Excellent	High	None	High	Typical	Typical
FosCareS	547	Med	Excellent	High	Typical	High	Typical	Typical
MRSupA	487	Med	Acceptble	Typical	Typical	High	Excellent	Typical
TherClas	684	High	Acceptble	Low	Typical	High	Excellent	Typical

Exhibit 6

Program Evaluation – Ratings Matrix Ranked

Program	Score	CapabFit	FinlFeas	Risk	OppyCost	MissnFit	ComReIn	OrgEnhmt
OutPatA	727	Med	Excellent	Typical	Typical	High	Excellent	High
FosCareM	711	High	Excellent	High	None	High	Typical	Typical
TherClas	684	High	Acceptble	Low	Typical	High	Excellent	Typical
OutPatB	660	Med	Acceptble	Typical	None	High	Excellent	High
WrapAlly	578	Med	Acceptble	High	None	High	Typical	High
FosCareS	547	Med	Excellent	High	Typical	High	Typical	Typical
MRSupA	487	Med	Acceptble	Typical	Typical	High	Excellent	Typical
OutPatM	465	Med	Acceptble	Typical	Typical	High	Low	Typical
WrapMain	463	Med	Problmtic	High	Typical	High	Typical	High
WrapShel	359	Low	Acceptble	High	High	High	Typical	Typical
OutPatS	327	Low	Unacctbl	High	Typical	High	Typical	Typical

Exhibit 7
GRLS's Dimensions of Strategic Choice



| Where we are || Where we want to be

Exhibit 8

Illustrative Action Plans

Insert Copy of Action Plan Page Regarding “Character of Programs”

Insert Copy of Action Plan Page Regarding “Client Need”

Exhibit 9

Strategic Dimensions and Program Evaluation Criteria

Strategic Choices	Program Criteria
<ul style="list-style-type: none"> • Character of Programs 	<ul style="list-style-type: none"> • Mission Fit (17.9%) • Financial Feasibility (18.8%)
<ul style="list-style-type: none"> • <i>Client Need</i> 	<ul style="list-style-type: none"> • <i>Organizational Enhancements (15.8%)</i> • <i>Community Relations (2.2%)</i>
<ul style="list-style-type: none"> • Orientation 	<ul style="list-style-type: none"> • Capability Fit (11.0%)
<ul style="list-style-type: none"> • <i>Portfolio</i> <ul style="list-style-type: none"> – <i>Single-Multiple</i> – <i>RTF-Community</i> – <i>Education RTF-Diversified</i> 	<ul style="list-style-type: none"> • <i>Opportunity Cost (11.5%)</i>
<ul style="list-style-type: none"> • Financial Diversification <ul style="list-style-type: none"> – Entrepreneurial – Single Payor-Diversified 	<ul style="list-style-type: none"> • Risk (19.4%) • Assessment Resources (3.7%)

		Program Criteria							
		Risk	Financial	Mission	Org. Enhan.	Oppy. Cost	Cap. Fit	Assmnt. Res.	Comm. Rels.
Strategic Choices	Character of Programs	★	★	★					★
	Client Need			★			★	★	★
	Orientation			★	★		★		
	Portfolio	★	★		★	★	★		
	Financial Diversification	★	★		★	★	★		