

Called to Love and Serve Our Neighbors Called to Shape the Future

Jill Schumann
President and CEO

*"For surely I know the plans I have for you, says the Lord,
plans for your welfare and not for harm, to give you a future with hope."
Jeremiah 29:11*

*"Very truly, I tell you, the one who believes in me will also do the works that I do and,
in fact, will do greater works than these, because I am going to the Father."
John 14:12*

I. Called to Shape the Future	page 1
II. What Can We Mobilize to Shape the Future?	page 3
III. Trends that Will Shape the Future	page 8
IV. Pursuing the Future Together in LSA	page 12
V. Called to Shape the Future Together	page 25



Called to Shape the Future



I. Called to Shape the Future



People described as **futurists** are a bit different from people described as **visionaries**. **Futurists** take a look at what is actually happening in the present and discern patterns that have implications for the future, while **visionaries** imagine possibilities that don't yet exist and try to help shape the future. **Together in LSA, people working in Lutheran social ministry are called to be both futurists and visionaries.**

The theme for the 2011 Annual Conference is *A Picture of Possibilities*. The possibilities we imagine are those we believe God envisions for the human community: the Garden before sin; the way Old Testament prophets describe shalom and the day of the Lord; and the way Jesus preached and taught about right relationships among people and between people and God.

Called to Shape the Future will be the theme for the 2012 Annual Conference in Pittsburgh, PA. Knowing that humans cannot make the world right, and depending only on God's grace, we are nonetheless called to be God's hands and voices as we help shape the future for our brothers and sisters.

These two themes are echoed in one of the Ends to which LSA and its members are committed to work: *Lutheran social ministry expresses a spirit of possibility and a will that shapes the future.*

The 2011 Report of the President and CEO to the LSA Board of Directors and Membership

The LSA Board of Directors requests, by Board Policy, that each year the President and CEO prepare a Report that considers the past year in LSA, looks to the future, and offers observations about the state of LSA.

As I look across the country and listen and learn from Lutheran health and human service organizations, here are some themes:

- Lutheran social ministry organizations (SMOs) are diverse along every dimension and **some are faring better than others through the economic recession**. There is concern in nearly all quarters, however, with how current budget debates will play out in the future.
- More SMOs are **exploring structural affiliations**. Some are working toward merger, others are engaged in acquisitions and management agreements, and others are assessing ways that coming together may increase their sustainability or scope.
- SMOs are increasingly **engaged in local, state and federal advocacy**.
- Many LSA members continue to puzzle through the implications of the **Affordable Care Act**. **Accountable Care Organizations**, in particular, are a topic of significant positioning and interest.
- SMOs are exploring ways to **generate earned revenue** in order to diversify funding streams and reduce dependence on government contracts and foundation grants.
- **Fundraising efforts** are moving into higher gear. Many organizations postponed major campaigns or new approaches during the height of the recession, but are engaging more fully now.
- SMOs whose primary work has been campus-based, are broadening their portfolios to include home and **community based services**.
- **Historic understandings of geographic and service line boundaries are giving way** to the realities of relocated donors, cross-geographic relationships and requests, specialized service and expertise, and limited SMO presence in some parts of the country. Most SMOs are observing the etiquette of checking in with other SMOs on the territory or in the field before proceeding.
- Many SMOs are **working in new ways with congregations** to serve their communities and others are looking for new connections to congregations.

LSA looks to the future with hope and with a strong will to mobilize all of the strengths of Lutheran social ministry to shape that future together.

Called to Shape the Future



- Many SMOs are concerned about what **changes within the ELCA and the LCMS** and between them will mean for social ministry.
- Most SMOs are **using social media tools**, especially Facebook, Twitter and Linked In to broaden relationships.
- **Finding just the right staff person for many positions** continues to be a challenge, despite the job market.

A bird's eye view of LSA as an alliance suggests:

- **Organizations are remarkably willing to help one another** and to share information, expertise and experience.
- **LSA peer networks** have cycles that wax and wane, most now have strong leadership and are focused not only on work that benefits network members, but also has value for the whole system.
- The **diversity of LSA's members** creates tension between the need to focus limited capacity and the need to offer a sufficiently broad portfolio to engage members.
- Many LSA members are more **deeply engaged** than ever before. Others remain **moderately engaged** and still others are **not active in LSA**. LSA continues to reach out to engage them.
- **More people are imaging possibilities for LSA** and are bringing them to us – people from SMOs, people from other Lutheran organizations, people from the government, people from potential partners ... **now all we need is the capacity to make great ideas a reality.**

What Can We Mobilize to Shape the Future?



II. What Can We Mobilize to Shape the Future?



People who learn about the **scope and scale of Lutheran health and human services organizations** are always amazed by their diversity and by their collective size and presence. LSA's 309 member organizations serve in all 50 states and Puerto Rico and the Virgin Islands.

Together those 309 organizations have annual incomes exceeding \$16 billion. They connect with people in thousands of communities. **They provide supports or services directly to one in 50 Americans every year**, a number which doesn't begin to include families, employees, board members, volunteers and the robust community engagement of Lutheran congregations and Lutheran individuals. These are **remarkable building blocks** with which to shape the future.

We're Diverse

LSA member organizations are different from one another in many ways:

- **Age** – many are more than 100 years old, but many were begun in the past decade.
- **Staffing** – some employ thousands of people, others have only one or two staff members.
- **Geographic Scope** – some focus on a single neighborhood, others operate in many states.
- **Location** – urban, rural, small town, suburban, ethnic neighborhoods – we're there!
- **Annual Budgets** – from \$16,300 to \$2.5 billion.
- **Church Connections** – some are recognized by the LCMS, some are affiliated with the ELCA, and some are both recognized and affiliated.
- **Services** – some are highly focused specializing in one issue or on one neighborhood, and others engage in a wide range of services.

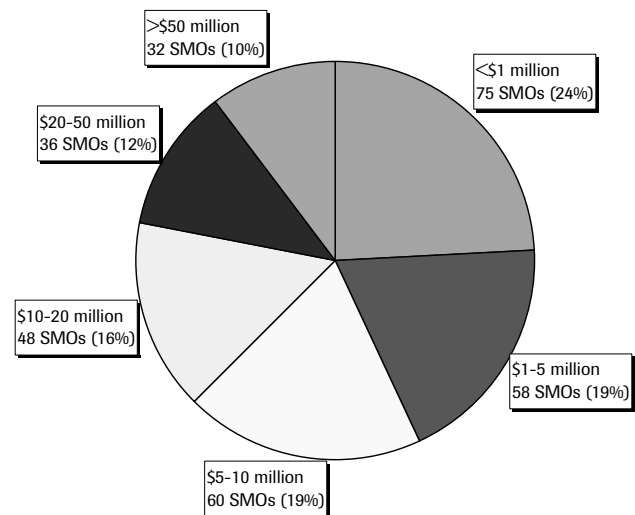
LSA members walk life's journeys with others in ways that span the generations, empower individuals, families and communities to share their gifts, and create opportunities for and with people in a wide range of challenging circumstances. **This diversity is a remarkable strength.** The following charts offer a glimpse into that diversity.

Sites of Service

SITES	NUMBER OF ORGANIZATIONS	PERCENT OF ORGANIZATIONS
Single Site	134	43
Multi-Site ■ Single State	157	51
Multi-Site ■ Multi-State	18	6
Total	309	100

Budget Size

Budget Comparison of Members (n=309)



What Can We Mobilize to Shape the Future?



Service Categories

SERVICES AND ACTIVITIES*	NUMBER OF ORGANIZATIONS	PERCENT OF ORGANIZATIONS
Aging Services	202	65
Children, Youth and Family Services	113	37
Health Care Services	93	30
Emergency and Disaster Services	69	22
Housing and Community Development	51	17
Disability Services	49	16
Mental Health Services	43	14
Congregational and Chaplaincy Services	42	14
Immigration and Refugee Services	31	10
Consulting and Education Programs	27	9
Outreach and Support Ministries	24	8
Addiction Services	18	6
Volunteer Programs	8	3
Grant Making	3	1

*These are broad categories and some organizations provide more than one type of service. LSA's website offers a more refined search capacity at www.lutheranservices.org

We're Dynamic

The LSA system is dynamic and changes constantly. New organizations spring up, others complete their missions and close. Some organizations merge and others grow through new initiatives or by acquisition. In each organization, experiments are tried, results are measured, programs and processes are improved. Portfolios and funding streams are balanced and re-balanced. Organizational cultures are transformed, innovation and entrepreneurship are rewarded, and social change is advanced. **Resilience, reinvention and innovation are strengths to mobilize to shape, rather than just react, to the future.**

Church Connections over Time

Church Connection	March 2011 (n=309)	December 2010 (n=307)	August 2010 (n=311)	January 2010 (n=312)	November 2008 (n=296)
ELCA	200	200	202	203	190
LCMS	32	30	31	31	23
Pan-Lutheran	77	77	78	79	83

Since 2007, thirty-three new organizations have gained ELCA affiliation and/or LCMS recognition and have become part of LSA. A word about these 33 organizations:

- 75% have operating budgets under \$2.5 million
- 69% have operating budgets under \$1 million
- 39% offer emergency services; 25% offer food programs
- 24% provide day care, in-school, after school or day camp programs for children

In those same years since 2007:

- Five LSA member organizations merged with other LSA members
- Five organizations have closed or dissolved
- One organization will be leaving the LSA system pending final sale to a for profit firm.

LSA's Newest Members

2010 - 2011

Orphan Grain Train - Norfolk, NE
 RAI Ministries, Inc. - New Orleans, LA
 Beautiful Savior Lutheran Homes - Belton, MO
 LUMA Lutheran Urban Mission Agency - Kansas City, MO

What Can We Mobilize to Shape the Future?



We're Engaged

From January 2010 through March 2011, ninety-one percent of 309 member organizations were **engaged with LSA** in some way, ranging from paying dues or participating in a single activity to robust involvement. Of the 29 organizations that demonstrated no engagement, 14% were new LSA members. Most of the others are inactive or non-functioning organizations. As one might expect, engagement with LSA can be graphed on a curve that falls into thirds – very active, moderately active and minimally active.

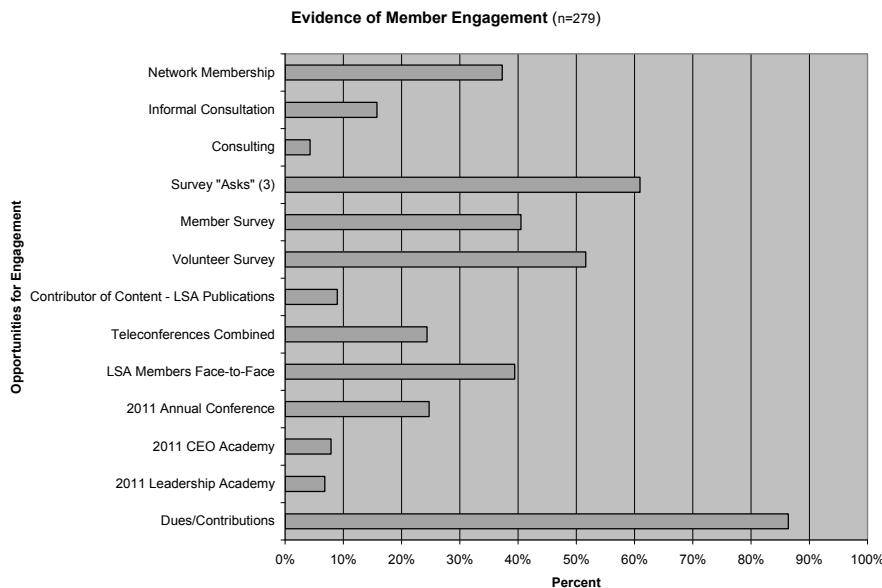
Taking into account the diversity of LSA member organizations, LSA works hard to find ways to engage members meaningfully with one another. Even in the midst of economic struggles, LSA members are leaning in. For example, this year:



- More than 100 organizations were engaged with one another face-to-face in an LSA-convened gathering
- More than 100 LSA member organizations participated in at least one LSA-related learning event
- One hundred and four social ministry organizations are part of at least one LSA-related peer network, involving nearly 400 individuals
- Forty SMOs and/or CEO/staff members supported LSA financially beyond basic dues participation

We are building capacity to shape the future together.

Chart 5 – Evidence of Member Engagement



Engaged organizations regularly mobilize for action by:

- Providing stories and information for the media
- Testifying before Congress or meeting with leaders in Washington, DC
- Consulting with other LSA member organizations
- Writing for LSA publications
- Conducting learning sessions for the system
- Sharing new ideas or replicable models
- Leading new system-wide initiatives
- Identifying opportunities and challenges better addressed together

With so many organizations engaged with LSA and with one another, **we are building capacity to shape the future together**. No doubt individual LSA member organizations are changing the world in thousands of communities, and the possibilities for collective impact are even more exciting.

What Can We Mobilize to Shape the Future?



We're Connected

We're sizable, diverse, and engaged and we need to work with others to shape the future. We need to be, and we are, connected to people and organizations that extend and expand our reach.

LSA members are knit into their **communities**. They connect with **congregations**. Their **board members** are leaders from many sectors. Their **donors** are people of generosity and influence. LSA members engage **clients/residents, employees and volunteers** from diverse races, countries of origin and neighborhoods. Many SMOs are significant **economic engines** and are **valued customers** of large and small vendors. SMO **leaders** are also leaders in church and community organizations and are steadfast contributors to the well-being of many, many people.

LSA member organizations also extend their reach beyond their communities. Looking across the LSA system, we see that many organizations are:

- Among the **largest employers** in their counties
- Among the **largest providers** of particular services in many states
- **Preferred partners** with research and academic institutions
- **Well-known** and regarded by local, state and federal elected officials
- **Sought after collaborators** by a wide range of partners and funders
- **Change agents** in their regions or fields
- Leaders in **professional associations**
- **Innovators**, envelope-pushers, entrepreneurs, thought leaders
- **Household names** in many communities
- **Engaged** in international work

That's a lot to leverage and Lutheran Services in America, at the national level, builds on that. LSA is the hub for all of that expertise and connection. LSA is connected at the national level in many ways that multiply members' local, state and national connections.

LSA's work in Washington, DC draws on the practical experience of LSA members to **shape federal policy** and regulation **through the lens of what works**, rather than partisan politics. LSA participates and provides leadership to coalitions and partners with many other organizations that share common concerns including:

- Consortium of Citizens with Disabilities
- Friday Morning Collaborative (aging and disability groups together)
- Leadership Council of Aging Organizations (a premier invitation-only group)
- National Collaboration for Youth
- Coalition on Human Needs
- The Alliance for Children and Families
- Generations United
- National Council on Aging



And, LSA and its members **provide leadership to national organizations** that not only speak to policy issues, but also are broader sector or field building leaders:

- **LeadingAge** – LSA President and CEO serves on the board of directors and many LSA members are leaders at state and national levels, as well as the related Center for Aging Service Technologies and the Institute for the Future of Aging Services.
- **Council on Accreditation** – LSA is a sponsoring member, the President and CEO has served on the board, and LSA members serve on survey teams and as advisors to new standards development.
- **Roundtable of National Faith-Based Health and Human Service Organizations** – LSA collaborates with other faith-based provider associations on practical matters in much the same way LSA members collaborate with the local members of the Roundtable to serve their communities. The LSA President and CEO serves as secretary.
- **National Human Services Assembly** – Eighty national health and human service organizations join together for learning, sector building and social change. The LSA President and CEO serves as chair of the board and LSA members work with local affiliates.

What Can We Mobilize to Shape the Future?



- **Leadership 18** – Twenty something CEOs of household name national nonprofit organizations. LSA and SMOs are partnering with L18 and Michelle Obama to provide supports for military members, veterans and their families. The LSA President and CEO serves on the executive committee and LSA members work with local affiliates.
- **Social Impact Exchange** – The LSA Vice President, Strategic Initiatives and Program Development, serves on the knowledge management group of foundations, think tanks, entrepreneurs and others exploring new ways to scale change efforts.
- **Independent Sector** – LSA members are engaged with IS and the LSA President and CEO serves on the public policy committee.

LSA has also forged relationship on members' behalf with the **Obama administration**, many members of **Congress, foundations, think tanks, social change organizations, game changers, and academic/research institutions**. LSA has worked closely with the White House faith-based offices in both the Obama and Bush administrations. The LSA President and CEO is one of two dozen business, foundation, entertainment, and academic leaders appointed by President Obama to the White House Council for Community Solutions. LSA works closely with the Centers for Medicare and Medicaid Services, the Administration on Aging, HUD, the Office of Public Engagement, and many other departments and offices dealing with children, nutrition, community development and other issues of interest to LSA members.

LSA is regularly at tables that mix theological, academic, social change, nonprofit sector and business agendas in service of communities. In the past year, **LSA was often an invited participant and presenter** at select tables working on community change, theology and work in the world, health care and service innovations, and trends for the future. Often, LSA is the only faith-based group in the room.

“Lutheran” is what unites us. Increasingly, LSA and its members are working closely with other Lutheran partners including: The ELCA, the LCMS, Lutheran congregations, Lutheran Immigration and Refugee Service, Lutheran World Relief, Lutheran seminaries and colleges, Lutheran foundations and fraternal organizations, congregations, Lutheran legislators, and individual Lutherans interested in the call to love and serve our neighbors.

Yes, we're connected – more and more every day. Connections are multiplying exponentially as the momentum of person-to-person buzz, connections fostered through technology and social media, and strategic partnerships from local to national provide significant opportunities to shape the future.

We're Not Called into the Future Alone

Taken together, Lutheran Services in America, as organizations working together and in partnership with others, has more to mobilize than we have yet imagined. We can do more than simply adjust or react as the future unfolds, we can help to shape it.

Perhaps most importantly as we mobilize to shape the future, we draw on a deep faith and rely on God to walk with us. The future we are called into belongs to God. Our job is to discern as best we can what God desires for God's people and to use all of the gifts, relationships and resources we can muster to be God's hands, voices and legs in the world to shape that future.



Trends that Will Shape the Future



III. Trends that Will Shape the Future



LSA members look to LSA at the national level to fill the **role of futurist** – to see the large patterns and emerging trends that will present challenges and opportunities for them. It is a good role for an organization with a national perch at the intersection of many different tables, disciplines and fields.

LSA members keep their ears to the ground and share their insights with LSA staff members. LSA staff members talk with thought leaders, scan

mountains of publications, and keep their eyes peeled for subtle shifts and broad clusters of change. Every month in *LSA Together*, readers will find Clues to the Future as well as links to reports and resources that shed light on the future. The LSA website features a *Trends* section. **Each year this Report of the President and CEO highlights three issues that are likely to have direct and near term impact on SMOs** and that seem to be gaining momentum. Many organizations use these resources to stimulate discussion at staff and board meetings.

New Ways of Working Offer Flexibility for Employees and Employers

The intensity and extent of exposure to technology has had a major impact on how people perceive work as well as when, where and how it can be done. It permits a 24/7 connection to others, but especially to work. As such, this 24/7 connectivity removes the traditional constraints of office hours and locations. Technology encourages networks and a lack of boundaries that makes operating in hierarchies problematic and challenges traditional ways of doing and managing work.

*Generational Talent Management report
Deloitte [accounting and consulting firm]*

Employees balance work life with life beyond work. They also juggle a variety of roles such as caring for children or parents or going to school part-time or coping with health or logistical challenges. Some people are creative in the morning; others are more productive in the evening. **The more flexibility in work schedule and location, the easier the juggling act,** the more satisfied the employees and the more inclusive the workplace. Technologies enable this – nearly any location allows seamless connections. Virtual work, episodic work, remote work and flexible work patterns will continue to increase.

People who **provide direct care and supports** are at the heart of many organizations' missions, whether in residential facilities, group homes or in the community. These are people who **must be in the right place at the right time. And yet, a measure of flexibility is still possible.** Self-scheduling teams allow direct care workers to accommodate individual needs and preferences. And, a key component of the culture change movement is giving employees greater flexibility of duties and greater control. The results affirm that approach.

Another workplace trend moves organizations toward **project teams** rather than solely departmental configurations. Initiatives are increasingly **complex and multi-disciplinary**, and need to draw expertise from across departments. Leaders and managers of the future need to be comfortable with accountability configurations that reflect ever-changing project teams rather than strict departmental roles. **Collaborative rather than hierarchical working relationships** will be needed. Young workers may be particularly skilled at this (think video games and collaborative consumption approaches like Groupon).

It is likely that there will be **fewer long-term relationships** between employers and employees. Factors include:

- **Lean organizations** offer fewer opportunities for advancement.

Spot On!

Trends watch from past years:

2010

*Blurred boundaries challenge old assumptions
Human/technology interfaces are increasingly complex
Dated basics can make a comeback with creative new twists*

2009

*Economic challenges force changes and open opportunities
New communities gather momentum
Engaging others creates power*

Trends that Will Shape the Future



- **Rapid change** means employees need to continue to expand their skill and experience sets to remain employable.
- **Mergers, downsizing and the need for flexibility** make it difficult for employers to commit for the long haul.
- **The consumer mentality** – demanding high quality, personalized and customized experiences – influences both employees and employers.

This scenario has **implications for both employers and employees**. Developing new skills and offering workers the opportunity to work on new projects will benefit both employers and employees. Talent pipelines need to be developed and nurtured. Employees need to take initiative to learn continually. The opportunity to make meaningful contributions will be highly valued. Job sharing, flexible benefit plans that can be customized, wellness programs, employee-generated solutions, virtual offices, recombinant project teams and at-work sabbatical plans will increasingly prove valuable to employees and employers. **Thinking creatively about how the gifts of all generations can be engaged** will be critical. And, shorter-term employment needs to be normalized rather than seen as a lack of loyalty on the part of either employees or employers.

More and more nonprofit organizations are thinking about **talent as a broad category that includes both paid and volunteer staff**. Human resource departments are tasked with engaging the broadest possible range of talent and in many cases this includes volunteers, interns, stipended volunteers and paid employees in a wide range of configurations.

The **Lutheran understanding of vocation**, of call, of daily work done with God-given gifts as God's work, is a powerful frame for new ways of working. Flexibility for employees and employers can allow both to live out personal and organizational vocations in new ways.

Impact Is Even More Important Than Outcomes

Intuition about what might ameliorate a problem can be wrong. Good intentions and doing helpful things is not enough and can be disempowering. Some interventions deemed to bring about positive results have unintended consequences. Certain actions are more effective and efficient at achieving outcomes than others. These observations may seem self-evident, which makes it all the more interesting that some health and human services fields have been slow to tackle measuring outcomes rather than simply logging activities.

Many things have contributed to the challenge of measuring outcomes. Chief among them are:

- Human beings are complex and it is difficult to isolate and test for particular variables.
- Longitudinal research can be challenging and change is not always easy to measure.
- Funding for measurement and analysis is limited.
- Fields and disciplines are far from unified about what to measure and how to measure it.
- People engaged in direct work are not researchers. Too few researchers engage in applied research.
- People designing and conducting health, human service and social change work have been trained in or have loyalty to particular models or methods only some of which have a base in research.
- Sometimes working with people is more art than science.

However, **most health and human service fields now recognize the value of trying to establish a more systematic understanding of what is effective and efficient and what works** best to achieve desired outcomes. Finding ways to measure outcomes is becoming standard practice in most fields. As greater attention is given to measurement, methods are being refined, evidence-based consensus about practice is emerging in some areas, theories of change are being refined, and the learning is helping to shape interventions. Qualitative and quantitative methods are marrying to create more nuanced approaches. There is still a long way to go, but a great deal of attention is now focused on measuring outcomes. Independent

Spot On!

Trends watch from past years:

2008

*Economic issues color both the present and the future
Participation and professionalism contend with one another
Demographics drive challenge and opportunity*

2007

*The focus and locus of control is moving to the individual consumer
Technology brings new opportunities
Perspectives on nonprofits are changing*

Trends that Will Shape the Future



Sector, in partnership with BBB Wise Giving Alliance and GuideStar, has launched an initiative to encourage a very broad range of nonprofits to engage in charting outcomes.

However, looking to the future, **the larger question is about impact, not outcomes.** The impact question involves opportunity cost, return on investment, and broader social change issues. We need to ask:

- Do the specific outcomes we are trying to achieve actually make a significant difference?
- Are the outcomes valued by the individuals, families or communities affected?
- Does focusing on outcomes for individuals in particular slices of their lives (improved literacy, fewer infections, access to transportation, for instance) really add up to impact?
- Of all of the places we can put effort, will achieving a particular outcome have more impact than working on a different outcome?
- Are there constellations of outcomes that are needed to truly make a difference on some issues?

So, for example, one might move from measuring activities (the number of after school sessions neighborhood youth attend) to measuring high school graduation rates as evidence that an after school program has effective outcomes. However, a larger question is: What impact will higher graduation rates actually have on individuals and communities? Does having a high school diploma make a difference in employment, income, incarceration, happiness, health, or family or community well-being? In other words, does the specific outcome of high school graduation actually make a significant difference or would resources and energy be better spent in another way?

Or, one might measure the outcomes of various interventions on the number and severity of falls sustained by elderly residents of a skilled nursing facility. But what if the elderly individual would rather have a higher risk of falling in exchange for greater mobility and freedom of movement than the intervention allows? Is the outcome valued by the individual affected?

Is homelessness more about affordable housing, access to behavioral health treatment, a need for employment or income, something else entirely, or none or all of the above?

The focus is shifting from outcomes to impact and that shift will accelerate. Entrepreneurs are speculating that bottom of the pyramid business activity will have a more profound impact on the economic well-being of low income communities than educational or nonprofit activity. Foundations are re-thinking where and how to fund initiatives. Voters are questioning the value and effectiveness of taxpayer investments in social and health programs. Many people want more say in how outcomes are defined for their lives.

Stepping back from the press of day-to-day activities and even from measuring outcomes to ask the larger questions of impact is critical. Despite good efforts and outcomes, poverty rates are rising, more youth are disconnected from school and work, the demographics of aging confound us, and both challenges and opportunities abound. Lutheran social ministry organizations need to focus on the call to love and serve the neighbor and be willing **to explore impact in new ways** with all of the confidence a radically reforming tradition, a very present God, and a history of reinvention offer.

Complex Issues Will Require Integrated Action

During a keynote address to the LSA Conference in 2008, Alan Webber, founder of *Fast Company* and former editor of the *Harvard Business Review*, said something to this effect: "The problems that we call intractable are those that live in the crevices between the solutions we have created." **After decades, perhaps centuries, of program after program – public and private, and attempts to replicate or scale promising practices, some complex issues elude real change.** One in 15 African American men is in prison. Poverty rates are rising. Gang violence terrorizes many neighborhoods. Children aging out of foster care have disproportionate rates of homelessness and disengagement. People with disabilities remain on the edges of society. Elders, in growing numbers, are chronically ill and socially isolated. Rates of obesity are rising rapidly.

David Brooks, in a March 29, 2011 Op-Ed column in the *New York Times*, discussed responses at an Edge.org symposium to the question asked by Steven Pinker of Harvard, *What scientific concept would improve everybody's cognitive toolkit?* Many of the concepts nominated can shed light on broad scale social impact, but one in particular seems particularly relevant – **the concept of emergence.** Brooks writes,

Lutheran social ministry organizations need to focus on the call to love and serve the neighbor and be willing to explore impact in new ways with all of the confidence a radically reforming tradition, a very present God, and a history of reinvention offer.

Trends that Will Shape the Future



We often try to understand problems by taking apart and studying their constituent parts. But emergent problems can't be understood this way. Emergent systems are ones in which many different elements interact. The pattern of interaction then produces a new element that is greater than the sum of the parts, which then exercises a top-down influence on the constituent elements.

Culture is an emergent system. A group of people establishes a pattern of interaction. And once that culture exists, it influences how the individuals in it behave. An economy is an emergent system. So is political polarization, rising health care costs and a bad marriage. Emergent systems are bottom-up and top-down simultaneously. They have to be studied differently, as wholes and as nested networks of relationships. We still try to address problems like poverty and Islamic extremism by trying to tease out individual causes. We might make more headway if we thought emergently.

Emergent systems are ones in which many different elements interact. The pattern of interaction then produces a new element that is greater than the sum of the parts, which then exercises a top-down influence on the constituent elements.

In a similar vein, an increasing number of voices are calling for **multi-sector, multi-party, multi-disciplinary responses to complex issues**. Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations, say authors John Kania and Mark Kramer in a Winter 2011 article in the *Stanford Social Innovation Review*. They call for approaches to collective impact that mobilize large numbers of players, each using their specialized knowledge and work in service of common goals. Using backbone organizations as the organizing infrastructure, **they identify five conditions for collective success:**

- Common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communication
- Backbone support organizations

Kania and Kramer cite several places where this approach seems to be having some effect.

These varied examples all have a common theme: that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations. Evidence of the effectiveness of this approach is still limited, but these examples suggest that substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact. It doesn't happen often, not because it is impossible, but because it is so rarely attempted. Funders and nonprofits alike overlook the potential for collective impact because they are used to focusing on independent action as the primary vehicle for social change.

The National Collaboration for Youth is using as its framework *Ready by 21* from the Forum for Youth Investment. This approach identifies what young people need to develop well and succeed, then gathers all of the players in a region who have a stake in young people. Each group identifies what it can offer, gaps are identified and people commit to working together on behalf of children.

The funders, social change agents, and service providers that are part of the Social Impact Exchange are re-thinking how efforts might be taken to scale. Old understandings of replication, dissemination and scaling have proven to have limited results. New thinking recognizes the need for multi-party approaches.

Tackling big issues in this way will require **thoughtful inter- and multi-disciplinary study**. On the ground it will require **cooperation rather than competition** and a willingness to subordinate some level of control in service of shared goals. However, it will also require that each organization, business firm or institution be focused on what it does well and have a clear sense of the outcomes and impact that it can deliver.

Lutheran organizations can be catalysts for shared efforts toward collective impact. A first step is to adopt the discipline of thinking in ways that emphasize emergence. A second may be to set a shared table and invite others to it. Whether in the fields of aging, disabilities, housing, child welfare, neighborhood and community development, re-entry, behavioral health, health care or the myriad of other areas of interest to Lutheran organizations, making real the picture of possibilities we can envision for individuals, families and communities will require that a wide range of partners be engaged.

Pursuing the Future Together in LSA



IV. Pursuing the Future Together in LSA

To What Ends?



In 2008, at the end of LSA's first decade, LSA's Board, staff and members committed to new and expanded **Ends Policies – those outcomes we in LSA together are eager to pursue.**

- Lutheran social ministry organizations are healthy and vital, engaged in effective service and advocacy.
- The Lutheran social ministry system has integrated, results-driven capacity.
- Lutheran social ministry organizations live out their Lutheran identities.
- Lutheran social ministry expresses a spirit of possibility and a will that shapes the future.
- LSA and its members, in partnership with others, are leading a movement of hope and grace toward a society that values generosity, inclusion, justice and mutual care.

For each of the Ends, LSA has formulated durable and flexible strategies. This Report will share the highlights of our work together to pursue these Ends in the past year.

Ends Policy

Lutheran social ministry organizations are healthy and vital, engaged in effective service and advocacy.

What does it mean to be a healthy and vital organization? That has been the topic of many interesting conversations over the past year. Focused on mission, sustainable, forward-looking, positive relationships, connected to the community, and rooted in faith are among the themes emerging.

In these last few years of economic recession, many organizations have felt the **need to emphasize mission and sustainability particularly.** An informal survey at the January 2011 CEO Academy and an electronic survey of SMO leaders this spring both point to the centrality of these two issues.

The majority mentioned that **finances were a key concern, but the emphasis was on revenue generation** rather than on cutting expenses. Most organizations are operating leanly. Themes included:

- The programmatic impact of federal and state budget crises and cuts
- Fundraising – talent, methods, broader outreach
- Diversifying revenue streams, including new forms of earned revenue
- The impact of anticipated changes in taxes and fees
- Stepping up marketing efforts

But, there was **also a focus on mission and making sure concern over finances doesn't overshadow the importance of mission:**

- Interest in ways that social ministry can influence the health and vitality of the Lutheran church
- Concern about staff and staffing – lean, underpaid, more with less, still hard to find the right talent

Strategies

*Promote SMO Sustainability
Expand Effective SMO Volunteer and Hands-On Experiences
Cultivate the Intersections of Study, Practice and Policy*

Pursuing the Future Together in LSA



- Finding creative ways to make a difference, to meet needs, and to engage people in change
- Deliberation regarding the best new strategies through which to pursue mission

Promote SMO Sustainability

One of LSA's most important roles is that of knowledge broker. There is a wealth of wisdom throughout the LSA system and connecting members to one another and to new sources of knowledge is important to sustainability. More and more, members call LSA when they are looking for resources or information. LSA can connect members to others who may have expertise or experience and can also identify external resources that may prove valuable.

An SMO CEO, in a recent conversation, indicated that his organization had just experienced two of their best years ever. He said he was at an LSA event three years ago, was challenged and inspired by a particular session, had deep conversations with several colleagues about making some hard choices, and went home and implemented. The results have been growth in several new service areas and better financial results than for many decades. This is just one example of the importance of LSA's role as knowledge broker, in both formal and informal ways.

LSA sponsors **webinars** and **teleconferences** and brokers **peer consultation** to share expertise. **LSA also provides consultation, training and presentations directly.** In the past year LSA has enjoyed working with members, congregations and others on a wide range of issues including:

- Board and governance development
- Merger and collaboration exploration
- Trends and innovation
- Executive transition
- Community and congregational relationships
- Strategic direction setting
- Enterprise-wide initiatives
- Organizational development
- Process facilitation
- Solution-oriented assessments in times of stress or opportunity

To expand the range of offerings, **LSA is partnering with Mennonite Health Services Alliance in LUMEN Resources.** The initial focus will be board governance capacity building and fundraising. A teleconference series on Great Governance for Small Organizations is planned for June – September 2011.

LSA will continue its **leadership in aging-related services** since more than two-thirds of LSA's members engage in services related to aging. Broad strategies to build a strong Lutheran brand in aging are being implemented. LSA's Reception at the fall AAHSA Conference, sponsored by LSA members Augustana Care and Concordia Lutheran Ministries, gathered between 150 and 200 people from LSA member organizations. LSA is also working closely with the National Council on Aging on several collaborative opportunities. *Linking Lives*, a high-level report on trends in aging services, will be released in June. LSA has contracted with NCB Capital Impact to complete the report.



LSA seeks to help members identify **new sources of revenues and savings.** Expanding the use of aggregated business relationships benefits both SMOs and LSA. Experience indicates that it is difficult to alter existing purchasing relationships, so the greatest opportunity seems to lie in emerging needs and markets such as outcomes evaluation, risk management, compliance, and technology. LSA has negotiated these **new business relationships** this year:

- CBiz
- Social Solutions
- Immersion
- ISM Real Results
- Easy Office

LSA provides information to member organizations about the **availability of grant funding** and is cultivating relationships with foundations and other funders interested in multi-site grant projects as well as innovative capital strategies. Conference and Academy sessions as well as webinars include topics such as fundraising, business processes and sustainability.

Pursuing the Future Together in LSA



Expand Effective SMO Volunteer and Hands-On Experiences

Volunteering is on the rise and many SMOs are not yet as skilled as they might be in **engaging and managing new types of volunteers**. LSA will help SMOs to build this capacity in order to take advantage of a wide range of volunteer talent and energy.

LSA completed an in-depth **survey of its members regarding their volunteer practices**. A researcher from Johns Hopkins has analyzed the results and a report has been prepared and will be disseminated in May. Results indicate that liability issues related to the use of volunteers is a key concern as is the need to have staff or volunteers skilled at planning for and managing volunteers. A mini-conference, *The Heart of Volunteerism – Endless Possibilities*, will be held in conjunction with the LSA Annual Conference.

LSA is **working with the Lutheran Volunteer Corps** to develop a non-residential volunteer service model for older adults. It is being piloted in the Minneapolis area.

Planning is underway to determine what role LSA can best play in helping members to fully utilize volunteers. Conversations with members, potential partners, funders and others will help to determine next steps.

Cultivate the Intersections of Study, Practice and Policy

LSA and its members are intensely interested in how **theory, applied research, and experiential wisdom** can be infused into effective practice and how public policy can be shaped by both study and practice. LSA's work in Washington, DC draws on the practical experience of LSA members to shape federal policy and regulation through the lens of what works, rather than partisan politics. LSA and its members are especially keen to engage clients, residents, families and people in grassroots communities to shape the learning, practice and policy and to advocate for the changes they would like to see.

Learning Together

LSA encourages its members to engage in study in order to learn from and **contribute to evaluation and applied research**. When SMOs share the work they are doing to measure outcomes, to engage in applied research in partnership with academic institutions, or to contribute to broader learning, LSA can be the instrument for dissemination throughout the Lutheran system. Currently LSA members are sharing their work through COLLAGE and Social Solutions. Lutheran Social Services New England is working with Harvard University and Full Frame Initiative. Graceworks Lutheran Services has partnerships with Wright State University. Several LSA members work with the LeadingAge Institute for the Future of Aging Services. LSA is eager to know more about how members are working at these intersections, and with whom.

Federal Public Policy

With new staff and a new congress, this year is **a time of change for LSA's advocacy and policy work**. We said goodbye to Lisa Hassenstab, now serving as Vice President of Advocacy at Lutheran Social Services of Wisconsin and Upper Michigan, and we welcomed Bob Francis as LSA's new Director of Advocacy and Policy. Bob not only has a background in domestic policy, but also has direct service experience.

The LSA Washington Office worked on **priority issues in the final year of the 111th Congress**. Specific issues included:

- Passage of an extension of the enhanced Federal Medical Assistance Percentages (FMAP) rate.
- Funding for the National Housing Trust Fund and the TANF Emergency Contingency fund.
- A fix for defined benefit pension plans.
- Issues related to Section 202 Affordable Housing for the Elderly Program and Section 811 Supportive Housing for People with Disabilities Program.
- Following the implementation of the Affordable Care Act (ACA) and looking for ways to leverage the experience and voices of LSA members.



Pursuing the Future Together in LSA



Medicaid affects a majority of LSA organizations and the response to LSA's efforts to engage members in advocacy on the FMAP issue was outstanding.

The LSA Disability Network also focused on advocating for both the enhanced FMAP six month extension and the Frank Melville Supportive Housing bill. On July 30, 2010, LSA-DN celebrated the 45th Anniversary of the passage of Medicaid, sending birthday messages to members of Congress and creating a Medicaid Birthday toolkit to encourage member organizations to highlight the importance of home and community-based services in keeping people with intellectual and developmental disabilities living successfully in the community. In addition, LSA-DN expanded its Strategic Communication Plan to focus on branding and building relationships with policy makers and partners, while continuing its emphasis on using social media. Both LSA and LSA-DN continue to monitor the CLASS Act, which was signed into law as part of the ACA.



Grassroots Advocacy

LSA's advocacy staff works to **strengthen and amplify the advocacy work that many SMOs are already doing**. Staff members from two organizations in the Midwest recently came to DC and LSA helped to connect them to The Centers for Medicare and Medicaid Services (CMS), The Department of Health and Human Services (HHS) and the Administration on Aging.

LSA has conducted dozens of meetings with congressional staff to discuss how proposed budget cuts would affect LSA programs and those they serve. Several SMOs have contacted LSA to stay informed about the twists and turns of the budget debate and others have shared specific implications of budget cuts on the work they do and the people they serve. As the budget conversation draws in programs such as Social Security, Medicare and Medicaid, LSA anticipates engaging SMOs to draft a set of "entitlement reform" principles to guide its advocacy in line with the varied thinking of LSA members. Almost without exception, congressional staffers want to know, "How will this affect people in my district or state?" With the voices of SMOs at our backs, we can tell them!

Making Connections

LSA continues to **make connections between members and federal policymakers**. LSA submitted names to HHS for consideration for the new CLASS independent advisory council. LSA-DN submitted comments to HHS on proposed regulations related to health care reform. The LSA President and CEO recently met with two Under Secretaries at the U.S. Department of Agriculture at their request to explore possible collaborations between USDA and LSA. LSA advocacy staff maintains strong relationships with the staff of the various federal offices of Faith-Based and Neighborhood Partnerships and with CMS.

The new Congress presents opportunities to introduce LSA and LSA members to incoming Lutherans and other new members. The 112th Congress includes 26 Lutherans. *LSA Washington* is published weekly to inform LSA members about news from Washington, grant and educational opportunities, and new regulations and resources.

LSA's Distinctive Contributions

LSA's advocacy and public policy work has moved forward substantially in the past decade – **it is time to take that work to the next level**. A key goal for this next year is conducting a thorough review and revision of LSA's public policy advocacy work with an eye to long term results, strengthened member and grassroots engagement and strategic focus.

With Bob now on board, he and Meg Cooch, Director of Policy and Advocacy for LSA-DN, have begun that work in earnest. With the input of a broad set of LSA members, partners and stakeholders, LSA has embarked on a process to **define more clearly the distinctive contributions LSA can and will make** to advocacy and public policy over the next five to ten years. This conversation will continue into the summer, so we invite the participation of any and all LSA members.

Pursuing the Future Together in LSA



Ends Policy

The Lutheran social ministry system has integrated, results-driven capacity.

One of the reasons LSA was created, and again affirmed resoundingly as LSA approached its second decade, was to create a system so that members could work more closely with one another, the whole could be greater than the sum of the parts and together they could have significant collective impact.

Strategies

*Foster Collaboration
Catalyze Knowledge transfer and Knowledge Building
Create and Utilize System Capacity Mechanisms*

Foster Collaboration

The **Technology for Independence** initiative is gaining momentum. Dr. Daun McKee, recently retired CEO of Diakon Lutheran Social Ministries, is heading a talented work team from LSA member organizations pioneering the use of assistive and monitoring technologies for independent living. The team has issued a Request for Information for monitoring technology vendors and is currently reviewing the responses, planning to interview firms in May/June. The intent is to develop preferred relationships with technology firms, to test clinical, business and staffing models, and to engage Lutheran SMOs in shared learning. A workshop is planned for the Annual Conference. This initiative has good revenue generation potential for LSA as well as significant benefit for members.

In addition to the formal collaboration that occurs through LSA peer networks, LSA staff regularly identifies **small groups of members interested in collaborating** on particular topics. LSA will be convening, by teleconference, smaller organizations engaged in community development. Seventy people from 39 organizations signed up for a call to share information about PACE (Program of All Inclusive Care for the Elderly). The CEOs of large multi-site aging services providers have expressed interest in coming together and LSA is working on a date to convene them. It is likely that volunteer coordinators will be regularly convened following the Annual Conference. LSA is intentional about using the CEO Academy and Annual Conference as opportunities to foster specific collaborations.

Support for members of the military, veterans and their families is the subject of collaboration within and beyond the LSA system. LSA, as part of Leadership 18, is involved in a collaboration with the White House in this area. At the same time, LSA will work with others to convene LSA member organizations that are working with military issues so that they can share knowledge and consider opportunities to collaborate with LSA and with one another as well as with the Leadership 18 initiative. The ELCA and the LCMS are also active in support for military families.

Catalyze Knowledge Transfer and Knowledge Building

Growth Ready

Members are eager to **learn from one another what is working**, and LSA can assist with dissemination and replication. Growth Ready is LSA's engine for this sharing. The first emphasis is on models of support for informal caregivers. The first two products in the **Caregiver Suite** were released in early 2011.

Support U is an educational outreach program to enhance the well-being of caregivers. **First Circle Friends** is a day program for people with early to mid-stage memory loss combined with a day of respite for caregivers. In addition to a comprehensive implementation package, these programs include technical assistance, a peer consortium, and an online community to share resources and information. It has been exciting to see how quickly LSA members have begun to sign up for these low-cost programs (organizations from seven states already) that engage volunteers and congregations.

Caregiver Suite

Support U



First Circle Friends

LSA has valued the partnership with two great LSA members as together we have mounted a steep learning curve on what it takes to package a program for others to use. Many thanks to Lyngblomsten and Lutheran

Pursuing the Future Together in LSA



Community Services Northwest for sharing their proven programs. **LSA is eager to work with other members to identify other “things that work” that can be disseminated or replicated.**

Bridging the Gap, a collaborative project with the National Human Services Assembly and the Annie E. Casey Foundation, involves four LSA members in the Philadelphia area working together on benefits access for their low wage employees. This initiative will be spread to other regions during phase two.

Annual Conference

LSA’s 2010 Annual Conference in Sacramento, CA received great reviews. LSA staff and attendees alike agreed that the hotel was terrific in layout, amenities and hospitality. The worship, plenary sessions and breakouts all received some of the best evaluations yet. It is interesting to note that breakout sessions were more highly attended than ever and interactive work sessions received very positive feedback – much more so than when such experiments were tried in previous years. Unlike many other organizations, LSA’s Conference ended in the black. Attendance, especially for a West Coast event, remained strong, although reduced in number of people and organizations from the years prior to the economic recession.



A Picture of Possibilities is the theme of the 2011 LSA Annual Conference to be held in Milwaukee in May. This is the 15th LSA Conference, including the constituting convention which was also held in Milwaukee. There are many LSA members within driving distance and hotel costs are reasonable so LSA is experimenting with several conferences-within-the-Conference. An Academy for SMO Board members, a mini-conference on volunteerism, network pre-conferences, the LSA-DN spiritual life conference, program-focused sessions and a literal “picture of possibilities” are all connected to the Conference this year. The breakouts offer a good mix of sessions offered by nationally known external presenters along with LSA member experts. As of this writing, attendance is great and climbing and exhibit space sold out before demand was satisfied. The LSA networks are leaning in, as described in other sections of this report, and the Chaplains’ Network will be hosting quiet space, prayer partners and devotions for the Annual Meeting. The LCMS provided scholarships to enable a number of leaders from recognized organizations to attend the Conference.

The 2012 Conference will be held in Pittsburgh as there are many LSA members within driving distance and it is a beautiful city that has made a dramatic turnaround in recent years. The 2013 Conference will be held in Washington, DC. in a four year cycle to coincide with a Presidential election and new Congress.

As LSA looks to **Conference locations for future years**, it is analyzing data from the past ten years.

Perspectives from LSA members are valued. There are some interesting opportunities and challenges:

- The LSA Conference size poses a bit of a challenge in finding great venues. At 350-500 attendees and many breakouts, we are too big for small hotels and too small to get prime space in large hotels. Exhibit space is often quite limited. Let’s grow the Conference!
- West Coast conferences are more expensive and attract fewer members, but West Coast members appreciate having colleagues on their turf and these events are often highly rated by attendees. Should we go to the West Coast less often?
- It is difficult for smaller organizations to find the resources to attend. Where might we find scholarships?
- No matter the date chosen there are competing events. Different locations and hotels have uneven availability and pricing depending on the dates and days of the week. What are the best dates?

The Annual Conference is a significant system-builder and it helps to advance all five Ends Policies.

Even though member travel budgets and continuing education time are constrained, LSA will work aggressively to grow the Conference and invites all LSA members to assist.

Create and Utilize System Capacity Mechanisms

Networks

LSA’s peer networks gather people by professional discipline, service line and geography to learn from one another, to collaborate and to strengthen the system. Select highlights of network activity in the past year are shared here to illustrate the possibilities inherent in networks:

Pursuing the Future Together in LSA



- **The Lutheran Services in America Disability Network (LSA-DN)** demonstrates the results-driven power of collaboration. This year they:
 - Planned One God, One Call, a two-part conference on disabilities and spirituality
 - Helped to shape the ELCA message on disabilities
 - Conducted detailed benchmarking to help one another improve performance
 - Pooled resources to hire a national level public policy advocacy director to work with them on disability policy
 - Provided consultation and support to enable Lutheran Family Services of Virginia to establish services and supports for people with developmental and intellectual disabilities
- **The Lutheran Information Technology Network (LITN)** is committed to raising the profile of technology in the Lutheran system. This year they:
 - Wrote articles for *LSA Together*
 - Will conduct a breakout session at the LSA Annual Conference and host a reception in partnership with other LSA networks, and will participate in the One God, One Call conference
 - Hosted several meetings, including one in partnership with LFMA
 - Planned a technology conference for April in South Carolina
 - Offered their expertise to assist LSA and LSA members
- Several networks are hosting pre-conferences in conjunction with the LSA Annual Conference: the **Council for Human Resource Management (CHRM)**, **Chaplains' Network**, **Communicators Network** and LSA-DN. Perhaps most exciting is the emerging collaboration between the networks. The Communicators Network, CHRM and LITN are joining forces to educate members on social media policy. **The Lutheran Financial Managers Association (LFMA)** is joining these other networks to sponsor a Connect the Dots reception at the LSA Conference, several are sharing programming and preparing breakout sessions together while in Milwaukee.
- **LAN: A Lutheran Adoption and Foster Care Alliance** sponsored a clinically-oriented webinar that drew 70 people both within and beyond the network.
- The **LSA-Ohio** network piloted a collaborative approach to the review and renewal of relationships with the ELCA and the Ohio synods.
- At their last meeting, organizations present at **LSA-Pennsylvania** decided to explore closer large-scale collaboration. They asked LSA to survey LSA organizations and prepare a report from which a sub-group may move forward together.
- The **Healthcare Mission Leaders** hosted a fall roundtable that included the CEOs from their systems, the ELCA presiding bishop and churchwide staff, and the ELCA synod bishops from their regions.
- **Lutheran Financial Managers Association (LFMA)** hosted a fall educational gathering in partnership with LITN
- The **Lutheran Retired Executives Group** convened a successful gathering in Baltimore.



Ends Policy

Lutheran social ministry organizations live out their Lutheran identities.

Lutheran is LSA's first name and LSA is called to **reinforce the Lutheran identities of its members**. LSA provides encouragement, opportunities for learning and discussion, and stimuli for its

members to understand and live out their Lutheran identities and church connections. LSA fosters connections between Lutheran social ministry organizations and local judicatories and congregations.

Strategies

*Equip SMOs to Live Out Their Lutheran Identities by Sharing Information, Resources, Connections
Develop Faithful and Effective Board and Staff Leaders
Build Awareness of Lutheran Social Ministry*

Pursuing the Future Together in LSA



It has been interesting to note that **one way in which people come to value and become more curious about Lutheran identity is through feeling part of the Lutheran social ministry community.** Mary Beth Linde, the director of health services at Paul's Run – part of the Liberty Lutheran system – said it well in a note she wrote to her CEO after attending the LSA Leadership Academy:

*Thanks again for sending me to this! As I told Katrina on Friday it was a time of relationship building and spiritual renewal for me. I felt so honored to be among so many Lutheran leaders across the country. The breakout sessions were particularly meaningful to me, as it gave me a chance to hear others' stories and to learn of their struggles and successes. I also felt so much more broadly connected to the Lutheran fellowship we are a part of in LSA; this in turn gave me a deeper commitment to our own organization. Many of the presenters were amazing and gave us so much useful information. The review of the book, *A Leaders Legacy*, by Kouzes and Posner was also great. On the last day one of Kouzes and Posner's Master Facilitators lead our whole day training. It was truly inspiring. Again, thank you so much for sending me. It was a tremendous experience.*

Equip SMOs to Live out Their Lutheran Identities by Sharing Information, Resources, Connections

Ongoing tensions within the ELCA following the 2009 Churchwide Assembly and the ELCA churchwide restructuring made necessary from budget constraints continue to affect congregations, synods and LSA members. These, along with the restructuring actions of the 2010 LCMS Convention, the election of a new president, and the mandate for a study of cooperative relationships with the ELCA, have created significant unknowns for LSA and its members. LSA is charting a course of faithful integrity with the ELCA and the LCMS, and continues to benefit from the presence of staff liaisons from the ELCA (Josselyn Bennett) and LCMS (Dorothy Krans) who are actively engaged with LSA. Both of these women are good resources to Lutheran social ministry organization leaders.

The LSA Annual Conference in Milwaukee will feature many opportunities for participants to explore issues of Lutheran identity. The Rev. Dean Nadasdy will explore *A Picture of Possibilities*. The Chaplains' Network will host a meditation room, prayer partners and devotions. Local ELCA and LCMS congregations will conduct worship services. Concordia Publishing House will host a bookstore and book signings. Local judicatory leaders will be engaged. Lutheran partners of many types will be attending.

Breakout sessions will include:

- An exploration of Witness, Mercy, Life Together – themes emphasized by the new LCMS president
- An ELCA exploration of how social ministry organizations can be part of revitalizing the church
- Lutheran insights on discerning organizational vocation
- Living a life of significance
- Strategic congregational engagement based on practical successes from the work of Lutheran Foundation of St Louis
- Considering ways to deepen our spiritual connections

Develop Faithful and Effective Board and Staff Leaders

LSA believes that for organizations to live out their Lutheran identities they must have board and staff leaders that are not only skilled at helping organizations succeed, but also helping them to be faithful.

The CEO Academy in January 2011 had record attendance. Nearly 50 leaders gathered in Arizona, including 17 CEOs new to their positions. At the Academy both new and seasoned CEOs are equipped with information from nationally known seminar leaders, and with opportunities for spiritual growth, but also with colleagues across the country on whom they can rely. Next year's planning is already underway. We express deep gratitude to Lutheran Retirement Ministries of Alamance County for their long-term and extremely generous support of the CEO Academy and Leadership Academy, including scholarships for new CEOs.



Pursuing the Future Together in LSA



The **2011 Leadership Academy** was also a record-setter. Fifty participants gathered for learning, growth and networking. As with the CEO Academy, participants came from a wide range of organizations and found value in that diversity. Connecting deeper into member organizations strengthens system relationships, but also provides valuable career growth and builds leadership networks.

The **Executive Retreat** scheduled for September in San Antonio, TX will meet under the theme *Healthy Organizations, Healthy Leaders*. This retreat will provide opportunities to explore not only how to lead healthy organizations, but how to stay healthy in the process!



At last year's Annual Conference, an SMO board member offered to help expand the offerings for board members and joined the 2011 planning committee. This year a **Board Academy** will be held on Wednesday morning prior to the start of the Conference and sessions targeted to board members will be held throughout the Conference. Already in this first year the idea is gaining momentum and will likely be tweaked and continued next year.

LSA is frequently asked to provide board training and development for member organizations and others. In addition to deep expertise in governance LSA consulting staff can also share perspectives from across the country. A new partnership with **Mennonite Health Services Alliance, LUMEN Resources**, will expand consulting offerings. A teleconference series *Great Boards for Small Organizations* is scheduled for June through September.



Build Awareness of Lutheran Social Ministry

LSA and its members agree, **telling the story of Lutheran social ministry invites others** into the work as volunteers, employees, donors, prayer partners, and clients. One way LSA does this is by **equipping LSA members to tell the wider story** along with their own. Throughout the year, LSA sends materials to LSA member organizations that assist in that process.

More LSA members are writing for LSA publications and are also sharing their stories with LSA. The Lutheran Services in America story is the story of all of the remarkable work that is being done in communities all across the country. Armed with good stories, LSA can share that story with the media, foundations, church, government and others. The Communicators Network has been a good partner in facilitating this exchange. That network is also formulating an initiative, in partnership with LSA, to use social media to increase awareness of Lutheran social ministry.

LSA was chosen to participate in the 2011 Thrivent Choice Winter Voting Event. Members did a great job of spreading the word and more than 16,000 Thrivent members cast their votes for LSA. That means that in a six week period, many more than 16,000 people thought about the broad work of Lutheran social ministry across the country – a good beginning to build on.

Building on a Google analytics analysis and report prepared by an LSA intern in December 2010 and on staff reflections and conversations, LSA has created new pages for the **LSA website** and had made a series of adjustments in response to observations about ways in which website visitors use the site. As part of this project, LSA also made adjustments to its monthly e-letter, **LSA Together**. More than 4,000 people receive *LSA Together* each month and it is the primary way LSA reaches out to a broad audience.

Another important facet of building awareness is encouraging people to consider **vocations in Lutheran social ministry**. LSA is also working with both church bodies to encourage people to think of social ministry organizations as they explore church vocations. LSA participates in the ELCA seminaries' Theological Education with Youth program and Project Connect. Last year, the LSA President and CEO gave the commencement address at Concordia University Chicago and was awarded an honorary degree. LSA and its members have representation on the steering committee for the Intersections Institute, a joint venture of the Philadelphia and Gettysburg seminaries designed to address the intersection of faith/theology and the business/clinical aspects of work in Lutheran social ministry. The LSA President and CEO taught the first course in that Institute this fall, *Trends in Social Ministry* and in the past year has presented and facilitated at a wide range of conferences within the Lutheran community.

Pursuing the Future Together in LSA



Ends Policy

Lutheran social ministry expresses a spirit of possibility and a will that shapes the future.

Seizing the future was one of the key themes of LSA's *Vision for the Next Decade* process. All of the parts of LSA were united in the desire to shape the future – to work together to move far beyond reacting and adjusting to change to use our collective capacity to shape the future in ways that respond to the call to love and serve the neighbor.

Strategies

Instill a Future Orientation by Equipping Organizations for Innovation
Translate Trends into Opportunities

Instill a Future Orientation by Equipping Organizations for Innovation

One way LSA helps members to **focus on the future** is through the **Annual Conference**. Keynote presenters and breakout sessions alike explore how LSA organizations might move together into the future. After last year's Conference an exhibitor and an attendee used the same words – "LSA is 'edgy' in a really inviting sort of way."

One CEO sent an email after last year's Conference to say:

The Annual Conference was very valuable to me. I have only missed three LSA Annual Conferences ...and this year I had an opportunity to reflect with others on the progressive improvement of the Lutheran social ministry conferences. When I first became a SMO staff member 22 years ago, and even when I became a CEO 15 years ago, Lutheran conferences seemed so negative to me because the older guard of leaders liked to focus on their victim status... I usually came home in a resentful and somewhat rebellious mood. I came home last week energized and refreshed, e-mailing and talking with staff about insights gained and what others are doing. Today I see a very talented group of organizations and leaders who recognize challenges and creatively find ways to leverage resources and relationships to deliver products that are cutting edge and still distinctively Lutheran...



Monthly in *LSA Together* LSA features **Clues to the Future** and the LSA website offers ideas and resources for the future. The LSA President and CEO is frequently asked to present on trends, innovation and the future within the Lutheran system and beyond. The LSA Vice President, Strategic Initiatives and Program Development represents LSA on the Knowledge Working Group of the Social Impact Exchange. LSA is engaged with new foundations and firms that are developing new sources of working capital and new perspectives on social change, community engagement and empowerment, and social enterprise.

Translate Trends into Opportunities

Perhaps most importantly, LSA encourages members who are pressing forward aggressively to **share their experiences through LSA**. There are many, many LSA members who are translating trends into opportunities. Just a few examples that are the tip of the iceberg:

- Lutheran Social Service of Minnesota has engaged thousands of volunteers, has developed a state-wide system of support for members of the National Guard and their families, has grown financial counseling to new populations and has introduced *My Life...My Choices*, a new way of structuring supports for people with disabilities.
- Lutheran Social Services of Michigan has entered the in-home care market by purchasing a franchise.

Pursuing the Future Together in LSA



- Lutheran Social Services of New England brokers agricultural cooperatives for refugees with farming backgrounds.
- Redeemer Center for Life is opening a neighborhood bicycle shop that will be a hub for employment, wellness, eco-friendly transportation, STEM learning (science, technology, engineering and math), engaging young men from congregations with young men in the neighborhood, and other possibilities not yet imagined.
- Augustana Care offers a new and very effective approach to working with people with memory loss.
- Good Shepherd Rehabilitation Network is using sophisticated technology to enhance neuro-plasticity in the rehabilitation process.

LSA is the “grab hold” place for Lutheran health and human service organizations and the **hub for sharing**. LSA members tend to be modest and often don’t recognize how valuable their programs, projects, systems and innovations might be to others. LSA continues to find ways to identify and cross-pollinate promising practices in order to translate trends into opportunities.

Ends Policy

LSA and its members, in partnership with others, are leading a movement of hope and grace toward a society that values generosity, inclusion, justice and mutual care.

Shape Change by Employing Fresh Language

Words have power and the language we use shapes thinking and action. LSA and its members are working to identify opportunities to employ fresh language to lead change.

The LSA – Disability Network advocates the use of **“people first” language**. Rather than talking about the disabled or the wheelchair bound, it makes a difference to say “people with disabilities” or “people who use a wheelchair.” LAN, A Lutheran Adoption and Foster Care Alliance, cautions against the casual use of the word “adopt” commenting that we don’t really “adopt” families when we provide Christmas gifts on a one-time basis. There is a movement to change DNR (do not resuscitate) orders to AND (allow natural death) – framing can make a difference. Many LSA members are struggling to figure out the collective noun for the individuals they support, serve or walk with (an equally difficult language challenge).

A number of streams are coming together that demonstrate the need for **culture-changing language**. Many LSA members are recognizing the need to talk in new and less patronizing ways about their work and their relationship with those whose journeys they share. In other cases perfectly serviceable language now has very particular political overtones. In yet other ways, the way issues are discussed has become so full of jargon that the impact of plain language has been lost. LSA has begun to identify the many areas in which there is need for either fresh language or clearer explanations of existing language. LSA will encourage the adoption of language that empowers clients and communities as partners with SMOs and will lay the groundwork for a multi-year emphasis on fresh language that can help to shape a movement toward generosity, inclusion, justice and mutual care. The cataloging of information from member websites and newsletters will include an examination of the way they use language.

Working with a coalition of groups in conjunction with the National Human Services Assembly, LSA is embarking on a journey with many of our human services and nonprofit colleagues to better describe who we

Strategies

*Shape Change by Employing Fresh Language
Create Social Change by Learning from and Engaging Others*



Pursuing the Future Together in LSA



are and what we do to policymakers. This effort dovetails nicely with our internal conversation about LSA's distinctive advocacy and policy contribution and with the emphasis on **fresh language**.

Create Social Change by Learning from and Engaging Others

In the midst of the current environment, economically and politically, there is **opportunity for social change**. LSA has begun to identify individuals and organizations that echo the themes of generosity, inclusion, justice and mutual care. LSA has also begun to collect examples of "like that" – articles, pictures, phrases, programs, and so forth that in some way point to the sort of change the movement of hope and grace seeks to promote.



This year, with limited staff capacity and the need to tend sustainability and revenue generation, the movement creating agenda will be advanced by identifying and learning from potential partners. LSA will work toward a strategy to engage members in these explorations as well. **Many LSA members are active and effective social change agents** working for the inclusion of people with disabilities, the restoration of people formerly incarcerated to productive lives, the opportunity for people with the frailties of age to make choices, and so much else.

Involvement with the National Collaboration for Youth, the **White House Council for Community Solutions**, and connecting with other more grassroots and entrepreneurial social change groups, allows LSA to learn and to contribute. LSA has been meeting with the **Building Movement Project** and will highlight the connection between service delivery and social change. Frances Kunreuther, the prime mover of the Building Movement Project, will meet with the LSA Board in May and will also conduct breakout sessions for LSA's Annual Conference. Other Conference sessions will focus on grassroots advocacy, asset-based approaches, and change orientation.

LSA and the Future

LSA and its members have the reach and passion to shape the future. The possibilities are enormous and **members bring new opportunities to LSA continually**. To move forward requires capacity and imagination. John Kania and Mark Kramer in their article on *Collective Impact* in the *Stanford Social Innovation Review Winter 2011* discuss the value of "backbone organizations" – organizations whose job it is to foster collaboration and learning and to provide a light but sufficient structure to allow various players to contribute together toward shared solutions. LSA can serve that role for LSA members in small and large groups, in small and large ways.

Human Resources

The LSA staff is talented, hard working and eager to fulfill LSA's Ends in partnership with members.

LSA currently employs twelve people full time and one person part time, down several positions since 2009. LSA is actively recruiting other sources of talent. Dr. Ruth Reko and Dr. Daun McKee, both of whom are recently retired, are providing leadership as volunteers to major LSA initiatives. Staff members from LSA organizations serve on work groups, advisory committees, planning teams and task forces. Network members are stepping up to the plate for system-wide projects. LSA has used the talents of interns. Nonetheless, a key goal for LSA will be growing its staff. We know that in order to engage members, to drive initiatives and to seize the possibilities that members are now bringing to us regularly, increased people power will be critical.

Financial Resources

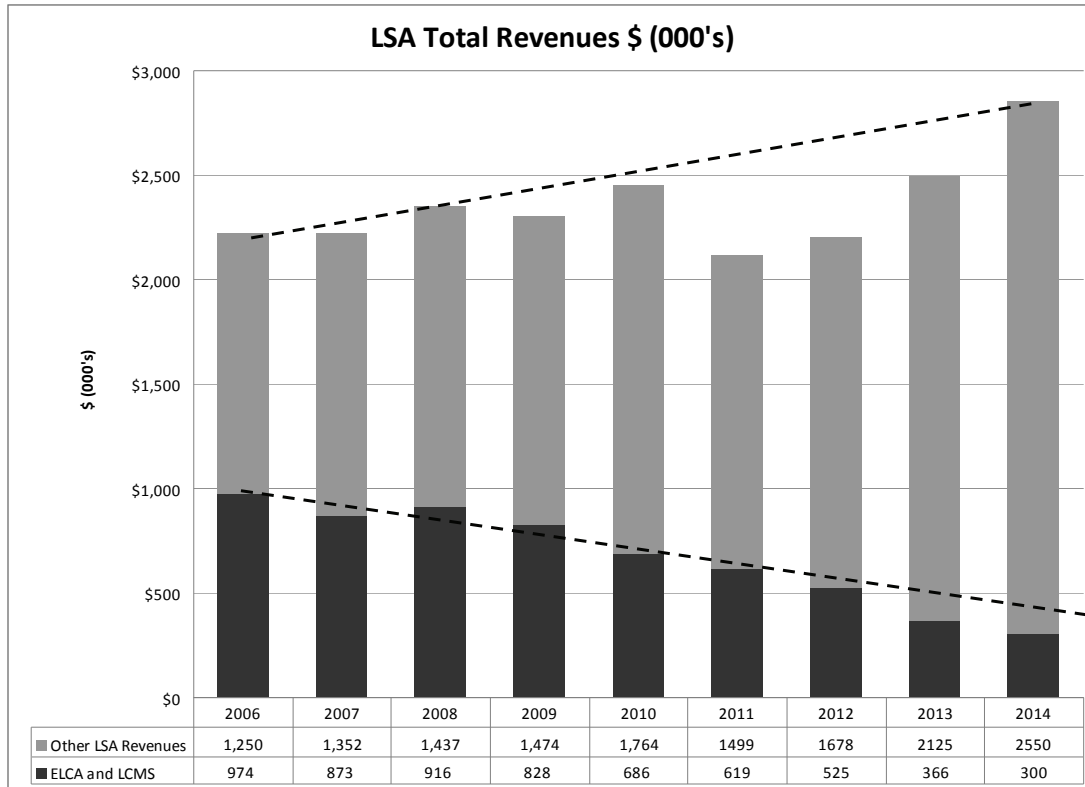
As in 2010, LSA will end fiscal year 2011 firmly in the black and has submitted a balanced budget for 2012. Like many members, LSA has been growing new sources of revenue for the past ten years. And, like many members, that is offset by other sources of revenue that are declining.

As anticipated, the ELCA and the LCMS have had to diminish their financial support of LSA. At the same time member organizations have leaned in with strong financial support, LSA has grown revenues from grants, consulting and other services, business relationships and fundraising. See the chart on the following page.

Pursuing the Future Together in LSA



LSA has established relationships with several foundations and is poised to submit grant requests that will benefit both LSA and members. At the encouragement of the LSA Board of Directors and a number of active members, this year LSA has structured dues in ways that will allow members to make additional investments in shared work, as more than 20 did this year.



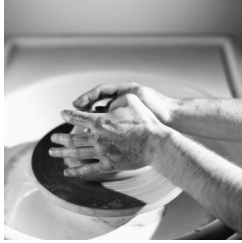
LSA has established a revenue growth plan that will grow LSA's revenue by 40% over a three year period. This expansion of capacity will allow LSA to add key new staff positions and the technology that will really make a difference in our ability to facilitate engagement and collaboration.

Let's work together to make this happen.

Called to Shape the Future Together



V. Called to Shape the Future Together



We are called to be **visionaries** – to see possibilities that are not yet evident – and then to shape the future. The Lutheran social ministry system has much to mobilize and can be a strong force, but only if we work together.

We need to have a bias for thoughtful listening, for being facilitators of the vision people have for their own futures, and for acting boldly. **We need to take seriously God's call to love and serve our neighbors in partnership with God and one another.**

In the coming year, LSA will:

- Engage an even broader range of members more deeply
- Use member energy and interest to bring people together around issues and projects that matter to them
- Increase LSA's capacity to pursue the opportunities members are now regularly bringing to LSA
- Continue to raise the profile of Lutheran health and human services work
- Define Lutheran Services in America's distinctive contributions to public policy and advocacy
- Work with members and others to craft fresh and powerful language as a tool for change
- Further develop initiatives in replication, volunteerism, governance, fundraising, technology for independence, leadership development, and convening
- Encourage members in their living out of Lutheran identity

We are developing a great platform through which the vision and energy of the vast Lutheran social ministry system can be channeled.

LSA is comprised of **more than 300 remarkable organizations doing important work.** LSA is blessed with a **strong and committed Board of Directors. The ELCA and the LCMS are committed to faith in action** in the world. **LSA staff members are committed to LSA's members and mission.** LSA is committed to leveraging those things to shape the future.

We are developing a great platform through which the vision and energy of the vast Lutheran social ministry system can be channeled. When the 2011 Annual Conference meets in Milwaukee in May, we will think back to Milwaukee in 1997 when Lutheran Services in America was officially begun. If we gather in Milwaukee in 2025, what will be different because we are together in LSA? **We are creating a movement of hope and grace toward a society that values generosity, justice, inclusion and mutual care. Let's make sure that we take up the call to shape the future together and do it!**



UPCOMING EVENTS

LSA Executive Retreat

September 22-25, 2011
San Antonio, TX

LSA-DN One God, One Call: One People Together Conference

October 4-6, 2011
Philadelphia, PA

LSA CEO Academy

January 29-February 2, 2012
Carefree, AZ

LSA Leadership Academy

February 26-March 1, 2012
Carefree, AZ

LSA Annual Conference

April 16-19, 2012
Pittsburgh, PA

LSA Annual Conference

April 9-11, 2013
Washington, DC

More information can be found at
www.lutheranservices.org