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**Fairview and Parkwood Mennonite Community**

**Strategic Plan 2019-2021**

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| Overarching Goals  To continue organizational practice and growth with a focus on:   1. Spirituality 3. Communication 2. Relationships 4. Innovation   5. Sustainability |

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| Spirituality | | | | |
| **Define and develop a faith-based platform, setting the organization apart, using the solid foundation on which it was built, which will take Fairview and Parkwood into the future.** | | | | |
| **Objectives** | **Action Plan** | **Lead** | **Date** | **Measurement** |
| Develop a statement of faith clearly defining Fairview and Parkwood community’s “differentiator” as a faith-based organization | 1. Select a Committee which includes representation of Board, Residents, Family and Leadership to develop a draft statement 2. Elicit feedback from Board, leadership team, church delegates and pastors 3. Finalize statement 4. Seek Board approval 5. Develop a roll-out plan | CEO/Board Chair | June 2019  Sept. 2019 | **Completed 2019**  **Completed 2019** |
| Introduce a Director Spiritual Care and Culture leadership position | 1. Develop a job description in consultation with Pastor consult team 2. Review with Home leadership team 3. Budget for a fulltime Director at Fairview and Parkwood 4. Implement at Fairview and Parkwood as budget permit | CEO | 2019  2019/20 | **Completed 2019**  **Implemented 2020** |
| RELATIONSHIPS | | | | |
| **Develop a culture of kindness through internal and external interactions, nurturing mind, body and spirit.** | | | | |
| **Objectives** | **Action Plan** | **Lead** | **Date** | **Measurement** |
| Build an internal community focusing on inclusion, friendship and trust | 1. Using the Kindness survey as a baseline; initiate a train the trainer kindness initiative 2. Apply for grant application for 50% funding 3. Select a Kindness Committee inclusive of a resident (family), leadership and front-line team from Fairview and Parkwood 4. Kindness Committee to determine plan of implementation 5. **Additional mentors to be trained** 6. **Follow-up survey to be completed** 7. E**nhanced team to deveop 2021 plan** | Director Program | 2019 | **Completed 1,2, 3, 4**  **2019**  **Scheduled February 2021** |
| Nurture and enhance external relationships through enhanced interaction with   1. Church 2. Education institutions 3. Local community 4. Other faith-based organizations | 1. Revise the AGM to be a celebratory event inclusive of the following groups  * Retirees * Past Board * Delegates * Local community  1. Review statement of faith-based statement with church pastors and delegates for the purpose of feedback and buy-in | CEO  Director Administration | 2019  2020 | **Completed 2019**  **Completed early 2020** |
| cOMMUNICATION | | | | |
| **Develop a model of two-way communication to connect all stakeholders with honesty and transparency ensuring every voice is heard.** | | | | |
| **Objectives** | **Action Plan** | **Lead** | **Date** | **Measurement** |
| Develop a communication framework that provides guidance for verbal and written communication with   1. Team 2. Residents and families 3. Churches and other faith-based organizations 4. Governing bodies 5. Local Community 6. Media | 1. Develop a chart of existing avenues of communication 2. **Evaluate the value of each communication** 3. **Develop a framework** 4. **Develop protocols for each communication** 5. **Develop action steps with in context of fundraising initiative** 6. **Develop a communication plan for each project**   See attached Appendix COMMUNICATION | **Director**  **Administration**  **Director Fund Development** | **2021**  **2021**  2020 | **Completion and Implementation**  **Completed 2020 Board Retreat** |
| innovation | | | | |
| **Embrace growth through talent development, cutting edge sustainable systems, clinical programs and service to the community.** | | | | |
| **Objectives** | **Action Plan** | **Lead** | **Date** | **Measurement** |
| Develop a person – driven strategy of care to include area of specialized care; in consultation with LHIN priorities   1. Dementia Care 2. Francophone/other cultures 3. Other | 1. Select a steering committee(s) that includes leadership, partners and community expertise 2. Prioritize specialized area 3. Develop a strategy to be piloted at one campus 4. Roll-out to second campus | Director Program  Director Community | 2020 | **Developed 2019**  **On-hold LTC** |
| Expand the campus of care to meet community needs in consultation with LHIN   1. Retirement care 2. Specialized long-term care 3. Integrated assisted living 4. Seniors Active Living Centre | 1. Prioritize needs 2. Develop action plans with operational team 3. Implement | CEO/CFO  Director Community | 2019 | **Completed 2019** |
| Seize research and grant opportunity   1. Selection based on value add | 1. Hire Director Administration with expertise in grant writing 2. Research possible grant opportunities | Director Administration | 2020 | **Ongoing**  **DA hired** |
| Develop a (moving) timeline for growth   1. LTC/assisted/independent 2. Land development 3. Community expansion 4. Integration opportunities | 1. Building Committee of Board and Leadership to be reinstated 2. Develop an action plan 3. Implementation with Board approval   **See attached timeline for growth Appendix GROWTH** | Building Committee Chair/CEO | 2019  2020 | **Initiatal timeline complete** |
| Build a technology plan to take the organization in the future   1. Accurate reporting 2. Cost efficiency 3. Resident engagement 4. Security | 1. Review and enhance Peaceworks plan  * Telephones * Call system * TV future * Hand-held devices | CFO | 2019 | **Plan completed**  **Implementation underway** |
| SUSTAINABILITY | | | | |
| **Manage resources to ensure the quality of life enjoyed today is preserved and capacity is built for those who require care and services in the future.** | | | | |
| **Objectives** | **Action Plan** | **Lead** | **Date** | **Measurement** |
| Instigate consistency across the organization to   1. Ensure a collaborative environment 2. Efficiency 3. One voice | 1. Develop, approve and embrace – One vision mission, and values at Fairview and Parkwood 2. Introduce a consistent framework in the following:   Spirituality  Policy and procedure  Communication  Employee Development, Education and Orientation – **Customer Service Training**  Technology  Grant applications  Program Resources | Board/  CEO | 2019  2019  2019  2020  2020  2021  2019  Ongoing | **Completion** |
| Design a leadership support framework to   1. Provide specialized expertise 2. Support campus leaders to meet compliance 3. Share with the broader Mennonite community 4. Prepare for growth | 1. Draft a proposed support team framework 2. Develop job descriptions 3. Prioritize positions and budget 4. Implement 5. Review and update as the organization grows | CEO | 2019  2020  Ongoing | **Developed Implementation Deferred** |
| Design a Human Resources framework to   1. Recruit quality team members 2. Retain existing employees through career development 3. Plan for promotion and succession | 1. **Gather and evaluate current practice for Human Resources functions: recruitment, retention, orientation, team development, succession, vital training, customer service, clinical programs, wellness,** 2. **Identify the gaps** 3. **Develop a framework, with a plan to close the gaps** 4. **Consider partnerships and innovative opportunities** 5. **Develop a budget for employee development** | **CEO**  **Director Administration** | 2021 | Completion |
| Develop a policy framework to   1. Bring consistency across the organization 2. Ensure legislative compliance standards are addressed 3. Share with community | 1. Introduce a technology software for the organization 2. Design a policy platform 3. Hire a Director Policy and Legislation (Administration) 4. Prioritize policy manual process | Director Administration | 2019  Ongoing | **Set up and roll-out of policy manuals in a systematic approach** |
| To meet strategic goals by generating a surplus through   1. Operational stewardship 2. Efficiencies 3. Maximized funding 4. Enhanced donations | 1. Focus on generation of a surplus in the following areas: Monthly financial review, capital plan, vendor selection, contract reviews and supply purchases. 2. Maximize funding by adding Case Mix Index expertise 3. Develop a fundraising committee made up of Board, Leadership and Community | Senior Leadership Team  Director Care  CEO/Board | 2019  2019  2019 | **Meet budget requirements**  **Generate surplus from operations**  **Achieve determined goals** |
| Commit to meet legislative requirements as a minimum standard   1. Ministry of Health/RHRA 2. CARF 3. Ministry of Labour 4. MSSA and LSSA indicators | 1. Support the operational teams with expertise in policy and legislative requirements 2. Support the Directors of Care with clinical expertise and mentoring 3. Develop an internal audit process assigning responsibility | CEO  Consultant  Director Care | 2019  On-going  2020 | **Successful compliance reviews higher than average results.** |
| Refresh and maintain the physical plant of campuses through   1. Preventative/predictive maintenance 2. Capital planning 3. Refurbishing | 1. Hire a Director Building Services with the expertise specific to implementing a preventative maintenance and capital planning process 2. Reinstate the Building Committee of the Board and leadership to develop a refurbishing plan | Director Building  Board Building Committee | 2019  2019 | **Implemented**  **Plan approved by Board** |
| Off site support office | 1. Consider space needs in conjunction with growth opportunities and recommend possible opportunities | CEO, CFO | 2021 | **Completed** |







