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**Fairview and Parkwood Mennonite Community**

**Strategic Plan 2019-2021**

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| Overarching GoalsTo 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 2019Sept. 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 | 20192019/20 | **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
 | CEODirector Administration | 20192020 | **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 priorities1. 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 ProgramDirector Community  | 2020 | **Developed 2019****On-hold LTC** |
| Expand the campus of care to meet community needs in consultation with LHIN1. 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/CFODirector Community  | 2019 | **Completed 2019** |
| Seize research and grant opportunity1. 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 growth1. 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 | 20192020  | **Initiatal timeline complete**  |
| Build a technology plan to take the organization in the future1. 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 to1. 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:

SpiritualityPolicy and procedureCommunicationEmployee Development, Education and Orientation – **Customer Service Training** Technology Grant applicationsProgram Resources | Board/CEO  | 2019201920192020202020212019Ongoing | **Completion** |
| Design a leadership support framework to1. 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  | 20192020Ongoing  | **Developed Implementation Deferred**  |
| Design a Human Resources framework to1. 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 | 2019Ongoing | **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 TeamDirector CareCEO/Board  | 201920192019 | **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
 | CEOConsultantDirector Care | 2019On-going2020 | **Successful compliance reviews higher than average results.**  |
| Refresh and maintain the physical plant of campuses through1. 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 BuildingBoard Building Committee | 20192019 | **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** |







