



unleashing
Capacity

Fairview Parkwood Communities
STRATEGIC PLAN 2022-2025

Welcome

Our Mission

You are welcome here.

As a community founded in God's love for all and grounded in faith, each person is valued and respected. We honour the spiritual dimension of the human experience and believe that, with love, the extraordinary is possible.

Our Vision

Building a Community for All

Our Values

Kindness, Faith, Truth, Excellence, Accountability

Our Operating Principles

Nurture mind, body and spirit
Love thy neighbour as thyself
Be honest and transparent
Embrace a new way of doing things
Be responsible to those entrusted to our care

Our Commitment

- We help seniors live with dignity, regardless of their financial resources, in a safe and kind environment where all are welcome.
- We care for the whole person to support their financial, emotional, social and spiritual needs.
- We provide peace of mind for residents and their families.
- Kindness is built into our culture, deliberately fostered, invested in, supported, recognized and rewarded.



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Who We Are

Fairview Parkwood Communities was initially envisioned in the early 1940s to be an 'Old People's Home' for Mennonite Pastors who had served the church and to be a method of discharging the church's obligation to care for the poor. Moreover by providing a Christian institution to care for not only elderly Mennonites but others as well, the vision was to be a "testimony to those whom they appealed to for recognition of conscientious principles." Since our first home opened in 1943, we have grown to two vibrant not-for-profit campuses: Fairview Seniors Community in Cambridge and Parkwood Seniors Community in Waterloo.

Our faith-based values are embedded in everything we do. They are expressed through our culture of kindness, our operating principles, human resources policies, and internal and community relationships. They are evident in our ongoing commitment to relieve poverty; provide safe and kind care; support the mind, body and spirit, and offer peace of mind for residents and their family members.

As the home for so many, we understand the importance of sustainability and operate on a business model to help generate a surplus. Our values guide us on where we reinvest surplus funds to help grow our communities and expand our amenities, programs and services. We carefully nurture and protect our reputation so we are the home of choice for residents, employees and volunteers, as well as a partner of choice for our community, health care providers and government.

You can see our values in action in this strategic plan as we prepare to unleash our capacity to expand access to affordable, enjoyable and meaningful retirement communities for older adults where all are welcome.

Where We've Been

Building Capacity

In 2019, we launched a three-year strategic plan focused on building our capacity on many fronts. We rolled out our Kindness Initiative, forged a strong team, developed our Welcome Statement, clearly defined what makes our communities unique, launched our Home and Community Care program at both campuses, partnered with two new Ontario Health Teams, planned for expansion at Parkwood and Fairview, and launched our first capital campaign in nearly two decades.

At the same time, we – along with the rest of the world – were put to a new test in early 2020 with the arrival of the COVID-19 pandemic. Through the challenges and opportunities, we evolved as a team, strengthening our sense of who we are and what we can do, together. Our two campuses have worked together, benefiting both communities with a greater pool of experience and innovation. In recognition of this growing closeness, we began to refer to ourselves collectively as 'Fairview Parkwood Communities' (FPC). **Now, it is time to build on this strong foundation.**



Where We're Going

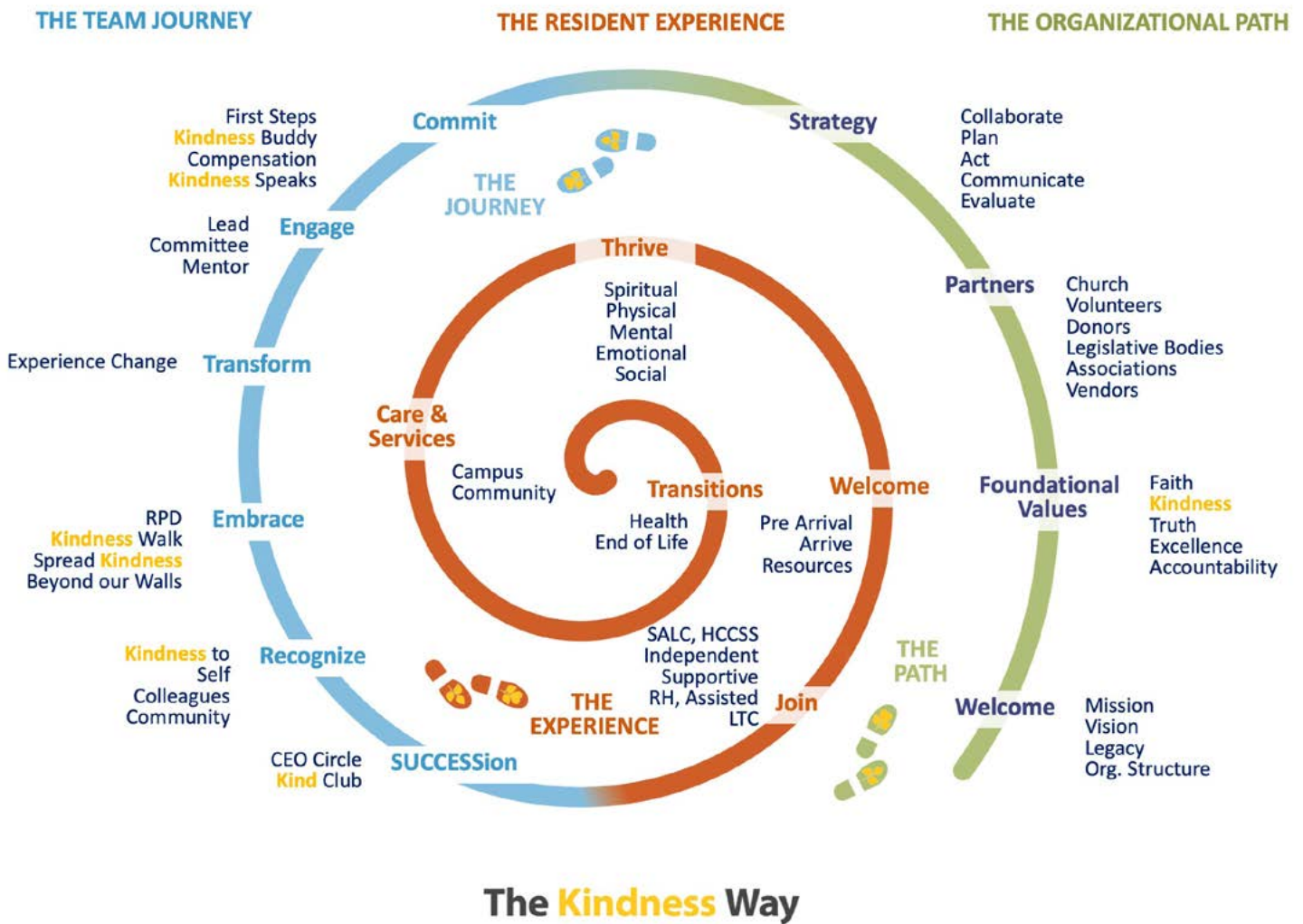
Unleashing Capacity

Following consultation with representatives from our community, residents, staff, Board and health partners, we are pleased to share our **2022-2025 Strategic Plan: Unleashing Capacity**.

Our ambitious new plan builds on the kindness, courage and leadership that characterizes our team and community to help secure and sustain our two campuses well into the future. This includes significant focus on COVID recovery.

We have redefined our five strategic goals – spirituality, relationships, communication, growth and sustainability – and created 'The Kindness Way' path to bring clarity to the team journey, the resident experience and the organizational path.

With this plan as our guide, we will build on our faith-based values and create opportunities that allow us to continue to **Build a Community for All**.



Our Mission

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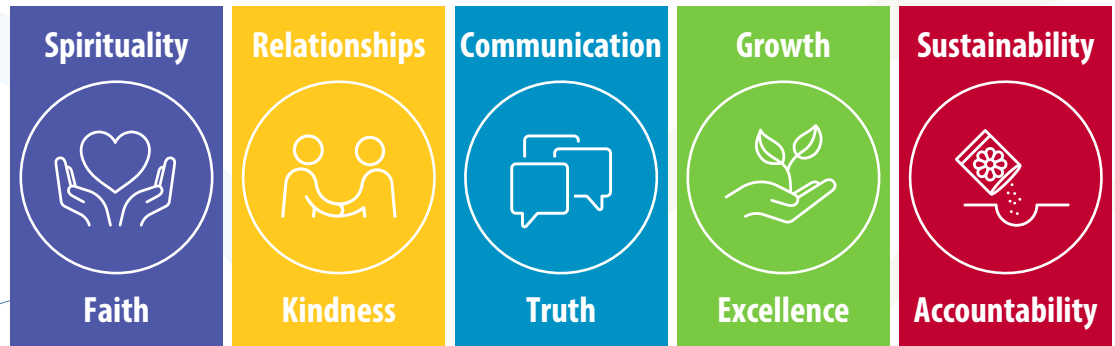
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Our Vision

Building a Community for All

5 Strategic GOALS

GUIDED BY Our Values



OPERATING PRINCIPLES

Nurture mind, body and spirit

Love thy neighbour as thyself

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Be responsible to those entrusted to our care

Defining Our Strategic Goals



Spirituality

Building on our values, re-energize, strengthen and expand relationships with faith-based organizations to meet the communities' needs for the future.



Relationships

Build Health Human Resource (HHR) capacity to provide kind, quality care and respond to growth opportunities.



Communication

Strengthen branding and marketing to increase awareness of our stellar reputation, programs and services to position FPC as a home, employer and partner of choice.



Growth

Building on our strengths, unleash capacity to grow our programs and campuses.



Sustainability

Generate financial, IT and risk mitigation resources that will maintain and expand quality programs and services.

