

Strategic Plan 2023 - 2027



Why strategic plan?

- Fixing Long-Term Care Act, 2021
 - Mission statement that sets out principles, purpose and philosophy of care of the home
- CARF Canada
 - Implementation of strategic plan including goals and priorities
- Best practice for governance and operations management



Strategic Plan Development



- Environmental scan provided context for the plan
- Engagement with stakeholders to obtain their valuable feedback
- Resulting in a strategic plan with a shared vision along with key strategic objectives

Stakeholders Engaged



















Method

- Interviews
- Focus groups
- Surveys

Stakeholders

- Councils – Residents', Family and County
- Management and employees
- Volunteers

Findings

	Resident Council	Family Council	County Council	Staff & Volunteers
Today's Strengths	 Fairmount is a place residents are proud to call home	 Caring environment which far exceeds alternatives	 Perception of satisfied residents / families	 The home of choice for residents / families
	 Personalized care approach	 Responsive staff that "feel like family"	 Caring and competent staff	 A home that staff are proud to work for
Focus for Future	 Modernizing the facility space	 Increasing number and type of staff	 Meeting needs of increasingly complex residents	 Increasing the number of staff
	 Refreshing post-COVID activities and programming	 Expanding & simplifying the volunteer process	 Economical facility modernization	 Greater focus on retention and satisfaction

Key Insights



The following insights rose to the surface across discussions – and should take prominence in the forthcoming strategic plan document.

- Many existing aspects of Fairmount's strategic plan – such as the **mission, vision, and strategic priorities** – still resonate. Being more **specific in the “how” / actions** will make the plan more concrete / achievable
- Fairmount's **resident base is changing** – to higher-complexity needs and younger residents. The strategic plan should consider how we should **adapt our offerings, workforce, and care partnerships** to meet these needs
- Core to this plan will be coming to agreement with County Council and other relevant stakeholders around the time-sensitive need on a **path forward regarding facility modernization**
- Many staff are feeling burnt out and overworked – we must **reduce barriers to retaining staff and volunteers** – and promote a **proactive emphasis on satisfaction** (including morale, more predictable hours / staffing levels)
- Identifying how to embed **equity, diversity, and inclusion** in our strategic actions – in particular, inclusion of all residents and better education and support for staff / volunteers / residents that are people of colour

Strategic Plan

- **Our Vision** – To be the home of choice for our residents, staff and volunteers.
- **Our Mission** – Guided by the Gentlecare® philosophy, we provide exceptional resident-centered quality care in a safe, respectful and compassionate home.



Our Goals



1. To be the home of choice for our residents and their caregivers by our commitment to the Gentlecare[®] philosophy – which prioritizes high – quality, resident-centred care.

Strategic Objectives

- Update our home's services and activities to best reflect residents' needs.
- Engage in a review of our contracted services to ensure that these offerings meet residents' holistic health needs.
- Refine our current process for gathering feedback to ensure inclusion of all resident and caregiver voices.

Our Goals 2



2. To enhance our offerings and community partnerships to best meet the multifaceted needs of our residents.

Strategic Objectives

- Continue to establish partnerships with regional health care providers to meet residents' evolving care needs.
- Engage in a review of changing resident demographics, priorities, and needs to inform updates to our programs and services.
- Invest in additional enhanced staff education to best meet the multifaceted needs of our residents.

Our Goals 3



3. To be the long-term care home of choice for employees and volunteers.

Strategic Objectives

- Establish a staff satisfaction survey to guide future recruitment, retention, and education initiatives.
- Simplify and expand our volunteer program through reducing barriers to entry and broadening recruitment efforts.
- Refine our processes for gathering input from staff and volunteers.
- Update our mentorship and orientation program for employees and volunteers.

Our Goals 4



4. To modernize our home and operations to best serve our residents, caregivers, employees, and volunteers.

Strategic Objectives

- Advocate for increased funding to support modernization of the home.
- Undertake a review of the existing home, with an aim to identify opportunities to optimize space to meet resident, caregiver, employee, and volunteer needs.
- Explore new service delivery models that may enhance operational efficiency and sustainability.

Next Steps

- County Council approval of the strategic plan
- Communication
 - Residents' Council
 - Family Council
 - Staff and volunteers
 - Key external stakeholders
- Implementation of the strategic plan





Questions?