

Strategic Plan 2012 – 2017




April, 2012

Foreword

On behalf of Saint Vincent's Nursing Home, I am pleased to present our strategic plan. This plan maps out a collaborative approach to improving our care and service delivery for our residents and families. It represents the thoughtful work of over 300 stakeholders – residents, family members, employees, volunteers and Board members – who gave generously of their time and energy to create a plan that lays out our path to success.

As we enter our 46th year of service to the community, this plan demonstrates a continuing commitment to our core purpose of providing compassionate and quality care in a home-like setting. This plan provides a framework to ensure responsible stewardship of the resources entrusted to the Board of Directors and the senior leadership team and ensures that we meet and exceed expectations. To this end, the strategic plan outlines our priorities for the next five years; the allocation of resources; and how internal and external resources will be maximized to meet our goals.

Throughout this participatory planning process, we were vigilant in ensuring that our vision, mission and core values reflected community expectations of care. Our new framework and directions call us to work in innovative ways.

We hope that you will also consider how you can contribute to promoting quality of life for seniors and how you can join us in realizing our goals. We will all embrace the change together! 

Kristin Schmitz
Executive Director
Saint Vincent's Nursing Home



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Saint Vincent's 2012–2017 strategic plan represents the combined vision of over 300 stakeholders. We are grateful to:

- Our community partners,
- The residents, family members, employees, volunteers, and Board members,
- Focus group participants,
- The strategic planning core team members:

Barry Allen	Candy Allison
Angela Berrette	Roisin Bezanson
Debbie Coombs	Peggy Gorman
Norine Heselton	Anne MacIntyre
Darcey Madam	Nancy Maguire
Geraldine O'Brien	Kathleen Osborne
Ken Rehman	Lauren Richardson
Paul Saunders	Kristin Schmitz
Krista Stewart	

- Jane Allen for guiding us through this process,
- Chris Jones for deciphering and organizing the copious amount of materials into this document.

Acknowledgements

Saint Vincent's Nursing Home is an accredited, community-governed continuing care centre located in the heart of Halifax. The Roman Catholic Archdiocese of Halifax founded the organization in 1966 and it was managed by the Sisters of Charity for a number of years. Saint Vincent's understands and respects the trust placed in us by the many residents and families who come through our doors. We pride ourselves on our unifying commitment to live our core values each and every day to ensure that residents and their families can expect quality, compassionate care from every Saint Vincent's employee, partner and volunteer. 

Introduction

Our Foundation

Vision

Quality of life through compassionate and innovative care.

Mission

Our mission is to provide quality care and services in a home-like environment.

We are dedicated to fostering a nurturing environment for residents, family, employees, physicians, volunteers and students; one that recognizes physical, psychological, emotional, social, spiritual and cultural needs. We respect the aging process and support our residents' rights to make choices.

In keeping with this mission and the expressed needs of the community, promoting quality of life is the cornerstone of all care, services and programs.

Core Values

RESPECT

We set a standard for courteous dialogue with each other, the residents and our community partners. We seek to understand each person's unique needs, dreams and perspectives.

DIGNITY

We work together to provide care that honours the inherent dignity and worth of each person. We hold ourselves accountable to provide services and care based on residents' choices.

COMPASSION

We demonstrate compassion through our kindness and empathy for residents and one another.

HOME

We strive to create an environment that is welcoming and reflects the feelings of home.

TEAMWORK

We are tenacious in our belief that teamwork is critical to providing holistic and quality care. We commit to our individual roles with an understanding of the connection and dependence on one another's dedication to common goals.

Building on our past as we move into the future...


Then: Honouring our Legacy....

Saint Vincent's Nursing Home has a proud legacy of compassionate and quality care and services. This reputation is built on the talents of our employees, volunteers and many stakeholders.

These individuals are the team – the foundation of all we represent. It has been, and continues to be, an honour to serve our many residents and their families.

It is important to celebrate Saint Vincent's many accomplishments over the past five years. Some notable highlights include:

- Purchasing the land on which we are situated.
- Changing the name from Saint Vincent's Guest House to Saint Vincent's Nursing Home.
- Receiving a three-year accreditation award in 2009.
- Constructing a therapeutic clinic, new dining rooms and numerous other spaces to improve the lives of our residents.
- Improving information technology infrastructure.
- Hosting our annual lecture series.
- Celebrating 45 years of compassionate care.
- Completing a review of infection control practices and policies, and enhancing the tracking of data collection processes.
- Establishing a leadership role within the continuing care sector through membership on various representative organizations (Health Association Continuing Care Council, Community Governed Nursing Home Society of Nova Scotia, Capital District Continuing Care Committee, etc).
- Completing successful fundraising campaigns that raised \$360,000 over the past five years.
- Balancing our budget and performing a historic debt reduction.


Though an organization cannot attain perfection as there is always room for improvement, we can rest assured that we have successfully maintained our reputation in the community. The quality of care we provide is among the best in the province. 

Now: Reflecting on Today...

The main barometer for the success of a strategic plan is whether or not, when all is said and done, the organization has positioned itself in the manner that the strategic plan envisioned. Through the identification of five strategic directions, the 2006–2011 strategic plan laid out a clear image of:

- An organization that takes pride in the work, programs and services it provides.
- An organization that strives to be a leader and steward of the continuing care system.
- An organization that recognizes the need to be innovative and provide compassionate, quality care in new and purposeful ways.

A significant amount of work has been accomplished over the past five years and Saint Vincent's is happy to announce that the goals identified during the last strategic planning process were in fact successfully accomplished.


The continuing care landscape has experienced significant change within the last five years and will continue to change in the future. Government policy amendments, changing demographics, facility competition and economic pressures are just a few of the noteworthy realities that have added pressure to the operations of our organization. To ensure a sustainable future that maintains the high quality of care and services our residents have come to expect, a new path must be drawn. 



Now What?: Our Path to Success...

By recognizing the challenges that lay ahead Saint Vincent's is looking towards a future that includes:

- Responsible use of financial resources,
- Maintaining a skilled and engaged workforce,
- Looking at new ways to do things,
- Working with other organizations and experts,
- Maintaining a high quality of care and services, and
- Meeting the needs of our residents.

The 2012–2017 strategic plan has identified six strategic directions that include numerous milestones and factors that are critical to the future success of the organization. Only through the collective efforts of every employee, volunteer, resident, family member, and the Board of Directors, can we build on our past as we move into the future. 



Our Path to Success is...

1

A RENEWED RESIDENT FOCUS

that aligns care, services, and programs more closely with the values of the organization.

2

OUR LEADERSHIP APPROACH that sheds the traditional top down approach and creates leaders throughout the organization.

3

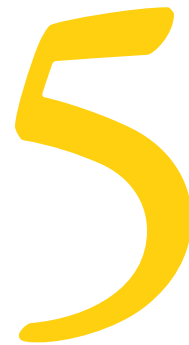
A HEALTHY WORKPLACE that is not only adequately staffed but supports staff needs and workplace relationships.

PREPARING FOR THE RESIDENT AND FAMILY OF THE FUTURE

whom we realize will have different expectations and needs than the current resident population we serve.



**CONNECTING WITH OUR
COMMUNITY** by fostering our reputation, clarifying our community, and promoting fundraising.



OUR PHYSICAL ENVIRONMENT

by recognizing the pressures of an aging facility while promoting new and innovative care and design developments.



1

A renewed resident focus

Why it's important

Saint Vincent's Nursing Home recognizes the importance of creating an environment full of positive and meaningful experiences for our current resident population. It is important that we ensure the care we provide is aligned with those values our organization prides itself on. Saint Vincent's is on a journey to leave behind the limitations of routine and protocol and move towards resident focused care that truly represents our values of: RESPECT, DIGNITY, COMPASSION, HOME and TEAMWORK.

This will require us to examine how we look at care differently. The shift in perspective from primarily a staff focused model, that often assumes the care needs and wants of our residents are met, to providing care that aligns with the values of our organization as well as the desires and needs of each individual. Dedication and a commitment from each and every one of us will be required. This is a challenge we are excited to meet head on.

Critical success factors

- Resident safety embedded throughout work plans and recognized as an organizational priority. Progress towards desired outcomes is supported by evidence.
- Family and resident participation in the development of a holistic philosophy of care.
- Philosophy of care that reflects best practice, represents the resident of today, and prepares Saint Vincent's for the resident of the future.
- Saint Vincent's branding and visual identity defined by the organization's approach to providing care.

Our milestones

Short Term 2012-2013

- To enable and promote multi-disciplinary participation in resident care conferences.
- To develop and promote opportunities (ex: peer-led forums) for families and residents to communicate needs to staff.
- To develop a unifying definition of resident focused care that reflects the values of Saint Vincent's.
- To develop a resident safety strategy that reflects best practice and organizational realities.

Medium Term 2012-2015

- To conduct an environmental assessment that focuses on the current alignment of service provision and organizational values.
- To identify clinical education gaps and develop work plans to address needs (ex: dementia, palliative care, etc).
- To develop processes for staff to transfer knowledge on individual resident desires and needs.
- To implement and monitor a resident safety strategy with measurable outcomes and goals.

Long Term 2012-2017

- To develop and implement a communications plan to promote our philosophy of care and define our brand.
- To shift the culture from approaching resident care as "nursing care" to holistic resident focused care.
- To evaluate and implement continuous improvement of the resident safety strategy as required.

A shared accountability

Director of Nursing
Director of Therapeutics

Organizational supports

Family Council
Residents' Council
Operations Team
Management Team
Medical and Therapeutics Team
Ethics Team
All staff



2

Our leadership approach

Why it's important

Organizational structures in health care have traditionally instilled a top down approach, with employees having little autonomy in their own roles.

Saint Vincent's Nursing Home recognizes that, to provide the best care to our residents and succeed in the constantly evolving continuing care landscape, it needs to support our employees as leaders within the organization.

Creating leaders at all levels of the organization not only results in more empowered employees, but also ensures the best possible care for our residents.

Critical success factors

- Management that is more visible and accessible to all employees and residents of Saint Vincent's.
- A leadership philosophy centered on enabling employees and creating leaders at all levels of the organization.
- Effective succession-planning processes in place that support a high standard of care and effective management of resources.

Our milestones

Short Term 2012-2013

- To develop a plan that entrenches quality improvement into the work processes and education of staff.
- To develop a process that identifies and recognizes the unique skills of staff.
- To implement a statement of management philosophy that promotes a visible presence throughout the facility.
- To develop and implement a Succession Planning Strategy.

Medium Term 2012-2015

- To implement skills development workshops for staff with the objective of building organizational capacity.
- To implement a formal peer-mentoring program that links varying skill sets.
- To formalize Saint Vincent's desired leadership traits and incorporate them into performance management and recruitment processes.
- To define a co-leadership model in keeping with Saint Vincent's management philosophy.

Long Term 2012-2017

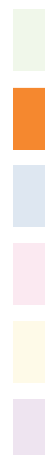
- To implement a co-leadership model that incorporates clinical staff as principle leaders and management as mentors, enablers and educators.
- To enable staff to step forward and lead organizational initiatives by tapping into external resources and education that support and recognize informal leaders (ex: Capital District Health Authority - My-Leadership Seminars).

A shared accountability

Executive Director
Director of Nursing

Organizational supports

Human Resources Team
Management Team
Senior Leadership Team
Nova Scotia Nurses' Union
Canadian Union of Public Employees
Quality Resources
All staff



3

A healthy workplace

Why it's important

For the first time in our history there are three generations (baby boomers, generation X and generation Y) working side-by-side in the workplace. In addition to the many opportunities that accompany this new paradigm there are many challenges that arise. Each generation is motivated by different means, possesses different skills, and has different expectations of its employer and coworkers.

Approaches to human resource and staffing models must go beyond recruitment to creating healthy workplaces by educating staff, rewarding achievement, recognizing challenges and understanding differences.

Critical success factors

- Effective recruitment and retention processes that prepare the organization for the future.
- Increased organizational expertise through targeted educational initiatives (ex: dementia, palliative care).
- Enhanced departmental relationships through efficient and accurate communication processes.
- An organizational structure that encourages and enables teamwork.
- An engaged staff that is encouraged to practice at full scope as appropriate.
- Human resource supports and processes in place that promote safe work practices, support employees and protect the organization's fiscal health.
- Active promotion of qualities that relate to cultural competence.

Our milestones

Short Term 2012-2013	Medium Term 2012-2015	Long Term 2012-2017
<ul style="list-style-type: none"> • To conduct a comparative analysis that focuses on defining current models of care with best practice and local sector innovations. • To develop an organizational Human Resource Strategy that identifies pressures and the future needs of the organization. • To identify safe work practice gaps and develop processes to address issues. • To implement initiatives that recognize and support engaged and compassionate staff as identified by peers (ex: Executive Director's Award of Excellence). • To develop communication and education plans that promote cultural competence. 	<ul style="list-style-type: none"> • To engage external partners to explore opportunities that increase capacity and enable supports and services (ex: shared human resource department) . • To develop an organizational education plan that explores cost effective and meaningful education for staff. • To work collaboratively with other organizations and unions to move towards compensation and benefit parity. • To integrate cultural competence education into employee orientation. 	<ul style="list-style-type: none"> • To promote co-operation throughout the organization and implement processes that support shared accountability and responsibilities.

A shared accountability

Executive Director
Director of Quality and Operations

Organizational supports

Human Resources Team
Management Team
Operations Team
Occupational Health and Safety Committee
Nova Scotia Nurses' Union
Canadian Union of Public Employees
Board of Directors
All staff



4

Preparing for the resident and family of the future

Why it's important

Saint Vincent's Nursing Home recognizes that the resident and family of the future will have different expectations and needs than the current populations we serve. We recognize that different populations will require different services provided by a wide range of disciplines and expertise.

Through innovative service provision and partnerships, our organization is embarking on a journey to help ensure these expectations are managed and met as appropriate.

Critical success factors

- Service provision that reflects the current needs of our residents and prepares for the residents of the future.
- A coordinated approach to resident care that dissolves barriers between departments and promotes collaboration between various disciplines.
- Flexible programs and services that anticipate the needs of our residents.
- Resource allocation that recognizes the changing needs of our residents and ensures a sustainable future.
- An environment where residents of different cultural backgrounds feel respected and comfortable.
- A volunteer program aligned with the needs of incoming residents that provides a meaningful experience for our volunteers.

Our milestones

Short Term 2012-2013

- To develop a program that collects and shares appropriate information on individuals for evidence-based decision-making.
- To develop proposals that provide flexible services which align with the expectations of incoming residents.
- To implement processes that utilize available information to help anticipate resident needs
- To promote the involvement of employees and volunteers in recreation programs.
- To adopt a philosophy of care that includes suitable cultural competence language.

Medium Term 2012-2015

- To implement a program and service development plan that incorporates future resident demographic projections and staffing pressures.
- To utilize community resources in the volunteer program (ex: churches, schools, family, friends, etc.).
- To incorporate cultural competence into education plans.

Long Term 2012-2017

- To implement a model of resident care and services that utilizes and adapts concepts from best practice, reflecting on our values and focusing on what matters most to the residents of Saint Vincent's.
- To create a partnership with various stakeholders, increasing our collective capacity by sharing resources and services.
- To develop a plan to fund and implement electronic charting.
- To develop and perform a volunteer program evaluation.

A shared accountability

Director of Nursing
Director of Therapeutics
Director of Quality and Operations

Organizational supports

Human Resources Team
Operations Team
Management Team
Medical and Therapeutics Team
All staff



5 Connecting with our community

Why it's important

Saint Vincent's Nursing Home recognizes that, to be successful in the rapidly changing continuing care landscape, we need to strengthen our ties with the local community. Recognizing that our closest linkages to our community are through our volunteers, Board members, residents, family members and staff, we commit to supporting them in their roles as ambassadors for Saint Vincent's.

By creating innovative partnerships and growing our brand we will position this organization to succeed and ensure a sustainable future.

Critical success factors

- A reputation in the community for providing excellent care.
- A collaborative partnership open to stakeholder engagement.
- Active advancement of issues that impact our mission and vision.
- Key corporate linkages and sponsorships developed and sustained.
- A well developed fundraising program that engages our community.
- A marketing initiative that reflects the brand we wish to develop and sustain.

Our milestones

Short Term 2012-2013

- To define the Saint Vincent's community.
- To develop a business plan that allocates reasonable resources to fundraising programs.
- To define our brand as we move into the future.
- To enable staff to participate more actively in fundraising for direct resident care initiatives.
- To forge closer ties to local charitable organizations.

Medium Term 2012-2015

- To develop proposals for fundraising events that engage the larger community.
- To institute a Board philosophy that includes taking a more active role in the community as ambassadors for Saint Vincent's.
- To recognize and celebrate the involvement of Saint Vincent's employees in the community.

Long Term 2012-2017

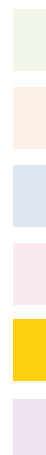
- To improve and strengthen community ties through the development of reciprocal relationships.

A shared accountability

Board of Directors
Senior Leadership Team

Organizational supports

Management Team
Community Relations Committee
SVNH Foundation



6

Our physical environment

Why it's important

In an era of modern neighbourhood-style facilities that ensure privacy and space for their residents, the physical limitations of our facility are often the greatest barrier to providing the home-like atmosphere and resident focused care that we are striving to achieve.

Although we have attained our goal of purchasing the property on which our building is located and continue to increase available space through construction projects, we look to a future replacement of our facility.

Our residents are entitled to their own rooms and space to socialize with their friends and families. Saint Vincent's will commit to planning for the future while improving our facility for the residents of today.

Critical success factors

- Looking past the limitations of our physical environment to improve the lives of our residents.
- A unifying and realistic definition of "home-like environment" that recognizes the current realities of our facility while preparing us for the future.
- Utilization of available resources (ex: staff, Board members, volunteers, residents, family members) to advocate for a new building.
- A fundraising effort focused on building capacity and developing space.

Our milestones

Short Term 2012-2013

- To develop an advocacy strategy that utilizes available resources (Board members, community, etc) for a replacement facility.
- To develop an accepted definition of “home-like” within Saint Vincent’s current physical reality.
- To establish a multidisciplinary group tasked with developing recommendations regarding the utilization of existing and anticipated space (ex: palliative care, garden space, resident room arrangements, private socialization space).

Medium Term 2012-2015

- To ensure the organization is structured appropriately and prepared to undergo the development process of a replacement facility.
- To advocate for a reduced census to convert shared rooms to single rooms.

Long Term 2012-2017

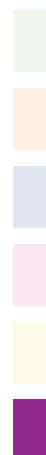
- To manage the transition to a new facility, if applicable, while minimizing disruption to residents, families and staff.

A shared accountability

Board of Directors
Senior Leadership Team

Organizational supports

Management Team
Occupational Health and Safety Committee
Residents’ Council
Family Council
All staff



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ACCREDITATION CANADA
AGRÉMENT CANADA

Driving Quality Health Services
Force motrice de la qualité des services de santé