



# Strategic Planning Summary Report



**2021 – 2024**

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## Introduction

The Board, the Executive Director and the senior leaders of Saint Vincent's Nursing Home worked collaboratively during March and April 2021 to gather input from key stakeholders, develop a SWOT Analysis, conduct an environmental scan, and determine the strategic priorities for focus for the next three years. Carla Anglehart, Leadership and Governance Specialist provided facilitation support throughout the process.

## Approach

Considering the pandemic and related public health restrictions, a combination of in-person meetings, telephone interviews and virtual sessions were convened, and two on-line surveys were employed; five strategic planning sessions with the Board and Executive Team were conducted virtually using a Zoom platform, with a blend of polling, small breakout sessions and large group discussions.

## Stakeholder Consultation

One of the stewardship responsibilities of long-term care Boards is to establish and maintain a positive relationship with key stakeholders; this includes two-way communication about the organization and taking time to understand and consider the interests, needs and input of the stakeholders. The Board agreed that the strategic planning process was an ideal opportunity to engage stakeholders and seek meaningful input to inform the Board planning.

**One hundred and two (102) stakeholders participated.** The following approach to engage stakeholders was implemented:

1. **A Facilitated Focus Group with Family Members:** A virtual focus group using Zoom was convened on March 16<sup>th</sup>, 2021. **Five** family members participated. Following introductions and objectives of the meeting, a series of questions were asked: a) What are Saint Vincent's Nursing Home's greatest strengths? b) What are Saint Vincent's Nursing Home's biggest challenges? and c) What are the top 2-3 priorities you believe the Board should select for focus for the next three years to best meet resident's needs?
2. **An on-line survey for Family Member Input:** In order to engage additional family members, a brief survey addressing the same questions (above) was provided as an option to focus group participation. **Thirty-one** family members completed the survey.

3. **Individual Family Member Interview Input:** **Three** family members participated in individual interviews with the facilitator, responding to the same questions.
4. **Individual Interviews and Small Group Discussions with Residents:** On March 31<sup>st</sup> a total of **fourteen residents** provided input - six participated in two small group discussions, and eight residents met with the facilitator individually to discuss strengths, weaknesses, and priorities.
5. **Focus Group with Employees:** Employees were invited to participate in one of two Zoom meetings, to offer their suggestions for Board consideration in setting the strategic priorities. **Twelve** employees participated in the first Zoom and **nineteen** participated in the second Zoom. The same series of questions were posed, and additional comments/suggestions were pursued.
6. **Board Input:** Board members were invited to respond to questions in a survey provided prior to the strategic planning session, contributing to the SWOT (strengths, weaknesses, opportunities, and threats), in advance of the planning session. A total of **six** Board members provided input.
7. **Leadership Team Input:** The Executive Director and her Leadership Team (**ten**) met off-site for a half-day session to consider priority-setting tools and to provide their input on the questions above. Using the Board's work on the SWOT (strengths, weaknesses, opportunities, and threats), the analysis was completed in advance of the planning session. The leadership team also explored priorities for the Board to consider moving forward.
8. **SWOT Analysis:** The input from sources noted above was synthesized into the SWOT Analysis.

Strengths to Build Upon	Weaknesses to Eliminate
Staff	Care
Care	COVID-19 Fatigue
Leadership	Leadership
Communication	
Opportunities to Leverage	Threats to Mitigate
Focus on LTC	Funding
Sector Leadership	Labour
Funding	COVID-19
	Racism

## **Saint Vincent's Nursing Home Values**

Values represent the key elements that guide decision-making and action at the Board table and across the organization. Participants reviewed the existing values and determined some revisions would better represent Saint Vincent's including the addition of diversity. The following values were decided upon.

### **Caring**

We demonstrate compassion, kindness and empathy for each other to create a welcoming, secure, and comfortable environment.

### **Collaboration:**

We work together to serve those entrusted to our care by engaging with residents, family members, employees, physicians, students, volunteers, health professionals, clergy, external partners, and friends.

### **Respect**

We embrace diversity; we demonstrate consideration and politeness as we seek to understand each other's experiences and perspectives.

### **Accountability**

We act with integrity and transparency while holding ourselves and each other to high standards and the pursuit of continuous improvement.

### **Safety**

We are committed to health, well-being, and safety for all members of the Saint Vincent's Nursing Home community.

## **Saint Vincent's Nursing Home Mission**

Participants reviewed the statement of purpose for Saint Vincent's Nursing Home. They reviewed examples of other mission statements and decided to remove the reference to the values (as values are expressed in detail above) and developed options for a concise statement of purpose. They agreed upon the following mission statement.

We are a resident and family-centred community caring for each other.

## Vision for the Future

A vision is a brief statement that clearly expresses the desired result of the work of the organization. It is written as an outcome. Vision statements should be compelling and can act as powerful motivators.

Participants considered the current context at Saint Vincent's Nursing Home (i.e., feedback received from stakeholders through the SWOT Analysis, Environmental Scan), and identified outcomes they would like to achieve over the next three years. The outcomes they agreed upon included the following.

- A caring community;
- Meaningful relationships;
- Joy, laughter and meaning flourishes;
- People choose Saint Vincent's Nursing Home as the best place for their loved ones to live;
- Residents live to their potential;
- Staff want to come to work at Saint Vincent's Nursing Home; attracting and retaining the right people is easy;
- Employees are healthy and engaged and provide resident-centred quality care;
- Resources (money, equipment, comfort items) are readily available to provide for the needs of residents; funding is available to provide competitive wages to staff;
- A positive connection and relationship with the community exists.

With a clear picture of what the preferred future looks like, participants considered the current vision statement, "A caring community built on meaningful relationships.", and determined that although they like the statement, they believe it best described "how" to **achieve** the vision, rather than expressing the shared vision in a concise manner. Together, they explored options to describe the desired outcome for Saint Vincent's Nursing Home and came to an agreement on the following new vision.

### Vision

Engaged residents. Meaningful relationships. Moments of joy.

## Strategic Directions

With the vision in mind, participants once again reflected on the input from stakeholders, the SWOT Analysis, and the Environmental Scan. Individually, and then through small and large group discussions, they came together on the following three strategic priorities for focus and action over the next three years in order to achieve the Saint Vincent's Nursing Home vision.

### Quality Care

**Goal:** To provide a positive experience for residents and their loved ones by focussing on their individual needs and providing care for the human spirit as well as care of the human body.

*Objectives will include* a resident and family-centred approach as partners in care, ongoing pandemic preparedness/response, safety, standards, and wound care.

### People

**Goal:** To create a positive, inclusive workplace culture that attracts and supports a cohesive team of healthy, engaged, skilled employees who are passionate about the important role they play in our caring community.

*Objectives will include* healthy and safe workplace culture, HR practices (e.g., hiring for fit, accountability, recognition), education and professional development, mental health supports, supervision, and leadership.

### Sector Leadership

**Goal:** To create strong partnerships in the long-term care sector to advocate for standards and address shared challenges.

*Objectives will include* funding, federal guidelines and standards, compensation for CCAs, education level for LTCA, and infrastructure upgrades.

**Critical Success Factor:** Communication was identified as an important factor across all three strategic priorities. Therefore, it will be crucial to identify a communication component in each of the three strategic goals.

## **Next Steps**

The Board formally adopted the new mission, values and vision statement and adopted the new strategic priorities, goals, and objectives in May. The Board and Executive Director will ensure a communication plan is in place to share the new mission, vision, values, and strategic priorities with stakeholders.

The development of the implementation plan was delegated to the Executive Director with direction to invite implementation ideas from stakeholders. Once completed the implementation plan will include specific action steps, required resources, timelines, and accountabilities for the plan.

The Executive Director will recommend one or two key performance indicators in each goal area for the Board to monitor progress against the plan over the next three years.

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