



**Caressant Care Nursing and Retirement Homes**  
**STRATEGIC PLAN**

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**2019 - 2021**

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**Caring Families – Yours and Ours Together**

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## Overview

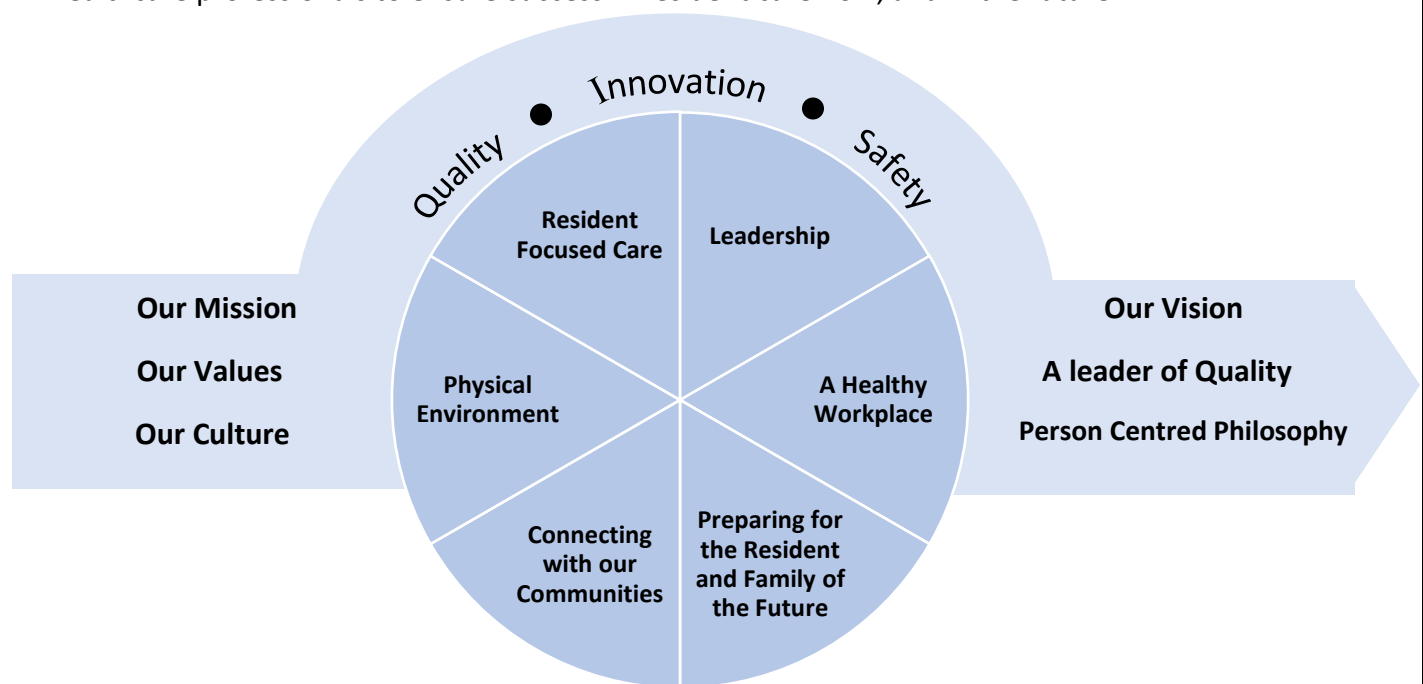
### Caring Families – Yours and Ours Together

Caessant Care was founded in 1975 with a 60-bed Nursing Home in Woodstock, Ontario.

Today, Caessant Care Nursing and Retirement Homes, privately owned by Mr. James Lavelle, President, operates 15 Nursing Homes and 10 adjoined Retirement Homes across Ontario. With an evolving healthcare system, there is a drive to think strategically about our future. More than ever, the aging population has a longer life expectancy and resident expectations are growing. Our long-term care homes and retirement homes strive to provide excellence in resident-centred care.

Being a critical component of the healthcare sector, we recognize continuous review, enhancement and maintenance is required to preserve resident quality of life. The coming years will bring significant changes to our organization. We have developed **six strategic priorities** laid out in this plan. They include: *resident-focused care, leadership, a healthy workplace, preparing for future demographics, enhancing community involvement, and our physical environment*. In addition, we will uphold our duty to have an ongoing focus on technology, safety, quality, and innovative processes. We will continue to evaluate best practices in our industry to ensure that we preserve provision of exceptional care.

Our commitment to our mission, vision, culture and values stands strong. We have an important role to play in facilitating change for Ontarians in long term care and we will invest in our healthcare professionals to ensure success in resident care now, and in the future.



## Our Foundation

The strategic plan picks up where Caressant Care began more than 40 years ago – an enduring commitment to our mission, vision, culture, and values.

**Vision** In our communities, Caressant Care will be a leader of quality person-centred care meeting their needs and their expectations.

**Mission** Our mission is to meet the assessed needs of our residents, in a personalized, safe environment. We will demonstrate an awareness and respect for the diversity of others, providing quality person centered care, and collaborating with community partners.

**Culture** Caring Families – Yours and Ours Together

### Resident Satisfaction

The residents are our primary focus, and their needs, rights, comforts, safety and satisfaction take priority.

### Home Environment

We promote the provision of a home-like environment for Residents, emphasizing the personalization of each Resident’s area.

### Respect

We believe that the residents we serve, and each other, deserve to be treated with dignity, respect, and consideration, in an abuse free environment ensuring all information is kept private and confidential.

### Safety

We believe strongly in the provision of a safe environment minimizing the risk of harm to Residents, Families, Volunteers and Personnel.

### Community Involvement

We value the support of the communities we serve and encourage each home to be an active member of their community.

## Values: Caressant Care

### Teamwork

We value our employees and recognize that it is the combined effort of all that contributes to a high level of care for our Residents and their overall satisfaction.

### Excellence

We value excellence in job performance and are committed to the provision of a comprehensive orientation program, on-going training and the provision of opportunities for professional development and research.

### CQI / Innovation

We value an on-going program of continuing quality improvement to achieve optimal outcomes.

### Accountability

We believe in sound fiscal management, to allow for optimum value in the provision of care, through corporate purchasing of supplies and services, as well as to receive a reasonable return on investment.

### Diversity

We value the diversity of the clients we serve and will be respectful of all.

## Our Strategic Priorities

### Person Centred Philosophy

A PERSON CENTRED FOCUS that aligns care, services and programs more closely with the values of the organization.

Caressant Care strives to create a home-like environment for the resident, allowing individualization of each resident's area. It is important to be constantly moving towards resident focused care that truly represents their psychological, physical, social, emotional, cultural and spiritual needs.

#### Our Focus

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##### 1 *Individual Plan of Care*

- Develop and evaluate care plans for each specific resident alongside their family and key stakeholders to ensure care planning balances physical, mental, spiritual and social needs

##### 2 *Communication*

- Maintain open and effective communication between resident, family and staff

##### 3 *Professional Training*

- Advance excellence in resident care through program specific education
- Establish work groups to identify specialized care needs and maintenance of best practices

##### 4 *Physical Environment*

- Maintain a home-like positive wellness environment to support each individual resident
- Maintain an effective and ongoing preventative maintenance program

#### Success in 3 years – what we will have accomplished:

- **We will have excellence in care plans** according to MOHLTC/RHRA legislation and resident/family needs
- **An effective communication plan will be in place** to accommodate all resident, family and staff needs
- **We will have enhanced education** to ensure staff are equipped to address all resident care needs
- **Residents will have personalized home-like rooms** and any necessary transitions will go well

## Our Leadership Approach

A LEADERSHIP APPROACH  
that creates leaders  
throughout the organization.

Caressant Care recognizes that in order to provide the best care to our residents, we need to support our employees as leaders within the organization. Ensuring that we have leaders at all levels of the organization results in more empowered employees and ensures that our residents receive the best possible care.

### Our Focus

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- 1 *Leadership Development*
  - Recognize and foster the growth of individuals' skills, strengths and talent
  - Increase employee engagement and mentoring programs
  - Increase internal pool of leadership candidates to reduce gap of skills
- 2 *Adequate Resources*
  - Tools for management to identify leadership traits during time of candidacy selection
  - Opportunities given to attend select leadership courses
  - Maintain sufficient resources to effectively support employees
- 3 *Succession Planning*
  - Commitment to career path development for employees which will facilitate the organization's ability to recruit and retain top performing employees and volunteers
  - Support service continuity with qualified, motivated people who have been trained to effectively achieve strategic plans as part of the leadership team

### Success in 3 years – what we will have accomplished:

- **We will have invested time in the development of employees** to effectively manage current and future talent
- **Our leaders will have the necessary tools and education** to support employees and families in all levels of care
- **We will have sufficient succession plans for future leaders of the Company** who have been identified as top performing employees

## Healthy Work Environment

A HEALTHY WORK ENVIRONMENT that supports needs and workplace relationships.

Approaches to human resource and staffing models must go beyond recruitment to creating healthy workplaces by orientating and educating staff, rewarding achievement, recognizing challenges and understanding differences. Continuous monitoring of life/work indicators and satisfaction is necessary, while ensuring that employees have support to balance physical, mental, spiritual and social needs.

### Our Focus

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#### 1 *Human Resource Planning*

- Determine workforce needs and forecast internal lateral opportunities
- Facilitate a valuable organizational structure to support areas of risk, change and advancement

#### 2 *Recruitment and Compensation*

- Integrate best practices for recruitment and retention of new and existing talent

#### 3 *Training and Development*

- Develop standardized recruitment and orientation tools for Hiring Managers
- Evaluate and enhance job satisfaction to reach optimal productivity and retention

#### 4 *Performance Management*

- Provide clear communication of staff expectations and utilize action plans for accountability
- Utilize attendance management program to ensure sufficient staff support

### Success in 3 years – what we will have accomplished:

- **Our ability to retain and utilize top talent will strengthen** our relationships, advance our valuable services to the community and expand our overall organizational success
- **We will have advanced recruitment and employee satisfaction tools** to support management with on-boarding and employee wellness
- **The evolution of our performance management system will strengthen** management and employee relations and create higher productivity levels

## Preparing for the Resident and Family of the Future

PREPARING FOR THE RESIDENT AND FAMILY OF THE FUTURE whom we realize will have different expectations and needs.

Caressant Care recognizes that the resident and family of the future will have different needs and expectations. Through innovative initiatives, and ensuring compliance with legislation such as the Long Term Care Homes Act and Regulations, 2007, and the Retirement Homes Regulatory Authority, Caressant Care will continue to go above and beyond for our residents and their families.

### Our Focus

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#### 1 *Resident and Family Expectations*

- Complete a service analysis that reflects the current needs for residents/families
- Complete an annual trend analysis to forecast future resource needs
- Explore holistic approach to resident care

#### 2 *Engagement*

- Expand partnerships with various community stakeholders to increase collective capacity of sharing resources and services
- Encourage collaboration across disciplines and departments to determine appropriate services and programs for future resident/family expectations

#### 3 *Health Demographics*

- Design a program that captures future resident health, both social and cultural demographic projections and staffing pressures to plan the best care for future residents

### Success in 3 years – what we will have accomplished:

- **We will have sufficient data of trend analyses of resident/family expectations** to ensure that we have proper financial stability to support necessary resources
- **Our stakeholder engagement will be well developed across various disciplines** to ensure effective future planning has been completed for optimal resident care and include expanded corporate quality role
- **A process will be well established to capture resident health demographic and staffing needs** to stabilize our ability to support various communities across Ontario



## Connecting with Our Communities

CONNECTING WITH OUR COMMUNITIES by fostering our reputation, clarifying our community, and supporting system collaboration.

By creating innovative partnerships and growing our brand, Caessant Care will position our organization to continue to succeed and ensure a sustainable future, recognizing that our closest linkages to our community are through our personnel, residents, families and volunteers.

### Our Focus

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#### 1 Stakeholder Collaboration

- Enhance resident, family and staff community integration by partnering with community groups to participate in extra-curricular activities
- Collaborate with community partners to engage in research/education initiatives both in medical and cultural categories

#### 2 Marketing

- Establish a marketing initiative for strengthened company branding for sustained/improved occupancy
- Enhance our employment reputation by attendance to job fairs in heavy talent populated areas
- Develop ways to support community engagement including the use of effective social media/website tools to network and connect with the residents, families, healthcare professionals, and the public

#### 3 Corporate Sponsorship

- Enhance community relationships through encouragement of home team involvement in community led social events and committees

### Success in 3 years – what we will have accomplished:

- **Our leaders, health professionals, and residents will be actively engaged** in building better resources and communities across Ontario
- **We will have an advantageous marketing plan** that will strengthen overall branding publicity for both residents and staffing purposes
- **A local community organization will benefit** from our personal support to demonstrate commitment to giving back the communities we serve

## Our Physical Environment

OUR PHYSICAL ENVIRONMENT by recognizing the pressures of aging facilities.

In an era of modern facilities, the physical limitations of older facilities are often the greatest barriers to providing the home-like atmosphere and person centred philosophy that we are striving to achieve. Caressant Care is committed to planning for the future while improving our facilities for the residents of today.

### Our Focus

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#### 1 Resources

- Collaborate with MOHLTC to maximize the use of funding initiatives and opportunities for rebuild
- Maximize occupancy
- Continue with Capital Planning process for all sites

#### 2 Property

- Utilize effective preventative maintenance to protect existing infrastructure
- Establish and implement an effective emergency preparedness plan
- Enhance the overall infrastructure and environmental sustainability in locations where possible

#### 3 Accessibility

- Conduct regular audits to follow relevant legislation to ensure resident living space and overall building is compliant
- Achieve Accessibility for Ontarians with Disabilities by enforcing standards, respecting goods and services in facilities as it pertains to accommodation, employment and buildings

### Success in 3 years – what we will have accomplished:

- **We will have optimal use of resources** to support building infrastructure and MOHLTC compliance
- **Our facilities will be recognized for our commitment to accessibility and maintenance of environmentally home-like infrastructure** for residents

## Commitment to Safety

Safety is an integral component of Caressant Care to reach strategic goals and priorities. Enhanced tools are in place to provide employees, residents and visitors an optimal safe and healthy environment.

Caressant Care has, and currently provides training to ensure an appropriate understanding of overall work safety procedures, knowledge of safe use of workplace tools and equipment and an overall awareness of known or foreseeable workplace hazards are in place. Compliance is monitored closely to ensure regulations are being followed in accordance with various Ministry Branches and Accreditation standards.

Caressant Care will continue to:

- Provide guidance and education specific to safety
- Make delivery of health and safety initiatives more effective and efficient
- Ensure persons accountable for non-compliant measures are fully informed of legal and regulatory health, safety and environmental risks
- Ensure resident safety plans are in place in all facilities

## An Innovative Future

Caressant Care wishes to encourage a culture that engages, excites and motivates creativity. An innovative future will enable us to put a new spin on our overall organizational branding. To commence this innovation, we will focus on the development, implementation and evaluation of new approaches to resident care. We will utilize advancements in technology by upgrading equipment, maintenance of current inventory and exploration of new efficiencies. Our quality of care will also further develop through the investment in our performance structure, by embracing best practices to ensure the best talent is retained in Caressant Care.

## Continuous Quality Improvement

Quality Improvement is a proven and effective way to improve care for Residents and to improve practice for Staff. At Caressant Care, we believe there is always opportunities to improve, streamline and optimize processes. Interdisciplinary CQI team creation and implementation to support a Quality Improvement Plan (QIP) and develop action plans specific to the priorities of their site. Each Caressant Care Home location will complete program evaluations and audits to ensure optimal care for residents and staff are maintained.