

2026 – 2028

# Strategic Plan



**Caressant Care**  
Nursing and Retirement  
Homes Limited

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# Overview

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

Today, Caressant Care Nursing and Retirement Homes, privately owned by Mr. James Lavelle, operates 15 Long-Term Care Homes and 10 adjoined Retirement Homes across Ontario. With an evolving healthcare system, there is a drive to think strategically about the 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 to preserve resident quality of life. The coming years will bring significant changes to our organization. This Strategic Plan outlines a three-year roadmap focused on **four core pillars**. They include: **Resident and Family, Team, Environment, and Community**. The plan aligns key priorities with measurable outcomes to strengthen quality of care, workforce stability, infrastructure, and system integration. A strong emphasis is placed on consistency, accountability, and continuous quality improvement aligned with the needs of Ontarians.

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 retirement, and we will invest in our healthcare professionals to ensure success in resident care now, and in the future.



OUR VISION

# Leader in Quality Resident-Centred Care

OUR 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 resident centred care, and collaborating with community partners.



RESIDENT AND FAMILY

Personalized Care, Engagement, Satisfaction



TEAM

People, Culture, Leadership, Development



ENVIRONMENT

Safe, Innovative, Efficient Systems



COMMUNITY

Partnerships, Outreach, Integration

Caring Families – Yours and Ours Together

# Our Foundational Values

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At Caressant Care, our values are the foundation of everything we do. They guide our decisions, shape our culture, and define the experience we strive to create for our residents, families, team members, and communities. Rooted in compassion, respect, and excellence, these values ensure that we consistently deliver high-quality, resident-centred care in a safe and supportive environment.

Together, they reflect our commitment to fostering meaningful connections, continuous improvement, and a true sense of home for those we service.





### 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.



### 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 residents we serve and will be respectful of all.



## OUR FOUNDATIONAL VALUES

Guided by compassion.  
Focused on people.  
Committed to excellence.

Resident  
and Family

Team



Environment

Community

# Resident and Family



A resident and family focus places residents and their loved ones at the heart of everything we do.

Caressant Care recognizes that in order to best support our residents and their loved ones, we must deliver consistent, high-quality, resident-centred care that enhances trust, safety, dignity, and quality of life. We are committed to delivering personalized, compassionate, and respectful care that reflects each resident's unique needs, preferences, and life experiences.

## Our Focus

### 1. Direct Care Excellence

- Align staffing models to resident acuity and complexity.
- Ensure consistent application of evidence-based care practices.
- Strengthen specialized care.

### 2. Experience, Trust and Communication

- Standardize communication across the resident journey.
- Improve transparency and consistency in family engagement.
- Ensure continuity of information between shifts and care teams.

### 3. Dignity, Respect, Choice and Decision-Making

- Embedded resident voice and choice into all care planning processes.
- Strengthen advanced care planning and substitute decision-maker engagement.
- Promote culturally sensitive and individualized care approaches.

### 4. Measure Performance and Outcomes

- Standardize evaluation of clinical, recreational, and dietary programs.
- Introduce consistent documentation and reporting practices.
- Use data to drive quality improvement and accountability.

### Success in three years – what we will have accomplished

- We will have **consistent, high-quality experience** across all homes.
- We will have **resident and family satisfaction and engagement** according to resident/family needs.
- We will foster a **strong team commitment to care planning and resident-centred care**, ensuring that each resident's choices, preferences, and dignity remain at the forefront of every care decision.

# Team



A team focus recognizes that resident care begins with a strong, supported, and engaged workforce.

Caressant Care is committed to fostering a positive workplace culture where team members feel valued, respected, and empowered to succeed. Through ongoing education, leadership development, and mentorship, we equip our teams with the skills and confidence needed to deliver high-quality, resident centred care.

## Our Focus

### 1. Employer of Choice

- Strengthen onboarding and early employee experience.
- Recognize and retain long-service employees.
- Improve attendance consistency and workforce stability.

### 3. Leadership and Accountability

- Develop formal mentorship structures.
- Prepare future leaders at all organizational levels.
- Establish consistent routines and communication across all departments.

### 2. Development and Program Excellence

- Standardize education and program competencies across homes.
- Strengthen nursing and frontline skill development.
- Align training with evolving resident acuity and care needs.

### 4. Engagement and Culture

- Foster a culture of recognition, inclusion, and support.
- Improve employee engagement and morale.
- Increase staff involvement in decision-making.

### Success in three years – what we will have accomplished

- We will have **reduced turnover and improved retention** across all homes.
- Our teams **will have the necessary tools and education** to support team members and families in all levels of care.
- We will have **increased team member engagement and satisfaction** across the organization.

# Environment



An environment focus ensures that our physical and technological areas are supported and safe.

From infrastructure and equipment to digital solutions and safety processes, we strive to create an environment that enables our teams to work effectively while improving the overall resident experience. Caressant Care is committed to well-maintained spaces that promote dignity, safety, and a true sense of home for our residents.

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## Our Focus

### 1. Technology and Digital Transformation

- Fully integrate digital systems to support operational workflows.
- Improve accuracy, accessibility and timeliness of information.
- Enhance resident care through data-enabled decision making.

### 2. Safety and Support Systems

- Improve efficiency and cost management – reduce waste and optimize resources.
- Enhance monitoring and incident prevention.
- Standardize processes across homes.

### 3. Infrastructure and Redevelopment

- Modernize aging infrastructure.
- Ensure homes meet current and work towards future standards.
- Maintain a home-like, comfortable environment.

### Success in three years – what we will have accomplished

- We will have **increased efficiency through integrated systems** across all homes.
- Our teams will have **improved safety and compliance outcomes**.
- We will work toward **modernized, resident-friendly environments** within aging buildings.

# Community



Community focus emphasizes collaboration, and outreach, ensuring we remain connected.

Community reflects our commitment to building strong, meaningful relationships with the communities we serve. At Caressant Care, we recognize that quality care extends beyond our homes, and we actively engage with local partners, families, volunteers, and healthcare providers to enhance the well-being of our residents.

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## Our Focus

### 1. Access to Services and Local Partnerships

- Improve access to essential services.
- Ensure quality and consistency of contracted providers.
- Support local economies and partnerships.
- Strengthen relationships with educational institutions.

### 2. Health System Integration

- Strengthen collaboration with hospitals, primary care, and specialists.
- Improve continuity of care and transitions.
- Strengthen partnership with emergency response teams.

### 3. Meaningful Connections

- Increase resident engagement in meaningful activities.
- Build stronger connections within and outside the home in local communities.
- Enhance resident experience through volunteer engagement.

#### Success in three years – what we will have accomplished

- We will have **stronger integration with healthcare and community partners** across all homes.
- Our residents will have **increased engagement and access to services**.
- We will have **an enhanced organizational reputation** within the communities we serve.

# Conclusion

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This strategic plan reflects our shared commitment to delivering exceptional, resident-centred care through a balanced focus on our residents and families, our team, our environment, and our community.

By aligning our priorities, investing in our people and systems, and fostering meaningful partnerships, we will continue to strengthen our organization and enhance the quality of life for those we serve.

Through accountability, innovation, and continuous improvement, we are well positioned to achieve our vision of being a leader in quality resident-focused care – today and in the future.





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