



Shoreham Village Strategic Plan 2021 – 2026



Shoreham Village Strategic Plan (2021 – 2026)

Our priorities are in three categories: People, Places and Performance.

People:

Priority 1: Strengthening the Long Term Care Services We Provide

Priority 2: Be a Recruitment Magnet

Priority 3: Be an Employer of Choice

Places:

Priority 1: Capital Redevelopment

Performance:

Priority 1: Achieving Accreditation Status

Priority 2: Management Agreement Model

Priority 3: Strategic Alliances and Advocacy

People

Everything we do is for the care and comfort of our residents, the confidence of their family members who trust us and the wellbeing of our staff and volunteers.

Priority 1: We will be tireless advocates for the quality of life of our residents by ensuring that the resources we have are directed to the highest quality of care that can be provided, and that the resources we need are clearly understood by our funders. Our focus will be to **strengthen the long term care services we provide** so that they are sustained to the highest possible standard.

Strategic Initiatives:

- Inform the development of the Provincial strategy for Continuing Care
- Report regularly and transparently to funders and stakeholders about opportunities to strengthen long term care services
- Conduct resident and family surveys to assess levels of satisfaction

Desired Outcomes

- increased provincial government investment in long term care services
- increased hours of care ratios with further investment in a multidisciplinary team
- consistently high levels of resident and family satisfaction with the quality of care the experience

Priority 2: The best people are attracted to organizations that have a reputation for being a great place to work. Shoreham Village needs to **be a recruitment magnet**, which means that all staff experience a deep sense of belonging to an organization that values them. Every staff member must feel safe in the work they do, respected in the relationships they have and

confident in their ability to fulfil their own potential through ongoing professional development and progressive opportunities. We also need creative approaches to recruitment, including raising awareness among students about career choices in the sector, providing financial incentives for training and sign-up, advocating for affordable housing in the community for people who want to work here, and addressing the need for child care for employees.

Strategic Initiatives:

- develop a 3-5 year recruitment strategy that includes immigration components and promotes Shoreham as an exceptional employer
- creating a pathway for individuals to join the organization and support them in achieving a Continuing Care Assistant (CCA) certification,
- continue to offer professional development/upgrade opportunities to employees who are interested in this career pathway
- creation of bursaries and sign-up incentives for new graduates
- provide opportunities for students to engage in the life of the organization, as visitors, volunteers or interns
- advocate for and support affordable housing solutions in the community
- explore the feasibility of providing on-site child care for employees
- showcase employee initiatives, individual or team-based, that exemplify the qualities of excellence and innovation

Desired Outcomes

- Reduced length of time to fill vacancies
- Reduced staff vacancy rate
- Increased satisfaction scores on employee satisfaction surveys
- Increased number of staff who report having visited or volunteered at Shoreham as a student

Priority 3: Shoreham Village is fortunate to have dedicated employees, and we want to keep them. Providing a safe and supportive workplace, creating a team environment, creating pathways for progressive career development and demonstrating that we value the dedication of our employees is vital to our retention strategy. We want to **be an employer of choice** in the community, and in the Continuing Care Sector.

Strategic Initiatives:

- create a state of the art model of care enabled by technology
- continue to build and foster a multidisciplinary team/collaborative model for delivery of services
- Ensure staff have the resources they need to work in a safe and supportive environment
- Provide career development opportunities for staff to progress within the organization
- Create opportunities to celebrate employee excellence

Desired Outcomes:

- High level of performance in the following areas:
 - staff vacancy rate
 - staff sick time rate
 - WCB claims due to injury and stress
 - staff turnover rate
 - succession planning
 - training opportunities (including in-house programs)
 - rates of promotion and career progression

Places

Our tag line is A Campus for Living. Our campus is shared by our partners who deliver affordable housing services to our community and the Health Centre (OHC). The Campus is a home for the residents who live in our long term care facility and the tenants who live in the apartments, a workplace for our employees and volunteers and a resource hub for the community. To fulfill this mandate, we will work collaboratively with our partners to design and maintain our buildings, grounds and services to achieve the highest standards and maximum value for those who live, work and meet here.

Priority 1: Over the next five years, a major focus will be on **the capital redevelopment** of the current structure – either a replacement or a major renovation. We will continue to work with government as it fulfills its commitment to make the necessary investment to bring our facilities up to modern standards of safety and comfort.

Strategic Initiatives:

- Launch a project team to oversee the capital redevelopment
- Develop grounds' design and use as community assets, such as the gardens (for area residents' vegetable production) and the pond (for winter skating activities)

Desired Outcomes:

- Completion of capital redevelopment project
- Increased participation of community members in on-site hosted activities and services we can offer those who call the Shoreham Village Campus home as well as community members.
- Increased level of multi-generational involvement in resident life
- Increased level of 'sense of community' as reported by residents, family members and staff

Performance

Shoreham Village strives for excellence in all we do and will continue to build its reputation as a leader in the Continuing Care sector. The management agreement we have in place with

Northwood Care, Inc. has proven to be fundamental to our success and we see a strong future for both organizations if we continue on this shared path.

Priority 1: Shoreham Village will participate in the national Accreditation process with the goal of meeting or exceeding all the standards set out. This will be a significant undertaking by management, staff and the Board. **Achieving accreditation status** will be a significant milestone for this organization.

Strategic Initiatives:

- Complete the Accreditation process
- Measure and report on quality of care indicators
- Create opportunities to celebrate organization successes, examples of employee leadership and service excellence
- Conduct regular self-assessments of governance performance

Desired Outcomes:

- Achievement of Accreditation status
- High levels of performance in quality of care indicators
- High levels of performance in provincial licensing.
- High levels of confidence in organization leadership, as reported through internal and external stakeholder feedback

Priority 2: Shoreham Village entered into an innovative relationship in 2016 through the development of a **management agreement model** with Northwood Inc. On the strength of our experience, we believe there is much to be learned from this model and that it has the potential to benefit other organizations within and outside the Continuing Care sector.

Strategic Initiatives:

- Update the accountability framework between Northwood and Shoreham to ensure clarity of roles, responsibilities and expectations of both Parties.
- Complete a performance review of the Management Agreement to ensure that Shoreham's needs continue to be met and that Northwood continues to be able to furnish them
- Report publicly and transparently on the performance of the organization, and on the benefits of the management agreement with Northwood to Shoreham Village

Desired Outcomes:

- High performance in the following areas:
 - accuracy of forecasts
 - timeliness of financial reporting
 - identification of risks and mitigation strategies
 - stakeholder confidence in the performance of the organization

Priority 3: There are several service delivery organizations focused on the needs of the elderly and disabled in the Shoreham Village catchment area. This creates opportunities for mutual support and **strategic alliances** with local governing organizations, particularly as it relates to attracting funding, staff and volunteers in ways that amplify impact, reach and effectiveness. There is particular need for affordable housing and supports for assisted living, and will seek out alliances to support **advocacy** in this regard.

Strategic Initiatives:

- Create an asset map of organizations in the area with a shared interest in supporting the populations we serve
- Facilitate exploration of strategic alliances including cross-promotion, joint planning, shared services and cross-appointment of Board members
- Pursue one or two strategic alliances around advocacy for affordable housing and assisted living, evaluate and plan forward

Intended Outcomes:

- Increase in the number of organizations with whom Shoreham can collaborate on program development
- Increase in the number of board member cross-appointments in the related governance community
- Increase in the number of cross-promotion, joint planning and shared services involving Shoreham Village and other organizations