

STRATEGIC PLAN 2022-2025

Background:

Founded by the Sisters of St. Ann in 1941, we are a Catholic health care organization dedicated to the healing ministry of Jesus. At the heart of our mission, we respect the sacredness of life and the dignity of each person. Spiritual care and ethical decision-making are core to our programs and services.

We offer a Homelife model of care to 260 individuals each year. An interdisciplinary team of care providers and support staff plan, implement and deliver our programs and services. The expertise we offer includes: gerontological and individualized complex care; specialized dementia care; palliative, end-of-life and terminal care; and care for adults with special needs. We partner with community organizations and educational institutions.

Creating our Future:

Building on our successes, our Strategic Plan 2022-2025 focuses on achieving our Vision *"We will be a community of caring for residents who require complex care services to live life fully. We will provide a safe environment that fosters mutual respect, ethical reflection, and personal growth and development that is responsive to evolving needs."* Our strategic plan guides us towards reaching our goals and organizational improvement. We will monitor and evaluate the plan as we move forward, recognizing that it is flexible thereby supporting us in being nimble and accommodating changes in our internal and external environment.

Overview:

As a faith-based organization we are grounded in our foundational strategies. While our strategies may remain constant, our strategic directions will change to support the needs of the individuals we serve. Innovation is embedded in our planning and evaluation process.

Over the next three years, Mount St. Mary Hospital will focus on our Six Strategic Directions.

Care Experience: We ensure *person-centred care*¹ is core to planning, delivery and evaluation of our programs and services.

Our People: We recruit, develop and support a team responsive to the diverse needs of our residents

Dementia Care: We are recognized as a Centre of Excellence in dementia care.

Climate Change: We recognize and mitigate the impact of climate change on persons served; and take positive action to reduce the impact of our programs and services on the environment.

Respectful Engagement with Indigenous Peoples: We engage in open dialogue and collaborate with local First Nations communities.

Quality and Safety: We continuously improve quality of care and services while ensuring resident and staff safety.

¹ **Persons served are the primary consumers of services in a person-centred care environment.** They are the principal decision-makers throughout the course of a program/service. Persons served have the right to choose whether family members, support systems, or advocates may participate in that decision-making process. ~ CARF 2021

OUR GOALS

The following goals will translate our Vision and Strategic Directions into reality.

CARE EXPERIENCE:

Means that:

- We provide respectful and culturally sensitive spiritual care that respects persons served beliefs and traditions, and is integral to our programs and services.
- We believe that persons served input is essential to the programs and services we provide.
- We provide resident care according to evidence-based best practices.

OUR PEOPLE:

Means that:

- We have a workplace where staff, physicians and volunteers are highly engaged in contributing to our success.
- We promote engagement in a work-life balance for our team.
- We have a creative recruitment plan reflective of our commitment to diversity, equity and staff development.

DEMENTIA CARE:

Means that:

- We research, plan, implement and evaluate evidence-based practices for dementia care.
- We allocate resources to support staff in gaining expertise in the specialty.
- We acquire funding to augment the care and service providers, and the environment for persons served.

CLIMATE CHANGE:

- We assess and mitigate the effects of climate change on the well-being of our residents and staff.
- We assess our impact on the environment and implement measures to reduce our carbon footprint.
- We promote initiatives to reduce, reuse and recycle.

RESPECTFUL ENGAGEMENT WITH INDIGENOUS PEOPLES:

- We engage in actions to set and follow our path to Truth and Reconciliation.
- We develop a relationship with local First Nations.
- We consult with local First Nations on our operations.

QUALITY & SAFETY:

- We adapt our operations to ensure we exceed exemplary care and safety standards for our residents and staff.
- We continue to evaluate and revise operational improvements, and program and service delivery to optimize our functioning levels.
- We advance implementation of clinical delivery models and new technology to improve the quality of life of persons served and to expand our reach.

OUR FOUNDATIONAL STRATEGIES

Our Mission, Values and Ethical Framework.

- We advance a culture of ethical behaviour and decision-making that reflects our mission, values and identity.

Our People.

- We maximize the individual and collective talents and expertise of our staff, physicians and volunteers.

Partnerships and Sustainability.

- We are stewards of our resources while adhering to our principle of providing exemplary care and services.

MISSION

Founded by the Sisters of St. Ann, we are a Catholic health care organization dedicated to continuing the healing ministry of Jesus by providing compassionate, loving care to adults of all faiths who require long-term support. We are committed to meeting the physical, spiritual, intellectual, social, and emotional needs of all those we serve in partnership with their families, friends and other health care providers.

VISION

We will be a community of caring for adults who require complex care services to live life fully. We will provide a safe environment that fosters mutual respect, ethical reflection and personal growth and development within systems that are responsive to evolving needs.

VALUES

Compassion & Caring
Respect & Dignity
Fairness & Justice
Competence & Excellence
Responsibility & Accountability
Hope