

3. Include provisions for life-cycle maintenance (asset management) of Community facilities and equipment
4. Improve the Elliott's bottom line through optimization of credit lines, debt management and increases in buying power via cooperative group purchasing arrangements
5. Streamline organizational structure along with full application of cost-effective information technology systems

Development and Innovation

Goal: Exploring new ways of growing

Objectives:

1. Develop a comprehensive fundraising program
2. Ensure full occupancy for current and planned facilities with high utilization of services and programs
3. Expand resident referral network
4. Increase visibility in the local community as a quality care provider
5. Explore and implement new services or enhance existing ones
6. Support continuous improvement efforts based on identification of best practices

Our Team

Goal: Making the Elliott an "employer of choice"

Objectives:

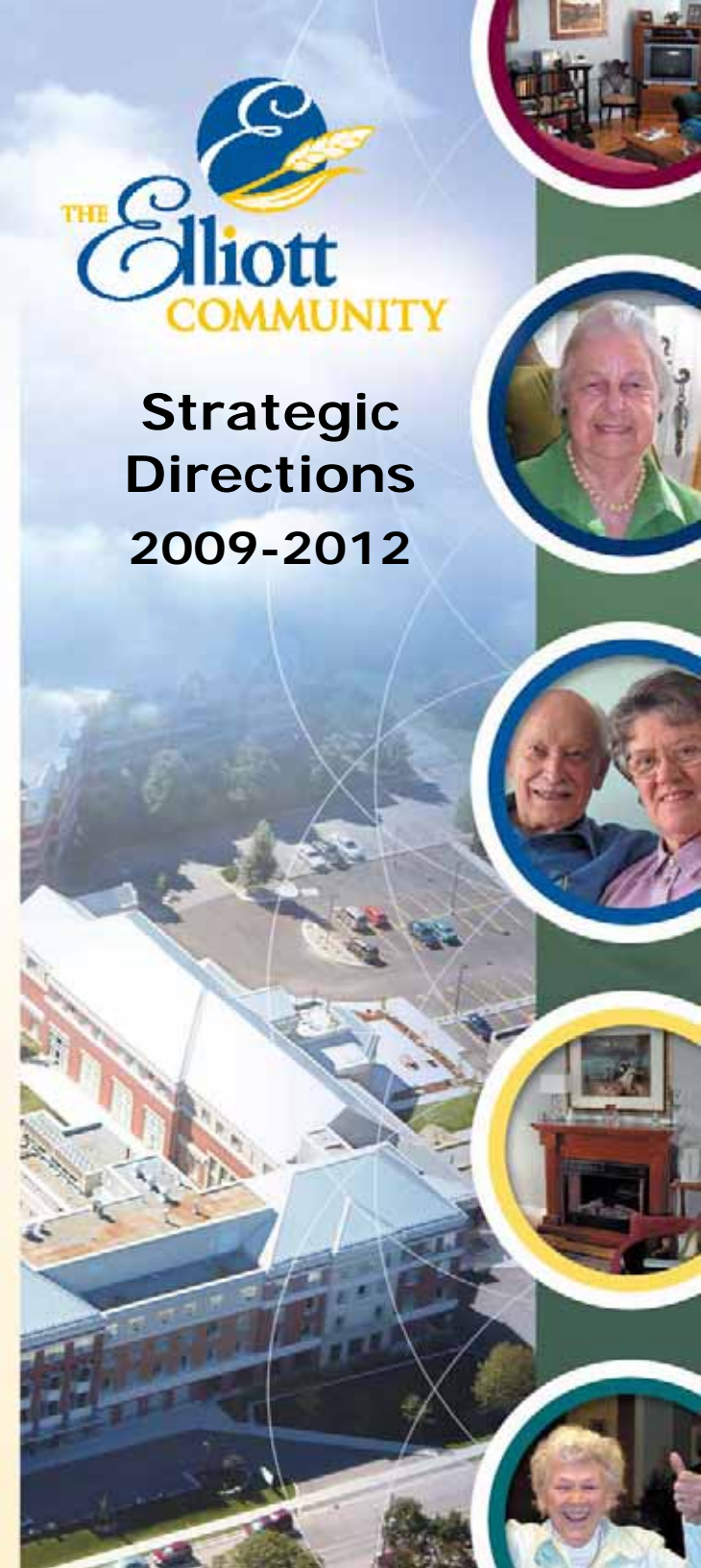
1. Establish and maintain a healthy, safe and secure work environment
2. Foster positive employee relations with open, two-way communications
3. Maintain competitive compensation to attract and retain a qualified staff
4. Provide training and professional development opportunities for all employees
5. Establish a high performance culture among employees
6. Establish high standards for recruiting quality staff



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Strategic Directions 2009-2012



Our new Mission: Quality choices for mature living in a safe, caring, home-like environment

In 2009, The Elliott Community's Board of Trustees approved a new Mission Statement and identified six Strategic Directions to guide the organization for the next three years.

Strategic Directions

Marketability

Goal: Offering a range of services and level of quality that gives the Elliott a competitive advantage

Objectives:

1. Provide residents a full range of lifestyle choices: independent retirement living, assisted living, "retirement plus" living, long-term care and patient transition programs
2. Create a strong first impression that endures over time of an attractive building complex and physical environment
3. Nurture positive, customer-oriented relations among staff and volunteers
4. Ensure an active resident advocacy program
5. Actively encourage a full lifestyle for residents

Quality of Resident Life

Goal: Ensuring the proper resources and programs are in place to maximize a resident's quality of living

Objectives:

1. Ensure sufficient staffing levels to deliver proper scope and frequency of senior services
2. Identify and respond to changing resident needs using regular satisfaction surveys
3. Offer comprehensive range of services to residents covering the day-to-day physical needs, personal care and convenience requirements
4. Make available a full range of life enriching programs
5. Develop and nurture customer-service attitude among staff, volunteers and cooperative students
6. Maintain a clean, safe and secure physical environment



Performance

Goal: Being proactive about meeting or exceeding all external benchmarking measures

Objectives:

1. Ensure on-going monitoring of service delivery reliability against established norms/standards
2. Achieve satisfactory performance ratings on provincial audits
3. Fully adhere to standards and accrediting norms established by Accreditation Canada and the Ontario Retirement Committees Association

Resource Management

Goal: Ensuring a sound financial position now and in the future

Objectives:

1. Have well-planned, annual operating and capital budgets with contingency plans
2. Implement effective financial controls on an ongoing basis