

The Elliott Community

STRATEGIC PLAN 2022-2024

Foundation

Mission

Quality choices in a caring and inclusive, home-like community. A tradition of promoting dignity and independence for those we serve and their families.

Our Core Values

- ❖ Integrity & Inclusion - to be honest and respectful
- ❖ Compassion – for everything we do
- ❖ Caring – for our residents who call The Elliott Community home and the staff who are the essential foundation
- ❖ Purpose & Growth - our foundation is built on our purpose and provides a sustainable path forward.
- ❖ Leadership - to empower and inspire
- ❖ Excellence - to continually pursue knowledge and learn.
- ❖ Community - to partner and work effectively with partners to make our community stronger and better together
- ❖ Fun - to have enjoyment and fulfillment in our work

Competitive Advantages

What we do best

- ❖ Deliver high-quality care to everyone who calls The Elliott Community home
- ❖ Employer of choice with competitive compensation and benefits, long-serving staff,
- ❖ Deliver four levels of care and accommodation
- ❖ City of Guelph designated LTC home
- ❖ Partner in Guelph Wellington Ontario Health Team

Organization-Wide Strategies

How we will get there

- ❖ Wellness & recovery from the pandemic.
- ❖ Strengthen & expand LTC and other areas of our operation.
- ❖ Retain & recruit the best staff and provide opportunities for future growth and succession
- ❖ Develop & expand new programs & services

Strategic Objectives and Organization Goals

Expand & Strengthen Long-Term Care

Expand & Strengthen Resident Care

- Expand the number of LTC beds available at The Elliott Community
- Implement and enhance the 4 hours of care model for all residents
- Enhance and expand the services, support and programs for all residents that call The Elliott Community home
 - Implement new technologies that enhance resident care, wellbeing and staff workflow
- Refresh & revitalize all areas of our home to better reflect the current and future needs of residents, families, staff

Sector Leader in Human Resources

Wellness & Recovery: Focus on Staff Wellness

- Plan and attract the best staff for a future-ready organization; maintain selective hiring processes ensuring that we continue to hire the right people
- Implement progressive workplace strategies to retain and support the well-being of our critical health human resources; be a source of stability and security for staff
 - Reward and compensate staff competitively both in the short and long term
- Enhance learning & development opportunities for all staff; invest in employee self-worth by training in relevant skills, encouraging the creation of self-managed and effective teams

Strengthen Financial Wellbeing & Sustainability

Strengthen Funding Sources to Support Growth, Revitalization, Debt Management & Overall Financial Wellbeing

- Enhance and support legacy funding sources
- Strengthen non-government funding sources to support growth, revitalization, debt management and overall financial wellbeing
 - Streamline services to enhance efficiencies that will be reinvested into the organization
 - Develop and maintain an infrastructure that allows efficient overhead and use of resources

Widen our Reach into the Community

Expand Our Internal & External Engagement with Staff, Residents & Families

- Build & enhance new and current partnerships both inside and outside of the healthcare sector
 - Strengthen community awareness of services & brand as a great place to live and work
 - Contribute & support our broader community
 - Align with the City of Guelph's Building our Future strategic pillar
- Adopt & integrate OHT health system objectives that support leading senior care at The Elliott Community

Key Performance Indicators

How we measure success

Measure	Target
Occupancy in LTC RET and LL	Maintain high levels
Staff Wellness & Wellbeing	Baseline data
Staff Training Compliance	100%
LTC Bed Expansion Completion	Phase 1&2 2022–24
Organizational Restructuring	Fall 2022
Fundraising Target for LTC Bed Expansion	\$250,000
Renovate & Enhance Resident Home Areas	2022-2024

Vision

What our organization will look like

- ❖ To be a leader in seniors care delivery
- ❖ Employer of choice in Guelph
- ❖ Provide strong succession opportunities that ensure our organization is future-ready

Implementation

How we make strategy a habit

- ❖ Align agendas with strategic directions both at the governance and operational level
- ❖ Coach for achievement
- ❖ Empower our operational leaders
- ❖ Build strategic leadership into all levels of the organization.
- ❖ Ensure everything we do ties back to our strategic pillars