



STRATEGIC IMPERATIVES 2024 – 2027

The Strategic Imperatives will shape The Elliott Community's strategic direction and operational focus over the next four years. The plan will be reviewed annually in April to ensure CARF accreditation compliance and to be responsive to any changes in provincial budgets.

This plan outlines the four imperatives that underpin the Home's strategic direction, the recommended imperatives that have evolved from these for the future, and an indication of the core progressions that can be achieved in support of them.

1. ENHANCE THE ELLIOTT COMMUNITY RESIDENT EXPERIENCE

Continually enhance the quality of care, lived experience and facilities for all client groups within The Elliott Community (TEC) for whom we care so that all may benefit from this commitment.

Potential Impacts

- Highlights that TEC serves several communities - residential, retirement, and long-term care – all of whom deserve the best that TEC can provide
- Widens the scope of potential operational excellence and service beyond "just" long-term care
- Supports the reputation and branding of TEC as a fully integrated place of care
- Encourages the integration of services and resources within these communities wherever possible or necessary

Desired Outcomes

- Enhances the reputation of TEC
- Enhanced willingness from residents and families to participate in and support TEC events
- Improves resident satisfaction surveys
- Increases interest in and market demand for services
- Attracts qualified and appropriate staff

2. BRING OUT THE BEST IN EVERYONE

At The Elliott Community, we want our people and our culture to flourish, constantly building an organization where every individual, regardless of their role and background, feels valued, empowered, and motivated to contribute their best and with a collective passion for The Elliott Community. We strive to foster a belief in everyone that they belong here, are included, and can thrive because while feeling at their best, they can do their best.

- Broadens the somewhat prescribed scope of what "Human Resources" really means
- Encourages innovative and creative solutions to be sought out and implemented
- Reinforces the concept of "team" to include everyone associated with TEC
- Helps TEC maintain its leadership position in the sector

Desired Outcomes

- Enhances employee morale and job satisfaction through close collaboration with our clinical partners, academic institutions, healthcare organizations, government, corporate partners, and a vibrant community of residents, families and staff.
- Continuous support for all Strategic Imperatives
- Inspires exceptional collaboration, empowering individuals and teams to be their best through supportive educational programming and continuous learning.
- Improves resident health outcomes, systems of care and recruitment resilience by leveraging educational partnerships.

3. CREATE COMMUNITY PARTNERSHIPS WITH PURPOSE

Constantly search out, develop and nurture partnerships and associations that reinforce our contribution to health and wellness, widen community awareness of our work, expand our volunteer base and build multi-generational support for our endeavours so that our brand reputation and goodwill reserves continue to grow.

Potential Impacts

- Provides increased focus on the benefits and importance of this work
- Recognizes that the effort required is a positive investment
- Encourages exploration of a wide range of opportunities both internally and externally
- Opens doors for involvement with people of all ages and walks of life

Desired Outcomes

- Increases our goodwill bank throughout the community that fosters volunteerism and funds development
- Builds public and stakeholder support for new ventures
- Helps TEC share and absorb new best practices from other organizations
- Underpins the reputation and brand strength of The Elliott Community
- Widens public understanding of what TEC is and does.

4. FOCUS ON FINANCIAL SUSTAINABILITY

Continue to adopt the best financial management practices and implement all potential revenue and cost-saving opportunities to support short- and long-term sustainability to maintain financial well-being for all areas of the organization. Partner with the City of Guelph to balance long-term care priorities with operational and capital needs.

Potential Impacts

- Provides a broad scope for innovative operational actions
- Enhances confidence in our ability to create and build new revenue streams
- Aligns with the City budget cycle
- Allows TEC to be flexible both in the present and the future

Desired Outcomes

- Increases understanding of the funding model among key stakeholders
- Creates a stronger bond with the City of Guelph
- Lays the groundwork for future initiatives
- Makes TEC a more attractive proposition for potential donors

The Longer-Term Horizon

The Board must understand the level of transformation both as an organization and as a Health system partner that will take place over the next few years. While it is challenging to predict the future, we have created a path forward and developed a plan that can shift, pivot and flex as the health system transforms and accountabilities shift. We have considered and will continue to monitor and review annually:

- ✓ City of Guelph's growth
- ✓ Age demographics
- ✓ Senior care innovation and legislation
- ✓ Future facilities and locations
- ✓ Political changes

This will help the organization navigate the ever-changing landscape of health and senior care.

Approved by The Elliott Community Board of Trustees
November 2, 2023