




# Committed to Excellence. Dedicated to Discovery.

## Strategic Plan 2023 Vision



 Leading

 Learning

 Building

 Caring



Proud member of the St. Joseph's Health System



[sjlc.ca/our-strategic-plan](https://sjlc.ca/our-strategic-plan)



## Mission

Celebrating each diverse life with dignity and safety.

## Vision

Enriching Lives. Transforming Care. Always.

## Values

L

### Legacy

We are inspired by the legacy of our founders, the Sisters of St. Joseph, who are dedicated to compassionate, person-centred care. We strive to build and continue their legacy.

I

### Innovation

We strive to become the benchmark through innovation and initiative. We value creativity and innovation at every level. We seek out new possibilities and solutions to create success.

F

### Family

We value a “resident first” approach where the resident is the number one priority, and their family is a partner in their care . We are an organization that understands its population and treats everyone equally.

E

### Excellence

We provide exemplary care through innovation, teamwork, and best practice. We are committed to pursuing the highest possible standards at every level of the organization. We are committed to putting forth our personal and professional best. We will demonstrate outstanding person-centred service, continuous quality improvement and leadership.

C

### Compassion

We attend to the needs of every person with sensitivity, empathy, and kindness. We will strive, everyday, to see through the eyes of the people who seek our care.

A

### Accountability

We take responsibility for our actions and deliver on our commitments. We believe that the partnership of residents, families, caregivers and health care professionals form the foundation of accountable, excellent care, and we will encourage shared decision making.

R

### Respect

We treat one another with dignity, honesty, and understanding. We will honor and value the individuality, diversity and contributions of our residents, families and each other.

E

### Empowerment

We support, trust, and empower staff to share the Mission of SJLCB. We know that the organization is committed to creating an environment where staff can work as a team to provide the best care. We are committed to developing every employee's individual talents and capabilities.

# Message From Our Leaders

We are excited to introduce the new strategic plan for St. Joseph’s Lifecare Centre Brantford. This strategic plan maps out the direction our organization will take over the next three years and beyond as we build on the quality, compassionate care we have always delivered.

This is a bold strategic plan that reflects the many voices that have informed the planning process. These voices include employees and physicians, clients and their families, healthcare and community partners, our Foundation and donors, and our broader community. Our mission, vision and values; and the legacy of our courageous founders, the Sisters of St. Joseph, underpin the plan.

We have developed a strategic plan that sets a clear course, yet also recognizes that the healthcare landscape is changing rapidly. This plan defines where we intend to focus our energy and resources, and ensures that the people we serve remain at the centre of everything we do. We will operate with agility, and regularly reassess our goals and outcomes along the way to ensure Lifecare continues to evolve to meet the needs of our community. As an integral member of St. Joseph’s Health System, St. Joseph’s Lifecare Centre Brantford will also play an important role in the broader healthcare context.

We are Lifecare: This is our promise and our challenge to each other – as a provider of long-term care, hospice and palliative care – we will work together to meet the care needs of our community and exceed their expectations.

We will meet this challenge through four clear directions: Leading. Learning. Building. Caring. Through these directions, we will provide an integrated care system with our Brantford Brant partners to improve health outcomes in our community and create an inspired, motivated, and integrated community of care that will ultimately make a positive difference in the lives of those we serve.

We invite you to join us on this journey.

## #WeAreLifecare

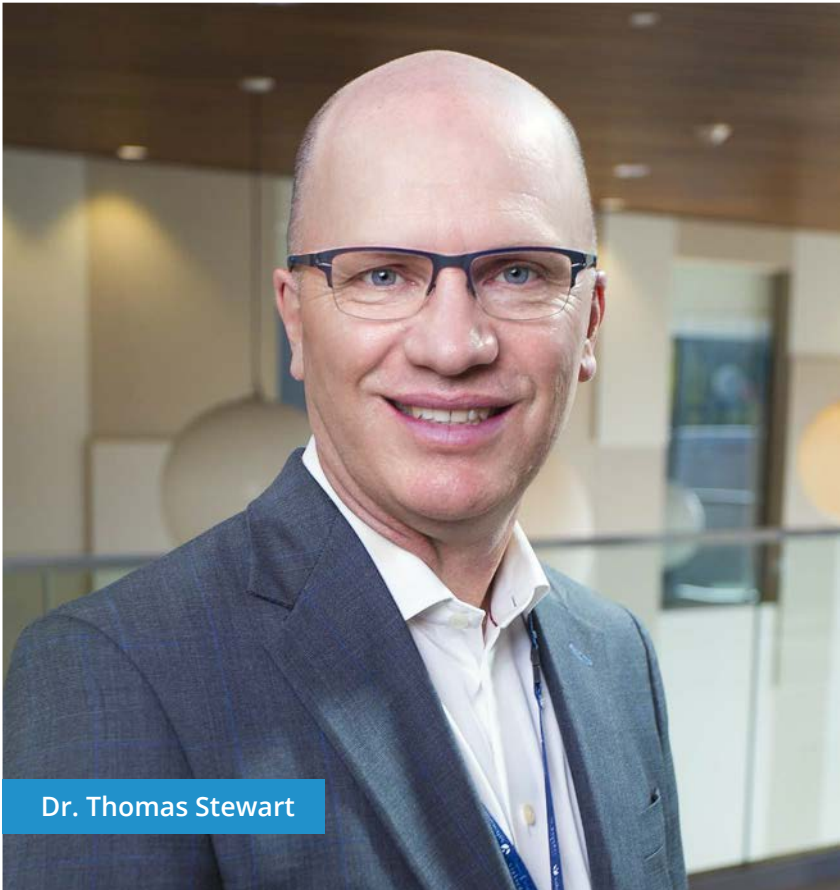
Mr. David Wormald  
President, St. Joseph's  
Lifecare Centre Brantford

Dr. Thomas Stewart,  
President and CEO,  
St. Joseph's Health System;  
CEO, Niagara Health

Mr. Vince Bucci  
Chair, St. Joseph's  
Lifecare Centre Brantford  
Board of Trustees



Mr. David Wormald



Dr. Thomas Stewart



Mr. Vince Bucci



## Shaping Our Strategy

St. Joseph Lifecare Centre Brantford has built this strategic plan through an iterative alignment with the St. Joseph Health System's four strategic directions: leading, learning, building and caring, and through an iterative engagement and consultative process.

It begins, as do past strategic plans, on the foundation of a rich legacy of care carved out by the founding Sisters of St. Joseph, and embracing St. Joseph's mission, vision and values.

It builds on the experience and gains of past achievements, such as achieving operational and financial stability, expanding the scope of services offered to people facing life-limiting illness in our communities; being accredited with Exemplary Standing by Accreditation Canada and taking significant steps toward integrated care in conjunction with our partners as we develop a Brantford Brant Ontario Health team.

In February 2019, we embarked on one of the most important initiatives in our history - a strategic planning process aimed at developing a roadmap to support the organization's evolution as a leader in long-term care provision and in hospice palliative care. This strategic plan sets our priorities and helps us work toward our shared vision:

"Enriching Lives. Transforming Care. Always."

Our consultation process included interactive workshops with the St. Joseph's Lifecare Board of Trustees, St. Joseph's Lifecare Foundation and leadership where we carefully considered the challenges and opportunities we face, and made strategic choices about how we could best serve our communities.

We asked for stakeholders' input and opinions, and we listened. We integrated the voice of our clients, residents and families into the strategy with engagement sessions at the Long Term Care (LTC) Resident and Family Councils. We heard the voices of our Foundation and our community as we considered our go-forward plans.

We held focus groups and on-line surveys to engage employees on various aspects of the new strategic plan and identified ways to represent the voice of employees as we continue to determine how we will live the strategy in our day-to-day work.

We know that health care – and the expectations of our clients – is changing. It was important to align the next three years to the environment of today, and the changing landscape of tomorrow. Aging demographics, vulnerable populations and increasing concerns about dementia, homelessness, mental health and addiction must be considered. We know that strong partnerships are necessary to ensure patients are cared for in the best environment to meet their needs. Coordination of care and smooth transitions of care are essential ingredients to success.

Our strategic plan is a reflection of all of this.



Our high engagement approach to developing our strategic plan:

February 2019

- Initial consultations with leaders
- Jurisdictional analysis and environmental scan begins

March 2019

- Interviews conducted with Foundation, Board members, physicians, family members, community stakeholders
- Focus groups conducted with Family Council, Resident Council
- Several staff focus groups conducted
- Family & Friends survey conducted
- Online staff survey conducted

April 2019

- Themes and Initiatives drafted for four pillars
- SWOT (Strengths, Weaknesses, Opportunities, Threats) completed
- Board of Trustees workshop with Foundation and invited guests
- Refine strategy and initiatives with leadership

May-June 2019

- Additional consultations with stakeholders
- Finalize high-level strategic plan
- Refinement of Strategic Results and Objectives

September 2019

- Final Board approvals

October – December 2019

- Leadership engages in resource capacity planning
- Leadership prepares strategic roadmap
- Branding and launch planning

January 2020



Launch of St. Joseph's Lifecare Centre Brantford  
Strategic Plan | 2023 Vision



Welcome to St. Joseph's Lifecare Brantford's strategic plan. Our plan has four directions to guide us in our commitment to compassionate care and innovative healthcare solutions:

**Leading   Learning   Building   Caring**

This is our promise.



## Leading

An Integrated System of Care

We will explore, design, and develop an integrated care delivery system with our regional partners to improve health outcomes and equity of care in our community.



## Building

A Campus of Care

We are building an integrated Campus of Care that will provide options and services that help to create a sense of home for people in our care, and their families.



## Learning

Operational Excellence Through Innovation

Our commitment to learning will enable the organization to transform care that optimizes resources and ensures financial stability. We will explore, design, and implement systems, processes and technologies for integration to achieve this.



## Caring

Inspiring People

We will provide an inspired, motivated, and integrated community of care.





## Leading

### An Integrated System of Care

We will explore, design, and develop an integrated care delivery system with our regional partners to improve health outcomes and equity of care in our community.

### Initiatives: How will we achieve our vision?

- Develop a local plan to deliver integrated health services with our partners
- Co-design and implement a model of care based around the needs of people
- Create a branding and communication strategy

### Measurement: Examples of how we will track our progress.

- Milestones met on Brantford Brant OHT plan
- Implementation of the Enhanced Living Model within our long-term care
- Internal and external recognition of Stedman Community Hospice within our long-term care as appropriately integrated facets of SJLCB



# Learning

## Operational Excellence Through Innovation

Our commitment to learning will enable the organization to transform care that optimizes resources and ensures financial stability. We will explore, design, and implement systems, processes and technologies for integration to achieve this.

### Initiatives: How will we achieve our vision?

- Implement a 5-Year IT Strategic Plan with supporting capital planning
- Establish a Preventative Maintenance program
- Create program and change management functions

### Measurement: Examples of how we will track our progress.

- Demonstrably improved systems and technology in support of organizational priorities
- Capital reserve is balanced and supports infrastructure needs
- Reduced number of emergency maintenance requests
- Project management, communication, change management controls and practices are in place





## Building

### A Campus of Care

We are building an integrated Campus of Care that will provide options and services that help to create a sense of home for people in our care, and their families.

#### Initiatives: How will we achieve our vision?

- Build a shared vision for the future of the SJLCB property
- Explore and develop our Campus of Care plan

#### Measurement: Examples of how we will track our progress.

- Campus of Care plan developed
- Board approval of the plan in principle



# Caring

## Inspiring People

We will provide an inspired, motivated, and integrated community of care.

### Initiatives: How will we achieve our vision?

- Create an integrated people plan
- Develop an employee health and wellness strategy
- Implement a volunteer strategy
- Improve work culture

### Measurement: Examples of how we will track our progress.

- 3-year people plan endorsed
- Best people strategic scorecard developed
- Succession management plan in place for leadership roles
- Improved staff retention rates
- Cultural competency increased



## Sharing Our Progress

Part of our promise is to report on the progress of our plan. Over the next three years, our teams will strive to achieve the future we've envisioned by Leading, Learning, Building and Caring together. The way we rise to the challenge and succeed in the initiatives we've identified will be told in a multitude of voices and stories as we push forward. Small victories, uncharted territories and lessons learned will be part of this journey. We will share these stories with our teams, our clients, their families and our community along the way.

Join us online at [sjlc.ca/our-strategic-plan](https://sjlc.ca/our-strategic-plan) for the latest updates.

## Share Your Feedback

SJLCB's strategic plan was built in collaboration with the people who work at our organization and in dialogue with the community we serve.

Continue the conversation by sharing your feedback at [stratplan@sjlhc.ca](mailto:stratplan@sjlhc.ca)





A proud member of the St. Joseph's Health System



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Dedicated to Discovery.

Learn more by visiting [sjlc.ca/our-strategic-plan](https://sjlc.ca/our-strategic-plan)

#WeAreLifecare

