

Strategic Plan

2021 - 2025

'Stronger Together'

Board Approved

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Executive Summary

There are significant challenges facing Shepherd Village over the next three years. Our Strategic Framework developed forecasts the effects of the current COVID-19 Pandemic continuing through to the end of 2023.

By involving a healthy cross-section of all stakeholders, we analyzed the Strengths, Challenges, Opportunities and Threats (SCOT) of the organization. This detailed information, along with a review of the external environment, guided us to make our corporate goals and objectives strength-based.

Building on our strengths, we will be able to capitalize on identified opportunities. Additionally, over the next five years, our plans include a significant stretch factor that will help us grow and improve to overcome our challenges.

Our 6 critical success factors include:

1. **Christian Culture** – to maintain a Christian community that highlights the message of Christ in our values.
2. **Stakeholder Relationships** – to recognize the value of those we serve (residents, families, Board of Directors, staff, community and external partners)
3. **Staff Competency** – to recruit & retain knowledgeable, dedicated and engaged staff
4. **Compliance** – to meet all government regulations.
5. **Financial Capacity** – to pay all operating, financing and capital cost obligations.
6. **Organizational Flexibility** - to efficiently and effectively prepare and address our changing environment.

The following 9 Corporate Goals & Objectives were developed for Shepherd Village under four perspectives:

Financial - Financial stability

1. Achieve a minimum overall occupancy of 97%.
2. Prepare and maintain an annual Board-approved budget with the capacity to satisfy all debt covenants and operating cash flow needs.
3. Establish a capital reserve for the Terrace, Manor and Lodge.

Customer – Residents & Families

4. Maintain a Christian seniors' community where customer satisfaction exceeds 80% in year 1, increasing to 90% by year 4.
5. Establish key relationships with community partners to benefit SV residents for research & development and to provide programs or services not offered on-site

Internal Process – Operational Systems

6. Maintain a thriving Christian environment.
7. Ensure compliance findings do not expose residents & SV to significant risk.
8. Ensure an effective communication system is in place to communicate with residents, families and staff.

Learning & Growth – Staff & Volunteers

9. Become an Employer of Choice, attracting, recruiting and retaining qualified and engaged staff & volunteers.

The final component of our strategic planning process was to develop an Action Plan with initiatives to assist in monitoring the progress of achieving these Corporate Goals & Objectives.

Achievement of these Corporate Goals & Objectives will result in:

1. Our vision, mission and values are shared and owned by all stakeholders.
2. Business practices are driven by a person-centred philosophy focussed on residents, families and staff satisfaction, fiscal and operational accountability, knowledge-based decision making, and quality.
3. A community where Christian culture and values are openly promoted to enrich the spiritual lives of the residents, staff and volunteers village wide.
4. A culture of compliance and continuous quality improvement with a strong emphasis on performance measurement using key performance indicators.
5. Teamwork that is effective and empowered with knowledgeable, dedicated, engaged staff and volunteers who clearly understand their specific roles and responsibilities in the success of the whole organization.

Vision, Mission and Values

(Revised December 2021)

VISION

To be a continuum of care within a Christian community, where seniors find peace.

MISSION

Recognizing our origins and shared common creed and values with the Pentecostal Assemblies of Canada, we meet the changing physical, spiritual and social needs of seniors through quality care and compassionate service.

VALUES

- C** - Compassionate Care
- A** - Accountability
- R** - Respect
- E** - Excellence

Compassionate Care

We, as a team, are genuinely concerned about the well-being of those we serve.

Accountability

We hold ourselves to a higher standard being responsible to our residents, co-workers, partners and our community.

Respect

We treat everyone equally with integrity to earn their trust.

Excellence

We are quality driven to exceed the expectations of those we serve.



Strengths, Challenges, Opportunities, Threats (S.C.O.T.) Analysis

Strengths

1. Christian identity & values
2. Leadership team
3. Teamwork
4. Central location
5. Continuum of care services
6. Long-standing good reputation in the industry
7. Organizational flexibility
8. Wide range of programs and services

Challenges:

1. Maintaining our Christian culture
2. Increasing cost of infrastructure maintenance & operations
3. Recruitment & retention of staff in a competitive labour market
4. Maintaining full occupancy
5. Adapting to the increasing expectations of our residents, families & staff

Opportunities

1. Developing external partnerships with community, churches and government
2. Enhancing our brand recognition
3. Fundraising & revenue generation
4. Expanding programs and services

Threats

1. Increased government regulations
2. Negative publicity
3. Current COVID-19 restrictions and lasting effect
4. Increased competition in retirement and assisted living

Political, Economic, Social, Technological (P.E.S.T.) Analysis

Political

- Increasing regulations from the Ministry of Health & Ministry of Long-Term Care
- Increasing pressure on the government to reduce the deficit in Ontario.
- Increasing Health and Safety regulations

Economic

- Increasing inflation
- Fluctuating interest rates
- Residual unemployment due to pandemic
- High demand for our services due to the ageing population
- Increasing cost of assisted living

Social

- Growing need to serve a diverse population
- Growing change in beliefs (e.g. MAID)
- Growing need for alternative therapies
- Increase in the rate of dementia
- Increase in the average age of clients
- Increase in resident's expectations of care being provided
- Increase in family involvement in decisions regarding healthcare

Technological

- Increased reliance on technology to deliver programs and services
- Increase in self-diagnosis and treatment options (e.g. internet, social media)
- Increase in cybersecurity threats – potential privacy breaches

The Impact of COVID 19

One of our values at Shepherd Village is Compassionate Care. We, as a team, are genuinely concerned about the well-being of those we serve. COVID-19 tested us to the limit. As a team, we engaged in proactive planning and implemented procedures well before Government Directives were issued. We frequently met as a Pandemic Leadership Team and as a Pandemic Interdisciplinary Working Group to respond to the rapidly changing impact of the pandemic effectively and efficiently.

In 2020 and 2021, Village life looked considerably different with restricted gatherings. Community Hall events, group festivities, church services, congregate dining, Village-wide Town Halls, Volunteer Appreciation and staff celebrations, etc., either cancelled or modified to an online or physically distanced, masked experience. With the province of Ontario reopening in 2022, our Village quickly resumed its thriving variety of activities.

In many ways, the pandemic enhanced the trust factor between management, staff, residents, families, and essential service providers. We relied on each other for our health and safety, being responsible for and accountable to each other.

Finally, lessons learned and best practices developed among our Alliance Group of Long-Term Care and Retirement Homes across the GTA have strengthened our ability to address the challenges faced throughout the Pandemic. Our unwavering faith and prayers have kept us steadfast as we journey onward.

Regulations

Retirement and Assisted Living Homes remain regulated by the Retirement Home Regulatory Authority (RHRA) and the Ministry for Seniors and Accessibility. The Long-Term Care Homes remain regulated by the Ministry of Long-Term Care (MLTC). During the pandemic, while the RHRA took a more supportive approach, the MLTC used government-issued directives and enforcement as a strategy for compliance.

Meeting the ever-increasing expectations of customers in long-term care while ensuring to meet regulations within the existing funding model for staffing levels continues to be a challenge.

For 2023, the RHRA inspection process will focus less on documentation review and focus more on the resident experience. Long-Term care has also moved away from Advance Directives and will achieve Goals of Care with the implementation of Prevention of Error-based Transfers. This program will fit well with our Person-Centered approach at Shepherd Village.

Summary of Resident Statistics

The Shepherd Village residents fully represent our marketplace in terms of demographics.

Shepherd Village is currently providing services to 850+ seniors. The average age for the independent living buildings (Shepherd Gardens and Shepherd Manor) is 84 years. The average age for the nursing care-related buildings (Shepherd Terrace and Shepherd Lodge) is 88 years.

The average resident at Shepherd Terrace is 90 years of age, with increased serious medical issues. Whereas in prior years, our retirement/assisted living residents would stay with us for over 3 years before moving out, we now see the average stay as less than 3 years due to advanced medical conditions. This will directly impact the staffing levels and services offered in the Terrace, in addition to the planning for a more frequent turnover of suites.

The average resident at Shepherd Lodge is 88 years of age, with significant age-related frailty and comorbidities, who will stay with us for under 3 years. The average resident's length of stay used to be under 4 years.

Summary of Staff Statistics

Shepherd Village has an older employee base; however, in the last two years, due to staff retiring, the average age has dropped from 50 to 47 years old. 85% of our employees are female. The average years of service are 8 years. As a result of Bill 124, our unionized employee wages are slightly behind Extendicare, which is the highest in the industry. We also perform a non-union salary survey every 3 years to ensure those employees are compensated at the proper level based on Toronto salaries.

Given our older employee base, there are increased workplace injuries, sick time, and health benefit costs. Consequently, we have increased Health and Safety education and a focus on return-to-work and attendance support programs.

There are current shortages of frontline workers in seniors' care. Salaries are typically lower in this industry and work routines are mentally and physically demanding, making the positions less attractive to most students pursuing a career.

Another challenge in the long-term care sector is the recruitment and retention of physicians. With an aging population, we will require more physicians per capita.

Critical Success Factors

SV recognizes that there are certain critical success factors that must be inherent in the organization if it desires to achieve its goals. These factors include:

Christian Culture – to maintain a Christian community that highlights the message of Christ in our values

Stakeholder Relationships – to recognize the value of those we serve (residents, families, Board, staff, community and external partners)

Staff Competency – to recruit & retain knowledgeable, dedicated and engaged staff

Compliance – to meet all government regulations

Financial Capacity – to pay all operating, financing and capital cost obligations.

Organizational Flexibility - to efficiently and effectively prepare and address our changing environment

Summary of Corporate Goals and Objectives

<i>Corporate Goals & Objectives</i>
Financial – Financial Stability
<ol style="list-style-type: none">1. Achieve a minimum overall occupancy of 97%.2. Prepare and maintain an annual Board-approved budget with the capacity to satisfy all debt covenants and operating cash flow needs.3. Build up a capital reserve for the Terrace, Manor and Lodge.
Customer – Residents & Families
<ol style="list-style-type: none">4. Maintain a Christian seniors' community, where customer satisfaction exceeds 80% in year 1, increasing to 90% by year 4.5. Establish key relationships with community partners to benefit SV residents for research & development and to provide programs or services not offered on-site.
Internal Process – Operational Systems
<ol style="list-style-type: none">6. Maintain a thriving Christian environment.7. Ensure compliance findings do not expose residents & SV to significant risk.8. Ensure an effective communication system is in place to communicate with residents, families and staff.
Learning & Growth – Staff & Volunteers
<ol style="list-style-type: none">9. Become an Employer of choice, attracting, recruiting and retaining qualified and engaged staff & volunteers.