

St Joseph's at Fleming Strategic Plan 2020-2025

Who We Are

- Our organization is inspired and guided by the spirit and caring reflected in the values of the Sisters of St. Joseph in Canada. St. Joseph's at Fleming is a Catholic, faith-based home, dedicated to serving persons of all faiths in long-term care. We are a partner in our Institution for Healthy Living and Aging, and we are guided and inspired by our motto of influencing lives through learning, research, and innovation.
- In 2004, Marycrest Home for the Aged and Anson House merged and entered into a unique partnership with Fleming College, to establish St. Joseph's at Fleming.

End State/Statement of Success

End State

St. Joseph's at Fleming will be an accredited and properly funded long term care organization where each resident enjoys a life of purpose and potential in an environment of service infused with dignity and respect.

Critical Vulnerability

What condition must be protected throughout the entire process?

Certification/Accreditation

Criteria For Success-Objectives

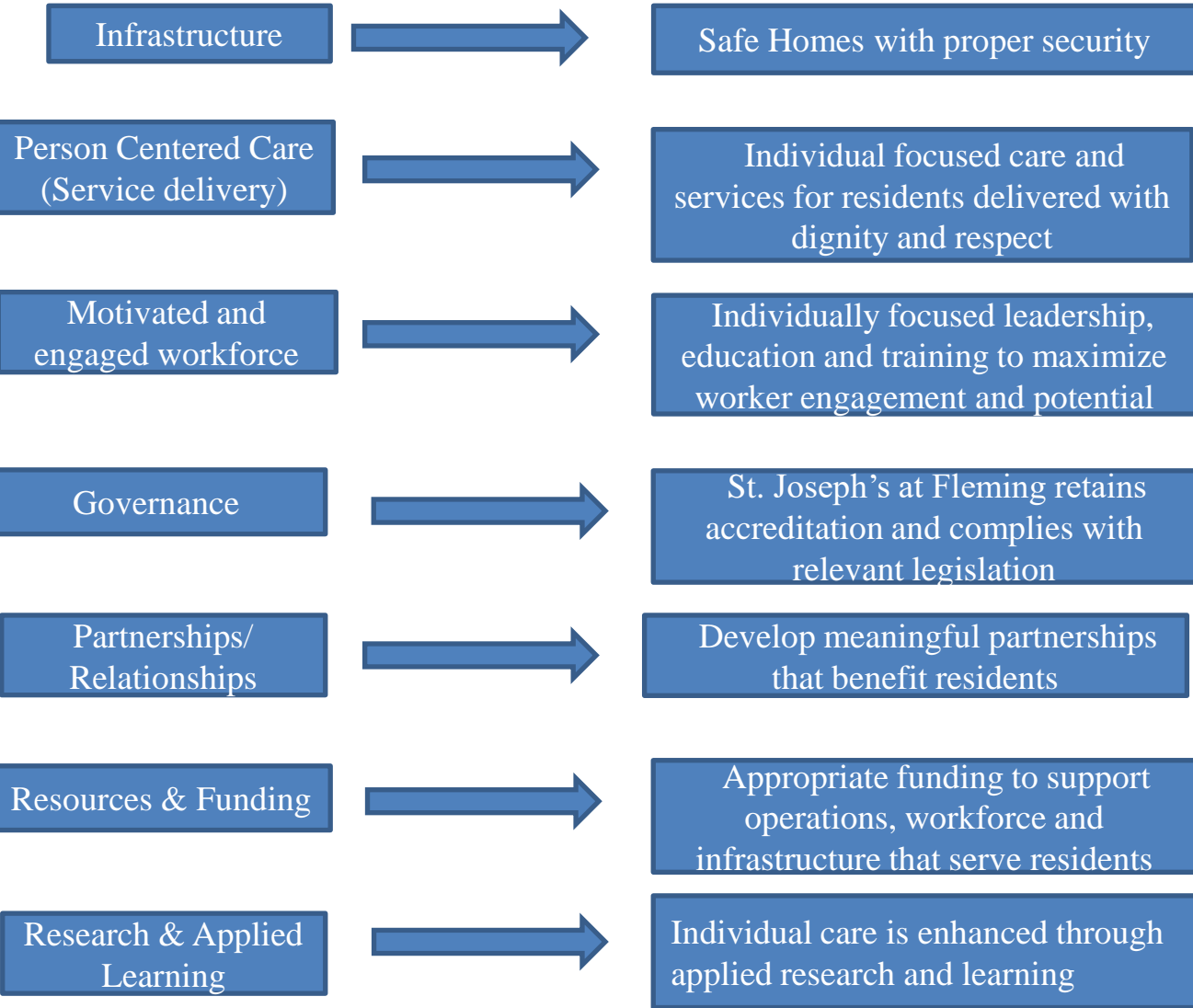
How will you know that you have achieved success

- Homes are safe, meet building code requirements and have property security
- Individual focused care and services for residents is delivered with dignity and respect in accordance with legislative standards
- Individually focused leadership, education and training to maximize worker engagement and potential
- St. Joseph's at Fleming retains accreditation and complies with relevant legislation for care and service delivery
- Meaningful partnerships that benefits/enhances care and service delivery for St. Joseph's at Fleming and its residents are developed
- Appropriate funding is acquired to support operations, the workforce and infrastructure to prescribed standards
- Individual care is enhanced through applying research and learning

Lines of Operations

- Infrastructure
- Person Centered Care
- Motivated and Engaged Workforce
- Governance
- Partnerships/Relationships
- Resources and Funding
- Research, Innovation and Applied Learning

St. Joseph's at Fleming



An accredited and properly funded organization where each resident enjoys a life of purpose and potential in an environment of service infused with dignity and respect

Vision

We will strive to ensure the well-being of each person we serve by providing purpose, dignity, and individual choice.

Mission

Building on the legacy of the Sisters of St. Joseph, St. Joseph's at Fleming will provide compassionate person-centered long term care support to ensure the care and comfort of each of our residents

Values

Selflessness

Serving others before self without judgement

Integrity

Doing the right thing, at the right time, for the right reason

Compassion

Accepting and serving people without reservation

Vision

We will strive to ensure the well-being of each person we serve by providing purpose, dignity, and individual choice.

Mission

Building on the legacy of the Sisters of St. Joseph, St. Joseph's at Fleming will provide compassionate person-centered long term care support to ensure the care and comfort of each of our residents

Values

Selflessness, Integrity, Compassion

Motto

Influencing lives through living, learning, and caring

Assumptions-General

- Peterborough will remain one of the oldest Census Metro Area in Canada during the next 5 years
- Peterborough will retain one of Canada's highest median age at 44.6 years (currently 5th)
- Rapidly growing and aging population will continue in the local area
- The Health Care Environment will continue to change during the next 5 years

Planning Factors-General

- Demand for rooms in St Joseph's at Fleming will mean that the institution will be at maximum capacity for the next 5 years
- St. Joseph's at Fleming will have to modify administrative and operating procedures in order to adapt and comply with the new legislation and standards of care

Assumptions

- Should be developed for each line of operation
 - Infrastructure
 - Person Centered Care
 - Motivated and Engaged Workforce
 - Governance
 - Relationships/Partnerships
 - Resources and Funding
 - Innovation, Learning and Applied Research

Assumptions-Infrastructure

- No new capital projects will be initiated during the next 2 years
 - Renovations will however be needed
- Resident numbers will remain at 200 residents
- Capital Plan will not change for the 5 year term
- Deferred maintenance must be addressed
- Develop an asset, lifecycle management plan

Infrastructure-Implied Tasks

- Develop an infrastructure maintenance plan to address deferred maintenance and expected renovations
 - Budget, timings, resources

- Develop an asset, lifecycle management plan
 - Budget, timing, resources

Assumptions-Person Centered Care

- Care ratios and standards will change significantly
- Mental health and dementia needs will increase significantly
- Addictions and blending very old with young addicts and alcoholics will be a new (modified) service

Person Centered Care-Implied Tasks

- Care ratios and standards will change significantly
 - Develop strategy to implement new ratios and standards for resident care
 - Budget
 - Staffing
 - Training/Qualifications

Person Centered Care-Implied Tasks

- Mental health and dementia needs will increase significantly
 - Develop strategy to increase capacity to deal with residents suffering with mental and dementia issues
 - Budget
 - Staffing
 - Training/Qualifications
 - Infrastructure

Person Centered Care-Implied Tasks

- Addictions and blending very old with young addicts and alcoholics
 - Develop strategy to increase capacity to deal with residents suffering with addictions
 - Budget
 - Staffing
 - Training
 - Infrastructure/Resources

Assumptions

Motivated and Engaged Workforce

- Workforce manning levels will vary over the next year with the goal of retaining 260 people (230 FTE)
- The senior leadership team will remain intact for the next 2 years
- Investment will need to be made in training and development of staff.
- Competition for qualified staff will be intense

Implied Tasks

Motivated and Engaged Workforce

- Workforce manning levels will remain the same for the next years at 260 people (230 FTE)
 - Payroll will need to consider impact of ONA contract settlement
 - Create organizational culture that attracts and retains qualified workforce
- The senior leadership team will remain intact for the next (2-3) years
 - Recruitment process needed to replace leaving leaders by 2020/21

Implied Tasks

Motivated and Engaged Workforce

- Investment will need to be made in training and development of staff.
 - Training plans will be developed for each employee to meet current needs and future expected needs including dementia, and addictions
 - Succession planning needed
 - Recruitment strategies to replace lost employees

Assumptions-Governance

- Will retain certification
- Will recertify in 2021
- Will still be a long term care facility reporting to the Catholic Health Sponsor of Ontario and Ministry
- Board and Foundation will launch a fundraising/resource campaign in 2019

Governance-Implied Tasks

➤ Will retain certification

- All staff must be knowledgeable of recertification standards
- All staff must deliver services in accordance with certification standards
- A monitoring process must be implemented to ensure standards are being met.

➤ Will recertify in 2021

- Requirements of recertification must be made clear to staff
- Recertification team must be formed in 2020/21 to spearhead recertification process

Governance- Implied Tasks

- St. Joseph's at Fleming will still be a long term care facility reporting to the Catholic Health Sponsor of Ontario and Ministry
 - Will monitor the Catholic Health Sponsor of Ontario and Ministry initiatives and planned changes

- Board and Foundation will launch a fundraising/resource campaign
 - Will form a fundraising committee in 2019 with the goal of raising \$1 million dollars in 5 years

Assumptions-Relationships & Partnerships

- The relationship with Fleming College and Trent University will remain for the duration of this plan
 - Need to develop an Memorandum of Understanding with Fleming College to outline the specific responsibilities and obligations of each partner

- Current relationships/partnerships will remain for the next 5 years

Relationships & Partnerships- Implied Tasks

- The relationship with Fleming College/Trent University will remain for the duration of this plan
 - Effective liaison between St. Joseph's at Fleming and Fleming College/Trent University will be required on an ongoing basis
 - Current relationships/partnerships will remain for the next 5 years
 - Terms and conditions of agreements will need to be monitored for relevance
 - The Fleming College agreement will need to be renewed in 2019

Assumptions-Resources & Funding

- The provincial funding model will change
- St. Joseph's at Fleming will receive adequate funding to cover annual operating commitments during next 5 years
- CUPE-Contract expires March 31st, 2021
- ONA-Contract expired March 31st, 2018
 - Agreed to terms will not exceed estimates obtained for budgeting purposes

Assumptions-Resources & Funding

- Workforce manning levels will remain the same for the next year at 260 people (230 FTE)
- Staffing issues will remain on ongoing concern
- Fundraising campaign will raise \$1 million over next 5 years

Resources & Funding-Implied Tasks

- Adopt conditions to satisfy requirements of new funding model
- Modify budget to account for ONA contract settlement 2020
- Modify budget to account for CUPE contract settlement 2021
- Fundraising by the Board to provide \$1 million over next 5 years
- Create a strategy to attract new staff
- Create a leadership culture that attracts qualified people

Innovation, Learning and Applied Research-Assumptions

- St Joseph's at Fleming will be a learning organization
- Research will be done at facility to inform best practices
- St. Joseph's at Fleming will partner with Fleming College to have applied research inform curriculum
- We will continue to have the Institution for Health Living and Aging
- St. Joseph's at Fleming will partner with Fleming College faculty and students to develop best practices and apprenticeship

Innovation, Learning and Applied Research-Implied Tasks

- We will develop after action reviews and lessons learned policy to ensure that what is learned is retained and passed on
- We will continue to research being done at facility to inform best practices
- We will partner with Fleming College to have applied research inform curriculum
- We will continue to have the Institution for Health Living and Aging
- We will partner with Fleming College faculty and students to develop best practices and apprenticeship
- We will develop and implement a process for bringing ideas forward

Implied Tasks

1. Develop an infrastructure maintenance plan to address deferred maintenance and expected renovations 2020
2. Develop an asset, lifecycle management plan 2020
3. Develop strategy to implement new ratios and standards for resident care 2019
4. Develop strategy to increase capacity to deal with residents suffering with mental, dementia and addictions 2020
5. CUPE Contract expires March 31st, 2021
6. ONA Contract settlement is implemented when settled 2018
7. Design a recruitment process to replace leaving leaders by 2021
8. Create organizational culture that attracts and retains qualified workforce 2019
9. Develop training plans for each employee to meet current needs and future expected needs including dementia and addictions 2020
10. Develop a succession plan 2019
11. Design recruitment strategies to replace lost employees 2020

12. Form recertification team in 2020/21 to spearhead recertification process
13. Recertify in 2021
14. Develop an Memorandum of Understanding with Fleming College to outline the specific responsibilities and obligations of each partner focused on shared research, staff and student training and applied learning 2020
15. Develop applied research strategy with Fleming College 2020
16. Adopt conditions to satisfy requirements of new funding model 2019
17. Modify budget to account for ONA contract settlement 2019
18. Modify budget to account for CUPE contract settlement 2021
19. Fundraise \$1 million over next 5 years 2019
20. Create a strategy to attract new staff 2020
21. Create a leadership culture that attracts qualified people 2020

22. Develop, after action reviews and lessons learned, policy to ensure that what is learned at this facility is retained, passed and informs best practices
23. Partner with Fleming College to have applied research inform curriculum 2020
24. Will continue to have the Institution for Healthy Living and Aging 2019
25. Develop and implement internal process for bringing ideas forward to senior leadership 2020
26. Will partner with Fleming College faculty and students to develop best practices and co-op program 2021

