



# Craigwiel Gardens

---

**Strategic Plan  
March 2018**



F.J. GALLOWAY ASSOCIATES INC.  
*Management and Planning Consultants*

**APPROVED BY THE BOARD OF DIRECTORS  
24 APR 2018**

# Table of Contents

---

<b>1</b>	<b>INTRODUCTION .....</b>	<b>1-1</b>
<b>2</b>	<b>VISION .....</b>	<b>2-1</b>
<b>3</b>	<b>MISSION STATEMENT .....</b>	<b>3-1</b>
<b>4</b>	<b>PHILOSOPHY AND VALUES .....</b>	<b>4-1</b>
<b>5</b>	<b>STRATEGIC DIRECTIONS AND PRIORITIES .....</b>	<b>5-1</b>
<b>6</b>	<b>IMPLEMENTATION .....</b>	<b>6-1</b>
6.1	<i>WORK PROGRAM .....</i>	<i>6-1</i>
6.2	<i>STRATEGIC PLAN REVIEW .....</i>	<i>6-1</i>

# 1 Introduction

Craigwiel Gardens is an Ontario licensed Long Term Care, (LTC) facility located in Ailsa Craig, Ontario. It was founded by the congregation of the Nairn Mennonite Church as an initiative to support the aging population within the Municipality of North Middlesex and area.

The organization has grown over the years. Today, the organization provides 83 long term care beds licensed by the Ministry of Health and Long Term Care with their significant financial support. Craigwiel Gardens also operates 47 seniors apartments for independent living. In more recent years, it has developed a series of Community Support Services.

Strategic Plans have had various roles over the years in the governance and management of the organization. The last Strategic Plan was completed in 2002 with intended completion in 2006. Over the succeeding years, a series of other activities and transitions have occurred. The Board of Directors and the Executive Director have identified the need and opportunity for a new Strategic Planning initiative for the 2018 to 2020 plus period. This need has been identified with the continuing strategic changes in government policy and funding for Long Term Care (LTC) and senior services; planning going forward for a new LTC facility, for which provincial capital funding has been recently announced; the changes in organizational leadership and the Board; and a host of other initiatives.

In support of the overall Strategic Planning initiative, a Phase 1 was inaugurated in January 2018 involving the development of a Situational Analysis Report available under separate cover. Phase 2, involved the development of a Draft Strategic Plan undertaken on Saturday March 17, 2018 at the Navigators Resource Centre in Arva, Ontario. Eight Board members and two senior staff participated with the facilitator in developing the draft Strategic Plan. The workshop involved a trends and Situational Analysis Report results presentation; development of a strengths, weaknesses, opportunities and threats assessment available in Appendix I; review and redevelopment of the Vision, Mission, and Values; and the preparation of the 2018 and 2020 Strategic Directions and Priorities.

This document represents the draft Strategic Plan. It will be reviewed by the Board and senior staff, and a second draft prepared. Once finalized, the Strategic Plan will be approved by the Board and implementation initiated by management in the summer of 2018, potentially using the Implementation Template Charts available in this document.

## 2 Vision

A Vision is like a horizon, that is, it establishes a forward looking goal that can unite stakeholders to move collectively towards it with a common purpose and cause. But also like a horizon, as one moves towards it, the horizon moves, which reflects the continuing changes occurring within the operating environment, that must be effectively managed.

The following Vision was developed for Craigwiell Gardens.

### **People • Community • Quality of Life**

The following material provides further perspectives on the three key words in the Vision.

- **People** – Craigwiell Gardens is a human services provider that engages with people in every dimension of its work. It serves people in residences and programs, works with families, engages a skilled staff team, encourages volunteering and regularly interacts with community members. The success of Craigwiell Gardens is strongly based on its ability to develop and maintain outstanding, focused and meaningful relationships with all the people engaged.
- **Community** – Craigwiell Gardens is a community in itself uniting all its stakeholders around its Mission. In this way, all its stakeholders work collectively to achieve the best outcomes possible for the people served. Craigwiell Gardens is also part of a larger community in which it lives and operates. It depends on this community for support, volunteers, resources, partnerships and goodwill. The strength of these two communities is vital to the Craigwiell Garden's long term success in the realization of its Vision.
- **Quality of Life** – Identifies for Craigwiell Gardens what the ultimate outcomes are in all that it undertakes. The organization is focused on achieving the best possible quality of life experiences and outcomes for each person served and engaged with, no matter their particular capacities or situations.

### 3 Mission Statement

A Mission Statement informs a reader as to the fundamentals and essence of an organization in terms of its purpose, focus and outcomes. Every strategic and operational decision the organization undertakes needs to align with and be supportive to its Mission. If an organization is considering a decision that does not align with its Mission, then it needs to ask itself why it would make such a decision or whether it is timely to reconsider its Mission.

The following Mission Statement was prepared for Craigwiell Gardens.

#### **Craigwiell Gardens Mission**

**We are a community committed to providing residential and community services that enhance the lives and potential of each person we engage.**

The following material provides further understanding and perspectives on the Craigwiell Gardens Mission.

<b><i>We Are A Community</i></b>	Craigwiell Gardens is a unique community of people, all who are stakeholders in achieving its Mission and desired outcomes. Craigwiell Gardens is also part of the larger community within mutually supportive relationships and synergies that collectively enhance the quality of life of the people served and the community.
<b><i>Committed To Providing Residential And Community Services</i></b>	Identifies the primary services that Craigwiell Gardens delivers, being residential services for long term care and apartment living as well as recreational, professional and other services available for both residents and community members. It is through this range of services and activities that Craigwiell Gardens delivers its Mission each day.
<b><i>That Enhance The Lives And Potential Of Each Person We Engage</i></b>	Craigwiell Gardens believes that every person has potential. It is through working with each individual served within their potential that the organization is able to enhance their quality of life and deliver a service that is valued and supportive to community members.

## 4 Philosophy and Values

The Values of Craigwiel Gardens provide lenses for all decisions that are made within the organization. Values also provide a further understanding of the organization's Mission. They outline how the organization views and will engage with all people. As well, Values can provide a basis for developing organizational accountabilities.

The following Philosophy and Values have been developed for Craigwiel Gardens.

**Founded by the Nairn Mennonite Church to demonstrate Christian values in action, we embrace people of all faiths, beliefs and backgrounds. We believe...**

---

<b>Valuing All People</b>	In respecting the dignity and value of all people based on their individual needs and perspectives through person-centered care.
---------------------------	--

---

<b>Innovative Culture</b>	In the importance of continuously developing innovative, healthy and motivated staff teams committed to excellence in service and positive outcomes for all the people served.
---------------------------	--

---

<b>Community Member</b>	In being an active and contributing member of our community through partnerships, engagement and citizenship.
-------------------------	---

---

<b>Stewardship</b>	In being outstanding stewards of the financial resources provided to us, our responsibilities to the people served, and to act with integrity in all that we do.
--------------------	--

---

## 5 Strategic Directions and Priorities

Strategic Directions and Priorities identify the primary focuses that Craigwiel Gardens will work on over the next three, and possibly five years. It is imperative to have a reasonable number of Strategic Directions and aligned strategies that are achievable in order to successfully advance the Mission of the organization. The following four Strategic Directions and associated strategies have been identified for the 2018-2020 period and beyond. A theme of 'building' has been utilized for three of the Strategic Directions in light of the significant new building initiative that lies before Craigwiel Gardens.

### 1. Building Our 'New Homes'

- 1.1 To successfully develop the new Long Term Care facility providing contemporary, high quality residential and community services into the future.
- 1.2 To develop potential reuse plans for the current building and site, involving a possible 'Hub' concept and continuum of residential services as feasible.
- 1.3 To assess and invest in enhancing the quality and sustainability of the apartments as an integral part of a continuum of residential services.
- 1.4 To successfully undertake a capital funding campaign to supports the timely achievement of the 'New Home' initiatives.

### 2. Enriching Our Quality of Care

- 2.1 To develop and regularly implement an integrated consultation program with staff, residents, program participants, families and other stakeholders as a basis to assess strengths and weaknesses, to respond to service gaps, to capitalize on opportunities, and to better inform future staff and Board decisions.
- 2.2 To develop an integrated strategy for the ongoing identification, assessment, application and evaluation of strategic trends, sector policy, the use of evidence-informed research and other changes and inputs to support program development, organizational decisions

and other key dimensions of Craigwiel Gardens' services and operations.

2.3 To continue to explore new and the revamping of existing professional, recreation and other programs and services that meet the changing needs of residents, participants, family members and the community, focusing on:

- The increasing need for behavioural and mental health expertise, skills and supports.
- The advanced use of partnerships and collaborative initiatives to enhance service delivery options and quality.
- Both in-house and community-based initiatives.

2.4 To develop and implement a strategy for moving from a medical service model of care to a social service model of care that enhances resident and other stakeholder experiences and outcomes.

### **3 Building a Culture of Excellence**

3.1 To develop and effectively communicate a comprehensive staff recruitment and retention plan that responds directly to staffing challenges, gaps and related concerns and needs.

3.2 To continually invest in and actively support the building of staff capacities through the development of a learning organization strategy that supports:

- Continuous improvement
- New skills development
- Change management capabilities
- Organizational leadership development
- Team-based approaches and practices

3.3 To develop an ongoing staff engagement program to source their input and participation in

key decisions and events effecting their work, the organization's culture and the outcomes to be achieved.

- 3.4 To undertake an ongoing volunteer strategy that allows for the successful recruitment, retention, training, use of and recognition of volunteers across programs, operations and governance roles.

#### **4. Building Our Capacities to Serve**

- 4.1 To develop an annual multi-generational / multi-channel communications plan, involving residents, program participants, families, organizational and community members, and others for both receiving and providing information on a timely, meaningful and engaged basis.
- 4.2 To develop the next generation Technology Plan, involving functional areas, resident and participant services, management and reporting information and related applications, building on existing capacities and the new ones that will emerge with the new Long Term Care facility and other facility investments.
- 4.3 To continue to pursue excellence in the governance model of Craigwiel Gardens through regular assessments of governance practices and policies, including entering into a future dialogue on the positioning and role of the corporate members.
- 4.4 To continually seek opportunities to engage with the broader community through partnerships, information sharing, event participation and other activities that support the achievement of the Mission and the sustainability of the organization while contributing meaningfully to the quality of community life.
- 4.5 To develop and implement an integrated, long term Fund Development Strategy that builds on the current capital campaign initiative, focusing on:
  - The effective stewardship of current and future donors.
  - Initiating a comprehensive planned-giving program.
  - Pursuing annualized income initiatives.

The following material provides further understanding of the Strategic Directions and aligned strategies.

**Strategic Direction No. 1: Building Our 'New Homes'**

Craigwiel Gardens is undertaking one of the most significant capital initiatives since its initial construction, with the new build for the Long Term Care facility. This will result in a contemporary, high quality facility that overcomes many of the challenges identified in the Situational Analysis Report. It will also open up potential opportunities for the reuse of the current site and possibly down the road part of the existing facility.

The first strategy involves continuing the development programs for the new build initiative through the approvals, design, construction and commissioning phases in order to provide contemporary Long Term Care facilities to the residents. This is a significant initiative that will take a lot of staff and Board time, and needs to be undertaken with purpose, a focus on detail and energy. The new building's design also needs to ensure that there is priority given to the quality of services, flexibility in supporting the changing needs of residents, and to be a safe, comfortable and inviting space that is a home to the residents.

The second strategy focuses on the potential reuse opportunities for the current site, and if any of the current building remains available. The first phase of this strategy is to assess what will be available and the potential needs and use alternatives that exist. The second phase involves the longer term implementation of the selected reuse strategy. Many ideas have been identified in developing a Hub on the current site, involving convalescent care, new programs and professional services, community activities and other uses. Such initiatives could also contribute to a continuum of residential care that moves from the apartments to convalescent and supported living, to long term care and other residential services. This is a unique opportunity that needs to be considered in parallel to the Long Term Care new build and potentially integrated into the overall capital funding initiative.

The third strategy focuses on the highly valued apartments. Through the Situational Analysis Report focus groups, the apartments were repeatedly identified as being important, highly desirable and contributing to both individual and couples positive living experiences as they grow older and need different services. The apartments also contribute to a continuum of residential services. Ensuring they are up to date, some of the operational problems are resolved and that they fulfill both the demand levels and the quality parameters expected will be an important part of moving this strategy forward.

The fourth strategy focuses on the significant capital campaign needed to fund the new Long Term Care facility, and possibly make major contributions to a reuse strategy for the existing site. Potentially \$5

million could be considered, of which nearly \$2 million would be for the re-build initiative and apartments. The success of this campaign is vital to both the immediate Long Term Care project and the longer term reuse strategy. This project needs to be focused on with great attention to detail, strong messaging, the building of an outstanding case for support and the full engagement of the Craigwiel Gardens stakeholders and the broader community.

### **Strategic Direction No. 2: Enriching Our Quality of Care**

The quality of care provided by Craigwiel Gardens is a key success factor that needs to be continuously assessed, improved, measured and be reflective of the organization's value held for the respect, dignity and the value of all people. As people's needs change, new evidence emerges on how to deliver services, government funding and policies transition and related impacts occur in the operating the environment, the ability of Craigwiel Gardens to respond effectively to all these considerations will be important to its long term success and sustainability.

The first strategy involves developing a planned capacity to continually consult stakeholders (residents, participants, staff, families, other stakeholders) and to undertake the relevant research that will allow more informed decisions to be made at both the staff and governance levels.

No human services organization can rest on what is doing now or the status quo. It needs to continually seek input and gain broader perspectives, and be flexible enough to embrace and facilitate changes, improvements and new methods in order to ensure excellence in its quality of care.

The second strategy focuses on making informed decisions from a more strategic perspective. This strategy represents the ability of the organization, through its management team, to continually identify, assess, apply and evaluate strategic trends, policy and funding changes and to secure the appropriate evidence that allows the organization to be flexible and substantive in its effective response to evolving stakeholder needs, operating environment realities and to deliver the very best that can be provided within the resources available. This strategy involves a continuous intelligence gathering capacity and the dissemination and discussion of what is discovered with staff, management and the Board to enhance overall decision-making and outcomes achievement.

The third strategy focuses on the need to continually reassess and redevelop existing programs and services as well as to identify and develop new programs and services. With the increasing behavioural challenges of residents and program participants, as well as the growth in mental health issues, a significant focus needs to be put on gaining the expertise, skills and the resources necessary to effectively respond to these evolving trends and needs. This strategy also needs to include supports and programs for families and

other stakeholders. They can be undertaken both in-house and in the community through partnerships. There needs to be an openness to looking at all forms of individual and joint service delivery initiatives to maximize capacities and outcomes.

The fourth strategy is a significant service delivery and organizational culture transition. Many Long Term Care facilities are built on a medical model of care which is hierarchical in its approach and can be fairly rigid and challenging. The emerging concepts of a social model of care better fits Long Term Care operations and related programs and services delivery. Craigwiel Gardens needs to undertake an initiative to educate stakeholders on what a social model of care is, develop a plan for this approach and its outcomes, utilize pilot initiatives, and move forward with its implementation and ongoing evaluation for an improved care model achieving enhanced outcomes for the people served.

### **Strategic Direction No. 3: Building a Culture of Excellence**

Through the Situation Analysis Report, there was broad identification of challenges in the staffing model, the organization's culture, communications and a host of other areas within the complex operations of Craigwiel Gardens. A series of strategies have been identified that are intended to enhance the overall organizational culture and performance for all the staff, volunteers and other stakeholders.

The first strategy focuses on developing an integrated and comprehensive approach to staff recruitment and retention. This was identified as one of the most significant concerns due to the challenges in recruiting staff, particularly PSWs; the challenges between management and frontline staff communications; staffing gaps and scheduling concerns; overtime perspectives; and other issues. It is imperative that management demonstrate and communicate the scale of these challenges, demonstrate a concerted effort via a relevant plan to move forward, and to work with staff at multiple levels as partners in moving this strategy forward successfully.

The second strategy focuses on the need, within a contemporary organizational perspective, to be a vibrant learning organization. With new research, evidence, policies, needs and other perspectives emerging continuously, it is vital that the organization invest, both financially and organizationally, in being a learning organization that enhances staff teams performance and contributions through continuously developing their expertise and skills. This strategy is increasingly important in achieving effective change management models, in developing organizational leaders and to continuously improve both the services provided and overall operations and capacities.

The third strategy supports enhanced organizational cultural development through engaging staff more meaningfully and regularly in the key events and decisions of the organization. This could involve

information sharing, consultation and input, explanations as to why certain decisions are being made, and host of other activities that would result in a more effective team approach. Having more informed and engaged staff was identified within the Situational Analysis Report as a key success factor, vital to a professional services organization's long term success.

The fourth strategy focuses on continually building volunteer capacities in support of the organization's work within programs and services, operations and governance perspectives. Volunteers are a strong component of Craigwiel Gardens today. Constantly improving the recruitment, training and development, use of and recognition of volunteers at all levels is important in expanding programs and services, in developing strong lines of contact and connection with the community, and in enhancing the overall levels of services provided. An integrated plan that supports the ongoing development of all dimensions of volunteer service needs to be developed.

#### **Strategic Direction No 4: Building or Capacities to Serve**

In supporting Strategic Directions of 1 through 3, and the achievement of Craigwiel Gardens' Mission, it is important that key capacity areas within the organization be developed to new levels to achieve the outcomes desired.

The first strategy, which emerged from the Situational Analysis Report and the lived experience of management and others, is the need to develop a multi-generational / multi-channel annual communications plan and to ensure it is ongoing implementation and regular evaluation. This plan needs to recognize that generationally, people receive information differently whether the written word on paper or through text messages. It needs to look at the unique core messages and points of communication contact needed with residents, program participants, families, corporate members, staff, the community, funders and other stakeholders. An annual plan will allow for core messages to be developed, information to be timely and to seek both input and to share perspectives in effectively reaching each stakeholder group and generational category.

The second capacity building strategy focuses on developing the next generation Technology Plan for Craigwiel Gardens. Currently, the organization has developed significant technology capabilities for operations, such as human resources, finance, etc. There will also be significant advances in technology in the new build for the Long Term Care facility. As these two initiatives evolve, there will be a need for Craigwiel Gardens to develop the next generation Technology Plan building on the significant advances that have been made to date and will be made over the next three years. Technology is a key to greater efficiency, effectiveness, better communications and overall organizational success in all dimensions. It also responds to the changing needs of residents and program participants in the future as younger

generations move into the older age categories who will have higher expectations and abilities associated with technology use.

The third strategy involves the ongoing development of Craigwiel Gardens' governance model and practices. Over the last year, significant advances have been made to the governance models, policies and ongoing practices. This advance has been vital to the organization's evolution, but still needs to be continuously assessed and improved as changes occur, new evidence comes forward and opportunities present themselves. The scheduled review of Governance and Board Policies is one practice that needs to be undertaken in an organized way. There will also be new policies areas that will need to be addressed as government statutory and regulatory requirements change. Further within governance, will be the need to examine the future of corporate members as to their availability in adequate numbers, their role and other considerations going forward.

The fourth strategy builds on the need to continuously engage with the broader community. This has been a long practice and a successful activity of Craigwiel Gardens. Continuously building community relationships through communications, volunteering, involvement in special events, purchasing goods locally and building partnerships with other service providers and organizations needs to be constantly pursued. These opportunities need to be undertaken on a case by case basis in moving forward.

The fifth strategy involves moving towards a more formalized Fund Development Plan and capacity within the organization. The current capital campaign for the new Long Term Care build will be the focus of fund development for the next few years. What will be vitally important in the future, will be to ensure that there is a strong stewardship program going forward based on the donors to the capital campaign. Moving into the planned-giving fund development area, particularly considering the positive experiences that families might have with their loved ones living and / or participating in programs at Craigwiel Gardens is another area of possible development. Planned-giving could represent a unique funding opportunity that would be supportive to the potential reuse of the existing site, new programs and initiatives, acquisition of equipment and ongoing support for quality programs and services. A further perspective involves an Annualized Fund Development Program that provides financial resources to support the organization beyond corporate and planned-gifts.

## **6 Implementation**

### **6.1 WORK PROGRAM**

The following charts provide a framework for developing the implementation plan for Craigwiel Gardens to 2018 to 2020 Strategic Directions.

The implementation plan represents a roadmap that guides the specific activities undertaken in support of the Strategic Directions and their aligned strategies. However, this roadmap must also remain flexible as change continues to evolve within the operating environment, and other impacts will occur that will adjust/amend priorities, methods and activities.

### **6.2 STRATEGIC PLAN REVIEW**

A three-part Strategic Plan review process is identified for Craigwiel Gardens:

- Semi-annually, the Board should complete a review on the following:
  - Actions taken
  - Barriers occurring
  - Recommendations on revisions and new inputs
  - Other key information
- Every year, the Board and senior staff should allocate a block of time to review the Strategic Plan, the key inputs, changes in the operating environment and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.
- Every three years, the Board and senior staff should engage in a full review process similar to their current initiative in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving Craigwiel Gardens towards the realization of its Vision and Mission.