



SPRUCE LODGE STRATEGIC PLAN 2025 - 2029

Board Meeting

02.19.2025



ESTEEMED ELDER
HIEROGLYPHIC

Bessant Pelech Associates Inc.
Consultants in Long-Term Care & Gerontology



Spruce Lodge - Strategic Plan 2025 - 2029

Presentation to the Board

February 19, 2025
6:00 p.m.



Introduction

Meeting Objectives

- To achieve Board approval of the new mission and vision statements.
- To achieve Board approval of the strategic planning framework.
- To receive Board endorsement of the Leadership initiatives within the 5-year Strategic Plan.

Mission and Vision

- Review and Approval of New Statements

Strategic Planning Framework

- Review and Approval of the Strategic Planning Framework
- Review and Endorsement of the Strategic Initiatives

Recommendation to the Board

Concluding Statement



Mission, Vision and Values

Presented for Board Approval

NEW

Mission

Putting **People First**

- Respecting each person’s life journey
- Being our best in service
- Caring for our community

NEW

Vision

We will be a campus community with purpose, optimizing our people, places and programs to inspire and lead the way forward in service to **People First**.

Values

“We Value People **FIRST**”

- **F**riendly
- **I**nspired
- **R**esident Focused
- **S**olution Oriented
- **T**eamwork





Strategic Plan 2025 - 2029

Strategic Planning Framework for Board Approval

1

Shaping Excellence in Dementia-Friendly Service



Our strategic goals are:

- 1.1 To embark on our culture transformation journey to person-directed practice.
- 1.2 To plan, implement and evaluate the cottage renewal project.

2

Growing Our Culture of Quality



Our strategic goals are:

- 2.1 To develop and implement the new quality and risk framework.
- 2.2 To build actionable Quality Improvement Plan and accompanying campus-wide Quality and Risk Program.
- 2.3 To implement and monitor the Plan and Program.

3

Positioning Our People for the Future



Our strategic goals are:

- 3.1 To implement a comprehensive human resource plan.
- 3.2 To create a learning environment that fosters positive workplace behaviours and builds each person's unique capacities.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

Strategic Pillar

1

Shaping Excellence in Dementia-Friendly Service



In pursuit of the first Strategic Direction, Spruce Lodge has set out to accomplish two strategic goals within the five years of this Strategic Plan.

Our strategic goals are:

1.1 To embark on our culture transformation journey to person-directed practice.

Initiatives that will action this goal include:

- 1.1.1 Devote resources to explore innovative person-directed practice models of care and service and their change management processes.
- 1.1.2 Optimize resident, family, staff and volunteer engagement in exploring person-directed care models.
- 1.1.3 Adopt or adapt leading person-directed models for implementation at Spruce Lodge across all program areas operating on the campus.
- 1.1.4 Create a culture transformation plan for the campus that details the required investments, and organizational practice and structure changes to facilitate the implementation, measurement and monitoring of the person-directed journey.
- 1.1.5 Implement the culture transformation plan including measurement and monitoring activities.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

Strategic Pillar

1

Shaping Excellence in Dementia-Friendly Service



In pursuit of the first Strategic Direction, Spruce Lodge has set out to accomplish two strategic goals within the five years of this Strategic Plan.

Our strategic goals are:

1.2 To plan, implement and evaluate the cottage renewal project.

Initiatives that will action this goal include:

- 1.2.1 Explore evidence informed dementia-friendly care and environmental design best practices relevant to the small house concept in long-term care.
- 1.2.2 Engage residents, families, staff and volunteers in planning, implementing and evaluating the cottage renewal project by:
 - Identifying the required dementia-friendly goals and measurable outcomes of the cottage renewal project within the realistic opportunities and constraints of the building, operating budget, capital budget, etc.
 - Determining the dementia-friendly care and design best practices to be incorporated into the cottage renewal project within the project parameters,
 - Co-designing with residents, families and staff, the mandate, scope, and evaluation methodology of the cottage renewal project.
- 1.2.3 Create a comprehensive plan to evolve the person-directed model of care and renew the physical environment in the first cottage as a pilot project in dementia-friendly service excellence.
- 1.2.4 Develop and implement the cottage renewal pilot project.
- 1.2.5 Evaluate the cottage renewal pilot project and use the results to inform subsequent plans and investments in the two remaining cottages.
- 1.2.6 Establish mechanisms for continuous quality improvement and ongoing evaluation of the cottage renewal project with measures of success that span the impact of the person-directed model of care and dementia-friendly design on care partner engagement, human resources, levels of satisfaction and clinical outcomes.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

Strategic Pillar

2

Growing Our Culture of Quality



In pursuit of the second Strategic Direction, Spruce Lodge has set out to accomplish three strategic goals within the five years of this Strategic Plan.

Our strategic goals are:

2.1 To develop and implement the new quality and risk framework.

Initiatives that will action this goal include:

- 2.1.1 Explore recognized jurisdictional or international quality and risk frameworks using dedicated internal resources.
- 2.1.2 Engage residents, families, staff and Board members to review and provide input on the proposed quality and risk framework tailored specifically to the unique needs of Spruce Lodge.
- 2.1.3 Develop the tools, calendar of quality and risk activities, and policies and procedures required to monitor compliance with the quality and risk framework, including regulatory and legislative requirements.
- 2.1.4 Assign accountability, including clear roles and responsibilities for the implementation of the quality and risk management framework.
- 2.1.5 Plan and deliver initial introductory education and continuous learning modules specific to the Spruce Lodge quality and risk framework to support residents, families, staff, volunteers and Board members.
 - Focus the education modules on two key learning outcomes:
 - Understanding the need for quality to be imbedded in service delivery.
 - Identifying the personal role and responsibilities everyone has in promoting a whole system quality approach.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

Strategic Pillar

2

Growing Our Culture of Quality



In pursuit of the second Strategic Direction, Spruce Lodge has set out to accomplish three strategic goals within the five years of this Strategic Plan.

Our strategic goals are:

2.2 To build actionable Quality Improvement Plan and accompanying campus-wide Quality and Risk Program.

Initiatives that will action this goal include:

- 2.2.1 Identify and evaluate risks by reviewing organizational performance against the strategic, clinical and operational elements of the quality and risk framework that are critical to achieving safe, reliable and effective care and services.
 - Determine risk likelihood and consequences.
- 2.2.2 Develop the quality and risk strategy for eliminating or minimizing the impact of risks on the organization through engagement with residents, families, staff and Board members.
 - Analyze areas of improvement or gaps in the quality and risk strategy,
 - Revise the strategy by defining key metrics for success, developing objectives, planning the implementation of required changes, determining measures and the approach to evaluating results.
- 2.2.3 Develop quality and risk processes that build the actionable Quality Improvement Plan and Risk Management Plan to ensure effective monitoring and evaluation of the quality and risk strategy.
- 2.2.4 Develop the overall Quality and Risk Management Program consisting of refined policies, procedures, assessment standards and tools as well as the calendar of scheduled activities by business unit and department across the campus.
- 2.2.5 Plan and deliver initial introductory education and continuous learning modules specific to the Spruce Lodge Quality and Risk Management Program to residents, families, staff, volunteers and Board members.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

Strategic Pillar

2

Growing Our Culture of Quality



In pursuit of the second Strategic Direction, Spruce Lodge has set out to accomplish three strategic goals within the five years of this Strategic Plan.

Our strategic goals are:

2.3 To implement and monitor the Plan and Program.

Initiatives that will action this goal include:

- 2.3.1 Develop the plan to implement the Quality Improvement Plan and Risk Management Plan using a co-design approach that includes residents, families, staff, Board members and community/system partners.
- 2.3.2 Establish the protocol for monitoring the Quality Improvement Plan (QIP) and Risk Management Plan (RMP).
 - Establish a senior management level committee to provide oversight for the implementation of the QIP and RMP with clearly defined roles and responsibilities.
 - Establish a Quality Committee comprised of residents, families, and staff mandated to develop and deliver standard reports on the status of the QIP and the RMP to residents, families, staff, Board members and community system partners.
 - Establish a well-defined escalation and review process with the Board.
- 2.3.3 Develop and implement the protocol and tools for risk reporting and monitoring on the status of the Quality Improvement Plan and the Risk Management Plan to residents, families, staff, Board members and community system partners.
- 2.3.4 Establish quality and innovation awards by introducing organization-wide programs to recognize teams' or individuals' contributions to quality and safety, risk reduction, and innovation.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

Strategic Pillar

3

Positioning Our People for the Future



In pursuit of the third Strategic Direction, Spruce Lodge has set out to accomplish two strategic goals within the five years of this Strategic Plan.

Our strategic goals are:

3.1 To implement a comprehensive human resource plan.

Initiatives that will action this goal include:

- 3.1.1 Establish a task force to build a comprehensive human resources plan for today and tomorrow, for all staff and partner specialist groups.
- 3.1.2 Create a purpose communication plan. To inspire meaning and passion to contribute to the mission of Spruce Lodge.
- 3.1.3 Create an employer brand and employee value proposition definition to attract the right people and successfully engage staff.
- 3.1.4 Implement a leadership modelling program to build an environment of trust, collaboration and support succession planning.

3.2 To create a learning environment that fosters positive workplace behaviours and builds each person's unique capacities.

Initiatives that will action this goal include:

- 3.2.1 Implement a workplace well-being strategy to motivate, empower and engage staff.
- 3.2.2 Build capacity and engagement by creating development opportunities for staff.
- 3.2.3 Explore opportunities to establish a learning hub in collaboration with training and academic partners.
- 3.2.4 Promote inclusion and multicultural intelligence, welcoming perspectives to inform programs and partnerships.





Strategic Plan 2025 - 2029

Strategic Pillars, Goals and Initiatives

1. *Board Approval*

New Spruce Lodge Mission and Vision Statements

2. *Board Approval*

Strategic Planning Framework for the
Spruce Lodge Strategic Plan 2025 - 2029
(as direction to Executive Leadership for the next 5-years)

3. *Board Endorsement*

Spruce Lodge Strategic Plan 2025 - 2029
Strategic Initiatives

