

VOLUME II – STRATEGY

OVERVIEW

The Perley Rideau Board is responsible for establishing the Corporation's overall direction through the development, approval and regular review of a Strategic Plan, which identifies the "key areas" in which the Board wants to focus the activities of the organization.

The Strategic Plan records the decisions the Board has made with respect to its strategic intentions. The plan includes broad strategic directions and the general goals for each, as well as the rationale, analyses and background information supporting those decisions.

The Perley Rideau is currently expanding its facilities, services and programs as it strives to become a hub for improving the well-being of seniors and veterans in the community.

Purpose

This volume provides the approved vision, mission, and strategies to guide the Board and management in their decision-making.

The Perley Rideau's direction for the next 10 to 15 years and its supporting rationale are defined by Perley Rideau's current strategic master plan, "*Whither the Perley Rideau, Version II (2017)*". The document establishes the case for change, describes the vision embraced by the Health Centre, and outlines the strategy of how that vision will be realized.

The vision is long-term and the strategy broad in its considerations. It is intended to provide the general guidance (objectives, goals and strategies) to shape the evolution of the Health Centre to meet the challenges and changing demands to be faced.

The essence of the strategy is twofold: increasing relevance and value to the healthcare system and improving sustainability. The first part will be accomplished by expanding the Health Centre's capacity along the Continuum of Care, thus supporting government policy to reduce costs, and by specializing in the care of frail seniors to meet growing demand. The second part will be accomplished by ensuring continued support from government, by growing commercial revenues and by decreasing costs through improved efficiency.

Whither the Perley Rideau, Version II (2017) can be found on the Perley Rideau website (www.perleyrideau.ca).

Mission

The stated mission for the Perley Rideau is: *“To achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person-centred and frailty-informed care and service.”*

Vision

The Perley Rideau’s vision is: *“Leading innovation in frailty-informed care to enable Seniors and Veterans to live life to the fullest.”*

Strategies

To fulfill this broad vision the Perley Rideau is embarking on four clear strategies:

Excellence in Care and Service

The Perley Rideau is first and foremost a home for residents. Our goal is to create a safe, healing and happy environment where all individuals are known, accepted and treated with dignity and respect. Achieving this involves several sub-strategies.

- Person- and Family-Centred Care
- Quality of Care
- Quality of Life
- Safety
- Honour our Veterans
- Support for Other Qualified Veterans.

Ensure Sustainability

The Perley Rideau cannot meet its mandate or achieve its vision if it is not sustainable. Government revenues continue to fall short of the costs of meeting the needs of residents – a situation that will likely worsen. Sustainability is about far more than just money, however, for it implies the Perley Rideau must be perceived as indispensable to government and the community it serves. Therefore, we will pursue a strategy which will realize a sustainable Health Centre delivering high value for money. Achieving this will require pursuit of the following sub-strategies:

- Optimize Efficiency
- Achievable Re-capitalization Plan
- Increase Business Revenue
- Increase Donations
- Sustain Revenues from Government
- Environmental Sustainability
- Support Healthcare Reform.

Maintain a Quality Workforce

Demographic shifts will lead to a broad shortage of healthcare workers, increased competition and higher wages. The Perley Rideau is likely to face staff shortages and declining expertise among staff. To mitigate this trend, the Health Centre will pursue a strategy of maintaining an effective, quality workforce operating in an exciting, high-quality work environment. Achieving this will require pursuit of the following sub-strategies:

- Effective Long-Term Recruitment and Retention
- Effective Staff Education and Development
- Maintain an Attractive, Quality Work Environment
- Maintain an Effective Volunteer Program.

Lead and Advocate for Change

To realize its vision, the Perley Rideau will both lead, and advocate for, change in the healthcare system, and particularly in long-term care (LTC). It will strive to be a credible, nationally recognized leader in frailty-informed care and a highly valued partner, particularly in LTC. Achieving this will require pursuit of the following sub-strategies:

- An Innovative Culture
- Ensure Effective Communications
- Collaboration with Government
- Build Staff-Union Partnership
- Maintain Community Support
- Develop Alliances and Partnerships.

Note: Guidance to Directors for the processes of strategic planning and for sustaining strategic management is contained in Chapter 2 – Strategic Planning and Management in Part 4 of Volume III.