



ST. JOSEPH'S VILLA **STRATEGIC PLAN**

2012-2018

Updated 2018



Message from the President

Welcome to St. Joseph's Villa one of Canada's largest and most diverse Long Term Care Homes.

Our goal is to ensure that we provide care and service that meets the needs of our community now and into the future. For over 135 years we have continued to evolve and adapt to a changing environment that challenges us to continuously improve. We follow in the footsteps of our founders the Sisters of St. Joseph of the Diocese of Hamilton who ensured that the poor and marginalized in society had access to adequate care. In that spirit, we have stayed true to our Mission of 'Living Our Values Everyday' and we are proud of our volunteer Board, staff, medical support and volunteers who live this motto in their day to day service.

Offering a broad range of programs is an important part of what we do; whether it is our 380 bed Long Term Care Home, our 8 Respite beds, 107 Life Lease Equity Estate Units, 35 bed Convalescent Care program, or 6 bed Residential Hospice care (beginning fall 2019) we ensure that living on our campus is safe, meaningful and dignified. We also offer a large range of services that promotes independent living such as our Adult Day Programs, Seniors In Motion (SIM) gym, heated therapeutic pool and our Medical Community Outreach Clinics.

Affiliated with Mohawk College and McMaster University, we offer educational opportunities to many healthcare professionals and believe this is an important role that we can play. We also utilize best practices, and believe in research that enhances outcomes for those we serve. Further, we have strong partnerships with our colleagues locally, regionally and provincially.

In reflection of the mission of the Sisters of St. Joseph, the Villa is honoured to be part of yet another opportunity to serve the Dundas, Hamilton, Ancaster and surrounding communities. Through support of the SJHS board, St. Joseph's Villa Foundation, community partners and stakeholders, a 6 bed Residential Hospice will be built on the Villa property; further enhancing the continuum of care and strengthening our commitment to serve those with love and dignity during the most trying time, at the end of life. In looking ahead the hospice has the potential to expand by another 4 beds to meet future needs in the community.

The SJVD Board of Trustees decided to extend the 2012-2017 strategic plan to the end of 2018 to align with other Hamilton based system organizations', St. Joseph's Healthcare Hamilton and St. Joseph's Homecare. Aligning these timelines will allow the three system organizations to build the next strategic plan collaboratively while building common goals that will further serve the community in the future.

You can be assured that while we are proud of our deep tradition; St. Joseph's Villa is a progressive and innovative place to live, to work, or to receive services that enable people to live in their own home for as long as possible.

Thank you for visiting our website and please feel free to contact us for further information.

Sincerely,

Brian Guest, Interim President

Executive Summary:

The Villa embarked on a new journey with the Strategic Plan as an Executive Team in 2012 as the former plan ended in 2011. The Mission, Vision, Values were revisited; timelines were set; goals and successes were reviewed; and responsibilities assigned. Focus groups occurred with staff, Family Council, Residents' Council, external stakeholders for input.

The St. Joseph's Health System (consisting of St. Joseph's Lifecare Centre, Brantford, St. Joseph's Health Centre, Guelph, St. Mary's General Hospital, Kitchener, St. Joseph's Healthcare, Hamilton, St. Joseph's Villa, Dundas and St. Joseph's Home Care, Hamilton) Corporate Renewal influenced the strategic direction. The St. Joseph's Hamilton Joint Boards of Governors that is the governing body for St. Joseph's Healthcare, St. Joseph's Home Care and St. Joseph's Villa created a common path – Mapping the Future.

In “Mapping Our Future” the strategic pillars were created to find progressive change, innovation, community and interconnection to help navigate the transformation of St. Joseph's in Hamilton's organizational structures to support the unique Continuum of Care. With a shared commitment to fundamentally change the way we work together, each of the services will engage in operational planning with our strategic directions as guideposts to prioritize and map out initiatives over the next six years.

The fundamental principle of this strategic plan is to strive to be the best in quality with each service provided.



A common facilitator was provided to assist the three organizations through the process. The three organizations utilized the same Mission, Vision and Values (that of St. Joseph's Health System), similar logos and a common outline for the Strategic Plan.

St. Joseph's Healthcare, Home Care and the Villa continued with reference to Game Changers. These projects were created as partnerships with the three facilities to strengthen synergies. The St. Joseph's Health System has embarked on an innovative approach to care known as Integrated Comprehensive Care (ICC). ICC looks at ways to provide integrated care collaboratively in the community, allowing patients to receive the care they need at home, preventing unnecessary transfers to the Emergency Department and improving access to care.

St. Joseph's Villa has refreshed the strategic plan in 2017 to reflect renewed goals for 2018. These include a team approach to four implementation strategies: Accountability, Sustainability, Morale, and Transparency. Also embedded into the Strategic Plan is Resident and Family Centred Care (RFCC) and Engagement. Through a collaborative approach, St. Joseph's Villa is committed to engaging staff, residents, families, and community care partners in enhancing care, services, relationships and deliverables in these areas through 2018 and the years to come.

Our Heritage:

The Sisters of St. Joseph came to Hamilton in 1854 and began to work for the poor and needy residents of this growing and important trade centre. For the Sisters, it was an honour to serve others and, with the onset of a cholera epidemic, the Sisters' health care mission began in earnest. Working in the railway sheds near the harbour they risked their lives to care for the sick and dying victims of the deadly disease. The Sisters had a vision for St. Joseph's that guided us from our roots in compassionate medicine to a multisite system serving hundreds of thousands of patients and clients annually.

We are honoured to be a partner in the St. Joseph's Health System, one of the largest corporations in Canada devoted to health care and known for genuine compassion and caring, locally and around the world. The St. Joseph's Health System is one of the only integrated systems in Canada uniquely positioned to provide service and drive research and education across the entire spectrum of care. In the Hamilton community, St. Joseph's Healthcare Hamilton (SJHH), St. Joseph's Villa Dundas (SJVD) and St. Joseph's Home Care (SJHC) have been integrated under one community board to realize excellence in quality and safety, transitions of care, research and education and caring for the poor and marginalized across the continuum of care from hospital-based to community-based services. This has created the foundation for St. Joseph's in Hamilton; together the three organizations have adopted the St. Joseph's Health System's Mission, Vision, and Values as the inspiration for the strategic plan (*Mapping our Future*). *Mapping our Future* will be used to guide St. Joseph's in Hamilton over the next five years.



Mission:

Living the Legacy – Compassionate Care. Faith. Discovery.

Vision:

On behalf of the individuals and families we are privileged to serve, we will:

- *deliver an integrated high quality care experience,*
- *pursue and share knowledge,*
- *respect our rich diversity,*
- *always remaining faithful to our Roman Catholic values and traditions.*

Values:

We commit ourselves to demonstrate in all that we undertake, the vision and values that inspired our Founders, the Sisters of St. Joseph.

These are:

- *Dignity*
- *Respect*
- *Service*
- *Justice*
- *Responsibility*
- *Enquiry*



St. Joseph's Villa, Dundas:

St. Joseph's Villa is recognized as one of Ontario's largest and most innovative long term care homes with 380 long term care beds. We are a non-profit charitable organization owned by the St. Joseph's Health System. The Villa voluntarily submits to external third party review by Accreditation Canada. The Villa has been recipient of the Hamilton Community News Readers' Choice Awards and Hamilton Spectator's Readers' Choice recipients in past years for best long term care home.

St. Joseph's Villa is a vibrant community activity centre for approximately 165 seniors who participate in the Adult Day Program. The Adult Day Program offers seniors and older adults many opportunities for social interaction and physical therapies. Activities are structured to promote physical and mental well-being. The program has four different groups offering various levels of care and cognitive stimulation.

The S.I.M. (Seniors In Motion) Gym is a fully functional fitness centre that is open to persons 55 and above living in the community and is supported by a personal trainer. Programs for cardiovascular exercise, balance, strength and coordination are created on a one-to-one basis with and OTA/PTA on hand to assist. Aerobics classes are offered three times a week. There is also a community pool program offering gentle and aerobic classes in a warm, easy access environment.

In 1990, with the support of the Rotary Club of Dundas, the Villa introduced a Respite Care program which now provides service to over 150 seniors annually. Respite Care allows family members a much needed break as they continue to care for their loved ones at home. It is one of the most successful Respite Programs in Ontario.

In March 1996 and February 1997, St. Joseph's Villa lands also became home to St. Joseph's Estates, two senior life lease equity facilities that consist of 107 units. The individuals living in the Estates are able to manage an independent lifestyle and have access to the swimming pool, bowling alley, outreach programs and social amenities offered by the Villa. We have over 200 couples on our waiting list for these units and are looking at ways to respond to this demand.

The Villa has embarked on yet another means to serve the Dundas and surrounding communities through building and operating a Residential Hospice. The hospice, slated to open in the fall of 2019, will have six beds, with the intent to expand by four more beds in the future as demand in the community arises. The Villa is truly honoured and excited about this new opportunity to serve the community by supporting patients and families with love and dignity through the end-of-life journey.



Overlooking the Ravine



Our Directions:

We believe that our dedication to the St. Joseph's Health System's values will enable us to strive for continued excellence in the care of older adults in our community now and in the future. Our direction has been set based on what these values mean to SJVD.

- **Dignity:** Providing person centred care through a compassionate holistic approach
- **Respect:** Enhancing quality of life for Residents by providing an atmosphere that celebrates the care and excellence of staff
- **Service:** Responding to the needs of the community with an emphasis on the poor and marginalized
- **Justice:** Treating everyone in a fair and equitable manner
- **Responsibility:** Utilizing all available human and financial resources in the safest, most cost effective and efficient manner
- **Enquiry:** Challenging the status quo by asking "why" and using research and evidence in practice

With these values as our foundation, SJVD has developed this plan which will guide us toward being ***the Centre of Health and Wellness in our Community***

Some key areas of focus for 2018 include:

- 1) Building St. Joseph's Villa Residential Hospice – Find Change
- 2) Explore opportunities to further develop east wing – Find Change
- 3) Four Implementation Strategies: Accountability, Sustainability, Morale, and Transparency – Find Change
- 4) Develop and Implement Resident and Centred Care and Engagement Philosophy – Find Integration
- 5) Educate staff, residents and families on Resident and Family Centred Care – Find Integration
- 6) Enhance resident experience through improved communication strategies – Find Integration



SJVD's Directions for Improving Quality and Safety:

SJVD is excited to build upon our successes and embark upon a period of unprecedented change with *Mapping our Future*. *Mapping our Future* will challenge us to fundamentally rethink how we work and how we work together and establish a new “norm”. *Mapping our future* is a call to action that recognizes that the expectations of providers, public and funders for safe, effective, accessible and kind service are an ever increasing target that we cannot afford to miss. The time for incremental improvements is behind us. This is a true change agenda that will be a significant undertaking and our success will depend on the involvement and engagement from the entire SJVD team and our community. Our Strategic Directions for Improving Quality and Safety will be rooted on:

- Transforming How we Work
- Research and Education
- Engaged People
- Breaking Down Barriers
- Find Quality Here





Our Commitment to Quality and Safety:



Find Quality Here

Over the past several years, the St. Joseph's in Hamilton, and the Villa being a part of that, has taken significant steps to drive quality and safety to the core of what we do. The fundamental principle of our plan is to place quality and safety more centrally in our daily work. Our relentless commitment to provide *Safe, Effective, Accessible and Kind (SEAK)* service to everyone we serve will be the guidepost that directs our actions and behaviours as we work to fulfill the strategic directions outlined in this plan.

Finding Quality at SJVD:

SJVD will adopt Resident Safety as a written, strategic priority/goal within the organization including a reporting system to the Board that is in accordance with applicable legislation and accreditation standards. To promote the safety of staff and volunteers and to continue to support safe work practices to ensure that prescribed safety standards are met or exceeded.

SJVD has set the following goal:

- To implement a monitoring/reporting mechanism to allow us to measure/compare and implement/evaluate relevant metrics that are determinants of good performance.

We aim to achieve this goal by implementing the following objectives:

- 1) Increase case mix index (CMI) by focusing on data quality
- 2) Improve continuity and consistency of care within SJVD
- 3) Develop internal reporting tools to monitor progress and celebrate success
- 4) Develop a communication strategy for internal and external stakeholders
- 5) Develop annual quality improvement plan (QIP) to improve indicators
- 6) Align performance measurement tools with strategic priorities





Find **Change** Here – Transforming How We Work

This is not “business as usual”. We will create a new “norm”, removing the frustrating obstacles to effective care and releasing that wasted energy to better serve our patients/clients/residents. To do this we will work together with imagination and vigour to transform processes and structures. The people we serve will be our partners as we look for those innovations that will make the biggest difference and give us the greatest sense of accomplishment.

Transforming How We Work at SJVD

SJVD will maintain an effective and efficient organization that ensures continuing viability and caring behaviour including strategic management practices.

SJVD has set the following goal:

- Implement five process improvements (two collaborative interdepartmental and three departmental) each year and demonstrate the benefit to the teams involved.

We aim to achieve this goal by implementing the following objectives:

- 1) Develop an effective process for huddles to generate and put into practice ideas
- 2) Develop a marketing plan to promote the health and wellness centre
- 3) Determine strategic options for pool
- 4) Expand outreach services
- 5) Develop strategy for 35 Convalescent Care beds
- 6) Develop strategy to deploy 12 bed complex care system
- 7) Maintain risk assessment and mitigation strategy
- 8) Build Residential Hospice (2018 focus)
- 9) Explore options to further develop east wing (2018 focus)
- 10) Four implementation strategies: Accountability, Sustainability, Morale, and Transparency (2018 focus)



Find **Innovation** Here – **Research and Education**

Our new “norm” will be mapped using a simple, but powerful, idea: Academics will be at the forefront of everything that we do. We will energize our academic capacity, develop and sustain “Tier 1” research areas, and improve knowledge translation from “bench to bedside”.

Research and Education at SJVD

SJVD will drive research evidence into practice by supporting quality and patient safety, and developing a foundation for a research centre.

SJVD has set the following goal:

- Adopt one innovative practice per year and share findings/outcomes with our Joseph’s Health System partners and other stakeholders.

We aim to achieve this goal by implementing the following objectives:

- 1) Develop a research strategy to identify and promote research opportunities (2018)
- 2) Identify research opportunities (2018)





Find **Community** Here – **Engaged People**

People are the power behind this plan. We will better serve our communities, and take greater joy and satisfaction from our work, as we transform the way we work together. We will empower ourselves to drive innovative changes. Innovation will be a way of life.

Engaged People at SJVD

SJVD will create a positive learning environment that is rooted in a “culture of learning” supported by ongoing education and development.

SJVD has set the following goal:

- Adopt one change management practice per year, as described in the organizational change management strategy.

We aim to achieve this goal by implementing the following objectives:

- 1) Create a professional development strategy for Management and front line staff
- 2) Develop a strategy for performance appraisals
- 3) Develop a staff engagement strategy
- 4) Align performance measurement tools with strategic priorities
- 5) Develop change management strategy





Find **Integration** Here – **Breaking Down Barriers**

We will integrate our services internally, and with our partners externally, so that transitions of care become safer, more reliable, and invisible to our patients and clients. We will identify and target areas of great need and opportunity. Existing organizational structures will be changed to support the continuum of care for these patients/clients/residents.

Breaking Down Barriers at SJVD

SJVD will integrate our services internally and externally while supporting the poor and marginalized.

SJVD has set the following goal:

- Improve transitions in, within and out of SJV by ensuring that there is a communication plan with each transition.
- Identify additional partners and work with them to leverage our poor and marginalized program.

We aim to achieve this goal by implementing the following objectives:

- 1) Improve continuity and consistency of care during transitions from, to and within SJVD
- 2) Explore partnership opportunities with community partners, which will enhance the services offered at SJV
- 3) Identify additional partners and work with them to enhance our poor and marginalized program
- 4) Cultivate Resident & Family Centred Care (RFCC) Culture at SJVD and provide education. This includes an improved communication strategy. (2018 focus)

