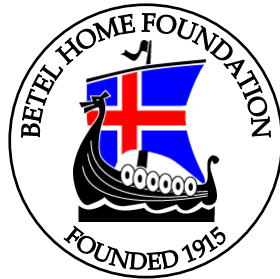


# Betel Home Foundation

## STRATEGIC PLAN

2016-2021



**Make Our Home Your Home . . . Where Care and Service Prevail**

# BETEL HOME FOUNDATION



*Gimli*

## *Vision Statement*

*Make Our Home Your Home . . .  
Where Care And Service Prevail.*

## *Mission Statement*

*Betel Home Foundation will continue to be a leader and innovator in providing the highest quality of life for each individual in our care. We will identify and adapt to emerging health care needs and challenges. Betel Home Foundation is an integral part of the community recognizing our Icelandic roots and respecting other cultures.*



*Selkirk*

## **Philosophy of Care**

The quality of each resident's life is our primary focus and directly affected by our care. Board, Administration, Staff and Volunteers are all linked together in creating a homelike environment that enables each resident to live in full recognition of their dignity and individuality.

We believe each resident should:

### ***Have the highest quality of life possible***

Our primary focus is the physical, psychological, social and spiritual well-being of our residents. We will assist residents to achieve their optimum level of health while in our care. We will build on our strong relationships with the families and the community at large.

### ***Be treated with respect and dignity***

We will provide an environment of respect and dignity for all our residents. Our relationships with residents will be based on honesty, privacy and confidentiality.

### ***Have the freedom of choice and participate in decisions regarding their care***

Residents have the right to determine their health needs and values. The resident shall be given all information including benefits and risks so they can make an informed decision.

### ***Have their ethnic origin and religious beliefs recognized and respected***

We advocate an environment that respects residents' values, customs and spiritual beliefs.

### ***Be entitled to safe, competent and ethical care***

We will recruit and retain qualified, appropriately trained staff and provide opportunities for continuous learning. Staff must act in a manner consistent with their professional responsibilities and standards of practice. We value the input of all staff and volunteers within a multidisciplinary approach.

# Values

Our values define the character of our organization and describe how we treat the people we care for and work with.

## ***Excellence***

We are committed to delivering safe, competent and compassionate care and are dedicated to exceeding the expectations of residents, families, staff and the community.

## ***Respect***

We are committed to treating all residents, family, staff, visitors and volunteers with respect and dignity.

## ***Integrity***

We communicate openly and honestly, and maintain the highest levels of personal and professional conduct.

## ***Innovation***

We value a supportive environment that encourages new ideas and strives for continuous improvement.

## ***Teamwork***

We are committed to working together at all levels of the organization to foster an atmosphere of trust, collaboration and cooperation.

## ***Accountability***

We will be accountable to our community by providing the best possible quality of care with the resources entrusted to us and will operate in a transparent and fiscally responsible manner.

## Strategic Priority #1

### To deliver high quality, safe, person-centered Resident Care

*We will continue to meet our residents' needs now and into the future through the use of innovative approaches and best practices.*

- We will measure resident and family satisfaction with care and communicate these results to residents and staff on an annual basis.
- We will continue to make recreational activities available to all of our residents and will focus on client centered, small group and 1:1 programming.
- We will ensure the provision of a safe, well maintained and home like building that is able to meet the needs of our residents and their levels of care.
- We will continue to work towards the replacement of our Selkirk building with our Government and Community partners.
- We will successfully meet all of the standards set out by Accreditation Canada.
- We will successfully implement all of the Manitoba Health Standards for Long Term Care in both facilities.
- A facility wide continuous quality improvement program will be maintained. The data will be reviewed quarterly by the Board of Directors and by a continuous improvement team that will make recommendations to improve care and reduce risk.
- We will communicate regularly and appropriately with residents and their family members, maintaining an open and trusting relationship.

#### Performance Measures

- Satisfaction Surveys
- Resident participation rates in identified recreational activities
- # of fall related injuries
- # of restraints used
- # of preventative maintenance work orders completed
- Workplace Safety and Health Inspection reports
- Manitoba Health Standards visit summaries and recommendations
- Continuous Quality Improvement semi-annual reports and team recommendations
- # of case conferences
- # of comment / concern forms received as well as their status
- Resident Family Advisory Council minutes

## Strategic Priority #2

### To make Betel Home an employer of choice

*Our goal is to provide a working environment that is safe to work in and recognizes, appreciates and supports all of our employees.*

- We will foster positive relationships with employees through respect, enhanced communication, and the promotion of healthy work life balance.
- We will continue to modify and enhance the Human Resources Plan to minimize our staff turnover rates.
- We will develop and maintain good working relationships with all of our Unions.
- We will recognize employee contributions through long service awards and other recognition events.
- We will provide educational opportunities for staff.
- We will encourage pursuit of continuing education.
- We will maintain the accessibility of Management to Staff by holding regular, pre-scheduled meetings.

#### Performance Measures

- Staff satisfaction surveys
- Staff turnover rates
- # of Union Grievances
- # of long service employees recognized
- # of training sessions offered to staff
- # of staff attending education events
- # of staff enrolled in continuing education
- # of staff meetings held / # of staff in attendance
- # of staff injuries / WCB claims
- # of Workplace Safety and Health issues / training provided
- # of staff recognition events

## Strategic Priority #3

### To focus on innovation and progress, allowing us to explore new opportunities while strengthening partnerships within our community

*Our goal is to establish and maintain partnerships within our community that will be mutually beneficial and that will promote excellence in resident care.*

- We will ensure that we are able to respond to the changing needs of community members awaiting admission to Betel Home.
- We will strive to maintain provision of Respite Care services in both facilities and monitor our ability to meet the needs of these residents while ensuring efficient use of our resources.
- We will provide space whenever possible for Health Clinics and other community initiatives.
- We will continue to successfully partner with educational institutions to provide student training opportunities.
- We will maintain our current community partnerships and identify new and innovative opportunities.
- We will continue to foster mutually beneficial relationships with the Interlake Eastern Regional Health Authority.
- We will encourage community input into our strategic planning process.

#### Performance Measures

- Monitor changing levels of care
- # of resident days / occupancy rates
- Respite bed occupancy rate
- # of outside events hosted
- # of students placements
- # of volunteer hours
- # of outside groups visiting
- # of meetings with IERHA
- # of IERHA joint committees with Betel representation
- # of groups invited to participate in strategic planning

## Strategic Priority #4

### To operate in a fiscally responsible and accountable manner, making the most of our human and financial resources in order to best serve our Foundation and our Homes

*Our goal is to practice fiscal responsibility by anticipating and responding to financial needs and challenges.*

- We will operate in a fiscally responsible and transparent manner.
- We will continue to pursue the amalgamation of our two sites in order to maximize efficiencies and synergies.
- We will have our financial records audited annually by chartered accountants and their audit report will be presented to the annual general meeting in June each year.
- We will report our financial position regularly to the Interlake Eastern Regional Health Authority.
- We will continue to maintain a fundraising program and seek new opportunities.
- We will seek financial investment from the Betel Home Foundation charitable fund to finance worthy non-funded or under-funded activities.

#### Performance Measures

- Operating position
- Cost per resident day
- Variance reporting
- Level of funding provided to the homes through the Betel Home Foundation charitable fund
- Reports to IERHA: volumes of service, occupancy rates, financial status



## Strategic Priority #5

### Board of Directors development and renewal

*Our goal is to continue developing the strengths and diversity of our Board of Directors in order to effectively govern Betel Home*

- We will provide ongoing educational opportunities for the Board of Directors.
- We will conduct annual Board self evaluations and identify our strengths and areas for growth.
- We will engage in succession planning for Board Members.
- We will develop a Board recruitment process including criteria for prospective Board members.

### Performance Measures

- # of educational sessions provided to the Board of Directors
- Annual self performance review
- Annual reappointment process