

Long Term: Signals of Success

This three-year strategic plan is guided by strong values, proven history and continued commitment to the St. Michael's mission: "Care with Love and Dignity".

The plan envisions a future that positions St. Michael's as follows:

1. A leading provider of continuing care.
2. A leading provider of Assisted Living and Supportive Housing.
3. An Edmonton-based Adult Day Support program operator of choice.
4. A not-for-profit society able to expand its services and programs to other regions of Alberta as resources are made available.

The following indicators will signal that we are achieving those goals:

- St. Michael's works with residents, families and caregivers, enhancing quality of life, self esteem, and self reliance.
- Our programs and services fill needs identified by provincial, federal and municipal governments and general community.



- A broad spectrum of citizens thinks highly of St. Michael's Health Group, thanks to proven programs and services that demonstrate the excellence of our work.
- Staff at all levels are highly qualified, experienced, satisfied in their work and supported by a sustainable organization.
- St. Michael's is an inclusive

community where residents' contributions and commitments are respected, honoured and recognized as important elements of a caring society.

- We are clearly and openly accountable to funders, donors, residents, their families/caregivers, corporate partners, allied community agencies and citizens in the communities we serve.
- We have developed and maintained facilities and services which are operating in a wider serving area where St. Michael's Health Group can make a difference in the quality of life of our aging population.
- Our active membership is valued by organizations and bodies aligned with our vision.
- St. Michael's business enterprises are successful and contribute to our self-sustainability.

FACILITIES

St. Michael's Long Term Care Centre

7404 139 Avenue, Edmonton. Tel: 780-473-5621

This 153-bed continuing care facility offers housing and services to individuals who are physically and / or mentally challenged, primarily seniors.

Millennium Pavilion Seniors' Lodge

7408 139 Avenue, Edmonton. Tel: 780-472-4526

This 75-room lodge is home to elderly who wish to live in an independent lodge-type setting with full services. Home care services available.

Vegreville Manor

5913 49 Street, Vegreville. Tel: 780-632-3540

This affordable 55-suite Supportive Housing facility enables residents to live independently with the security and convenience of on-call assistance. Home care services available.

Grove Manor

600 King Street, Spruce Grove. Tel: 780-962-6672

A 71-unit Supportive Housing facility that fosters independent living with on-call assistance. Services are enhanced based on need, allowing seniors to "age in place". Home care services available.

PROGRAMS AND SERVICES

Adult Day Support

A program providing structured social and recreational group activities as well as health services to enhance the quality of life for adults living in the community.

Family Health Centre

13930 74 Street, Edmonton. Tel: 780-457-1600

Open to the general public, family medicine physicians provide medical care and treatment for all ages.

Heritage Hall

7406 139 Avenue, Edmonton. Tel: 780-472-4511

A banquet facility used internally for resident and staff events and also rented and catered for public events.

Baba's Own Food Products

An entrepreneurial enterprise featuring hand made Ukrainian delicacies. Available in designated retail stores and at St. Michael's Long Term Care Centre in Edmonton.

Volunteer Program

Opportunities for caring citizens to help with a variety of exciting and stimulating programs.

St. Michael's Health Group

7404 139 Avenue

Edmonton, Alberta T5C 3H7

Tel: 780-473-5621

Toll Free: 1-800-472-6169

Email: smeecs@smhg.ca

www.smhg.ca

Charitable Registration No. 108032483RR0001



St. Michael's HEALTH GROUP

Our Mission

Care with Love and Dignity

Our Vision

St. Michael's Health Group, incorporated through St. Michael's Extended Care Centre Society, is a Christian voluntary organization with an entrepreneurial spirit, dedicated to the provision of wellness-focused holistic care and community services to all with love and dignity.

We shall plan and respond to community needs, and will have varying geographical presence.

STRATEGIC PLAN

Our plan for a "rolling" three years of operation identified five key focus areas that build on St. Michael's entrepreneurial spirit, experienced staff, established community alliances and respected role as an advocate and leading service provider for the sector. The following five strategy areas will guide Board governance, operational planning and resource allocation. The goals set will steer our compliance with acts, regulations and directives of the Alberta Government for seniors care and continuing programs, with allies in the sector, our response to the input of families and friends of St. Michael's and our own ideals, priorities and goals.

For additional information on St. Michael's Health Group,
please visit our web site at

www.smhg.ca

Implemented January, 2009

1. Resident Care, Supportive Services and Quality of Life

- Ensure resident/client safety, security and health.
- Meet resident/client needs for spiritual, cultural and psycho-social well-being.
- Enhance resident/client wellness, leisure and recreational activities that impact on the quality of life, and physical and mental well-being, and pursuit of personal interests.



- Deliver research and evidence-based best practices programs and services.
- Encourage and support the initiatives of our staff.
- Conduct and participate in surveys, act upon findings and communicate outcomes.
- Support advisory Resident and Family Councils.

2. Organizational Management and Fiscal Sustainability

- Support and maintain a volunteer Board whose governance, policy setting and oversight ensures full compliance with standards, maximum use of resources and insightful planning.
- Ensure accountability and transparency for allocated resources.
- Attract and retain well trained and motivated staff.
- Ensure that organizational structure and lines of communication support the strategic plan.
- Maintain a dedicated financial reserve to address this strategic plan.
- Expand and support “Friends of St. Michael’s” and affiliated organizations to help access non-governmental sources of funding and support.
- Develop, monitor and evaluate St. Michael’s business enterprises and growth opportunities.
- Pursue grants, research resources, staffing programs and private donations.
- Promote and develop programs and services engaging the community.
- Promote a learning environment where management and staff are provided with opportunities for ongoing training and professional development.
- Ensure a planning process is in place to address resource needs to meet objectives.
- Develop and maintain corporate business continuity and succession plans.

3. Networks, Alliances and Partnerships

- Participate proactively with the Alberta Health Services Board in short- and long-term planning for continuing care.
- Contribute to the community through active membership in related bodies, including, but not limited to these:
 - Alberta Continuing Care Association
 - Alberta Senior Citizens Housing Association
 - Seniors Housing Society of Alberta
 - Volunteer Alberta
 - International Association of Volunteer Effort
 - Canadian Medical Association
 - Alberta Association of Fund Raising Executives
 - Alberta Recreation and Parks Association
 - Christian Health Association of Alberta
 - Imagine Canada
 - Continuing Care Safety Association
 - Provincial Health Ethics Network
 - Alberta Therapeutic Recreation Association
 - Alberta Home Care Association
 - Alberta Gerontology Association
 - CHOICE programs and Adult Day Support programs of Alberta
- Provide internships and other learning opportunities in partnership with a range of educational institutions (including Norquest College, Lakeland College, Grant MacEwan College, the University of Alberta, NAIT and others).
- Pursue and nurture alliances with services clubs, community leagues, financial institutions and the corporate sector.
- Maintain alliances with cultural and faith based entities.
- Develop and enhance working affiliations with other like minded non-governmental organizations.
- Build and maintain alliances with provincial government ministries, including these:
 - Alberta Health and Wellness
 - Seniors and Community Supports
 - Employment and Immigration
 - Municipal Affairs
 - Housing and Urban Affairs
 - Tourism, Parks and Recreation
 - Culture and Community Spirit
 - Advanced Education and Technology
 - Education
 - Infrastructure
- Work with municipal and federal government departments of interest.
- Expand the St. Michael’s volunteer base corporately through ongoing training, recruitment and recognition.
- Be open to new partnerships that may serve the needs of seniors and their communities.

4. Principles, Ideals and Standards

- Achieve and sustain certification standards across all facets of our operations.
- Implement and maintain regional evidence based “best practices”. Achieve, exceed and maintain continuing care health and accommodation standards.
- Maintain “Partners in Injury Reduction” (PIR) Core Certification through ongoing training and reinforcing safety as a core value and ongoing objective.
- Promote, monitor and evaluate our quality improvement and risk management culture in all areas of our operations.
- Comply with all Acts, Regulations and Codes related to operations and governance.
- Adhere to Alberta Health Services Board contracts and accountability reporting requirements.
- Strive for excellence in our programs and services with a view to being recognized as a leader.
- Promote and participate in research and development.
- Promote and support work-life and workforce balance.
- Embrace evolving technology in all aspects of our corporate objectives.
- Endeavour to reduce our carbon footprint and enhance environmental sensitivity in all aspects of our operations.



5. Communications

- Continue to maintain the internal systems needed to share information and public input with the Board, its standing and ad hoc committees, residents, families, management, staff and volunteers.
- Enhance funder, donor and volunteer recognition.
- Maintain, modify and monitor an active and current web site, with links to serve all our stakeholders.
- Expand awareness of St. Michael’s holistic programs, services and facilities by publishing and distributing public documents, brochures and pamphlets.
- Sustain a communications protocol of our ongoing capital campaign.
- Ensure information technology systems add value to operating needs.
- Continue to develop and implement public marketing instruments and protocol to ensure St. Michael’s image is preserved and enhanced in the general community.
- Develop specific marketing campaigns and strategies to promote and grow St. Michael’s business enterprises.