

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 long term 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 meets the needs of residents, families and caregivers, enhancing quality of life, self esteem, and self reliance.
- Our services fill needs identified by provincial, federal and municipal governments.
- A broad spectrum of citizens think 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, residents, their families/caregivers, corporate partners, allied community agencies and citizens in the communities we serve.
- Well developed facilities and services 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 operates sustainably, with support that stretches beyond government monies.

For additional information on St. Michael's Health Group, visit www.smhg.ca

FACILITIES

St. Michael's Long Term Care Centre

7404 139 Avenue, Edmonton Tel: (780) 473-5621

This 152-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) 473-5621

This 75-room lodge is home to elderly and infirm who wish to live in an independent apartment-type setting with full services.

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.

St. Michael's 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."

PROGRAMS & SERVICES

Adult Day Support Program

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

Family Health Centre

13930 74 Street, Edmonton

Family medicine physicians provide medical care and treatment for all ages.

St. Michael's Pharmacy

13930 74 Street, Edmonton

Fast, accurate prescription services for both residents and community members with a focus on customer service.

Baba's Own Ukrainian Food Sales & Catering

An entrepreneurial enterprise featuring Ukrainian delicacies. Available in retail stores, at St. Michael's Long Term Care Centre, in hotels and catering establishments throughout Alberta.

Volunteer Program

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

St. Michael's Health Group

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www.smhg.ca

Charitable Registration No. 108032483RR0001



St. Michael's Health Group

STRATEGIC PLAN

Our plan for the current three years identifies five key focus areas that build on St. Michael's entrepreneurial spirit, experienced staff, established community alliances and respected role as an advocate for the sector. The following five strategy areas will guide Board governance, operational planning and resource allocation. The goals set here will also steer our compliance with acts, regulations and directives of the Alberta Government for seniors care, with allies in the sector and our response to the input of families and friends of St. Michael's.



Implemented 2007

1. Resident Care and Quality of Life

- Be recognized as a leading provider of resident safety, security and health, in compliance with provincial standards.
- Conduct in-house surveys and act on the information received.
- Nurture and develop Resident Councils.
- Deliver proactive service at all levels.
- Encourage and recognize the initiatives of our well trained and motivated staff.
- Meet resident needs for spiritual wellness.
- Exceed Quality Assurance standards for all areas of operations, including food service, maintenance, housekeeping, programs and personal care.
- Enhance wellness and recreational activities that boost quality of life, physical well-being and ability to pursue personal interests.



2. Organizational Management and Fiscal Sustainability

- Nurture a Board whose governance, policy setting and oversight ensures full compliance with standards, maximum use of resources and insightful planning.
- Ensure accountability for allocated dollars through timely reporting, including a published annual report.
- Enhance Human Resources to attract and retain the well trained and motivated staff so essential to carrying out this plan.
- Improve internal and external information systems, including the web site and information technology.
- Ensure that organizational structure supports the functions most required and desired to meet outcomes set by this plan.
- Establish and grow a dedicated financial reserve in anticipation of targeted capital needs, priorities, and operational emergencies.
- Expand and nurture “Friends of St. Michael’s” to help tap non-governmental sources of funding and support.
- Evaluate and monitor St. Michael’s business enterprises, which include “Baba’s Own” products, Heritage Hall enterprise, a retail pharmacy and a family health clinic.
- Pursue grants, research resources, temporary staffing programs and private donations.
- Promote and develop Adult Day Support programs and services.

3. Networks, Alliances and Partnerships

- Participate with regional health authorities in long-term and operational planning.
- Contribute to the community through active membership in related bodies, including these:



- Alberta Long Term 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

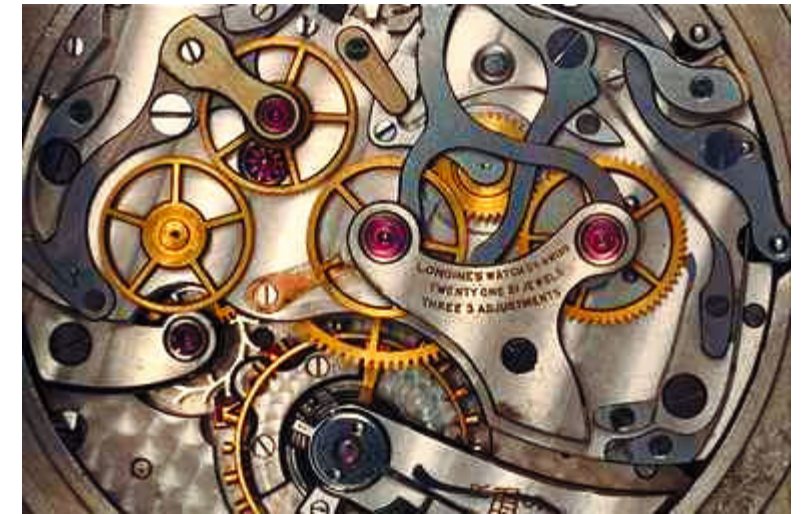
- Provide internships and other learning opportunities in partnership with Norquest College, Lakeland College, MacEwan, the University of Alberta, NAIT and others.
- Pursue and nurture alliances with service clubs and the corporate sector.
- Maintain and expand alliances with faith based entities.
- Develop working affiliations with other like minded non-government organizations.
- Build and maintain alliances with provincial government ministries, including these:

- Alberta Health and Wellness
- Seniors and Community Supports
- Employment, Immigration and Industry
- Municipal Affairs and Housing
- Tourism, Parks, Recreation and Culture

- Work with municipal and federal government departments of interest.
- Expand the St. Michael’s volunteer base through ongoing training and recognition.

4. Accreditation Principles and Ideals

- Achieve and exceed certification standards across all facets of our operations.
- Achieve Canadian Council on Health Facilities Accreditation in fall 2007 and each year thereafter.
- Comply with emerging data systems of longer term impact, such as Minimal Data Set (MDS).
- Comply with health authority contracts and reporting requirements.
- Achieve and maintain “Partners in Injury Reduction” (PIR) status, reinforcing safety as a core value and long-term objective
- Responsibly prepare for pandemic and other emergencies.



5. Communications

- Build and maintain the internal systems needed to share information and public input with the Board, its standing and ad hoc committees, residents, families, staff and volunteers.
- Enhance funder and donor recognition.
- Maintain an active and current web site, with accurate links, to serve partners, allied agencies, potential employees and the general public.
- Expand awareness of St. Michael’s holistic services and facilities by developing public documents, brochures and pamphlets and continuing to publish the “Caring and Sharing” newsletter.
- Develop and monitor a communications protocol for a capital campaign.
- Ensure information technology systems are current and add value to operating needs.