



St. Michael's
HEALTH GROUP

STRATEGIC PLAN

2022-2025

Care with Love and Dignity



BOARD CHAIR & PRESIDENT & CEO MESSAGE

2021 marks the final year of St. Michael's Health Group 2018-2021 Corporate Strategic Plan. As we look ahead to our new three-year Strategic Plan we are proud of our accomplishments and embrace the future with renewed encouragement and optimism.

Our strategic planning team looked at our strengths, our opportunities, and our approach to the obstacles we face moving forward and generated ideas on how we can build on our strengths and continue to grow and evolve continuing to support our residents and our community. Adaptability has proven to be a key factor in our organization's success and we have demonstrated how we can adjust to any situation we face at St. Michael's.

The past three years have been transformational and with every accomplishment, we've reached higher to provide the best quality of care for those residents who call St. Michael's home. We've accomplished much during these past years, including the advancement of the new 170-unit Supportive Living Facility in Spruce Grove – St. Michael's Fenwyck Heights which is the largest development in the history of our organization. We also embarked on a new art project, Creating by Connecting, to assist residents living with dementia, and transitioned our two largest fundraisers to online virtual events.

These are a few highlights accomplished across St. Michael's, all while continuing to provide outstanding, compassionate care for those we serve despite facing the challenges of an ongoing pandemic.

Our new Strategic Plan is a roadmap to helping St. Michael's navigate through the future of senior care in the community. Its launch marks the beginning of the next chapter in our evolution and makes it possible for us to take steps toward our vision with great confidence.

The plan builds on the success of previous plans and has been developed and refined in consultation with the Board of Directors, Governance Committee, our Leadership Team, and community partners. Over the next three years, we will be putting a greater emphasis on philanthropy and working closely with our donors and partners to help achieve our mission. The 2022-2025 Strategic Plan represents the organization's commitment to making progress in key priorities.

Our overall mission of providing Care with Love and Dignity, since day one is foundational and we've strengthened our vision to be a leader in continuing care. We remain committed to the well-being of our residents, families, employees, and volunteers, and we will continue to strengthen our community partnerships and heighten our role as an anchor organization in the community.

We are excited to share our new strategic priorities and directions.



Melety M. Snihurowych
Board Chair



John Kopeck
President & CEO





WHO WE ARE

St. Michael's Health Group (SMHG) has been providing compassionate care and safe accommodation for over 40 years. We provide wellness-focused holistic care and offer several levels of accommodation in multiple facilities and a variety of programs in Edmonton and the surrounding area.

We are guided by our vision that inspires us to enhance the quality of life for communities. Everyone at St. Michael's is dedicated to loving care.

St. Michael's Health Group is governed by a 13 member Board of Directors who focus on the high-level strategy, oversight, and accountability of the organization. We are an organization committed to inclusivity and diversity and an ongoing determination to provide a welcoming environment. Incorporated in 1976 under St. Michael's Extended Care Centre Society, it was originally created to meet an urgent and growing need for nursing care for individuals in the Edmonton area.

WHO WE SERVE

St. Michael's Health Group operates a Long Term Care facility located in north Edmonton providing round-the-clock specialized care for individuals who require the highest level of care. We also operate three fully-compliant supportive housing residences offering an affordable and exceptional standard of living and quality of life. Our Supportive Living homes are located in Edmonton, Spruce Grove, and Vegreville, Alberta serving primarily seniors. Our communities offer a full range of care and services to residents from 24-hour support to independent living and can adjust services as needs change over time. Along with the care services, all of St. Michael's communities provide social and recreational activities in a comfortable setting.

MISSION

Care with Love and Dignity

VISION

Aspire to be the most well-respected, innovative and caring leaders who enhance the quality of life for communities in our province. Focus on growth, new opportunities and programs that support our mission, values and faith.

CULTURE

Services provided by St. Michael's Health Group are guided by our shared attitudes, values, goals, and practices.

We work in a culture that is interconnected and collaborative by these terms:



Caring



Faith Based



Team Work



Dedicated



Inclusive



Supportive



Collaborative

WE BELIEVE IN:

EXCELLENCE

Set high goals for programs and services that can be measured. Express pride in St. Michael's accomplishments and contributions to care. Challenge one another to move beyond the status quo.

COMMUNITY

We are inclusive of all and consider the community impact of our decisions. Collaborate with others and foster partnerships with business, government, and community groups. Be respectful of others. Volunteerism is an integral element of St. Michael's culture and vision.

INTEGRITY

Ensure open and honest communication. Consider diverse views while firmly supporting the Board of Director's decisions. Take personal responsibility for full participation in work activities and preparation for the same. Ensure transparency in our decision-making process.

ACCOUNTABILITY

Regularly, evaluate our goals and progress, and, report these results honestly. Ensure systems and procedures are in place for financial accountability. Treat all equipment and property with care and respect.

ENGAGEMENT

Provide stakeholders with a forum and a voice. Ensure regular communication occurs.

STRATEGIC PRIORITIES AND GOALS

The 2022 - 2025 Strategic Plan provides a common focus and a set of priorities for the organization to ensure we continue to meet the evolving needs of our communities with a detailed course of action.

As a leader in seniors' residences and provider of seniors' continuing care services and programs, St. Michael's Health Group is strengthening its position to support an increasing senior population and increased demand for quality seniors housing and services in Edmonton and the surrounding area.

THE 2022-2025 STRATEGIC PLAN REPRESENTS THE ORGANIZATION'S COMMITMENT TO MAKING PROGRESS IN FIVE PRIORITIES:

1. *Quality Person-Centered Care*
2. *Cultivating our Team's Potential*
3. *Mutually Beneficial Stakeholder Relations*
4. *A Culture that Inspires Philanthropy*
5. *Financial Responsibility Ensuring Sustainability*

The purpose of the plan is to provide strategic, operational, and financial priorities to guide St. Michael's over the next three years. The 2022-2025 Strategic Plan was developed through the collaborative efforts of the SMHG Board of Directors, Governance Committee, Executive & Leadership team, and community feedback.



QUALITY PERSON CENTRED CARE

- Ensure residents and families have a forum to offer input.
- Be collaborative with families to ensure we are meeting the needs of those we serve.
- Increase and encourage family involvement in resident care plans.
- Develop a monitoring and reporting mechanism to measure our delivery of care.
- Be adaptable and innovative to improve our overall quality of care.
- Create a quality improvement initiative.
- Communicate effectively with residents, family, staff, and volunteers.
- Review and update residents' safety and quality improvement plans.
- Invest in palliative care education for staff, family and residents.
- To meet or exceed all accreditation and auditing standards and requirements.



CULTIVATING OUR TEAM'S POTENTIAL

- To be an employer of choice and ensure staff feels valued, appreciated, and respected.
- Encourage collaboration, information sharing, and In-person meetings.
- Maintain positive and productive union relationships.
- Focus on recruiting top-talent throughout the organization.
- Continue to invest in employee education through our Partners in Learning Program.
- Create an organizational succession plan (board, staff, and volunteers). Identify potential successors (internal leaders) and create development and training opportunities.
- Increase the visibility of senior leadership throughout the organization and recognize staff regularly.
- Increase staff satisfaction surveys to gain a better understanding of staff needs regarding working conditions, stress levels, and mental health.



MUTUALLY BENEFICIAL STAKEHOLDER RELATIONS

- Identify and re-engage stakeholders. Increased networking.
- Increase networking and establish relationships in all communities we serve.
- Collaborate with stakeholders to create mutually beneficial relationships.
- Communicate to stakeholders on regular basis.
- Encourage Board, and staff to be brand ambassadors to expand overall community networks.
- Remain connected to our retired Board Members, Staff and Volunteers through the creation of an alumni program.
- Properly recognize and thank our partners.





A CULTURE THAT INSPIRES PHILANTHROPY

- Effectively tell our story and create an overall case for support.
- Be accountable to our donors and ensure dollars are being invested wisely to support residents.
- Gather feedback from past donors, our Board, staff, residents, families, and other stakeholders.
- Capital campaign development for Fenwyck Heights project.
- Develop fundraising goals for both the Capital Campaign and ongoing operations.
- Board and senior staff to take leadership roles with philanthropic activities.
- Effectively communicate fundraising plans.
- Maintain existing fundraising events and programs and expand when possible.
- Report and profile fundraising expenditures.
- Research and review the creation of an endowment fund.
- Actively engage and recruit volunteers to add value to our programming.



FINANCIAL RESPONSIBILITY ENSURING SUSTAINABILITY

- Proactively plan, forecast, and strategically invest in our organization.
- Communicate financial plan to management and supervisors.
- Remain fiscally responsible and continue to identify cost savings.
- Continue to invest in our facilities, assets and equipment to ensure they are well maintained.
- Development of a sales and marketing campaign to meet or exceed occupancy targets.
- Ensure construction timelines are met and we remain on budget for the Fenwyck Heights project.





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