
INTERCARE CORPORATE GROUP INC.

STRATEGIC PLAN OVERVIEW

2016–2020

Arising from broad stakeholder consultations, a Senior Leadership Team Retreat, as well as Ownership review and input that occurred between April to October, 2015, a renewed Strategic Plan for Intercare has been established that considers many aspects of the current environment, including: population demographics; client expectations; changing characteristics of a continuing care system in transition; current Intercare initiatives; and other factors influencing our reputation in the community. The result was the establishment of the following five key strategic directions that will set the tone and focus for enhanced operations and development for the next five years.

- 1. Maintaining our focus on resident care, safety and overall quality of life** - to continue our commitment to provide the best possible care and service to our residents while providing a high quality of life in a safe and secure living environment.
- 2. Maintaining, expanding and developing the workforce** - as people are our strongest and most important asset, we will continue to invest in our staff by ensuring we hire the right people, that they have the education and training they need to safely and successfully perform the full scope of duties of their positions and emphasize team work and team focus across the organization.
- 3. Continual improvement of the facility environments** - we will continue to rejuvenate or replace the 1964-era buildings and related beds of older Intercare facilities. We will also continue to maintain and where possible, improve existing facility environments by investing in opportunities that enhance safety, quality of life and/or overall comfort of the living (and working) environments for our residents, visiting families, staff and other stakeholders.
- 4. Increased focus on public and stakeholder relations** - the objectives associated with this strategic direction are twofold: 1) to improve and enhance overall public and client/customer knowledge of Intercare, our solid reputation and available continuing care accommodation, care and service options; and 2) build new and enhanced, trust-based relationships that instill confidence within the community and general public as a whole.
- 5. Innovation and embracing new ideas, models of care and technology** - to continue to grow the organization in a proactive, forward-thinking manner that embraces innovation, new models of care, technology, business practices, etc. that will help to maximize the quality of service provision and provide long term sustainability.

Year One (2016) of the Strategic Plan – Projects, Initiatives and Actions Underway

In the first year (2016) of the Strategic Plan, several priority projects, initiatives and actions have been identified which are either well underway or will commence shortly. These include the following:

- a. We have just established a *Person Centred Care Working Group* to review, discuss, develop, and implement additional opportunities that support this model of resident care (where feasible and appropriate). The Chair of the Working Group has already begun to hold stakeholder (resident and family) consultation sessions to receive input and feedback on this important initiative;
- b. Increase and enhance communication/engagement with our family members – this may include targeted “Family Education Evenings” that reflect topics of interest with guest speakers and presenters from Senior’s Advocacy Groups and Government Agencies (e.g. Office of the Public Guardian and Trustee, Alzheimer’s Society, etc.);
- c. We are continuing with our staff *Customer Service* training with over 1,000 employees having now completed the Phase I - FISH and COLORS training. Phase II of the training is in the process of being finalized that focuses on helping staff to manage and defuse conflict in the workplace;
- d. A *Dining Experience Working Group* has been established with the mandate to identify opportunities to enhance and improve the overall dining experience for our residents. Areas under review include food and menu choices, the dining environment and staff interactions with the residents during meal times;
- e. We have undertaken an organization-wide review of our current resident call bell response times and are using the information acquired to engage front line staff in problem solving/idea generation for improving the response times;
- f. Starting with our new Kingsland Terrace facility, we have begun to implement video surveillance in common areas to monitor resident, staff and visitor activity and utilize this tool for identifying and deterring the potential for aggressive encounters of residents with complex behaviours;
- g. We have initiated a review of our hiring practices to ensure all vacant positions are filled by individuals who are both committed to our Core Values – Respect, Compassion, Commitment, Service and Ethics – and who understand that they are choosing (and wanting) to be in service to our residents, families and their co-workers. All new hires must also meet all relevant qualifications, inclusive of those pertaining to our specialty units, which require additional skills and training; and
- h. Intercare has developed and adopted a “*Go Green*” initiative reflecting an organization-wide effort to reduce energy and water consumption, waste generation, and increase recycling. Strategies and efforts associated with this campaign are ongoing, including signage in all resident rooms and common areas reminding staff, residents and visitors to turn off lights and taps, as well as close open windows to keep heat in during the Winter and cooled (air conditioned) air in the Summer. Motion sensors for turning on and off lights have also been installed in a number of areas, including resident bathrooms and some parkades.