

OUR VISION

A caring society where people of all ages and abilities live to their full potential.

**BROADMEAD CARE**

Exceptional Care. Exceptional People.

OUR MISSION

To help build a caring society by providing excellent health, social and housing services needed by veterans, seniors and other adults.

On Track
Caution
Off Track
Progress Status

DRAFT**STRATEGIC PLAN 2016-19****STRATEGIC GOAL:**

#1 Broadmead Care Society will deliver excellent health, social and personal care services to the people we serve.

OBJECTIVES	Acc'ability	2016-17Tactics	3 Year Target 2018-19	Progress	Status
1.1 Maintain consistent, exceptional care and services in all areas.	QI Committee	<ul style="list-style-type: none"> Maintain quarterly IRS and QM reports to Board QM. BCS Clinical programs will include quality improvement initiatives to ensure our programs and services meet or exceed all Island Health targets for CIHI indicators 	<ul style="list-style-type: none"> Maintain quarterly IRS and QM reports to Board QM. BCS Clinical programs will include quality improvement initiatives to ensure our programs and services meet or exceed all Island Health targets for CIHI indicators 		
		<ul style="list-style-type: none"> Participate in "first wave" of Seniors Advocate's New Residential Care Survey. 	<ul style="list-style-type: none"> BCS programs perform in top quartile in Seniors Advocate Survey results. 		
		<ul style="list-style-type: none"> Update Quality Improvement Plan (QUIP). 	<ul style="list-style-type: none"> Update Annual QUIP. 		
1.1.1 Maintain our status of exemplary standing with Accreditation Canada.	QI Committee	<ul style="list-style-type: none"> Monitor compliance with ROPs and integrate any new ROPs into QUIP plan. 	<ul style="list-style-type: none"> Monitor compliance with ROPs and integrate any new ROPs into QUIP plan. 		
		<ul style="list-style-type: none"> Accreditation Teams complete their Action Plans – Survey results maintain exemplary standing. 	<ul style="list-style-type: none"> Maintain BCS 4 year accreditation without conditions. Next Survey is 2020. 		
1.2 Improve quality of care and services through ongoing clinical program development, innovation and staff education and training.	QI Committee	<ul style="list-style-type: none"> Complete program development that defines Nigel Program for the "hard to house" population so that the Nigel Program is a clearly defined resource in Island Health for the "hard to house" population. 	<ul style="list-style-type: none"> Nigel Program staff all meet education and competency requirements for this specialized program. 		
		<ul style="list-style-type: none"> Renew the Dementia Care Plan and associated education plan for staff. 	<ul style="list-style-type: none"> Dementia Care Program has been sustained and strengthened in TLAB. 		
1.2.1 Build collaboration opportunities for promoting leading and best practices in BCS programs and services		<ul style="list-style-type: none"> Explore opportunities for further collaboration with local, provincial and national initiatives/organizations related to advancing BCS clinical programs. 	<ul style="list-style-type: none"> BCS will establish and sustain productive collaborations with both academic and peer organizations. 		

STRATEGIC PLAN 2016-19

OBJECTIVES	Acc'ability	2016-17Tactics	3 Year Target 2018-19	Progress	Status
1.3 Provide safe and effective living environments that meet the needs of residents, clients and their families and provide a safe and healthy environment for BCS employees to work.	QI Committee	• Implement approved Capital Plan projects (with minimal financial impact on BCS equity).	• Update 10 year capital plan for all facilities.		
		• Overhead lifts installed in all resident rooms in TLAB.			
		• Complete design and development plan for new Nigel/Harriet House.	• New 41 bed Nigel House completed.		
1.4 Support resident / client / staff safety by fostering a culture of safety throughout the organization and by implementing best practice standards for all organizational and clinical processes.	QI Committee	• Complete Annual Report to Board on BCS compliance with ROPS.	• Complete Annual Report to Board on BCS compliance with ROPS.		
		• Complete implementation of integrated Action Plan generated from Patient Safety and Worklife Pulse Surveys.	• Complete Patient Safety Culture Survey in 2017. Results indicate improved safety culture.		
OUTCOMES:					
<ul style="list-style-type: none"> Exemplary standing from Accreditation Canada is maintained. <ul style="list-style-type: none"> Results of annual ROP report indicate 100% of ROPs are met. 					
<ul style="list-style-type: none"> 2016 Seniors Advocate Residential Care Survey results place BCS in top quartile for resident satisfaction. 					
<ul style="list-style-type: none"> Annual inspections are passed. <ul style="list-style-type: none"> TLAB – 2016 – No follow-up visit/report required. Nigel House – Licensing risk rating ≤ previous inspection and remains in “Low Risk” category. 					
<ul style="list-style-type: none"> Patient Safety Survey results are maintained or improved. <ul style="list-style-type: none"> Overall grade on client safety ≥ 2014 survey. 					

STRATEGIC GOAL:

#2 Broadmead Care Society will have the organizational culture and human resources needed to achieve its Mission, Vision and Goals.

OBJECTIVES	Acc'ability	2016-17 Tactics	3 Year Target 2018-19	Status
2.1 Develop an organizational culture that reflects BCS values and supports exceptional care.	QI Committee	• New recruitment and onboarding processes have BCS values and brand promise fully integrated into them.	• Integrate values and brand promises into all HR and operational processes.	
		• New orientation strategy that affectively communicates philosophy of care and values of BCS and commitment to “Every Moment Matters”.	• Ensure modeling of values is captured in Employee Orientation Program, Employee Performance Assessment and recognition processes.	
		• Refer to 1.4 regarding Accreditation staff surveys.	• Complete Worklife Pulse Survey in 2018. Results indicate improved employee satisfaction.	

STRATEGIC PLAN 2016-19

OBJECTIVES	Acc'ability	2016-17 Tactics	3 Year Target 2018-19	Status
2.1.1 Implement a staff engagement strategy focused on leadership capacity development that strengthens relationships and support for front-line staff.	QI Committee	<ul style="list-style-type: none"> Conduct Leadership Development training for all BCS leaders. 	<ul style="list-style-type: none"> BCS leadership has strong competencies for effective leadership, communication and an engaged staff. 	
2.1.2 BCS will implement a staff development plan to ensure we have the expertise to provide high quality programs.	QI Committee	<ul style="list-style-type: none"> Maintain current BCS curriculum of dementia care training. 	<ul style="list-style-type: none"> Financial strategy is in place to maintain BCS commitment to staff education / training (post VAC funding). 	
		<ul style="list-style-type: none"> Curriculum developed for Nigel Program staff. 		
2.2 Recruit and retain new exceptional employees through a talent management plan that embodies BCS values and philosophy of care.	QI Committee	<ul style="list-style-type: none"> Implement recruitment, onboarding and retention strategies, with BCS Values fully integrated, to ensure BCS has the best performing staff possible. 	<ul style="list-style-type: none"> BCS has motivated, loyal and committed staff as reflected in low turnover and strong CIHI indicators. 	
2.2.1 Strengthen and improve human resource management practices and tools to develop and support an exceptional staff.	QI Committee	<ul style="list-style-type: none"> Payroll/HR system successfully implemented. Complete implementation of Ceridian payroll/scheduling system. 	<ul style="list-style-type: none"> Reduction in workplace injuries. Ceridian functions at full capability particularly with ability to track all staff training and development. 	
		<ul style="list-style-type: none"> Review current recruitment, hiring and on-boarding processes and develop plan to change processes to attract, hire and retain exceptional staff. 	<ul style="list-style-type: none"> New recruiting, hiring and on-boarding processes fully implemented. 	
2.2.2 Performance management and recognition: further develop performance management and recognition systems and practices to reinforce BCS values and philosophy of care.	QI Committee	<ul style="list-style-type: none"> Draft recognition plan is developed and implementation begun. 	<ul style="list-style-type: none"> New employee recognition program is fully implemented. 	
		<ul style="list-style-type: none"> Current BCS performance management system is maintained – with emphasis on integration with BCS values. 	<ul style="list-style-type: none"> Comprehensive review of Performance Management system and implementation of best practice approach that is effective and sustainable. 	
2.2.3 Develop and implement a work place safety and wellness		<ul style="list-style-type: none"> Complete prospective analysis related to MSIP injuries and use results to further reduce MS injuries (with particular focus on OH lifts) 	<ul style="list-style-type: none"> Reduce BCS injury rate to below the WSBC classification average by establishing a stronger culture of safety and implement a new staff 	

STRATEGIC PLAN 2016-19

OBJECTIVES	Acc'ability	2016-17 Tactics	3 Year Target 2018-19	Status
strategy.			wellness plan.	
2.3 Develop a labour relations strategy that will ensure BCS remains an employer of choice and has high employee productivity and competitive operational costs.	QI Committee	<ul style="list-style-type: none"> • Complete benefits redesign negotiations and harmonization of BCNU Collective Agreement with the BCGEU. 	<ul style="list-style-type: none"> • A stable, positive relationship is achieved with the Polyparty Association. • Employee retention remains strong after implementation of benefits redesign. 	

OUTCOMES:	
<ul style="list-style-type: none"> • Reduced absenteeism and WCB costs. <ul style="list-style-type: none"> ▪ 10% reduction in STIIP in 2016/17 ▪ 10% reduction in WCB in 2016/17 	
<ul style="list-style-type: none"> • Improved results on the Worklife Pulse Survey. <ul style="list-style-type: none"> ▪ Overall rating as a place to work \geq 2015 survey. 	
<ul style="list-style-type: none"> • Improved results on Patient Safety Survey. <ul style="list-style-type: none"> ▪ Overall grade on client safety \geq 2014 survey. 	
<ul style="list-style-type: none"> • Competitive labour costs (to be reviewed after benefits redesign fully implemented). 	
<ul style="list-style-type: none"> • Lower WSBC injury experience rating than classification average. 	

STRATEGIC PLAN 2016-19

STRATEGIC GOAL:

#3 Broadmead Care Society will have the necessary financial resources to maintain excellence in its current operations and to achieve its Vision.

OBJECTIVES	Acc'ability	2016-17 Tactics	3 Year Target 2018-19		
3.1 Grow our fundraising capacity to meet the needs of the BCS Strategic Plan.	FD Committee	<ul style="list-style-type: none"> Implement Year 4-5 of 5 year Fund Development Strategy. 	<ul style="list-style-type: none"> 3 year Fund Development Rolling Plan maintained. Fund Development team in place that can sustain BCS fundraising objectives (need to determine sustainable goals beyond the 5 year strategy). 		
		<ul style="list-style-type: none"> Plan for Nigel House re-development Capital Campaign. 	<ul style="list-style-type: none"> Complete Nigel House Capital Campaign. 		
3.2 Implement a financial strategy to enable growth.	Finance Committee	<ul style="list-style-type: none"> Develop and maintain a financial capacity analysis that evaluates a range of business and financial scenarios to assist in implementation of the strategic plan. 	<ul style="list-style-type: none"> Develop and maintain a financial capacity analysis that evaluates a range of business and financial scenarios to assist in implementation of the strategic plan. 		
3.3 Develop financial/budget strategy to sustain BCS investment in excellence, leading practices in programs and services.	Finance Committee	<ul style="list-style-type: none"> Continue to build transition fund by deferring "buffer" revenue from veteran per diem negotiated with VAC. 	<ul style="list-style-type: none"> Look for opportunities from growth initiatives to leverage resources for investment in clinical program innovation and program development. 		

OUTCOMES:

<ul style="list-style-type: none"> We have balanced budgets for the services we're contracted to provide (before amortization costs). 	
<ul style="list-style-type: none"> We have at least \$2.5 million in unrestricted equity. 	
<ul style="list-style-type: none"> Fund development targets are met or exceeded. <ul style="list-style-type: none"> 5 year Fund Development plan (2012-13 → 2016/17) contains 20% annual increase in revenue Targets beyond 5 year plan TBD. 	

STRATEGIC PLAN 2016-19

STRATEGIC GOAL:

#4 Broadmead Care Society will build and protect its reputation for exceptional care and innovative services.

OBJECTIVES	Acc'ability	2017-18 Tactic	3 Year Target 2018-19		
4.1 Reflect the brand promise of exceptional care and services through all aspects of organizational performance.	FD Committee	<ul style="list-style-type: none"> Promote understanding of BCS Brand promise. 	<ul style="list-style-type: none"> Integrate the Brand promise into BCS, HR and operational processes. 		
4.2 Increase community awareness and understanding of BCS, its services, and its vision.	FD Committee	<ul style="list-style-type: none"> Use Nigel House Capital Campaign as opportunity for educating the community about scope and nature of BCS programs and services. 	<ul style="list-style-type: none"> Use Nigel House Capital Campaign as opportunity for educating the community about scope and nature of BCS programs and services. 		
4.2.1 Maintain a communication strategy to raise the profile of BCS and to educate the community regarding the services BCS provides, our vision for the future and the need for financial support.	FD Committee	<ul style="list-style-type: none"> Develop & implement an annual Communication Plan that is integrated with and supports and drives each communication component of the Fund Development Plan. 	<ul style="list-style-type: none"> Continue to deliver activities and events that increase awareness of the Society. 		
		<ul style="list-style-type: none"> Ensure BCS communication materials are current and reflect communication strategy. 	<ul style="list-style-type: none"> Ensure BCS communication materials are current and reflect communication strategy. 		
		<ul style="list-style-type: none"> Publish and distribute an Annual Report/Report to the Community. 	<ul style="list-style-type: none"> Continue to publish an Annual Report. 		
4.2.2 Ensure BCS brand optimizes our unique position in the community in order to advance our mission.	FD Committee	<ul style="list-style-type: none"> Complete the implementation of the renaming of the Veterans Memorial Lodge at Broadmead. 	<ul style="list-style-type: none"> Review BCS brand and consider strategy to position BCS as an integral part of the broader community (not just Broadmead) and to reflect our Veteran legacy. 		

OUTCOMES:	
<ul style="list-style-type: none"> Fundraising targets are met or exceeded. 	
<ul style="list-style-type: none"> A baseline of community awareness & understanding is established. 	
<ul style="list-style-type: none"> Stakeholder support for initiatives is evident. 	
<ul style="list-style-type: none"> Accreditation with exemplary standing 	

STRATEGIC PLAN 2016-19

STRATEGIC GOAL:

#5 Broadmead Care Society will pursue sustainable growth that increases service delivery, organizational capacity and financial strength.

OBJECTIVES	Acc'ability	2016-17 Tactics	3 Year Target-2018-19	Status
5.1 Implement and actively promote the Organizational Growth Strategy.	Finance Committee	<ul style="list-style-type: none"> Pursue potential acquisition opportunities. Complete negotiations with Island Health to expand the Nigel Program, redevelop Nigel House and repurpose Harriet House. 	<ul style="list-style-type: none"> A minimum of one new growth initiative completed and another growth opportunity in progress. 	
5.1.1 Build and maintain a management team and structure that effectively supports growth initiatives.		<ul style="list-style-type: none"> Scale the leadership team and structure as growth initiatives provide need and opportunity. 	<ul style="list-style-type: none"> Scale the leadership team and structure as growth initiatives provide need and opportunity. 	
5.1.2 Conduct sector analyses to identify new opportunities for the OGS. Consider an analysis of primary care services in the South Island to determine the potential for strategic Objective 5.5.		<ul style="list-style-type: none"> Modify Medical staff structure to support GPSC Residential Care Initiative and prepare for potential future primary care services based from TLAB. 	<ul style="list-style-type: none"> In collaboration with Island Health and other community partners, explore opportunities to broaden BCS "hub" of services available from TLAB site. Explore opportunities to link primary care and enhanced services on the Better at Home platform. 	
5.2 Build a campus of care for Seniors' care at the Broadmead site	Finance Committee	<ul style="list-style-type: none"> Explore opportunities to partner with other NFPs to build out the East lot for seniors' services. 	<ul style="list-style-type: none"> Project approved for the East lot. 	
5.3 Build a campus of care for the "hard to house" population on the Nigel House site.	Finance Committee	<ul style="list-style-type: none"> Obtain Island Health's approval for Nigel House re-development and begin project. 	<ul style="list-style-type: none"> New Nigel House completed. 	
5.4 Plan for devolution of VAC funded programs and transfer to Operating budget of essential staff and resources.	Finance Committee	<ul style="list-style-type: none"> Implement transition plan on ongoing basis to transfer of VAC funded positions to BCS operating budget as planned (this includes protecting deferred revenue from per diem funding model for future investment in BCS programs). 	<ul style="list-style-type: none"> In consultation with VAC continue to explore opportunities for alternative VAC funded programs, particularly the potential to provide services to Canadian Forces Veterans. 	
5.5 Align the OGS, where possible, with the Ministry of Health future directions strategy, and actively seek opportunities to provide primary care services.		<ul style="list-style-type: none"> See 5.1.2 	<ul style="list-style-type: none"> 	

OUTCOMES:

STRATEGIC PLAN 2016-19

<ul style="list-style-type: none">• Growth is achieved.<ul style="list-style-type: none">▪ Increased units of service (i.e. day program, beds)	
<ul style="list-style-type: none">• BCS has the scope and mix of services that enables it to provide influence and leadership in Continuing Care in Island Health	
<ul style="list-style-type: none">• More diverse services are being offered.	
<ul style="list-style-type: none">• The Net Income trend line indicates that OGS initiatives are helping to sustain or improve financial capacity.	