

# IOOF Seniors Homes Inc.



## STRATEGIC PLAN 2017-2021



## 2017-2021 Strategic Plan





## BUILDING OUR FUTURE

IOOF currently holds a license for 162 long term care beds. Of these beds, 96 were redeveloped under the 2002 D Bed Program, based on the 2002 design manual. These beds were opened in 2009 as part of a \$16.93 million construction project.

IOOF is now embarking on an ambitious construction project to redevelop its remaining 66 C class beds. This redevelopment is a requirement of the Ministry of Health and Long Term Care (the Ministry) and construction must be completed by December 31, 2024. As Dipika Damerla, the Associate Minister of Health and Long-Term Care, states:

“Long-term care homes are not just facilities – they are peoples’ homes. It is vital that they remain up-to-date to provide residents with secure, safe and comfortable surroundings. The redevelopment of long-term care homes will also help create jobs in the local area.”

The Ministry will provide a partial construction funding subsidy for this project.

IOOF has architectural drawings prepared based on the 2002 design standards. These drawings require updating to the 2015 long term care design standards before submission to the Ministry for approval. This submission requires compliance to design standards, a stated phasing or timeline for the project and the requisite financing to be in place.

Once the project is approved, IOOF will prepare a construction request for proposal and send this out to tender.

It is anticipated that the construction will take up to 18 months to complete with construction commencing in the third year of our strategic plan. The overall strategy is to bring this project in on time and on budget. Once completed, our residents will be able to enjoy the improved, comfortable environment.



## GROWING SUSTAINABILITY

In 2009, IOOF completed Phase 1 of its redevelopment with the opening of 96 new beds at a cost of \$16.9 million. This construction project is partially subsidized by the Ministry. The Ministry provides IOOF with a total \$7.25 million in staggered payments over twenty years.

The majority of funding to repay the \$9 million mortgage comes from IOOF operations, investments and donations. IOOF is also redeveloping its remaining beds to provide better care to our residents. This will require significant cash reserves and funds to pay for this project.

IOOF intends to increase its profile through social media and to increase community support by cultivating donors. It is recognized that this is a longer term strategy and IOOF is organizing a gala as one means of raising its profile.

IOOF is developing an investment plan that reflects our longer term strategy for cash, reserves and other funds. These funds will be required for future redevelopment and repayment of current mortgages on our property.





## INSPIRING TEAMWORK

IOOF is one of the larger employers in the County of Simcoe; employing over 280 staff in well paid, meaningful jobs. IOOF prides itself in the respect and compassion with which it treats both staff and residents.

This strategic direction is to improve hiring practices, orientation processes and training methods to ensure we maintain a highly skilled and motivated workforce. We are committed to hiring the best and to being an employer of choice within the seniors' care environment.

IOOF is implementing a staff satisfaction survey to gather employee feedback. As IOOF is a "learning" organization, feedback is critical to measure our performance, make changes, assess results and gauge our continued success.

IOOF has a well-established learning program. The intention is to augment this with additional leadership driven training which should dovetail with our succession planning.



## STRENGTHENING CONNECTIONS

IOOF's aim is to raise its profile within the community by establishing improved communications through its website and other forms of social media including Facebook, Twitter and LinkedIn.

This strategy also expresses the importance for IOOF to recognize its roots and expand its partnerships within the community. It is the intention to improve and offer additional services as part of its mandate to provide seniors' care. This means working closely with the Ministry, the LHIN and other community agencies to determine the right programs to offer to our residents.



## CARING FIRST

The strategic direction is to provide person centred care which respects our residents' values and preferences. Caring first ensures a strong partnership by sharing information and communicating with our residents and their families to provide the appropriate level of care.

IOOF is committed to providing a safe and comfortable environment while working with the Local Health Integrated Network (the LHIN) to provide ready access to care. IOOF is also looking to develop additional therapeutic programming for its residents. IOOF wishes to play a greater role as a hub for seniors' services given our facilities and our wider spectrum of care.

Resident satisfaction surveys play an important role in providing feedback to the organization. The use of surveys will be increased to ensure we are able to measure success.