

# STRATEGIC PLANNING REPORT

2023-2025

MAPLEWOOD CARE SOCIETY

# Maplewood Care Society

## Overview

Maplewood Care Society (MCS) is a non-profit, charitable organisation located in Abbotsford, B.C. governed by a Board of Directors, a dedicated and diverse group of twelve community focused volunteers. The Board of Directors is elected annually by MCS members at their Annual General Meeting held each September and provides sound governance and ensures the viability of the organisation is ongoing.

The Chief Executive Officer is ultimately responsible for the management of the organisation, the efficient functioning of the care homes, ensuring compliance is met and maintained, and the level of service is of high standard.

MSA Manor, a 34-bed long-term care home opened in 1973 and Maplewood House opened in 1989 and provides 76 long-term care beds. We are also proud to support older people and their families living in the community through an Adult Day Program providing 17 spaces five days a week at MSA Manor and two respite beds at Maplewood House. All services and programs are funded through contracts with the Fraser Health Authority.

The long-term care sector has undergone significant change over the past few years with many areas for improvement receiving prominence due to the COVID pandemic. We are extensively reviewing and improving (when necessary) current processes to ensure we deliver safe, reliable, high-quality care in partnership with residents and families and other stakeholders.

The majority of residents we care for are frail and have complex care needs. Approximately 65% of residents have a diagnosis of dementia and 73% require moderate to significant assistance with daily living activities.

We are very aware of the current pressures on attracting and retaining a skilled workforce and ensure that suitable plans, partnerships and programs are in place to deliver a skilled, “right-fit” and sustainable workforce .

During the next two years, we will continue to refresh relationships with other stakeholders and providers and continue to support and participate in industry led initiatives in our sector. We will also embed sustainability into our organisation through a commitment in reducing our waste and emissions, embracing new practices to build a resilient environment and implement recommended changes.

## Strategic Planning

To help us prepare this Strategic Plan, we have spent the past year conducting extensive research. This involved:

- Internal and external environmental scanning
- Consultations with key stakeholders
- Extensive industry research
- Board and Senior Leadership workshops

The results revealed that Maplewood Care Society is uniquely positioned to grow and transform into an innovative and vibrant community-based health service provider dedicated to serving the diverse and growing community of Abbotsford.

To show how we are going to get there, we are excited to present MCS's Strategic Plan 2023 – 2025. Our plan is focused on reaching the ambitious goals we have set for ourselves over the next two years. We have deliberately provided a short timeframe to ensure that we remain flexible and responsive to the changing needs of our organisation and community. We have also refreshed our Mission, Vision and Values while remaining true to our founders original purpose of providing an inclusive, non-denominational community where people can contribute and be valued for who are.

## Our Vision, Mission and Values



### Our Vision

A community where everyone feels valued and where care enriches quality of life.



### Our Mission

To provide exceptional care, one unique person at a time.

- We are proud to be an inclusive organisation, embracing all people.
- We strive to enable each person to live their best day possible given their individual circumstances.



### Our Values

#### Diversity

We celebrate and value the unique composition of our community, staff and volunteers. We welcome all.

#### Compassion

We treat everyone with empathy, understanding and kindness, which creates trust and genuine connection with residents and families.

#### Teamwork

We support and inspire each other to do our best, to be curious, and to flourish.

#### Excellence

We strive for the highest standards in all that we do, continually learning and innovating for better outcomes.

#### Integrity

We are honest, accountable, and follow through on our commitments.



#### Maplewood Care Society

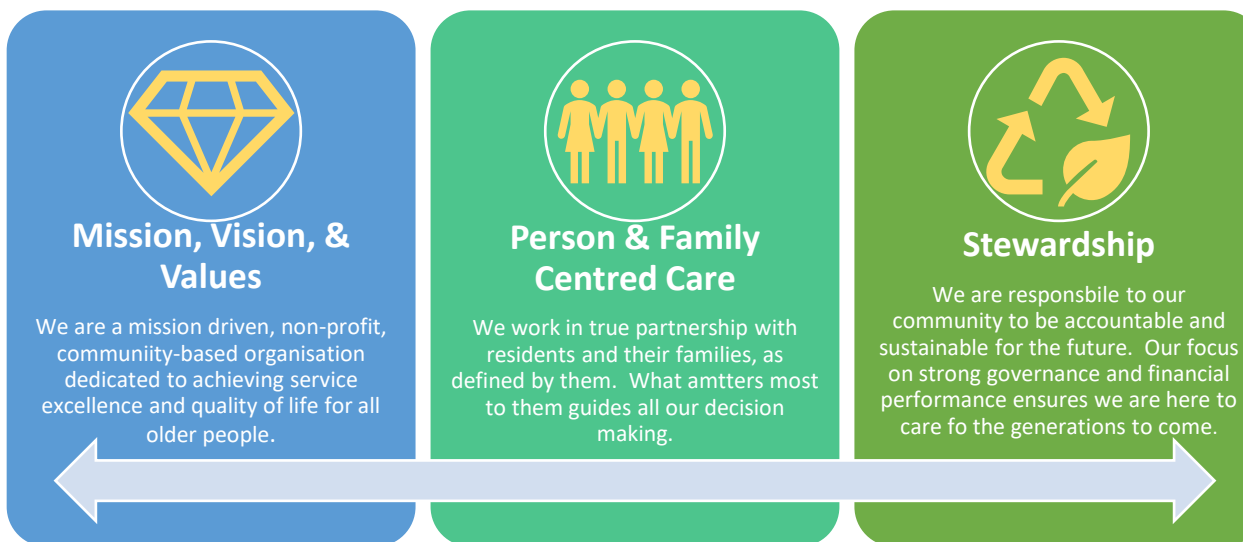
1919 Jackson Street,  
Abbotsford, BC V2S 2Z8  
604-853-5585  
[admin@maplewood.bc.ca](mailto:admin@maplewood.bc.ca)  
[maplewood.bc.ca](http://maplewood.bc.ca)

# Our Strategic Pillars

Our strategic pillars will uphold the Vision of Maplewood Care Society into the future.

*A community where everyone feels valued and where care enriches quality of life.*

They represent the foundations of our everyday work and decision making.



## Goal:

Our values are reflected in our daily interactions with everyone.

## Goal:

Residents and families are equal partners in planning, developing, and monitoring care to ensure it meets their needs and to get the best.

## Goal:

To ensure a transparent and accountable financial plan; to establish governance and reporting frameworks; and to safeguard our environment.

# Our Strategic Priorities 2023 - 2025



# The Strategic Plan

Based on our Foundation Pillars and Strategic Goals, Maplewood Care Society has created six specific strategic goals supported by clear objectives and key performance indicators.

## Strategic Goals:

1. To support residents and families as equal partners in care and services.
2. To ensure ongoing excellence in quality improvement, and safety in care and services.
3. To establish and embed governance and reporting frameworks into daily work.
4. To create a safe, supportive, and healthy workforce where people want to work.
5. To build a culture where everyone can learn, grow, and contribute.
6. To nurture and develop partnerships that contribute and advance the care and services we provide.

The strategic plan “on a page” provides a comprehensive overview of our work for the next two years and is presented on the following page.

It is supported by additional documents to support, guide, and measure our work ensuring a focus of continuous improvement across the organisation.

Supporting documents include the:

- Operational Plan
- Risk Management Plan
- Resident Safety Plan
- Quality Improvement Action Plan
- Human Resource Plan

## Maplewood Care Society 2 Year Strategic Plan: April 2023 – March 2025

<b>Vision</b>	<b>A community where everyone feels valued and where care enriches quality of life.</b>					
<b>Mission</b>	<b>To provide exceptional care, one unique person at a time.</b>					
<b>Values</b>	<b>Compassion</b>	<b>Diversity</b>	<b>Teamwork</b>	<b>Excellence</b>	<b>Integrity</b>	
<b>Drivers</b>	<b>Leadership</b>	<b>People</b>	<b>Service</b>	<b>Quality</b>	<b>Safety</b>	<b>Sustainability</b>
<b>Goals</b>	1. Residents and families are equal partners in care and services	2. Achieving excellence in continuous quality improvement and safety in care and services	3. Establish and embed into daily work, governance and reporting frameworks	4. To create a safe, supportive, and healthy workforce where people want to work	5. To build a culture where everyone can learn, grow, and contribute	6. To nurture and develop partnerships that contribute to and advance the care and services we provide
<b>Objectives</b>	1.1 All aspects of care are co-designed with residents and families	2.1 Clinical quality improvement to focus on FHA quality indicators	3.1 Review clinical governance framework to ensure relevance	4.1 Develop a robust staff wellness plan	5.1 Advance the education and learning plan throughout the organisation	6.1 Re-establish the volunteer program
	1.2 Residents and families have a positive experience	2.2 Develop a quality improvement plan with focused actions and targets	3.2 Formalized financial governance framework to ensure sustainability	4.2 Develop through consultation MCS's Equity, Diversity, and Inclusion framework	5.2 Provide anti-racism, cultural safety, and humility training to all staff members	6.2 Celebrate 50 <sup>th</sup> anniversary in partnership with wider community
	1.3 Provide regular education and support for Family members.	2.3 Develop a comprehensive incident reporting and monitoring system.	3.3 Clarify reporting roles and accountability framework between Board and CEO	4.3 Enhance the psychological support programs for the care team	5.3 Ensure ongoing improvement in accreditation process through involvement of all relevant stakeholders.	6.3 Develop a communication plan that supports community partnerships
	1.4 Evaluate effectiveness of care conferences through resident and family survey	2.4 Redesign the care model to embrace quality of life initiatives	3.4 Ensure transparent and safe internal and external procedures for reporting resident safety incidents	4.4 Staff experience a positive work environment	5.4 Ensure regular staff huddles and resulting input is acted upon and feedback provided to staff	6.4 Enhance MCS's website to provide comprehensive information on organisation.
	1.5 Enhance homelike physical environment through renovations	2.5 Fully implement expanded resident safety plan	3.5 Establish risk registry within the risk management framework	4.5 Develop and implement a comprehensive OH & S plan	5.5 Engage in positive culture building activities and staff recognition program	6.5 Engage with educational partners to support staff learning and student placements