

Our Residents: Connected to Our Community

Strategic Plan 2015-20

VISION

Working together, we will provide quality care. Community engagement, cultural competency, advocacy and learning will be the cornerstones of our future.

MISSION

Queens Manor will provide optimal care in a home environment. We consider the residents as a whole person taking into consideration their emotional, social, spiritual and physical wellbeing. We provide an environment of caring, love, dignity and respect. We believe in self-worth and the right to choose.

CORE VALUES

Models of Care

At Queens Manor residents are our focus. They are our core business but in order to provide the quality care they deserve we consider the following as our focus:

- **We are proud of where we work.** We have a clean and presentable facility. We provide a safe, quality care for residents in a happy home environment.
- **We have challenges.** The acuity level of our residents has compelled us to rise to these challenges. To overcome them we evolve by improving communication, boosting morale among staffs, and discovering our shortcomings, meeting them head on.
- **We celebrate success.** Every chance we get we will provide encouragement, and reward extra effort. We strive to improve our reputation as a provider of top quality care. A place where people want to call home.

Our residents will always be the center of our efforts. We will consider everyone as needing our attention, by encouraging participation/integration and encouraging one on one moments where possible with staff and residents, regardless of your role.

Human Resources Excellence

Queens Manor is known as the best extended care home in Nova Scotia to work. We are the model for staffs across the province, seen as a progressive and inspiring organization. To achieve this we will enable the following:

- **The right people for the right job.** We believe that to provide quality people we need highly skilled and caring people to do the job. We shall do so by providing them with the rights tools, and training.
- **Respect and well-being.** We understand that the proper home life balance needs to be achieved for employees to provide ideal service. A psychologically safe environment where people can bring forward ideas, challenge the status quo, and reward innovation will be fostered.
- **Leadership, leadership, leadership.** It belongs to everyone, we are all leaders and we bring to the table behaviors and actions that exemplify this. Those with leadership roles will be visible and accessible. We will provide opportunity for growth and recognize initiative.
- **Enhance the team concept.** We will create one team and discourage factions. We all have the same goal, an ideal workplace. A place that is safe, where people feel proud to say they work.

Our ability to care will not be burdened with bureaucratic traditions. In order to achieve cultural transformation in human resources we need to focus on what is best for the resident instead of what is optimal for our schedules and operations. Again the focus is on the resident first.

Our Brand

Queens Manor understands that our audience reaches beyond our walls. We have families and communities that wish to keep up to date with what's going on. Our hope is that people understand what we do, while keeping up to date with loved ones through the following.

- **We live in the positive.** Our focus will not be on what is challenging but what we do well. We will challenge misconceptions, and lore that shed less than positive light on our facility. We will highlight what we do well. We will celebrate publically.
- **Excited about our future.** We are known as the first choice among the community to be caring for when in need. A place where people want to come to work, to live. A place where there is always encouragement and support. We will utilize technology to ensure connectivity with the outside world.
- **This is our residents' home.** We will ensure that their environments are positive. We will bring the community into the home through involvement and a robust volunteer base.

Branding in extended care is personal not solely clinical. While it is important to know that we provide excellent clinical environments it is equally important to project an image of care, humanity, and a warm and inviting atmosphere.

Our Future

Our physical environment is a challenge. We have an aging infrastructure; however, we maintain and improve it as resources permit. But we look to the future with a vision of good thing to come.

- Seek out opportunities. We will lobby and advocate on behalf of our residents to ensure a continued comfortable environment now and into the future.
- Consider all options. Assisted living, respite care, palliative services, and a newer facility are affordable continuing care options on the table at this time.
- Demographics are changing. When considering all options we will value diversity including our aboriginal, and GBLT local communities. We will be socially accountable and include social, economic and rural realities in our plans.
- Looking beyond bricks and mortar. We acknowledge physical space and expansion as both a challenge and need but we will look beyond that to realize that the community needs our support. We will advocate for community needs such as transportation, housing, and social programming.

We no longer accept long term care as being subservient to acute care. All care is important and deserves equal resources and respect. Long term and extended care is a part of the continuum of care. Living well as we age is our right and we will do what we can as an organization to ensure continuity of all aspects of health.

THE PLAN

This plan was developed by all members of staff – the ones who are there day to day to provide care for residents. Without them none of this is possible. Our thanks goes to them. We present this to our board in hopes that the future of Queens Manor will continue to strive and achieve excellence within our community. This plan spans the next five years. Quality indicators, checks and balances will be put in place to ensure relevancy and success.