

# BELVEDERE HEIGHTS STRATEGIC PLAN 2018-2022



BelvedereHeights

## WELCOME & INTRODUCTION

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From March to May 2018, Belvedere Heights undertook a strategic planning process to update its Purpose, Vision, Values and Strategic Priorities.

As part of the strategic planning process, we analyzed the external and internal environments in which we exist. We gathered information about current and future trends in long term care and health service delivery, opportunities for the organization, our strengths and assets, and challenges that we are wise to “take note of.”

At the outset of our strategic planning process, we made a commitment to engage the people connected to our services in the development of the plan through a comprehensive consultation process. Through interviews, surveys and focus groups, input was gathered from over 90 residents, families, employees, volunteers, external and partner organizations, the management team and the Board of Management. This input was used as the foundation of our path for the future.

We are proud to share our new strategic plan with you. For the next four years we will focus on four strategic directions, guided by our updated Vision, Mission and Values. We believe our plan reflects what Belvedere stands for now, and where Belvedere is headed in the future.

- Marsha Rivers, CEO

## COMMUNITY ENGAGEMENT PROCESS

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# BELVEDERE HEIGHTS

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### VISION

Caring. Supporting.  
Enriching lives.

### PURPOSE

Belvedere Heights enriches lives by offering long term care and supports that our clients and their families trust, our employees are proud of, and our communities value.

### VALUES

At Belvedere Heights, we are at our best when we:

- Put people first
- Exceed expectations
- Take care of what's important
- Create Comfort
- Promote Choice & Freedom



Strategic Priority 1

### PEOPLE MATTER

We provide care and services that enable people to thrive by:

- 1a. Providing client-centered services, honouring diversity, values, needs and preferences
- 1b. Spending meaningful time with clients
- 1c. Offering high quality, specialized care
- 1d. Strengthening partnerships with families
- 1e. Developing a culture that reflects our values



Strategic Priority 2

### WELCOMING PLACES

We offer a welcoming, home-like and safe environment by:

- 2a. Strengthening communication
- 2b. Taking full advantage of our physical setting and space
- 2c. Encouraging connections & strategic partnerships with the community
- 2d. Reducing our environmental impact



Strategic Priority 3

### EXCELLENCE

We pursue optimal quality, innovation and efficient service delivery by:

- 3a. Enabling greater consistency in staffing
- 3b. Recruiting and retaining exceptional employees
- 3c. Making services more efficient and convenient through the use of technology



Strategic Priority 4

### SUSTAINABLE CORE SERVICES

We have determined where to best concentrate our efforts and allocate our resources by:

- 4a. Conducting a strategic business analysis.
- 4b. Assessing the desirability, feasibility and viability of current and future services.
- 4c. Offering sustainable services that align with our vision