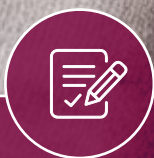


A close-up photograph of two hands, one appearing to be from an older person, gently holding two pink daisy flowers. The background is a soft, out-of-focus green and brown, suggesting an outdoor setting. The lighting is warm and natural.

LEADING with *Excellence*



CHARACTER



ACCOUNTABILITY



RESPECT



EXCELLENCE

2025 - 2030 Strategic Plan

The logo for York Care Centre, featuring a stylized graphic of a hand holding a flower.

YORK
CARE CENTRE
EXCELLENCE IN LONG-TERM CARE



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From our **BOARD CHAIR & CEO**

York Care Centre is committed to providing exceptional long-term care services that prioritize the dignity, well-being and quality of life of our residents. The long-term care industry is evolving, faced with growing challenges that demand innovative responses. We are choosing to see this time of high demand for our services, economic pressures and a competitive labour market as an opportunity to shape the future of our sector.

These challenges, when combined with advancing healthcare technologies, evolving care models and a growing recognition of the importance of high quality long-term care, create a unique moment for organizations like ours to lead meaningful change. We believe that meeting these challenges head-on will not only strengthen our own organization, but contribute to elevating standards across our sector.

Our 2025-2030 strategic plan is built upon our mission to enhance the quality of life for those we serve by delivering person-centred care with compassion and excellence. It outlines three interconnected strategic priorities that will position us for this future. These priorities are not merely aspirational — they provide a comprehensive roadmap to navigate the complexities ahead while remaining true to our core values. We see York Care Centre as a catalyst and resource for the long-term

care sector through research initiatives, educational partnerships, and knowledge sharing that benefits residents and families far beyond our community. We believe this approach can create ripple effects that enhance resident satisfaction and quality of life throughout the sector.

This document is the result of extensive consultation with our board of directors, leadership team, staff, residents, families and community partners. We wish to thank everyone who participated in developing this plan. Your valuable insights, candid feedback and shared commitment to excellence have helped create a strategic framework that truly reflects the mission, vision and values of York Care Centre. As we embark on this journey, we are energized by the possibilities ahead. The challenges facing our sector are real and significant, but so too is our capacity for innovation, compassion and positive change. We look forward to working with each of you to honour our past while embracing the future of exceptional long-term care.

Marjorie Belzile
Marjorie Belzile
Board Chair

Geri Geldart
Geri Geldart
President & CEO

YORK CARE CENTRE:

Then and now

FROM COUNTY POOR FARM TO CENTRE OF EXCELLENCE

York Care Centre's story begins in 1920 when the York County Council purchased a 300-acre property known as "The Pines" to establish the York Municipal Home for county residents unable to support themselves. This facility, originally housed in a former wayside hotel, served the community as a "Poor House" for nearly five decades.

A pivotal transformation occurred in 1966 when the Provincial Government's Equal Opportunity Program abolished county councils. Rather than lose this community asset, local leaders formed York County Properties Inc. to preserve and modernize the facility. On April 1, 1968, York Manor opened as a modern 76-bed nursing home, marking the beginning of our evolution into a centre of excellence in long-term care.

Our growth reflects our commitment to meeting evolving community needs. Key milestones include the opening of Dixon Lodge in 1974, major renovations in 1981, and the pioneering of specialized Alzheimer care in 1994. The Friendship Centre was added in 1995 to enhance community programming.

Recognizing the need for seniors living options in our community, in 1980 the board of York Manor established a separate company, York Developments

Inc., to develop and operate independent-living apartments.

The most significant transformation began in 2005 with a comprehensive \$35.9 million redevelopment spanning multiple phases. This investment created the modern York Care Centre we know today, featuring primarily private accommodations, a state-of-the-art Alzheimer Unit, our Friendship Centre, a supportive housing facility, and enhanced community spaces.

From humble beginnings as a 28-bed municipal home, York Care Centre has evolved into a comprehensive 218-bed long-term care facility. Our campus provides specialized Alzheimer care, supportive and independent living options, as well as community programming, all designed to deliver excellent services in a home-like environment.

Today's York Care Centre stands as a testament to over a century of community leadership, carrying forward a legacy of compassion, innovation, and dedication to excellence that continues to guide our mission as a trusted partner in community health and wellbeing.

DEVELOPING *Our Plan*

York Care Centre's 2025-2030 Strategic Plan was developed through a comprehensive and inclusive process designed to capture diverse perspectives from across our organization and community. The Board of Directors approved this planning approach in October 2024, emphasizing stakeholder engagement and evidence-based decision making.

Our planning process prioritized broad input from all stakeholders who contribute to and benefit from our services:

SURVEY RESEARCH

An online survey was completed by 70 participants representing a cross-section of our community, including staff (46%), family members (29%), volunteers, residents, and community partners. This survey explored organizational strengths, opportunities for growth, and strategic priorities.

FOCUS GROUPS

Three facilitated focus groups were conducted with senior staff, front-line staff, and family members to explore organizational strengths, opportunities, aspirations, and desired results using the SOAR (Strengths, Opportunities, Aspirations, Results) framework.

ENVIRONMENTAL SCAN

A comprehensive analysis of external factors affecting long-term care was conducted, examining political, economic, social, and technological trends that could impact our future direction.

PLANNING FRAMEWORK

The planning process utilized the **S.O.A.R.** framework to ensure a balanced and forward-looking approach:

- **Strengths:** Identifying what defines and differentiates York Care Centre
- **Opportunities:** Recognizing external factors that could be leveraged for growth
- **Aspirations:** Identifying what we want to achieve in the future
- **Results:** Establishing measurable outcomes and success indicators

DEVELOPMENT TIMELINE

The process unfolded over several months with key milestones:

- **October 2024:** Board approval of planning approach
- **November 2024:** Stakeholder input gathering and analysis
- **December 2024:** Board review of preliminary findings and strategic priorities
- **January 2025:** Senior Leadership Team planning retreat
- **March 2025:** Draft plan development and Strategic Planning Committee review
- **April 2025:** World Café feedback session
- **May 2025:** Final draft presentation to Board

The process concluded with a **World Café** feedback session, providing staff, residents, and families with a final opportunity to contribute to the plan before Board approval, demonstrating our commitment to inclusive decision-making and organizational transparency.

LEADERSHIP AND COLLABORATION

The Strategic Planning Committee of the Board provided oversight and guidance throughout the process, while the Senior Leadership Team contributed operational expertise and implementation perspectives. This collaborative approach ensured that the final plan reflects both governance priorities and operational realities.



VISION, MISSION, VALUES & Strategic Priorities

VISION

York Care Centre will be a Centre of Excellence in Long-Term Care -- The first choice for residents seeking quality care.

MISSION

To enhance the quality of life for those we serve by delivering person- centred care with compassion and excellence.

VALUES

Character: We do the right thing.

Accountability: We own our actions and our commitments.

Respect: We respect our community of care and each other.

Excellence : We strive for continuous improvement



PRIORITY AREAS

Residence of Choice

To be the preferred choice for individuals seeking high- quality living and care options.



Employer of Choice

To create a workplace where staff can take pride in their work, feel a strong sense of purpose, and have opportunities to grow in their careers.



Centre of Excellence

Through education, innovation and research our Centre of Excellence will serve as a resource for long-term care facilities. By fostering partnerships and sharing expertise, we will elevate the quality of care, enhance quality of life, and create lasting impact both within and beyond our walls.



RESIDENCE OF *Choice*

WHY THIS IS IMPORTANT

At York Care Centre, we believe that every resident deserves to live in a place that feels like home — safe, welcoming, and supportive of their unique needs. We are committed to providing exceptional care while fostering a strong sense of community, engagement, and belonging. We believe that quality of life is as important as quality of care. We also believe that continuous improvement, innovation, and responsiveness to resident and family feedback are essential to being a Residence of Choice.

WHAT WE WILL DO

We aspire to be recognized as a leader in aging care, setting the standard for excellence in long-term care. Our goal is to create an environment that prioritizes dignity, independence, and well-being, making York Care Centre the preferred choice for individuals seeking high-quality living and care options. We will continuously evolve by adopting innovative care practices, making strategic investments, and enhancing our services to meet and exceed the expectations of residents, families, and the broader community.

GOALS

1 Commit to Continuous Quality Improvement

- Quality improvement initiatives focused on meaningful social engagement, quality of care, quality of life, and an improved dining experience.
- Advocate for increased funding for recreation, resident care, social work and education.

2 Make Strategic Investments in Infrastructure, Technology and Amenities

- Conduct a facility space review and develop a long-term space plan aligned with strategic priorities.
- Update the facility refresh plans with a focus on safety, accessibility and resident comfort.
- Consider new technologies which improve resident care, employee safety and process efficiency.

3 Enhance Our Community-Based Services to Meet the Needs of Residents and Clients

- Conduct facility condition assessments of our independent and supportive living facilities and develop a long-term refresh plan.
- Enhance our community based services and facilities based on an assessment of resident needs.



EMPLOYER OF *Choice*

WHY THIS IS IMPORTANT

At York Care Centre, we believe that an engaged, supported and valued workforce is the foundation of exceptional aging care. A positive workplace culture, built on character, accountability, respect and excellence, is essential to attracting and retaining top talent. We are committed to fostering a healthy workplace where employees feel supported in their professional growth and recognized for their contributions.

WHAT WE WILL DO

We aspire to be the employer of choice in the long-term care sector by cultivating a culture of excellence, continuous learning, and employee well-being. We will create a workplace where staff take pride in their work, feel a strong sense of purpose, and have opportunities to grow in their careers. By prioritizing employee engagement and professional development, we will strengthen our team and, in turn, enhance the quality of care and services we provide.

GOALS

1 Build an Engaging Workplace Culture

- Advocate for fair compensation for our employees
- Strengthen morale, culture and engagement through the initiatives which improve
 - Work-life balance
 - Facility-wide communication,
 - Processes for employee feedback, and
 - Recognition and respect.

2 Commit to Learning and Professional Development

- Invest in training and mentorship, through learning and development opportunities for all staff.
- Provide formal professional development for current and aspiring leaders.
- Develop expertise in quality improvement methods.

3 Strengthen Our Reputation as an Employer of Choice

- Showcase the accomplishments of our team
- Establish a formal recruitment strategy
- Pursue formal recognition as a top place to work.



CENTRE OF *Excellence*

WHY THIS IS IMPORTANT

At York Care Centre, we believe that aging care should be innovative, compassionate, and driven by the highest standards of excellence. Every resident deserves to live with dignity, respect, and the ability to make choices about their care. We are committed to not only providing exceptional services to our residents but also contributing to the broader long-term care sector by advancing best practices, adopting new technologies, and fostering meaningful collaborations.

WHAT WE WILL DO

We will become a recognized leader in aging care - going beyond meeting expectations to shaping the future of the sector. Through education, innovation and research, our Centre of Excellence will serve as a resource for other long-term care facilities. By fostering partnerships and sharing expertise, we will elevate the quality of care, enhance quality of life, and create lasting impact both within and beyond our walls.

GOALS

1 Develop and Promote the Centre of Excellence Model

- Conduct a sector-wide needs assessment and gap analysis.
- Develop a role definition for the Centre of Excellence which may include the provision of education, management support services, expert guidance, etc.
- Secure resources and partnerships to support operation of the Centre of Excellence.
- Consider a formal accreditation process.

2 Explore and Adopt Innovative Care Practices

- Expansion of the Nursing Home Without Walls Program.
- Investigate potential new housing models and models of care.

3 Expand Research and Professional Outreach

- Develop research priorities aligned with our mission and strategy
- Explore the opportunity for an academic partnership to support research.
- Develop mechanisms for professional outreach in the long-term sector, such as education, conferences, social media, public campaigns on key issues, etc.



OUR COMMITMENT *to Success*

The success of **York Care Centre's 2025-2030 Strategic Plan** depends on the engagement and dedication of our team members at every level of the organization. We have clearly defined our three strategic priorities — Residence of Choice, Employer of Choice, and Centre of Excellence — with specific objectives and measurable goals.

LEADERSHIP AND ACCOUNTABILITY

Executive leadership will establish annual priorities and will oversee the development of annual work plans that translate strategic objectives into actionable initiatives. The Board will monitor progress through quarterly scorecard reporting that tracks key performance indicators across all strategic priorities. This systematic approach ensures that we maintain focus on our strategic objectives while remaining responsive to emerging opportunities and challenges.

TRANSPARENCY AND COMMUNICATION

We are committed to transparency in our progress toward strategic objectives. Annual reports to our

community will document our advancement against each strategic priority. Regular communication with staff, residents, families, and community partners will ensure ongoing awareness of our strategic direction and celebrate achievements along the way.

FORMAL PLANNING

Our annual planning cycle will incorporate formal review processes that allow us to make appropriate adjustments to strategies, timelines, and resource allocation while maintaining focus on our core objectives. This adaptive approach ensures that our strategic plan remains relevant and effective throughout the five-year planning period.

CONTINUOUS IMPROVEMENT

As an organization committed to being a Centre of Excellence, we will continuously evaluate our implementation processes and monitoring systems to identify opportunities for improvement. This commitment to learning and adaptation reflects our values and supports our mission to provide exceptional care and services to those we serve.



CHARACTER



ACCOUNTABILITY



RESPECT



EXCELLENCE