



2013-2015 Strategic Plan



Our Mission

D'Youville Life and Wellness Community furthers the healing ministry of Jesus Christ by extending professional and compassionate care to seniors in need.

In the spirit of St. Marguerite D'Youville and Mother Élisabeth Bruyère, the Sisters of Charity of Ottawa and D'Youville Life and Wellness Community strive to address the changing needs of everyone we serve. Our core values animate and guide all aspects of the organization as they have since our inception.

Respect

All human beings are unique and gifted with life and therefore deserving of respect and dignity, regardless of their beliefs or situation.

Human Dignity of the Whole Person

The dignity of the whole person is the foundation of all we do. We provide care of the mind, body and spirit in supporting wellness.

Advocacy

Quality healthcare for all persons of all ages is an essential part of creating a more just and caring society.

Compassion

Empathy for others enables us to provide personalized care and support during suffering and illness.

Care of the Poor

We serve the sick, aged, dying and marginalized of society, regardless of socio-economic status, and particularly seek to meet the needs of the poor.

Our enduring mission of compassionate care is embodied in these values, and will continue to serve as our guidepost in the years ahead.



CEO's Message



Since 1960, D'Youville Life & Wellness Community has continuously sought new ways to enhance the lives of seniors and other adults in need of supportive services. Today, our Centers of Excellence include **D'Youville Senior Care** (traditional long term and specialized dementia/Alzheimer's care); **D'Youville Center for Advanced Therapy** (short term rehabilitative care); **Adult Day Health Center**; **Bruyere Gardens** (affordable independent apartments); and **The Caring Well Institute** (educational and community outreach programs).

Behind our strategic plan is the inspiration of our Sponsor, the Sisters of Charity of Ottawa, and our volunteer Boards of Directors comprised of individuals committed to our community and to D'Youville's mission of compassionate care. In today's world of health care reform, shifting demographics and economic challenges, these individuals have recognized that D'Youville's future success lies in our ability to anticipate trends and proactively generate creative solutions. Our **strategic focus areas** as presented in this plan highlight our priorities for the period 2013 – 2015:

- Our Mission is Our Brand
- Continuum of Care & Services
- Creative Resourcing
- Strategic Execution

While tangible components of this strategic plan include the opening of an Affordable Assisted Living Residence and Outpatient Rehabilitation Center, the identification of new revenue streams and further development of the organization's leadership team will also be of increasing importance in the years to come. As President and CEO of D'Youville Life & Wellness Community, I am honored to lead our journey towards D'Youville's envisioned future.

Naomi M. Prendergast

Naomi M. Prendergast
President and CEO

STRATEGIC FOCUS AREAS

Our Mission Is Our Brand

D'Youville Life & Wellness Community furthers the healing ministry of Jesus Christ by extending professional and compassionate care to those in need according to changing times.

This mission embodies D'Youville's core values of respect, human dignity, advocacy, compassion and care of the poor.

D'Youville's success will continue to be determined by its reputation of quality, caring and innovation. This reputation is based on and revolves around Catholic tradition and the Sisters' charism.

Continuum of Care & Services

A critical component of D'Youville's success is its ability to continue to grow strategically. This growth may include campus expansions, new services and expanded reach of existing services.

The common denominator guiding D'Youville's growth is its mission.

Creative Resourcing

Creative resourcing is critical to D'Youville's ability to extend the reach of its mission, expand its continuum of care and increase its services and programming. D'Youville recognizes the need to mitigate its reliance on state and federal subsidies.

Creative resourcing is crucial to D'Youville's long-term sustainability, and will require improved and new ways to fund D'Youville's operations and programs.

Strategic Execution

D'Youville is a complex, multi-faceted organization providing a broad spectrum of services addressing a diversity of needs. As an emerging industry leader and trend setter, the organization addresses industry challenges by delivering bold, innovative solutions to meet the evolving needs of those it serves.

Furthering the mission requires that D'Youville navigates and capitalizes on opportunities resulting from changing environments. Therefore, the Board, leadership and management team must view execution from a strategic perspective.

STRATEGIC PRIORITIES

- Ensure a plan is in place to facilitate a successful sponsorship transfer.
- Educate D'Youville's stakeholders and the public about its identity as a Catholic healthcare organization and why its mission is its brand.
- Board and Leadership are well educated on and embrace the distinguishing elements of Catholic healthcare.
- D'Youville's services and reach are influenced by community needs with the intent of serving the common good.
- D'Youville has developed a comprehensive community benefit program.

- Provide an Affordable Assisted Living Residence.
- Provide outpatient rehabilitation services.
- Integrate the Caring Well Institute into D'Youville's culture to assist in advancing its mission and envisioned future.
- Promote and facilitate a sense of community across the continuum of care.

- Identify, develop and implement new reimbursement streams (e.g. contracts, collaborations and relationships).
- Seek and evaluate strategic alliances and partnerships to undertake specific projects and/or to achieve targeted strategic outcomes.
- Adopt a comprehensive approach to institutional advancement (e.g. fund raising, communications and marketing).
- Expand, manage and leverage the volunteer base to enhance the experience of those D'Youville serves.

- The culture of D'Youville has evolved such that all members of the management team understand their individual and collective responsibility to ensure the successful execution of the strategic plan.
- Leadership and management proactively develop a workforce enhancing D'Youville's competitive differentiation.
- Managers understand and strategically navigate reimbursement in a productive and effective way.

SUCCESS INDICATORS

1. The Sisters are confident in their sponsorship decision, including the Board's and leadership's ability to execute the implementation plan as mission leaders. (Q4 2014)
2. The Board and leadership are prepared and confident in their ability to assume their responsibilities resulting from sponsorship transition. (Q1 2015)
3. The implementation of the sponsorship decision is not seen or felt by anyone other than those responsible for its completion. (Q4 2015)
4. Those who interact with or are aware of D'Youville consistently describe the organization in terms of its mission and core values. (Q4 2015)
5. D'Youville's mission and ministry have meaningfully benefited the communities it serves. (Q4 2015)
6. The community benefit program has been implemented and goals established. (Q3 2015)

1. Affordable Assisted Living Residence is opened on time, on budget and occupancy goals are met. (Q4 2015)
2. The outpatient rehabilitation facility is opened on time, on budget and utilization goals are met. (Q4 2015)
3. The Caring Well Institute is recognized as a D'Youville entity and is contributing to the organization in meaningful ways. (Q4 2013)
4. The Caring Well Institute is self-sustaining. (Q4 2014)
5. D'Youville can point to specific ways that services and programs are better integrated throughout the campus. (Q4 2014)
6. Our constituents' pride in D'Youville's community fosters collaboration and interaction throughout the campus. (Q4 2014)
7. Talents and resources (e.g. ideas, expertise and finances as appropriate) are synergistically and creatively leveraged across the campus. (Q4 2014)

1. D'Youville can point to specific, new revenue streams. (Q4 2015)
2. Opportunities for strategic alliances or partnerships to advance organizational goals have been established as appropriate. (Q4 2015)
3. D'Youville Board has approved an endowment philosophy, fiscal management guidelines and specific goals. (Q4 2014)
4. D'Youville has experienced increased recognition for its outstanding continuum of care in and beyond its service area. (Q4 2015)
5. D'Youville can point to how its volunteers have meaningfully contributed to the organization's success. (Q4 2014)

1. Board decisions facilitate the execution of the strategic plan. (Ongoing)
2. New and/or improved processes and services contribute to the recognition of D'Youville as an industry leader. (Q4 2015)
3. Maximization of reimbursement revenues is achieved and maintained. (Q4 2013)
4. Managers demonstrate how they are proactively meeting the needs of those D'Youville serves. (Q4 2013)
5. Departments can point to employee-inspired innovative solutions. (Q4 2013)