



## Strategic Plan 2017-19

**Mission:** Building a safe and caring community, through quality programs and services

**Vision:** A caring and supportive community assisting its people

**Values:** SUPPORT

**S** - Significant and Strategic contribution to our community

**U** - Understanding our diverse population and their needs

**P** - Progressive and Proud – Building a community of design while respecting our past

**P** - Positive – Providing comfort, support and encouragement

**O** - Opportunity – Offering opportunities to educate and empower

**R** - Respect for all

**T** - Teamwork – As leaders we adapt, manage change and strive to improve quality

## Strategic Area #1: Appropriate and Skilled Staff that Feel Safe and Supported

**Goal 1:** All programs will have appropriate staffing to meet their program needs (right people, right equipment, right skills).

**Objective 1:** We will support staff in their jobs by defining their roles and supplying the equipment necessary to complete their work requirements.

**Outcome Measure/s:**

- Staff indicate they understand what is expected of them on their job.  
Target: 90% agree or strongly agree
- Staff indicate they have materials, supplies and equipment they need to do their work.  
Target: 90% agree or strongly agree
- Staff indicate they have adequate time to meet the expectations of their jobs.  
Target: 90% agree or strongly agree

**Objective 2:** We will establish and implement Staff Education Policies and Processes to ensure mandatory training is available and accessible.

**Outcome Measure/s:**

- Staff compliance with AHS Continuing Care Standards Mandatory Training and quality, safety and client centered care training requirements.  
Target: 90%
- Staff indicate they receive the training they need to do their job.  
Target: 95%

**Objective 3:** We will improve the Staff Development Process to support individual learning advancement opportunities and succession planning.

**Outcome Measure/s:**

- Staff strongly agree or agree that their job makes good use of their skills.  
Target: 95%

## Strategic Area 1: Appropriate and Skilled Staff that Feel Safe and Supported

**Goal 2:** Staff and volunteers feel safe in their workplace.

**Objective 1:** We will decrease Workers Compensation Board claims through implementation of proactive prevention practices.

**Outcome Measure/s:**

- Decrease in WCB Rates by 2019. Target: 15% decrease

**Objective 2:** We will support staff through enhancement of our Working Alone policy and mitigation of risk strategies.

**Outcome Measure/s:**

- Staff report their workplace is safe. Target: 95% agree their workplace is safe
- Number of potential or mitigated abusive or disruptive behaviour incidents and the number of incidents that resulted in injury. Target: 0% result in injury

**Goal 3:** Healthy Sustainable Workforce that feels valued.

**Objective 1:** We will involve staff and volunteers in the development of staff wellness initiatives that support wellness and decrease stress.

**Outcome Measure/s:**

- Staff report that on most days their work is not at all stressful or somewhat stressful. Target: 85% agree that their work is not at all stressful or somewhat stressful
- Staff and volunteers strongly agree or agree that initiatives supported their wellness. Target: 90% agree

## Strategic Area 2: Excellence in Governance and Organizational Practices

### Goal 1: Open and Transparent Communication and Decision Making

**Objective 1:** We will improve transparency, clarity, and access to all organizational communications including strategic goals, programs, policies and processes.

**Outcome Measure/s:**

- Clients indicate information and options available to them regarding FCSS services/programs are explained. Target: 95% of Clients/Users agree
- Ponoka website users indicate they were able to access the information needed on the site. Target: 95% of Clients/Users agree
- Increased # of FCSS social media users. Target: 50% increase in social media users

**Objective 2:** We will support fair and consistent program and financial decision- making by including ethical considerations into our current decision making framework.

**Outcome measure/s:**

- Board members indicate governance policies and procedures that define roles and responsibilities are well documented and consistently followed. Target 90% satisfied

### Goal 2: Quality Management practices are embedded throughout the organization

**Objective 1:** We will develop processes that ensure compliance with FCSS contracts, applicable legislation and regulations.

**Outcome measure/s:**

- Board members indicate they regularly review and ensure compliance with applicable laws, legislation and regulations. Target: 95%
- Internal Audit of FCSS compliance with Contracts, legislation and regulations. Target: 100% compliance

**Objective 2:** We will improve our processes to ensure compliance with Continuing Care Standards.

**Outcome measure/s:**

- Continuing Care Standards Audit (timeline to be determined by AHS). Target to be determined as new audit measure not in place.

**Objective 3:** We will complete the Accreditation process and reach Qmentum Status.

**Outcome measure/s:**

- Receive Qmentum Status from Accreditation Canada.

**Objective 4:** We will improve data collection and reporting processes to support performance measures and quality processes.

**Outcome measure/s:**

- Board members indicate the performance measures they track as a governing body give them a good understanding of organizational performance.  
Target: 80% agree or strongly agree

### **Goal 3: Fiscally responsible quality programs and services**

**Objective 1:** We will review FCSS in-house programs for efficiencies, effectiveness and appropriateness.

**Outcome measure/s:**

- Completion of a review and recommendations related to selected programs/services including financial sustainability, safety, meets community and client needs and client satisfaction. Target: 3 programs will be reviewed and recommendations reported to FCSS Board.

## Strategic Area 3: Quality Services and Programming

### Goal 1: Quality Improvement driven programs and services

**Objective 1:** We will embed a Quality Improvement framework and philosophy at all levels in our organization.

**Outcome Measure/s:**

- Quality Improvement /Safety Committee is established and operational.
- Number of Quality Improvement processes implemented by area and outcomes.
- Staff will indicate that senior managers are committed to providing high-quality care. Target: 85%

**Objective 2:** We will enhance Home Care Client Safety and Quality through active monitoring and development of plans for improvement.

**Outcome Measure/s:**

- Clients report staff wash their hands and that information is available to encourage others to wash hands. Target: 95%
- Staff will comply with hand hygiene protocol and audits. Target 100%
- Clients indicate they and their visitors are informed of infections and how to control them (if necessary). Target: 90%
- A reduction of individuals falling (witnessed or unwitnessed) as well as a reduction in repeat falls of individuals. Target: - 10% reduction of clients on caseload who fall - reduction of persons on caseload falling more than 3 times in each ¼ is reduced by 25% - 95% of clients indicate fall prevention is provided.
- Staff related medication errors are kept at 6 or less in relation to number of MAP (Medication Assistance Program) clients (reported quarterly).
- Reportable behavior incidents of clients do not result in physical or mental harm to client or staff. Target: 100%

**Objective 3:** We will improve quality and incident monitoring for all in-house FCSS community programs and services (other than Home Care).

**Outcome Measure/s:**

- Reporting framework in place for all FCSS programs and services.

## Strategic Area 4: Client/Community Focused Services

**Goal 1:** Client and Community programs and services meet the needs of the community

**Objective 1:** We will provide opportunities for clients, families and communities to provide input into advisory, planning and evaluation activities.

**Outcome Measure/s:**

- Number of opportunities for clients/families/and communities to provide input.
- Clients indicate that FCSS helps develop an awareness of social needs in the community. Target 95%
- Clients indicate satisfaction with services provided by FCSS. Target: 100%
- Clients/community indicate they are satisfied that the information and options within FCSS programs/services are explained to them and that FCSS staff are knowledgeable of other services available in Ponoka. Target: 100%
- Clients indicate there is an easy process to follow for compliments, comments and concerns. Target: 100%

**Objective 2:** We will collaborate with community partners to address needs identified in our community surveys, needs assessment and community feedback (employment support services, mental health supports, and transportation).

**Outcome Measure/s:**

- Projects have been implemented in the areas of employment support services, mental health supports, and transportation.
- Outcomes have been established for collaborative projects.