

*Moving Forward...  
Together!*

## **Year Two Strategic Plan Review**



# Strategic Aim, Priorities and Values 2016-2019



## Aim

To be recognized as one of Canada's leaders in dementia care by 2022 through robust staff development and a strategic research program

## Strategic Plan Priorities

1. Strengthen our relationship-centred care approach to care
2. Create an environment that makes McCormick a preferred place to work
3. Create an environment that is senior- and dementia-friendly
4. Conduct research and transform knowledge into practice
5. Build strategic partnerships

## Values

Incorporate our values into everything we do



# Strategic Direction #1

## Strengthen Relationship-Centred Care

Year Two Goals	Year Two Results
Continue to engage with leaders in relationship-centred care	Our senior leaders have been actively participating in key industry conferences. We are currently developing an education strategy that is informed by leaders in relationship-centred care.
Support the efforts of the Relationship-Centred Care Action Team and our strategy consultant, InVizzen Knowledge Brokers, in their culture change research	Three sub-teams have been formed to review the areas of appreciative inquiry, education, and continuous quality improvement, including our dedicated staffing model.
Choose a culture change approach	Appreciative inquiry has been selected as the preferred approach, marking the completion of our discovery phase.
Help staff, residents, clients and families understand the basics of culture change and the chosen approach or model	A Discovery Fair was held to gain input from our staff and stakeholders. An education session was held for our volunteers; interviews, learning videos and/or information sheets on appreciative inquiry were shared with Resident and Family Councils and day program clients and families.
Work with staff, clients, residents and families to develop a culture change plan	We continue to explore change management through the Strategic Implementation Team and the Quality of Work Life and Relationship-Centred Care action teams.
Continue to advocate for Behavioural Support Ontario resources within the Home and McCormick Day Program	Advocacy efforts at both the Local Health Integration Network and provincial levels continue.



# Strategic Direction #2

## Create a Preferred Place to Work

Year Two Goals	Year Two Results
Follow up on Quality of Work Life Action Team recommendations	We have supported the action team’s recommendations, such as the Valentine’s Day staff survey, our values promotions and appreciation programs, as well as our education and focus groups.
Create and implement a training and development plan (including use of virtual technology) to support a relationship-centred approach to care	Relationship-centred care training was provided to all staff across the organization.
Develop and implement a technology plan based on recommendations from outside consultants	We have installed a new phone system, introduced the IT WorX portal and upgraded our wireless capability. New scheduling and client management system software is being implemented.
Continue to implement the senior leadership team redesign through the Strategic Implementation and Ideas and Opportunities team meetings.	Refined role of Strategic Implementation and Ideas and Opportunities teams.



# Strategic Direction #3

## Create an Environment that is Senior- and Dementia-Friendly



Year Two Goals	Year Two Results
Conduct a physical space needs analysis and audit of existing space throughout the building	We have consulted with our architects to develop expansion plans related to Dementia Services. Further exploration of the use of the east wing is underway.
Continue to advocate for expansion of the afternoon and overnight respite programs with the South West Local Health Integration Network	We have successfully advocated for additional resources to expand afternoon and overnight respite programs to seven days per week.
Identify opportunities to enhance, retrofit and evaluate the physical and social environment based on the selected relationship-centred care model	Moved to Year Three - We have further developed a collaboration with Fanshawe College to bring in interior design students who are reviewing our space for dementia care needs.
Decide upon the role McCormick Care Group wishes to take or must take to expand the availability of day program spaces	Moved to Year Three - Expansion of the program will likely be a major focus of the 2019-2022 Strategic Plan.
NEW – Monitor priorities and funding opportunities offered by the Ontario Dementia Strategy	We successfully accessed Ontario Dementia Strategy funding for expanded overnight and social worker enhancements. This goal has been added to Year Three.



# Strategic Direction #4

## Move Knowledge into Practice and Conduct Research



Year Two Goals	Year Two Results
Initiate the McCormick Care Education Series for team members involved in quality improvement, knowledge mobilization and/or research initiatives	Training and skills development have been underway with the Relationship-Centred Care, Strategic Implementation and Dementia Services teams.
Implement the McCormick Care Group Research Plan	We continue to support research by Western University faculty and have initiated research projects with Fanshawe College.
Develop and implement a Knowledge Mobilization Plan, with consideration of projects conducted by dementia-related research and knowledge management projects	Moved to Year Three.
Plan a knowledge-sharing forum in Year Three	We have begun to work with Dementia Alliance Canada for an inaugural conference. We will continue to explore this possibility in Year Three.



# Strategic Direction #5

## Build Strategic Partnerships

Year Two Goals	Year Two Results
Support the board in exploring its role in advocacy	Moved to Year Three - The first draft of the advocacy plan has been prepared and will be finalized by board in year three.
Conduct partnership and advocacy training with the board	Moved to Year Three.



# Aim Statement

## Leaders in Dementia Care by 2022

Year Two Goals	Year Two Results
Ensure that we provide evidenced-based care, programs, services and education to our community	Research, education and action team initiatives are grounded in research evidence informed by Western University, Fanshawe College and regional Alzheimer societies.
Contribute to improving the quality of care for people with dementia in Canada by maintaining our proactive position with respect to provincial quality indicators, reviewing and updating our Quality Plan and monitoring progress and responding to national, provincial and regional strategies related to dementia care	Quality Improvement Plans have been completed and filed for McCormick Home. Our continuous improvement process has been incorporated into the work of our Quality Committee and reporting practices. We are developing indicators for Dementia Services should Quality Improvement Plans become mandated for the community service sector.
Ensure that our leaders and staff are recognized for their contributions to relationship-centred care	The Director of Dementia Services is now a co-chair for Dementia Alliance Canada. We have developed criteria for organizational acknowledgement in our research agreements.



# Incorporating Values in All We Do

Year Two Goals	Year Two Results
Integrate our organizational values into human-resource practices (e.g., job postings, interviews, orientation, performance reviews) and accreditation reviews	Values are being promoted throughout the organization and are being integrated into our human-resource materials and organizational practices.
Develop and implement a process to formally recognize staff who excel at demonstrating our values	The Quality of Work Life Action Team has developed processes to recognize staff, including through the annual staff award, thank-you card and post-it-note campaigns.
Explore whether complaints should be categorized based on the organizational values.	Moved to Year Three.



# Reflections on Year Two

- We have made significant investments in education and skill development across our organization, particularly through our staff training in relationship-centred care.
- Based on consultant recommendations, we have invested in several technology upgrades, including wireless internet access, clinical and internal systems, and the introduction of Clinical Connect and IT Worx.
- Our expansion of day and overnight respite programs and social work support services has allowed more people with dementia to remain living at home with their caregivers.
- Our collaborations with local Alzheimer societies have helped to streamline dementia care services for the community, expand our support groups and enhance our social work support.
- We continue to build our relationships with institutes of higher learning, most recently with Fanshawe College in the launch of three new research projects on enhancing dementia care.
- We have implemented new ways to acknowledge staff for their dedication to serving those in our care.





**McCormick  
Care Group**  
Advancing dementia care

Thank you for your continued support!

If you have any questions or comments, please contact  
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To our Staff Members:  
**Tell Us What You Think!**

Staff who provide their feedback can enter our Tim Horton's draw --  
comment cards are available at the McCormick Care Group office.

