

The Bethany Group Strategic Plan 2023-2028

Prepared by

The Bethany Group Governing Board and
The Bethany Group Senior Leadership Team

THE BETHANY GROUP



Guiding Statement:

The Governing Board and Leadership Team will exemplify the Mission and Values of the Organization in all they do.

Our mission is providing person-centered service that builds a caring community, connects people and makes a positive difference in each person's life through the provision of Health, Housing and Supportive Living services.

As a faith-based organization growing from the foundation of our 100-year history of sharing God's love, we seek to live the following values:

- keeping people at the centre of our thinking;
- fostering safe and welcoming communities; and
- a sustainable approach to providing service.

Governance

1. Decision making will be consistent with the Mission and Values of the Organization

Outcome	Action(s)	Responsibility	Timeline
Mission and Values are integrated into Board Agendas/Meetings.	• Update Board agenda template • Include focus on mission and values into meeting devotion/reflection	• Administration	• End of April 2022
A framework incorporating the mission and values and risk management plan will be used by the Board to guide decision making.	• Develop a set of guiding questions consistent with mission, values, and risk management plan • Review, update, approve framework	• Administration • Board	• May/June 2022 • May/June 2022

Governance

2. The Bethany Group has a strong, competent, and cohesive Board

Outcome	Action(s)	Responsibility	Timeline
The Board has a current, comprehensive policy manual to guide its functions, consistent with the Charter and Bylaws.	• Create a board policy manual using previous governance manual items where applicable.	Working Committee of the Board, including CEO & Executive Assistant	• End of December 2023
The Board has a clear process to identify nomination and recruitment procedures.	• Develop a nomination & recruitment cycle, including a Board mentorship role • Develop a nomination & recruitment policy	Working Committee of the Board, including CEO and Executive Assistant	• End of May 2022
The Board has a formal orientation process and education strategy.	• Creation of an education plan • Development of education modules • Identification of external resources	• Administration • Administration • Administration	• October 2022 • January 2023 • October 2022
The Board has a mechanism in place to monitor and measure mission effectiveness and advancement/achievement of strategic outcomes.	• Develop a reporting tool	• Administration	• January 2023
The Board demonstrates its ongoing committment to the Chaplaincy program and support for the ongoing work of the Bethany Foundation.	• Continue to budget resources for Chaplaincy • Continue to develop the Foundation	• Administration • Foundation Board Members/ Administration	• September 2022

Stewardship

1. The financial resources of the organization are managed to ensure financial stability and sustainability

Outcome	Action(s)	Responsibility	Timeline
The organization has a facility master plan in place.	• Property condition assessments will include projected costs and timelines • Inventory will be established including all assets, equipment, etc. • Capital plan will be in place to assist with budget planning based on resource requirements.	• Administration • Administration • Administration	• End of December 2022 • January 2024 • January 2024
The organization will take advantage of opportunities for social enterprise initiatives.	• Fees for housing management body services will be clearly identified and promoted • Education Services will be promoted with costs for access identified	• Administration • Administration	• October 2023
The organization will have an established energy plan.	• Develop a formalized energy plan as part of operational planning.	• Administration	• September 2024
The organization will have a clear and understandable financial reporting system.	• Develop clear and simplified reporting for all users • Provide Board and Manager education to enable understanding of financial reporting	• Administration • Administration	• October 2022 • January 2023

Stewardship

2. The Bethany Group will be known as an Employer of Choice

Outcome	Action(s)	Responsibility	Timeline
The qualities of an employer of choice will be formally identified for stakeholders (e.g., staff, residents, families, public, government, etc.).	• Identify qualities needed to qualify as an Employer of Choice • Submit application	• Administration • Administration	• November 2022 • November 2022
Staff will have an increased awareness of the opportunities and advantages available to them as employees of The Bethany Group.	• Identify and promote various programs for staff (e.g., Tuition Assistance Program) • Provide information to staff on TBG compensation, benefits, and culture vs. that of other employers	• Administration • Administration	• November 2022 • November 2022

Stewardship

3. The Bethany Group will be known as a Service Provider of Choice

Outcome	Action(s)	Responsibility	Timeline
All programs and services provided by The Bethany Group will have increased awareness and understanding from the public.	• Communication Plan will be updated and will address this outcome.	• Administration	• June 2023
Chaplaincy will continue to be a guiding light in all we do and will continue to evolve to provide service for our diverse populations.	• Funding for Chaplaincy • Support ongoing education for Chaplains	• Administration/Board • CEO	• Ongoing

Relationships and Collaboration

1. The Bethany Group will have strong collaborative relationships with relevant stakeholders

Outcome	Action(s)	Responsibility	Timeline
Clarity of the role of the Governing Board with various Stakeholders.	• Stakeholders document will be developed outlining interaction and relationship levels	• Administration	• April 2023
The Public will have increased understanding and awareness of The Bethany Group.	• Continue to involve the public in Bethany sponsored activities (e.g., Faith & Aging Conference, Board Day of Learning, Centennial Celebrations, etc.)	• Administration	• Ongoing
TBG will have a presence in community organizations and at community events.	• Develop an inventory of current staff involvement (e.g., APHAA , ASCHA, CHAA, Interagency Committees, community boards, etc.) • Identify Board involvement opportunities with TBG and external Stakeholders (e.g., Ethics Committee, ASCHA, etc.)	• Administration • Administration	• September 2022 • Ongoing
There will be an increased understanding of the services that TBG is able to provide to Housing Management Bodies and their municipalities.	• Develop presentation of services we provide, or can provide, and present to HMBs and various levels of government	• Administration	• November 2022

Communication and Community Awareness

1. The Bethany Group will have trusting and collaborative relationships through the open and transparent communication of our Mission and Values

Outcome	Action(s)	Responsibility	Timeline
Our Stakeholders will have an enhanced understanding of person centred care and service.	• Champion person centred care through a consistent definition and sharing of stories that exemplify the concept • Use learnings from the pandemic to update practices and enhance education, providing this as an educational offering • Develop a marketing plan	• Administration • Administration • Administration	• June 2023 • December 2022 • June 2023
The Bethany Group will have an established public presence and 'public face'.	• Develop an updated communication plan	• Administration	• June 2023

Technology and Responsiveness

1. The Bethany Group has capacity to respond in a timely and effective manner to technological changes that may impact our care and service provision.

Outcome	Action(s)	Responsibility	Timeline
The Governing Board will have access to TBG network (email, SharePoint) for effective and secure sharing of information and documents.	• Provide Board members with TBG email addresses • Provide Board with education on accessing and using TBG emails and Board SharePoint site	• Administration • Administration	• February 2022 • June 2022
The Bethany Group will have a technology plan.	• Develop a technology plan that includes renewal of resources and updating of systems	• Administration	• December 2022