



Our world could use more  
Good Samaritans.

# STRATEGIC PLAN

## 2021-2024

Rooted in what's right.



THE  
GOOD  
SAMARITAN  
SOCIETY

GOOD  
SAMARITAN  
CANADA

# INTRODUCTION

The 2024 Strategic Plan was developed in consultation with our residents and families, employees, volunteers and community partners through a variety of forums; including focus groups, surveys (Work Life Pulse Survey, Patient Safety Culture Survey, and Strategic Planning Survey) and one-to-one interviews. With their input, we were able to develop a strong path forward that will help us deliver on our mission of caring. At the foundation of each strategic priority is the unique mission, vision and values of our organization.

The strategic plan builds on the legacy of our organization over the past 72 years. This plan is aspirational, and it sets long-term goals and a vision of being a provider and employer of choice. The plan also takes into account the challenges that lie ahead and answers them with specific objectives and strategies to improve the quality of what we do at Good Samaritan.

Our mission is to extend Christian hospitality through a continuum of care to those in need or at risk, regardless of race or religious belief. Our vision is to grow in strength, excellence and creativity in caring for others.

## STRATEGIC PLAN OVERVIEW

**Our world could use more Good Samaritans** is the overarching theme of our plan.

For us, every day is an opportunity to feel inspired and make a difference. Our work and service of providing care to those in need gives meaning to our lives. We strive to be a leader in our community for the programs and services we provide. By focusing on relationships and building long-lasting connections, we can bring joy to those we serve.

Overall, we aim to inspire others to follow in the footsteps of other Good Samaritans. Because we believe that everyone, no matter their background or their religious belief, can be a Good Samaritan. Together, by showing the world the values of service and compassion, we can create a better environment for our families and our community.

**The strategic directions are organized under four priorities:**



### Quality of Living

- Provide excellence in care and service delivery in partnership with those we serve.
- Create safe communities that promote and empower autonomy and individual choice.
- Engage in collaborative relationships to develop a learning environment that supports a quality and safety culture that understands system risks and strives for continuous improvement.



### **Mission-Driven Culture**

- Create an environment where our mission, vision and values are integrated into everything we do.
- Attract, engage and empower employees and volunteers who are mission-driven.
- Expand our mission in service to others.



### **Organizational Sustainability**

- Strengthen organizational excellence through resource stewardship and innovation.
- Explore opportunities for sustainable growth.
- Increase our fundraising capacity through donor engagement, empowerment and retention.



### **Impactful Relationships**

- Strive to be a recognized leader for the programs and services we provide.
- Maximize involvement with strategic advocacy groups.
- Build connections to establish a strong community and donor network.

## **ORGANIZATIONAL OVERVIEW**

The Good Samaritan Society and Good Samaritan Canada, are non-profit, registered charities with over 72 years of experience providing long term and complex care, supportive and assisted living, and other specialized health care programs, services in innovative and caring environments across Alberta and British Columbia. Good Samaritan Delta View Care Centre Ltd. is a wholly owned subsidiary of Good Samaritan Canada and was established in 2018 to purchase the Delta View Care Centre in Delta, B.C.

In Alberta, we currently serve over 4,500 individuals, employ more than 3,000 Albertans, and have almost 1,000 volunteers. In British Columbia, we currently serve over 1,200 individuals, employ more than 1,300 British Columbians, and have close to 300 volunteers. As one of the largest not-for-profit care providers in both provinces, we provide safe, comfortable communities where people can experience a sense of caring, belonging and purpose.

We are located in 21 communities throughout Alberta and British Columbia with 29 locations providing senior's services and 29 group homes for persons with development disabilities.



## STRATEGIC INITIATIVES

At the heart of our actions lies one core principle: rooted in what's right. Our staff, volunteers and leadership team are motivated by doing good in the world. From giving a simple smile to lending an ear to our residents, from homes that are safe and comfortable and cared for to ensuring our programs and services are industry-leading, our team is always seeking out new ways to do what's right. The Good Samaritan values of healthy relationships, hospitable environments and servant leadership are infused in all of our words and actions and guide us on a daily basis.

### Quality of Living - Our fundamental *reason* for being

- We will provide excellence in care and service delivery in partnership with those we serve.
- We will create safe communities that promote and empower autonomy and individual choice.
- We will engage in collaborative relationships to develop a learning environment that supports a quality and safety culture that understands system risks and strives for continuous improvement.

Initiatives	Measures of Success
Develop and implement a quality model.	<ul style="list-style-type: none"><li>• 95% of Accreditation Canada standards are met on surveys during this strategic cycle.</li></ul>
Develop and implement a strategy for resident/client/family collaboration.	<ul style="list-style-type: none"><li>• 100% of care homes have established resident/family councils that meet standards.</li><li>• 85% of families agree that Good Samaritan provides information, encourages family involvement and family/most frequent visitor are involved in decisions about care.</li></ul>
Develop and implement a capital asset management plan.	<ul style="list-style-type: none"><li>• 20% of deferred maintenance has been addressed.</li></ul>
Implement the just culture policy.	<ul style="list-style-type: none"><li>• 100% of employees have received just culture training.</li></ul>

### Mission-Driven Culture – Our fundamental *way* of being

- We will create an environment where our mission, vision and values are integrated into everything we do.
- We will attract, engage and empower employees and volunteers who are mission-driven.
- We will expand our mission in service to others.

Initiatives	Measures of Success
Develop and implement a workforce strategy.	<ul style="list-style-type: none"> <li>• 20% reduction in turnover of management positions.</li> <li>• 10% reduction in overtime rates.</li> </ul>
Develop and implement a strategy for employee engagement.	<ul style="list-style-type: none"> <li>• 65% of employees rate their job experience as good to excellent.</li> </ul>
Develop and implement a diversity strategy with focus on Indigenous Health.	<ul style="list-style-type: none"> <li>• 50% of employees have received cultural competency training.</li> </ul>

### Organizational Sustainability – How we *sustain* our commitment

- We will strengthen organizational excellence through resource stewardship and innovation.
- We will explore opportunities for sustainable growth.
- We will increase our fundraising capacity through donor engagement, empowerment and retention.

Initiatives	Measures of Success
Complete organizational design.	<ul style="list-style-type: none"> <li>• 100% completion of organizational design.</li> </ul>
Meet financial targets.	<ul style="list-style-type: none"> <li>• All board financial targets met.</li> </ul>
Complete a comprehensive review of each site for efficiency, effectiveness, sustainability, and innovation.	<ul style="list-style-type: none"> <li>• 100% of locations have undergone a comprehensive review.</li> </ul>
Develop and implement a donor engagement strategy.	<ul style="list-style-type: none"> <li>• 10% increase in donations.</li> </ul>

### Impactful Partnerships – How we *work* with others

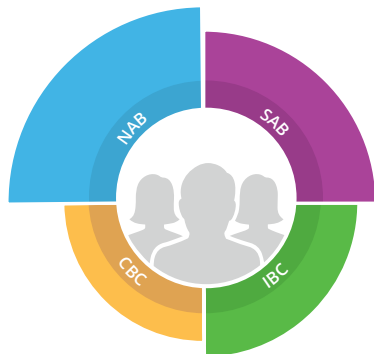
- We will strive to be a recognized leader for the programs and services we provide.
- We will maximize involvement with strategic advocacy groups.
- We will build connections to establish a strong community and donor network.

Initiatives	Measures of Success
Develop and implement an employee recognition program.	<ul style="list-style-type: none"> <li>• 10% increase in employees that say they receive recognition for good work.</li> </ul>
Develop and implement an external stakeholder engagement strategy.	<ul style="list-style-type: none"> <li>• Completion and implementation of external stakeholder engagement strategy.</li> </ul>

# STRATEGIC PLANNING ENGAGEMENT INFOGRAPHIC



# GOOD SAMARITAN BY THE NUMBERS



**4454**  
employees

NAB: 2054  
SAB: 1001  
IBC: 810  
CBC: 589

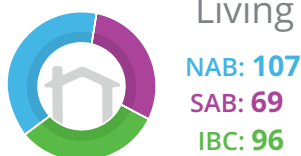
**21** care homes  
in **thirteen** communities

**8** care homes  
in **seven** communities

**2822** care beds



**272** Independent Living



**126** Programs for Persons with Developmental Disabilities (PPDD) individuals in Edmonton, Alta.

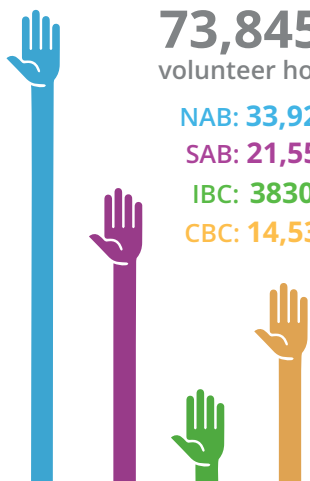


**1264** volunteers

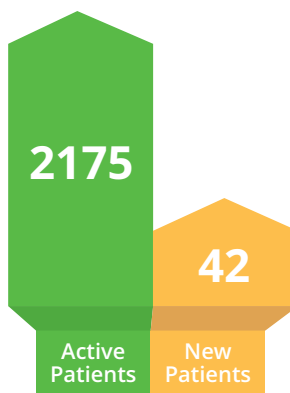


**73,845+**  
volunteer hours\*

NAB: 33,923+  
SAB: 21,553+  
IBC: 3830+  
CBC: 14,539+



\* past year prior to COVID-19



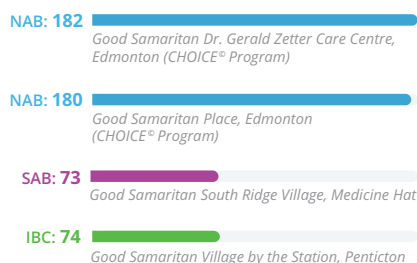
Good Samaritan Senior's Clinic patients (April 2019 - March 2020)

**138** total referrals from Home Care or Community Care Management Team

**2776** total home visits by physicians or other health care professionals

## Adult Day Programs

(weekly client averages January, 2020)



NAB Northern Alberta  
SAB Southern Alberta  
IBC Interior British Columbia  
CBC Coastal British Columbia

Data collected is current as of August 19, 2020