

# 2024-2029 STRATEGIC PLAN



**CONNECTING COMMUNITIES**

# Land Acknowledgement

As Good Samaritans, we respectfully acknowledge that we live, work, and play on the ancestral and unceded territory of the First Nations, Inuit, and Métis peoples, who have called this land home since time immemorial.

We remain committed to improving relationships between nations and enhancing our understanding of Indigenous Peoples and their cultures.

We reflect on and acknowledge the harms and mistakes of the past and ask all to consider how we can, in our own way, move forward in a spirit of Truth, Reconciliation, and Collaboration.





# Our world could (still) use more Good Samaritans.

This statement continues to drive us to make a difference. It represents our commitment to act with kindness, generosity, and empathy towards others, fostering a sense of community and a commitment to caring for one another. We cannot do it alone. Just as it takes an entire team of health professionals to operate a care home, we rely on the broader communities to support high-quality care for those who need it most.

The 2024-29 Strategic Plan builds on our 75-year legacy of care and connecting communities. We consulted with many people in Alberta and British Columbia – residents and family members, the staff who provide the care and services, managers and senior leaders, volunteers and donors, representatives from our partners in government and health care organizations, Indigenous community Elders, and other partners.

Developing our new plan afforded us the opportunity to revisit our Mission, Vision, and Values. We asked our stakeholders a simple question: “Do these statements still resonate?” The response was overwhelming agreement; however, they needed some refinement and updating.

MARCH

The Strategic Planning Committee established the Terms of Reference and mechanisms for stakeholder engagement.

APRIL

Finalized external stakeholder lists and questions for stakeholder engagement. Communications strategy and tactics outlined.

MAY

Engagement with leadership teams.

JUNE

- Internal and external stakeholder engagement sessions.
- Engagement surveys: 450 responses – 71% from staff, 5% from residents, 23% family members, the remaining 2% were members of the organization.
- We also conducted external 1:1 interviews with stakeholders.
- We conducted virtual engagement sessions for employees in Alberta and B.C.

SUMMER

Engagement session results compiled and theming.

SEPTEMBER

SWOT analysis and stakeholder engagement results reported to the Planning Committee.

OCTOBER

Board Strategic Planning Session.

DECEMBER

Board to validate Strategic Plan results and establish direction.

2023

MARCH

Strategic Plan 2024-29 finalized and plan developed for rollout.

2024

APRIL

Rolled out Strategic Plan 2024-29.



# Mission

Following in the footsteps of the Good Samaritan, we extend Christian hospitality to people and communities in need.

# Vision

Being and belonging – every person, every home.

## *What we heard*

Good Samaritan's new Mission reflects and embraces our changing communities. We will accept and celebrate the diversity of voices in care homes, among our workforce, and within our communities. Our new Mission broadens our role to address the array of needs within our communities. Stakeholders noted that the organization is working towards diversity and inclusivity, and some suggested using more inclusive language in the Mission.

## *What we heard*

Stakeholders suggested aligning the Vision with the "being and belonging" model of care. This may involve examining how the organization serves marginalized audiences and ensures they feel a sense of belonging. Stakeholders highlighted the importance of ensuring the vision is succinct yet impactful.

Resident and family-centered care shifts us from doing something "for" or "to" our residents to working "with" the people in our care, their families, and communities to create true partnerships in care.

Our approach is to serve people through five domains: relationships, community, engagement, safety and security, and meaningful living.

Each domain fosters respectful, compassionate, culturally appropriate, competent care and services. We must be responsive to residents' and families' needs, values, beliefs, and preferences.



# Values

## Excellence

We provide exceptional experiences to those we serve and go above and beyond through innovation of service. We do this by:

- approaching care with the person and family at the centre;
- delivering high-quality service;
- being prompt and agile in addressing individual and family concerns;
- committing to ongoing improvement in processes, services, and client relations;
- being adaptable to changing individual needs and circumstances; and
- measuring and monitoring service quality.

## Inclusion

We foster an organizational culture that accepts and nurtures the individuality of others and represents all people within our communities. We do this by:

- fostering environments that are inclusive, comfortable, and welcoming for all;
- striving to have the people who serve within our organization reflect the diversity of the communities we serve;
- role modeling expectations and behaviours for all in embracing equity, diversity, and inclusion;
- promoting fairness and justice by addressing systemic barriers and providing resources and support based on individual needs; and
- embracing our opportunity and responsibility to move forward on the path of Reconciliation.

### *What we heard*

Values are crucial to our identity. As an organization, we need to recognize the vital role quality must play in delivering services and how we must aspire to **excellence** in all areas. At the same time, the organization must change with the times and demonstrate the **inclusion** of individuals from different cultures, experiences, and communities. Both excellence and inclusion embrace a commitment to better ways, new approaches, and best practices.



# Values

## Healthy Relationships

In a spirit of compassion, we work in supportive partnerships and open our hearts to others by affirming their goodness and potential. We do this by:

- showing respect to others;
- communicating openly and sincerely;
- showing compassion to others;
- upholding dignity;
- supporting the potential in everyone; and
- working in partnership with people and communities.

## Servant Leadership

We lead through giving of ourselves in service to others by acting with courage in a trustworthy and ethical manner. We do this by:

- being accountable for all of our actions;
- demonstrating integrity;
- being good stewards of our resources and
- demonstrating fairness.

Stakeholders were unanimous in emphasizing the continued importance of **healthy relationships** as a fundamental value. It connects Good Samaritan to the community, is essential for person-centered care, and enables meaningful discussions. Building trust is critical to maintaining healthy relationships.

Stakeholders also agreed that **servant leadership** is still at the heart of what we do. It means leading by example, supporting others, and bringing out the best in people. Servant leadership differentiates Good Samaritan from other service providers. It is vital that all employees understand and practice this effectively.



# Strategic Goals

With input from our communities, we were able to develop strategic goals that align with our new Mission, Vision and Values and our stakeholders' perspectives; ensuring a robust and forward-looking outlook for our residents, staff, families, and others.

While our goals are strategic and aspirational, they also consider the current challenges for our organization and the health care system and housing sector as a whole. With the collective support of all participants, these goals will help guide our efforts over the next five years and successfully fulfill our Mission, establishing it as the foundational document for our future at Good Samaritan.



Quality of Living



Our People



Sustainability



Organizational Evolution





## Quality of Living

We will deliver quality care, encompassing both care and living, with an emphasis on relationships, community, safety, and meaningful living.

### *What we heard*

Safety, well-being, excellence in service delivery, and alignment with new Continuing Care legislation and regulations will remain key drivers for Good Samaritan. We must also consider the role families play in care and decision-making.







# Our People

We will foster a mission-driven workplace that cultivates a collaborative and motivating environment where talented individuals and teams thrive.

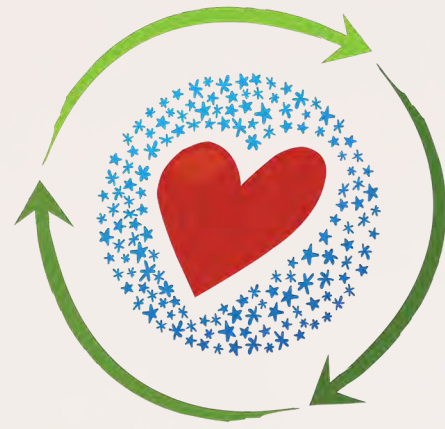
## *What we heard*

We acknowledge the significance of people in the organization's success. We must "take pride in our culture," which signifies Good Samaritan's commitment to service and putting the individual at the centre.

While our work concentrates on our workforce, we can't lose sight of the role of volunteers.







## Sustainability

We will ensure the stability of services and optimize resources with a focus on the future.

### *What we heard*

We will achieve excellence in sustainability by developing long-term business models, modernizing our infrastructure, and contributing to the broader industry. At the same time, we must remember our roots in caring for those around us.









This strategic plan challenges us to build on our 75-year history and address the needs of the health sector tomorrow. Over the next five years, Good Samaritan will connect communities based on our tradition of providing care and service.

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