



Three-Year Strategic Plan
2025 - 2027

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This Strategic Plan is dedicated to the residents and families of The Glebe Centre, whose lives inspire everything we do. From the compassionate care provided in our Long-Term Care home to the vibrant community programs and services at Abbotsford House, your strength, stories, and needs will always be the driving force behind our purpose and direction.



FOREWORD

On behalf of The Glebe Centre, we are excited to share our new Strategic Plan which will guide our organization's strategic direction through 2025-2027. This plan reflects not only our commitment to our residents and their families, but also the collective dedication of our staff, Board members, and community. Together, we have created a clear and ambitious roadmap for the future of our organization.

Volunteer Board members, senior leaders and other stakeholders supported the development of our Strategic Plan, and we could not have successfully completed it without your insight, dedication and sense of humour. Our final plan is the result of thoughtful collaboration, and it is stronger because of your involvement.

During the strategic planning process, we took the opportunity to thoughtfully update and strengthen our mission, vision, and core values to better align with the evolving needs of those we serve. At its heart, this Strategic Plan reaffirms our mission: to provide compassionate Long-Term Care and meaningful community services for adults. It reflects our vision of being an enduring leader in care and service, now and into the future. Guided by our core values of accountability, compassion, well-being, and commitment, this plan ensures that every decision we make aligns with our purpose of enhancing lives with dignity, respect, and purpose.

The Glebe Centre's Strategic Plan is built on four key Strategic Areas:

- **Infrastructure:** Ensuring we have the physical and technological resources to meet the evolving needs of our organization and those we serve.
- **People, Organization & Culture:** Focusing on fostering a high-performing and inclusive culture that supports our staff, volunteers, and community.
- **Knowledge, Policies & Procedures:** Strengthening our organizational framework to promote consistency, compliance, and excellence in every area of our work.
- **Community Engagement & Relationships:** Building stronger connections with our community, enhancing volunteer and donor impact, and nurturing partnerships.

Supporting these goals are a series of strategies and actions, some short-term, and others spanning the 3-year timeline of the Strategic Plan.



It is with anticipation and commitment that the Glebe Centre looks forward, using the lessons of the past and the opportunities of the future to guide us. We invite each of you to play an active role in bringing this plan to life. Our collective commitment to a continuum of care approach “from their home to ours” through the provision of community-based services, active living programs and 24/7 long term care support to seniors and other adults, will ensure our continued success.

We are so grateful for the support of our dedicated staff who go above and beyond each day to ensure that residents and families receive outstanding care. Thank you for your ongoing commitment and support. We are proud of what we have achieved and excited for what lies ahead.

Emma Tibbo
Chief Executive Officer

Anne Scotton
Chair, Board of Directors



OUR MISSION

The Glebe Centre is a non-profit organization dedicated to providing compassionate Long-Term Care and meaningful community programs and services for adults. Inspired by a long history of excellence, we support our residents and the broader community through a continuum of care that prioritizes trust, respect, and industry best-practices.

OUR VISION

To maintain a mandate of compassionate Long-Term Care and community services, delivering excellence in care both today and into the future.

OUR CORE VALUES



ACCOUNTABILITY

We uphold the highest standards of integrity, transparency, and quality of care, taking responsibility for our actions and setting an example of leadership within our organization and community.



COMPASSION

We approach every interaction with empathy and respect, fostering meaningful connections and trust with residents, families, the community, and one another.



WELL-BEING

We prioritize the physical, emotional, and mental well-being of those we serve and those we work with, creating a collaborative, supportive and caring environment.



COMMITMENT

We are dedicated to delivering exceptional care and services through an unwavering focus on operational excellence, continuous improvement, and meeting the evolving needs of our residents and community.



OUR STRATEGIC GOALS FOR 2025 - 2027

1

INFRASTRUCTURE

Build a resilient, adaptable infrastructure and work environment that meets industry standards, supports evolving healthcare needs, and enhances the Glebe Centre's ability to serve the community effectively.

2

PEOPLE, ORGANIZATION & CULTURE

Create an inclusive, compassionate, and high-performing organizational culture that supports the continuum of care for adults and older adults by fostering excellence in programs, services, and well-being.

3

KNOWLEDGE, POLICIES & PROCEDURES

Leverage the knowledge and experience of staff and board members to create, document, and maintain accessible and compliant policies and procedures that are regularly reviewed, updated, and effectively utilized across the organization.

4

COMMUNITY ENGAGEMENT & RELATIONSHIPS

Build a collaborative and connected environment that engages the community, nurtures partnerships, and enhances volunteer and donor impact to strengthen the Glebe Centre's reputation and reach.

INFRASTRUCTURE

STRATEGIC GOAL

Build a resilient, adaptable infrastructure and work environment that meets industry standards, supports evolving healthcare needs, and enhances the Glebe Centre's ability to serve the community effectively.

STABILIZE, MAINTAIN, AND IMPROVE EXISTING INFRASTRUCTURE.

STRATEGY 1

ACTION STEPS:

- Develop and implement a comprehensive lifecycle management plan to ensure proactive maintenance and long-term sustainability.
- Create an annual budgeting process to align financial resources with infrastructure needs and priorities.

UNDERTAKE COMPREHENSIVE CAPITAL AND INFRASTRUCTURE PLANNING.

STRATEGY 2

ACTION STEPS:

- Develop a detailed 5-year capital plan that prioritizes key projects and aligns with strategic goals.
- Establish a systematic annual budgeting process to ensure adequate funding for capital initiatives and infrastructure improvements.

PEOPLE, ORGANIZATION & CULTURE

STRATEGIC GOAL

Create an inclusive, compassionate, and high-performing organizational culture that supports the continuum of care for seniors and other adults by fostering excellence in programs, services, and well-being.

DEVELOP A WORKFORCE THAT IS SKILLED, EMPOWERED, AND PREPARED TO LEAD.

STRATEGY 1

ACTION STEPS:

- Develop a leadership competencies framework with clear professional development pathways, performance objectives, and measurable indicators for employee growth.
- Provide ongoing opportunities for leadership training and mentorship to build capacity at all levels of the organization.

FOSTER A CULTURE OF INCLUSIVITY, ADAPTABILITY, AND BELONGING.

STRATEGY 2

ACTION STEPS:

- Create and implement an Equity, Diversity, and Inclusion (EDI) plan that integrates inclusive practices into recruitment, onboarding, and workplace policies.
- Expand opportunities for employees to engage in cultural awareness initiatives, including celebrating diversity through events, workshops, and internal communications.
- Provide regular, organization-wide EDI training to build awareness and competency, ensuring inclusivity is embedded into daily work practices and client care.

CHAMPION A SUPPORTIVE AND ENGAGING WORKPLACE THAT VALUES EMPLOYEE WELL-BEING.

STRATEGY 3

ACTION STEPS:

- Develop and implement a consistent plan for recognizing and supporting staff through regular acknowledgment of achievements and contributions.
- Offer regular and accessible wellness activities, supported by partnerships with internal and external experts.
- Create and communicate a response plan that includes clear options for emotional and mental health support for employees.

KNOWLEDGE, POLICIES & PROCEDURES

STRATEGIC GOAL

Leverage the knowledge and experience of staff and board members to create, document, and maintain accessible and compliant policies and procedures that are regularly reviewed, updated, and effectively utilized across the organization.

STRATEGY 1

DEVELOP AND IMPLEMENT A COMPREHENSIVE DOCUMENT MANAGEMENT STRATEGY AND ROAD MAP.

ACTION STEPS:

- Develop a knowledge management framework that incorporates clear roles, responsibilities, and interdependencies between policies to ensure alignment and consistency across the organization.
- Implement a centralized document management system to make policies accessible, track changes, and maintain version control.
- Establish a regular review cycle to ensure policies are up-to-date, compliant, and effectively meet organizational needs.

STRATEGY 2

IMPROVE AWARENESS AND ACCESSIBILITY OF ORGANIZATIONAL POLICIES AND PROCEDURES.

ACTION STEPS:

- Implement a centralized knowledge sharing platform where policies are easily accessible, clearly organized, and regularly updated.
- Develop a robust communication and training plan to ensure all stakeholders have access to and understand the relevance of policies in their role.

STRATEGY 3

INTEGRATE BEST PRACTICE PERFORMANCE MANAGEMENT POLICIES ACROSS THE ORGANIZATION.

ACTION STEPS:

- Develop and implement performance management standards that are informed by organizational best practices.
- Train leaders on the consistent application of and adherence to performance management policies and procedures.

COMMUNITY ENGAGEMENT & RELATIONSHIPS

STRATEGIC GOAL

Build a collaborative and connected environment that engages the community, nurtures partnerships, and enhances volunteer and donor impact to strengthen the Glebe Centre's reputation and reach.

STRATEGY 1

STRENGTHEN FUNDRAISING INITIATIVES AND ACTIVITIES.

ACTION STEPS:

- Stabilize the Fundraising and Community Engagement Committee to guide and oversee fundraising initiatives.
- Approve and implement an adaptive fundraising plan that aligns with organizational priorities and community needs.
- Explore the feasibility of creating a dedicated charitable foundation to support long-term financial sustainability.

STRATEGY 2

FOSTER EFFECTIVE AND IMPACTFUL RESOURCE DEVELOPMENT.

ACTION STEPS:

- Develop a comprehensive volunteer program, including recruitment, retention, and recognition plans.
- Build and strengthen partnerships with government, businesses, and community organizations to enhance resources and support long-term care and support services.

STRATEGY 3

ENHANCE THE GLEBE CENTRE'S REPUTATION, VISIBILITY, AND COMMUNITY PRESENCE.

ACTION STEPS:

- Establish a standardized process for collecting and sharing human impact stories through a variety of media channels, ensuring alignment with organizational goals and consistency in messaging.
- Define clear metrics for success and regularly evaluate the impact of public-facing stories across social media, the website, newsletters, and local media outlets.

STRATEGIC PLANNING COMMITTEE

This Strategic Plan was developed through the dedication and collaboration of the following members of the Strategic Planning Committee:

SENIOR LEADERSHIP TEAM

Emma Tibbo, Chief Executive Officer

Emily Osewe, Director, Care

Diane Giusto, Director, Human Resources

Heidi Fluegel, Corporate Communications and Change Management Lead

Karen Anne Blakely, Director, Community Programs

Jake Milne-Smith, Director, Building Infrastructure

BOARD OF DIRECTORS

Anne Scotton, Chair

Anne-Marie Waters, Member at Large

Elizabeth Buckingham, Treasurer

Lucien Levreault, Member at Large

We extend our sincere appreciation to all those who contributed their time, expertise, and insights to this process.

This plan was developed in partnership with **Rev Hospitality Co.**