



# Building for the Future

Strategic Framework 2025-2028



*Angela, Life Enrichment Associate, connects with Ron, a resident in the Apartments.*

Since 1953, Menno Place has provided hope, dignity, and compassionate Christian care to 27,500 seniors over 4 generations



# Mission

To reflect God's love by providing facilities and services that express our commitment to excellent resident and family-centred care and enable residents to live with hope and dignity.

# Vision

We will be the innovative leader in senior living that empowers older adults to live well.

# Values

## Stewardship

We are trustworthy managers of our resources for the benefit of our residents, families and staff and the long-term sustainability of our operations. *1 Peter 4:10*

## Excellence

We apply ourselves to learning and continually improving to the highest standards. *Colossians 3:23*

## Respect

We honor and dignify all who live, work or visit our community. *Romans 12:10*

## Values Sanctity of Life

We demonstrate our commitment to the sanctity of life through exceptional, holistic palliative care until natural death. *Psalms 139:16*

## Innovation

We open ourselves to creative ideas through colleagues, partners and God's leading. *Proverbs 9:9*

## Compassion

We extend God's care through kindness, empathy and graciousness. *Colossians 3:12*

## Encouragement

We devote ourselves to instructing, supporting and building up one another, by recognizing and celebrating excellence, effort and success. *1 Thessalonians 5:11-14*



# Listening for the Future

## Message from the CEO & Board Chair



A handwritten signature in black ink, reading "Sujata Connors".

Sujata Connors, M.P.A., R.N.,  
B.N., B.Sc., Dip CN, EXTRA Fellow  
Chief Executive Officer



A handwritten signature in black ink, reading "Carol Dyck".

Carol Dyck  
Chair, Mennonite Benevolent  
Society Board of Directors

In October 2023, the Menno Place Executive Team, in collaboration with the Board of Directors, launched an initiative to update the organization's Strategic Framework.

**Our goal was to develop an updated strategic plan that is meaningful, sustainable, and future-focused—one that is both inspirational and aspirational.**

To accomplish this, we prioritized meaningful engagement with those who matter most—our residents, families, employees, and key external stakeholders. Through our *Listening for the Future* Open House Forums, one-on-one conversations, and online surveys, we dedicated over 57 hours to hearing from 525 individuals, including direct care staff, residents, families, and collaborators.

As a result, we have updated and refined our Strategic Framework, focusing on four key priorities, each with clear objectives to ensure we remain aligned and committed to the success of our mission.

On behalf of the MBS Board and Executive Team we would like to thank all who participated and contributed to our new priorities and objectives. The conversations were tremendously meaningful and transformational, deepening our understanding of the current challenges and needs across the organization.

# What matters to you?

The insights from the 57 hours of listening have been invaluable in shaping our path forward. **From these conversations, which identified our strengths, weaknesses, opportunities and threats**, the MBS Board identified four key priorities that will guide Menno Place into the future.

## These conversations gathered stakeholder insights through five key questions:

- What are you most proud of when you think of or speak of Menno Place?
- What have you seen that is working well? How could it be better?
- What do you see as current concerns or risks at Menno Place?
- How would you describe the culture of Menno Place?
- How likely are you to recommend Menno Place as a place to work or live?



*Doris enjoys the care and friendship of Javeen in the sunny one-acre courtyard in the centre of the Menno Place campus.*

## Four key priorities

Remaining rooted in Christian faith that follows the heart and way of Jesus.

Ensuring that we are a welcoming, comfortable and preferred home for seniors.

Providing the highest quality of care and operational effectiveness.

Fostering a supportive, engaged and empowered workforce.

# SWOT Analysis

## Strengths

- Legacy of trusted care in our community since 1953
- Christian organization and mission
- Leadership expertise
- Commitment to wellness
- Resident and Family-Centred Care (RFCC) Framework
- Aging in Place Framework
- Long tenure of employees
- Environmental sustainability

## Weaknesses

- Funding for quality improvement / research, and reporting
- Health & human resources
- Holistic staff wellness strategy & framework
- Education & training
- Relationship between staff shifts
- Dining experience for residents
- Foundational administrative structures
- Community & Legacy Giving

## Opportunities

- Strengthen Christian partnerships
- Recruit chaplain volunteers
- Redevelop aging care homes
- Implement a new care model
- Foster community partners
- Invest in staff culture and wellness
- Develop an effective administrative framework

## Threats

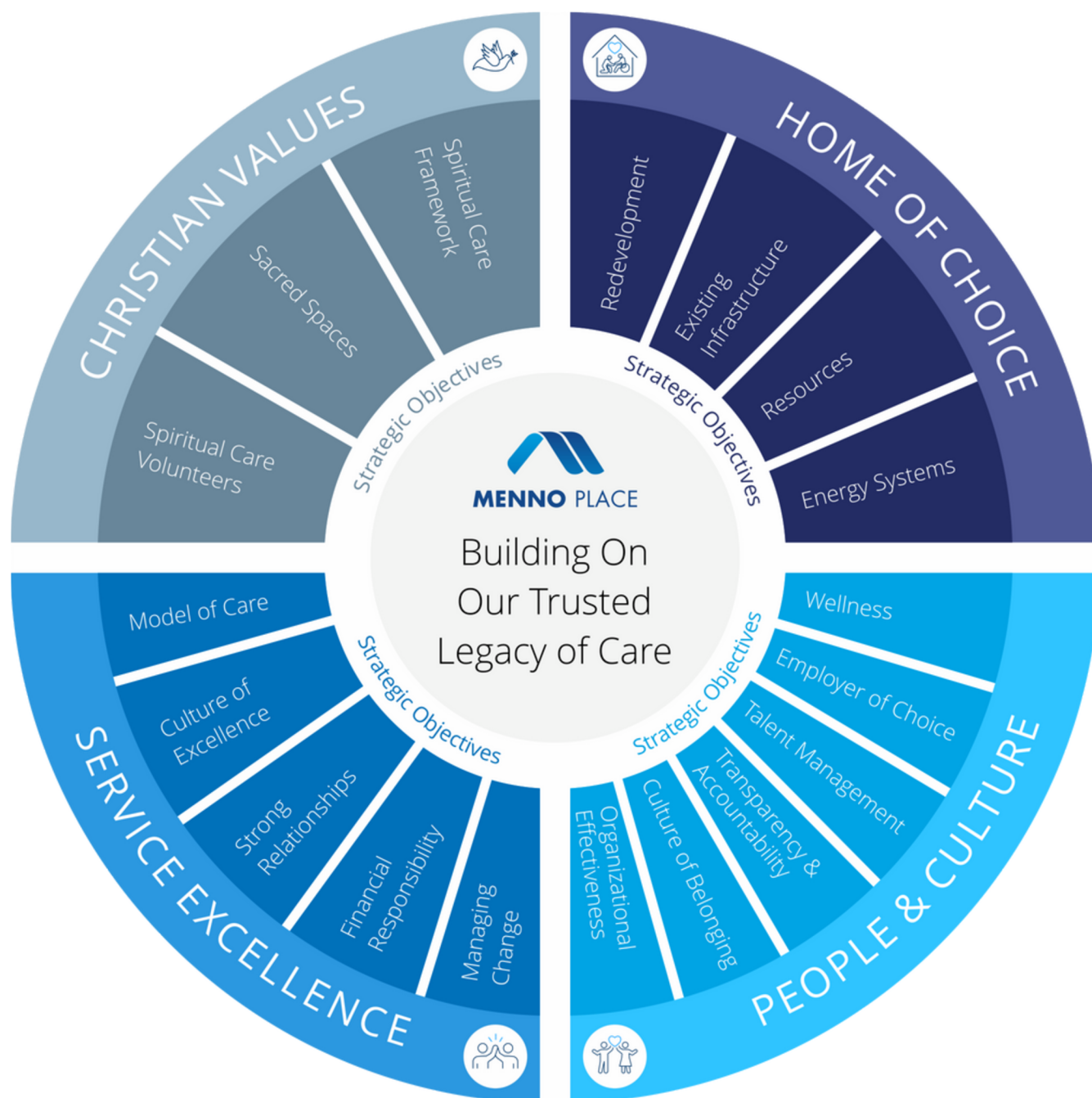
- Aging buildings
- Aging infrastructure
- Reliance on government funding
- Competition for skilled staff
- Increasing proportion of retirees
- Loss of historical knowledge
- Increasing frailty of residents





# Building for the Future

## Our Strategic Framework 2025-2028



### Our Strategic Priorities

Christian Values

Home of Choice

Service Excellence

People & Culture

# Our Strategic Priorities & Objectives



## Christian Values

### **Uphold our Christian values, ensuring compassionate Christian care for all remains central to our mission**

- ▶ Develop a Spiritual Care Framework outlining how we live out our Christian values
- ▶ Enhance Spiritual Care Volunteer Program
- ▶ Redevelop sacred spaces



## Home of Choice

### **Be the home of choice - a welcoming, comfortable, and trusted residence for seniors**

- ▶ Redevelopment of the Menno Place campus
- ▶ Advance energy systems that will create resilient, dependable and efficient power
- ▶ Management of existing infrastructure
- ▶ Secure additional resources that will support excellence in care and quality of life



## Service Excellence

### **Strive for the highest quality of care and operational effectiveness, fostering a compassionate, resident-centred environment**

- ▶ Create a social relational model of care
- ▶ Create operational efficiencies across all portfolios to improve financial responsibility
- ▶ Create a culture of quality improvement
- ▶ Prepare and manage transition to new long-term care service model
- ▶ Strengthen relationships with Fraser Health and other organizations



## People & Culture

### **Create a work environment that supports employee well-being, fosters engagement, and builds a culture of excellence**

- ▶ Reimage wellness that strengthens the culture of health and safety
- ▶ Improve reporting and communication to maintain transparency and accountability
- ▶ Be an employer of choice to attract and recruit top talent
- ▶ Promote culture of belonging; strengthen staff recognition & engagement
- ▶ Develop and implement a talent management system
- ▶ Invest in organizational design and effectiveness



PRIORITY

# Christian Values

how we live them

We are committed to upholding our Christian values, ensuring compassionate Christian care for all.

## Objectives

### **Develop a Spiritual Care Framework outlining how we live out our Christian values**

We will create a comprehensive Spiritual Care Framework that outlines how Christian values are integrated into care practices as a key aspect of holistic health. This framework will ensure that spiritual well-being is prioritized alongside physical and emotional care.

The Spiritual Care Framework will embed Christian value alignment in Human Resources practices at Menno Place, including recruitment, job advertisements, and interview processes which reflect Menno Place's mission.



*Chaplain Ann shares a prayer shawl with Rosemarie.*



Priority

## Christian Values



*Columbia Bible College students lead worship in the chapel.*



*Chaplain Kerry encourages a resident.*

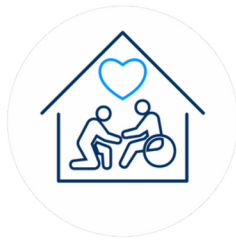
### **Redevelop Sacred Spaces**

To enhance opportunities for reflection, prayer and worship, we will revitalize our two chapels and evaluate spaces that facilitate quiet and reflection.

An evaluation will be done to determine how to meet the needs of the community, including how we engage in funeral services and how we offer spiritual support and welcome to residents and families of all faiths.

### **Enhance Spiritual Care Volunteer Program**

Volunteers play a vital role in supporting spiritual well-being. We will expand and strengthen our Spiritual Care Volunteer Program, equipping volunteers with resources and training to provide spiritual support to residents along their care journey.



## PRIORITY

# Home of Choice

welcoming, comfortable & trusted

We are committed to being the Home of Choice - a welcoming, comfortable, and trusted residence for seniors.

This strategic priority focuses on enhancing the living environment, ensuring that the physical buildings match the Resident and Family-Centred focus at Menno Place that has been trusted for generations. An enhanced living environment ensures high-quality care and the best practices that enable all those who care for our residents to do so in an environment that facilitates belonging, enjoyment, comfort and trust.

## Objectives

### **Redevelopment of the Menno Place Campus**

To continue providing exceptional care, we will undertake strategic redevelopment of our 11.5 acre campus. This includes modernizing facilities, optimizing space for resident needs, and integrating best practices in senior living design. The redevelopment will ensure that Menno Place remains a leader in senior care, offering a safe, comfortable, and engaging environment for all residents.

### **Management of Existing Infrastructure**

Maintaining and improving current infrastructure is essential to sustaining a high-quality living environment. We will implement proactive asset management strategies, regular maintenance programs, and infrastructure upgrades. These efforts will enhance safety, accessibility, and overall quality of life while ensuring that the campus remains in optimal condition for years to come.



Priority

## Home of Choice

### **Secure additional resources that will support excellence in care and quality of life**

Delivering outstanding care requires financial and community support. We will seek additional resources through fundraising, grants, and partnerships.

These resources will be used to enhance care services, support staff development, invest in new programs, and enrich the lives of residents and their families.

### **Ensure the well-being of our residents with essential, sustainable and reliable energy systems**

We will prioritize the advancement of energy-efficient technologies and explore renewable energy sources.

Our investment in resilient energy systems will reduce environmental impact, improve cost efficiency, lower greenhouse gas emissions, and reduce our carbon footprint.



*Staff member, Lesa, enjoys working where her mother, Bella, chooses to live. The whole family joins in on the fun at our annual Grandparents Day celebration!*





# PRIORITY

# Service Excellence

resident-centered, continuous improvement

We are committed to striving for the highest quality of care and operational effectiveness.

This strategy emphasizes creating a resident centred environment where safety, dignity and well-being are at the heart of every interaction, empowering our teams to continuously improve outcomes and enrich the lives of those we serve.



*Kathy, a resident in long-term care appreciates the skill and compassion of the staff who support her, like Harjeet.*

## Objectives

### **Create a social relational model of care**

We aim to implement a social relational model of care that prioritizes meaningful connections between residents, families, and staff. This approach will foster a sense of community, promote emotional well-being, and enhance the overall resident experience.

### **Create a culture of quality improvement focus**

A commitment to continuous quality improvement will be embedded in all aspects of care and operations. By fostering a culture of excellence, we will enhance staff training, implement best practices, and engage in ongoing performance evaluations to ensure the highest standards of care.

Priority

# Service Excellence

## **Strengthen relationships with Fraser Health and other organizations**

Collaboration with Fraser Health and other key stakeholders is essential for providing comprehensive, high-quality care. We will work to strengthen these relationships to improve service integration, share best practices, and secure additional resources that benefit residents.

## **Create operational efficiencies across the organization to improve financial performance**

Financial sustainability is critical to maintaining and enhancing care services. We will seek to create operational efficiencies across all departments, streamlining processes, reducing waste, and ensuring responsible resource management.

## **Prepare and manage transition to new LTC service model**

As the long-term care sector evolves, Menno Place will proactively adapt to new service models to meet changing regulatory and resident needs. Strategic planning and staff training will be prioritized to ensure a seamless transition that upholds care quality and operational stability.



*Teina and Milet keep the resident suites sparkling, Alex maintains the grounds, and Sheryl prepares a delicious meal.*



## PRIORITY

# People & Culture

supportive, engaged, & empowered workforce

We recognize that our people are our greatest asset.

This strategic priority focuses on creating a work environment that supports employee well-being, fosters engagement, and builds a culture of excellence.



*Generations of families, like mother & daughter, Gurleen and Ramandeep work and serve with compassionate care.*

## Objectives

### **Reimage wellness that strengthens the culture of health and safety**

We will develop and implement wellness initiatives that prioritize the physical, mental, and emotional well-being of staff. By fostering a culture of health and safety, employees will be better equipped to provide exceptional care to residents.

### **Be an employer of choice to attract and recruit top talent**

To ensure a strong and skilled workforce, we will enhance our recruitment and retention strategies. Competitive compensation, professional development opportunities, and a positive workplace culture will position Menno Place as an employer of choice.



Priority

## People & Culture



*The support service staff are a great team of people who work together to provide resident-and-family-centred care!*

### **Develop and implement a talent management system**

A comprehensive talent management system will be introduced to support career growth, succession planning, and leadership development. This system will ensure that staff have the tools and resources needed to excel in their roles.

### **Improve reporting and communication to maintain transparency and accountability**

Clear and open communication is vital to building trust and engagement within the organization. We will enhance its reporting and communication structures to ensure transparency, accountability, and alignment with strategic goals.

### **Promote culture of belonging that strengthens staff recognition & engagement**

We will cultivate a workplace culture that values diversity, inclusion, belonging, and employee recognition. By celebrating achievements and fostering a sense of belonging, staff engagement and job satisfaction will be strengthened.

### **Invest in organizational design and effectiveness**

To support a high-performing workforce, we will assess and refine our organizational structure. Investments in leadership development, process improvements, and technology to enhance overall efficiency and effectiveness.

True evangelical faith cannot lie sleeping,  
It seeks, serves, and fears God in its inmost soul;

it clothes the naked;  
it feeds the hungry;  
it comforts the sorrowful,  
it shelters the destitute,  
it aids and consoles the sad,  
it seeks those who are lost,  
it binds up what is wounded,  
it heals the sick,  
it overcomes evil with good,  
it spreads itself out in all kinds of goodness and love.

1539, Menno Simons, Dutch Anabaptist leader and namesake of today's Mennonites

