

**NBANH Strategic Plan- DRAFT
2017/2018-2020/2021**

Vision: Leading Excellence in Long Term Care

Values: Innovation; Collaboration; Responsiveness; Inclusiveness; Accountability- In an environment of trust, respect and integrity.

Key Result Area and Strategic Goals:

<p>A. Partnerships Development</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Continued support and development of the provincial Collaborative for Healthy Aging and Care 2. Develop strategic/ operational partnership opportunities with long term care providers and corporate stakeholders. 3. Establish a strategic partnership with Social Development on key initiatives. 	<p>B. Membership Services</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Develop an integrated HR strategy for the sector that supports recruitment and retention, and wellness programming to support a healthy workforce. 2. Provide corporate legal services sector. 3. Review current membership services to ensure alignment with changing sector needs, establishing committees and positions as required. 4. Study the business potential for expansion of NBANH service delivery, and develop a plan to address service gaps and market potential. 5. Examine on-going sustainability of the pension plans, and work with key stakeholders to examine and move as warranted to a shared risk model.
<p>C. Communication and Engagement</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Develop and implement a communication/ engagement plan to strengthen two way information exchange between NBANH, management, and boards. 2. Develop public engagement messaging regarding the sector and identify appropriate media for dissemination. 3. Offer resources and support to the NBANH membership to strengthen/ develop resident, family, community and media communication and engagement. 	<p>D. Advocacy</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Engage/ advocate with decision makers on key issues and policies. 2. Develop NBANH position statements and policy analysis briefs for sector. 3. Prepare a white paper in preparation for advocacy during the Long Term Care Act consultation process. 4. Engage elected officials on key issues for long term care and aging. 5. Actively promote the importance and impact of the community based nursing home model, and develop opportunities for homes to provide community based services to local seniors.

<p>E. Research, Care Innovation and Improvement</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Encourage LTC research, acting as a supporting partner and seeking interested participating nursing homes to work with research initiatives. 2. Establish a Care Innovation and Improvement hub, working with LTC stakeholders to implement national best practices that drive care improvement and economic efficiencies. 3. Continue to establish prototypes through the Collaborative for Healthy Aging and Care to drive social impact at the community level. 	<p>F. Governance, Membership Structure and NBANH Business Expansion</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Review NBANH membership criteria and services, fully developing the associate membership category. 2. Review NBANH bylaws, governance model and conduct a feasibility study of a long term care association in the province, with findings determining the next steps. 3. Examine parallel organization development to address specific mandates of strategic interest to NBANH.
<p>G. Quality Development and Risk Mitigation</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Work with NBANH members to establish a common quality agenda and work to establish key indicators and improvement support. 2. Work with sector to support the use of risk mitigation strategies, such as standard operating procedures and gap analysis that enhance resident safety and organizational exposure. 3. Strategically analyze emerging sector opportunities through the roll out of standardize sector processes (RAI-LTCF/ itacit/Occupational Health and Safety software, etc...) 	<p>H. Business Support</p> <p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Develop a comprehensive central Information Technology Strategy for NB Nursing Homes; 2. Analyze the business operations of nursing homes (procurement, accounting processes, facility management, and fund raising support) working with stakeholders to determine the approach that offers greatest efficiency to the system, and implement as warranted; 3. Conduct a feasibility study to exam the strategic and operational implications of nursing homes moving from a government budget model to a nursing home negotiated contract model, developing an action plan based on findings.