



ONE COMMUNITY  
BUILDING CARE TOGETHER

**Marianhill Strategic Plan  
2024-2029**

# INTRODUCTION

On the corner of Bell Street and Cecelia Street, stands the future of long-term care in the Pembroke community. When we look at Marianhill's new building, we see more than the new beds and modern facilities. For us at Marianhill, our new building is a beacon of hope built on a foundation of compassionate care that began over 70 years ago when the Grey Sisters of the Immaculate Conception first began to care for the aged.

Over the past seven decades Marianhill has proudly carried on the Grey Sisters' mission to provide love and compassionate care to those living within our walls and those needing support in the community. Our 2024-2029 Strategic Plan lays out four mission-centric directions to guide us as we continue to do the good work that makes a difference in the lives of so many.

Our new strategy builds on our current plan, with some priorities echoing the critical work we began in 2019 but were never able to complete. The pandemic forever changed the lives of so many in long-term and seniors' care in Ontario. It relentlessly challenged everyone in the Marianhill community, forcing us to turn all our attention to those in our care and pause our strategic priorities.

Today however we are ready to move forward, continuing to be inspired by two fundamental beliefs that make us who we are. One, we believe we can only succeed with our community – our residents and those we care for, their caregivers and families, our employees and leadership, and our volunteers and healthcare partners. While we may struggle together, we also are stronger together. Secondly, although we may shift Marianhill's priorities at times, what never changes is our unwavering belief in our values and mission, and our steadfast commitment to live them through daily acts of kindness.

It is from these two simple, deeply rooted beliefs that we continue our journey with this strategic plan. What started with a look back to remind us of where we came from and what we stand for, ended with a plan that looks forward with renewed clarity and determination and sets new ways to build on our success.

## 2024-2029 Strategic Directions:

- **Build Care for the People We Serve** Enrich quality, emotion-focused care in the Catholic tradition
- **Enrich the Employee Experience** Support and celebrate all employees
- **Nurture our Culture** Live our values to foster a caring environment with Marianhill and in the community
- **Lead the Way** Shape excellence in seniors care by embracing innovation and collaboration

We are excited about what we can accomplish over the next five years. While some of our priorities spotlight the opportunity to further our leadership role as a catalyst for better seniors care, other priorities elevate the need to do more and do things differently to address the greatest challenges. Some of our challenges are Marianhill's alone to solve, while others will require collaboration with our health care and community partners.

As we built the 2024-2029 Strategic Plan we were reminded by employees that we will always face new challenges. And just as we have in the past, we will overcome them together, united by our values and deep commitment to compassionate care, *just like St. Marguerite would do.*

More than seventy years ago Marianhill opened its doors living out the social justice work of St. Marguerite and the Grey Sisters of the Immaculate Conception. These opened doors provided access to care and support to seniors in the community most in need.

Through the years this work evolved to include caring for seniors not only within the Marianhill Home but also in the community providing various programs such as Adult Day Program and Respite in senior's homes.

This strategic plan has been written to guide Marianhill forward continuing to meet the needs of vulnerable seniors within the context of a developing society where equity, diversity and inclusion actively shape our values.

There are four areas of focus in the plan: enrich the employee experience, build care for the people we serve, nurture our culture and Lead the Way. These areas were developed from consultations with residents, employees, community colleagues and volunteers including the Board of Directors.

The goals and priorities set out in this plan will help rejuvenate Marianhill, its residents, families, employees and staff with renewed purpose and meaning. It is an exciting time to begin the next seventy years of service.

Welcome to our journey.

## **Linda M. Tracey**

Chief Executive Officer





As I write this, we have recently passed the Feast of St. Martha, who is noted for her act of service – “And a feast was made for him (Jesus) there, at which Martha was waiting at table...” (Gospel of John 12:2).

This provides a tremendous reflection for Marianhill – past, present and especially the future defined in this strategic plan.

In a spirit of self-giving service, the Grey Sisters of the Immaculate Conception established Marianhill Home for the Aged in 1954. Because of the foundation laid by their efforts, the Ottawa Valley has benefited from 70 years of dignified and loving ministering to the aged.

In the present term, Marianhill innovatively continues to serve, both at the Marianhill Home and via community services throughout the Ottawa Valley.

And to the future. We are embarked on an exciting major renovation and expansion. By 2026, Marianhill will offer enhanced resident services and will feature advanced building design improvements.

This strategic plan provides the framework to build further on the legacy of the Grey Sisters’ vision, and the diligent efforts of employees, contract partners, volunteers & supporters.

The foundation is laid, and it is our duty to carry the work forward.

**Frank Trzebiatowski**

Chair, Board of Directors



**Marianhill is a dynamic progressive presence in the Ottawa Valley that  
supports seniors through a diversity of innovative services and programs.**

# VISION



**Inspired by the healing ministry of Jesus Christ and the life of St Marguerite d'Youville, Marianhill provides love and compassionate care in the Catholic tradition to older adults in their homes, the community and Marianhill.**

# MISSION



**HOSPITALITY**

Invites us to create an environment marked by openness, warmth and acceptance for all.

**SPIRITUALITY**

Calls us to nurture the body, mind and soul of each other and those we serve.

**INTEGRITY**

Invites us to a life of honesty, respect and justice.

**DIGNITY**

Requires us to honour the sacredness of life.

**EXCELLENCE**

Challenges us to be innovative and accountable leaders in the care and services we provide.

# VALUES

# Strategic Pillars

## 1 Build Care for the People We Serve

Enrich quality, emotion-focused care in the Catholic tradition

## 2 Enrich the Employee Experience

Support and celebrate all employees

## 3 Nurture Our Culture

Live our values to foster a caring environment within Marianhill and in the community

## 4 Lead the Way

Shape excellence in seniors care by embracing innovation and collaboration

## GOALS

We will deliver daily acts of kindness to the people in our care, founded in our Catholic tradition.

We will continually look for ways to enhance compassionate care for those we serve.

We will listen to the caregivers – families, friends, our employees and our partners - to meaningfully make a difference in the lives of those we care for.



## PRIORITIES

1. **Expand services** to meet the needs of those in our care based on evidence and research.
2. **Engage** employees, caregivers, partners and those we serve to innovate how we can deliver daily acts of kindness.
3. **Leverage technology** to increase access to and quality of care.
4. **Match resources** with needs across all our services by expanding our understanding of our employees' qualifications and investing in education and recruitment to meet the greatest needs.

## Pillar

# 1 Build Care for People We Serve

Enrich quality, emotion-focused care  
in the Catholic tradition

## GOALS

Marianhill will be an employer of choice with engaged employees committed and trained to deliver emotion-focused care.

Employees will understand how they contribute to a culture of kindness and how each one of us can make a difference in the lives of those we serve.

We will work harder to create an environment where employees feel supported and can do their best everyday.



## PRIORITIES

1. **Recruit and retain** employees who share a commitment to those in our care.
2. **Provide education** and development in long-term and seniors care.
3. **Develop leaders** through a well-defined succession planning program and transparent communication of opportunities.
4. **Ease the transition** to life in Pembroke for employees coming from elsewhere to make it easier to choose Marianhill.

## Pillar

# 2 Enrich the Employee Experience

## Support and Celebrate All Employees

## GOALS

Marianhill will be a welcoming, inclusive and diverse organization respecting cultural differences and diverse needs while delivering care aligned to our values.

We will live our values every day - in everything we do, with everyone we serve.

We believe we are stronger when we all work together - with residents, families and caregivers, employees, volunteers, partners and our community.

Everyone will know Marianhill for our unwavering commitment to care for those in greatest need.



## PRIORITIES

1. **Broaden the mission** across the Marianhill community and be a steward of quality care.
2. **Communicate better.** Create meaningful ways to hear from, respond to, and communicate with our employees, residents, caregivers, and partners.
3. **Support** residents, families and caregivers through health and care transitions.
4. **Rejuvenate** volunteer and family and caregiver programs.
5. **Strengthen** the board to guide Marianhill to the future.

## Pillar

# 3 Nurture Our Culture

**Live our values to foster a caring environment within Marianhill and in the community**

## GOALS

Marianhill will be a leader in our local care community and the seniors care sector.

We will seek opportunities to advance positive change and increase capacity within Marianhill and in the Pembroke seniors care community.

We will collaborate with those who share our commitment to quality care and making a difference in the lives of seniors.



## PRIORITIES

1. **Lead and be a catalyst for positive change** and collective capacity-building in our community and our sector.
2. **Share the good work we do** to elevate awareness of Marianhill's positive impact on the lives of Pembroke seniors, our employees and the community.
3. **Collaborate** with like-minded partners to accelerate seniors care programs throughout the community.
4. **Advance, with OHT partners**, successful pilots to full implementation to address community shortfalls.
5. **Spearhead** programs to address gaps in care in seniors' homes and broader community needs.

## Pillar

# 4 Lead the Way

**Shape excellence in seniors care by embracing innovation and collaboration**



# Marianhill

Strategic Plan  
2024-2029



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