

2014-2017

Strategic Business Plan



Nursing is an art: and if it is to be made an art, it requires an exclusive devotion as hard a preparation, as any painter's or sculptor's work"

- Florence Nightingale

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Achieving Our Future – Message from Owner, Rosie Watson

Dear Reader,

As the Founder and Owner of Evergreen Nursing Services it is with enthusiastic optimism that I present to you this three year Strategic Plan (2014-2017). The private health care field is quickly changing as our senior population grows, life expectancy increases and publically provided health care services contract. This time of change to many small-medium sized business owners can be intimidating; however, I would like to assure you we are not intimidated but excited about all the opportunities that lie before us.



Private health care service providers need to adapt to demographic and policy shifts and it is through an in-depth understanding of their impacts that we can glimpse the future and be prepared for it. This plan will take Evergreen Nursing Services through the next three years with our eyes open. Through research, reflection and planning we move forward - aware of what is to come.

Our goal to provide client-centered comprehensive health care will be reached by keeping the promises we have made in this Strategic Plan.

Thank you for taking the time to review our mechanisms for success: 1) Gold Standard Care, 2) Specialization in Home Health Care, and 3) Evolution and Adaptation.

I look forward to the next three years and those thereafter.

Sincerely,

*Rosie Watson, RN
Owner Operator*

Executive Summary

Evergreen Nursing Service's Strategic Business Plan 2014-2017, outlines the Mission, Visions and Goals we believe to be our mechanisms for success. As demographics change, life expectancy increases and government policies shift - a strategic outlook is necessary to ensure the long-term viability of Evergreen Nursing Services in the Vancouver and Lower Mainland communities.

A unique **Vision Statement** was created for our Clients, Staff and the Company in recognition of each group's different objectives. The Vision Statements are as follows:

Our Clients will have access to cost-effective, high-quality personalized health care services.

Our Staff will enjoy a safe, respectful and supportive work environment.

Evergreen Nursing Services will continue to evolve and enhance our service delivery.

Our **Mission Statement** reflects our desire to augment rather than duplicate publically provided services.

To improve the health outcomes of our clients through
quality care that exceeds expectations and
augments existing public health care options.

With an in-depth knowledge of existing community healthcare programs and initiatives, Evergreen Nursing Service's Administrative staff are able to help clients navigate both the public and private health care fields to develop a comprehensive client-centered care plan.

To realize our Visions, meet our Goals and stay true to our Values and Mission Statement, Evergreen Nursing Service's Strategic Business Plan 2014-2017 makes the following promises:

1. **Provide Gold Standard Care:** We will consistently deliver Gold Standard Care that exceeds our client's expectations and enhances their safety.
2. **Embrace Specialization in Home Health Care Services:** We will provide our staff with professional development opportunities to enhance their skills and abilities and solicit client feedback to progress service improvements.
3. **Evolve and Adapt:** We will conduct market research to identify trends and policy shifts to ensure our clients evolving needs are met.

We are confident that through a variety of initiatives implemented over the next three years (guided by our Strategic Business Plan), that Evergreen Nursing Services will continue to provide the services needed by our clients and celebrate enhanced client satisfaction.

Our Vision

***Our Clients** will have access to cost-effective, high-quality, personalized healthcare services.*

***Our Staff** will enjoy a safe, respectful and supportive work environment.*

***Evergreen Nursing Services** will continuously evolve and develop our service delivery.*

Our Mission

To improve the health outcomes of our clients through quality care that exceeds expectations and augments existing public health care options.

Our Values

Continuity of Care

We provide reliable high-quality care and recognize the importance of service consistency – we will do what we can to minimize disruptive changes in health care provision.

Responsive

We recognize the importance of expedient communication and respond as-quickly-as-possible to service requests, inquiries and concerns.

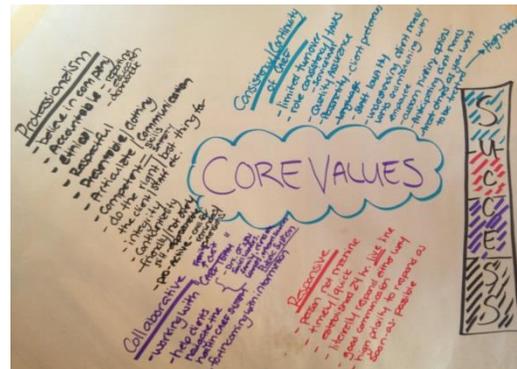
Patient-Centered Collaborative Care

We work in partnership with all members of the “Care Team,” understanding that each member – be it Physician, Nurse, Occupational Therapist, Family Member, Caregiver, or Social Worker – has an important role to play in the improvement of our client’s health outcomes.

Professional

We are committed to providing professional healthcare services to clients by:

- Respecting our client’s healthcare choices/objectives;



- Continuously improving our skills and abilities to enhance client safety;
- Acting ethically and holding ourselves accountable for our actions;
- Maintaining confidentiality and respecting privacy.

Promise A: Gold Standard Care

Evergreen Nursing Services high standard of care is evident in the quality of employees we are able to attract and retain, the awards we receive and the accolades of our clients and community partners.

I am so grateful to all you wonderful folks at Evergreen Nursing for the consistently high quality care my mother has received from you for the last 3 years. My mom's life has been so greatly enriched, not only by the excellent physical care you have provided but also by your warm emotional support.

- Stephanie S



We take pride in the services we deliver and hold ourselves accountable to maintaining service standards that exceed expectations.

To ensure that we continue to provide Gold Standard services to our clients, Evergreen Nursing will implement initiatives that: 1) Enhance the knowledge and skill set of our employees, 2) Reflect and respond to the needs and wants of our clients, and 3) Embody our corporate values.

Our Goals

- 1. Meet or exceed the service standards as outlined by Accreditation Canada.**
- 2. Enhance and enable the professional development opportunities to improve the health and safety of our clients and staff by:**
 - Providing learning opportunities that are relevant and accessible.
 - Utilize technologies to enhance access to training and orientation materials.
 - Expand our orientation process and seek feedback from staff on their learning interests.
 - Solicit employee feedback on health and safety issues, concerns and initiatives.
- 3. Provide employees with constructive feedback.**
- 4. Improve client and partner access to our policies and procedures.**
- 5. Integrate our corporate values into our daily language, actions and processes.**

Promise B: Embrace Specialization in Private Home Care

Evergreen Nursing Services currently delivers healthcare and complimentary services in a variety of settings. However, we are specifically passionate about our private home care services and overtime have enhanced our specialization field. As such, Evergreen Nursing Services is poised and ready to celebrate our specialized expertise and promote our boutique brand to clients, partners and community members.



We consider ourselves a boutique company because we provide customizable services to our clients and shy away from a one-size-fits-all approach. To date, Evergreen Nursing Services has relied primarily on the references and referrals of community healthcare service providers and partners - only modestly promoting our services to the public.

To enhance our public profile and ensure that those seeking home care support are aware of our services and ability to assist them as they navigate the healthcare field, Evergreen Nursing Services will implement initiatives that: 1) Promote our services to those in need, and 2) Are useful, clear and ultimately simplify the process of acquiring home healthcare services.

Our Goals

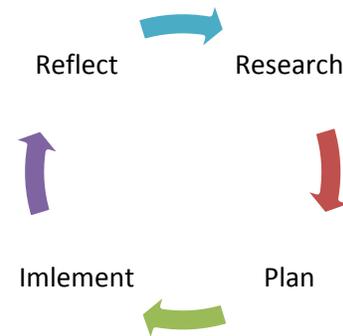
- 1. Promote our services to potential clients in a way that is clear and understandable.**
 - Use plain language that is easy to understand and clarifies rather than confuses health care service provision.
- 2. Leverage technologies to enhance our public profile and accessibility.**
- 3. Provide clients with advice, insight, resources and guidance to assist them in developing a comprehensive care plan.**
 - Inform potential clients of both private and community-based homecare services options.

Promise C: Evolve and Adapt

Evergreen Nursing Services is currently one of the top private healthcare service providers in Vancouver, BC and the Lower Mainland. Having a strong understanding of community healthcare and an awareness of existing services and gaps allows us to excel in the private healthcare field.

As retirement populations continue to grow, life expectancy increase and publically provided healthcare services contract, private healthcare services will continue to expand quickly.

Like any expanding field (with little-to-no barriers to entry) there are many new entrants into the private healthcare market that hope to capitalize on this booming industry. To remain a leader in private healthcare service provision, Evergreen Nursing Services must adapt and evolve to remain relevant and competitive in a field that is quickly becoming saturated with emerging start-ups.



To ensure continued success and long-term corporate viability, Evergreen Nursing Services will implement initiatives that: 1) Respond to market changes and trends and 2) Are informed by public policy.

Our Goals

- 1. Maintain a competitive market position through research and reflection on market trends and transitions.**
 - Investigate and be aware of changes in public policy.
- 2. Develop services and partnerships that enhance our service provision and are responsive to client and stakeholder needs.**
- 3. Be adaptable.**
 - Have adequate human resources to meet increased demand.

Supporting Documents

Background

Evergreen Nursing Services has been operating in Vancouver, British Columbia and the Lower Mainland since 2001. We provide a range of services to address the unique healthcare needs of our clients. Whether in home, hospice or hospital, our experienced Homemakers, Nurses' Aides, Licensed Practical Nurses and Registered Nurses are there to provide quality services including:

- Home Health Care (personal care, homemaking, companionship);
- Palliative care;
- Surgery recovery care and;
- Wound management.

Overtime, we have developed a specialization in home healthcare and our exceptional service record has been recognized by our clients, peers and partners through the receipt of multiple awards and distinctions including:

- **BC Consumers Choice Winner: 2005-2014**
- **Top Choice Award Winner: 2007-2014**

Although we have enjoyed great success since our inception, there are many new entrants into the private healthcare field. With increased competition, Evergreen Nursing must continue to adapt to emerging trends and evolve to meet rising expectations to maintain our place as a top private healthcare service provider.

Environmental Scan

The purpose of an environmental scan is to provide current information about the private healthcare field and any policy changes or market trends that may contribute either positively or negatively towards the continued success of Evergreen Nursing Services in the home healthcare field.

Human Resources

According to the British Columbia Labour Market Outlook 2010-2020 published by Work BC, “Health occupations are the top performers in most regions in BC”, including the Lower Mainland. WorkBC anticipates an annual average demand increase of 2.5 % for nurses across the province, in the Lower Mainland demand is expected to be marginally higher, at 2.6% (BC, 2010). Healthcare professional demand increases are fueled by expanding services needs as a result of a rapidly growing and aging population.

With increased demand for healthcare professionals, specifically nurses and nursing supervisors, Evergreen Nursing Services will need to provide an attractive work environment and compensation package to meet the nursing demands of private sector clients.

Aging Demographics

Healthcare Analysts are anticipating a substantial increase in demand on healthcare services as senior populations increase. According to BC Statistics, the number of individuals over 80 years old will increase on average 3.3 % until 2036 (Ministry of Health , 2014). It is well documented and recognized that senior populations require a range of healthcare supports to manage the challenges related to their increased frailty. Combine age with an increased prevalence of chronic diseases such as dementia and it is estimated that frail seniors in the community may be underserved by existing community support services (Ministry of Health , 2014). Future challenges include the capacity of the public sector to provide dignified and compassionate care given the increasing number of patients.

Accreditation Requirement

Increasingly, government healthcare services providers are requiring that private healthcare companies (in consideration for healthcare contracts and staffing relief) achieve their Accreditation Canada Certification. Currently only a handful of companies in British Columbia have completed the accreditation process. Although not presently a broad-based requirement, it is anticipated that as awareness of the value of accreditation spreads the certification requirement may extend to private facilities, and government third party organizations (e.g. ICBC). In anticipation of these policy (at a government level) and practice (at a private level) changes,

Evergreen Nursing Service is pursuing Accreditation Certification to maintain our ability to vie for larger contracts in homecare service provision.

SWOT Analysis

Factors or conditions that will impact Evergreen Nursing Services ability to fulfill its mission are outlined in the below SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.

Strengths

- We have been delivering private health care services in the Vancouver region for 13 years.
- We provide comprehensive nursing care with a specialization in palliative health care.
- We have highly trained staff that is caring and compassionate.
- We have an exceptional customer service record and are known for our personal touch as we build specialized care plans for each of our clients.
- We have administrative staff that have medical knowledge allowing them to better understand the needs of our clients and staff.
- We have an owner that has worked in local community nursing for over 30 years and is dedicated to augmenting not duplicating community provided services.
- We have excellent retention rates for administrative staff, allowing personal relationships to grow – allowing us to better anticipate the needs of our clients and staff.
- We have high employee satisfaction we treat our employees with respect and understanding.
- We have a centrally located office that is accessible to staff.
- We recognize and understand our weaknesses and limitations.
- We are recognized by community partners and clients as leaders in the private health care field through our various awards and accolades.
- We maintain mutually beneficial informal partnerships enabling adaptability.
- We have an excellent reputation in the health care field and are able to attract highly educated, compassionate and competent staff quickly.

Weaknesses

- We are unable to expand our administrative capacities quickly due to the physical restrictions of our current office space.
- We lack a comprehensive marketing plan.
- We have not fully developed our orientation process to its full potential.
- We lack a corporate façade (formal office store front) that can lead to misconceptions about service delivery and capabilities.
- We have no formal partnerships.

Threats

- The possible negative publicity based on any allegations surrounding patient care.

- Enhanced competition due to increase in new entries into the private health care services field.
- Changes in public policy and existing government service contract requirements.

Opportunities

- Senior populations are expanding and expecting enhanced care for themselves and their loved ones.
- We can leverage our strong reputation of excellence to build/incorporate complimentary health care services as the market demands.
- We can use research, education and technology to achieve and maintain a leadership position in the private health care field.
- We can strengthen our informal partnerships with community service providers through enhanced communication and service diversification.

This Strategic Plan has been developed with our SWAT analysis in mind. The Plan is intended to capitalized on our strengths and opportunities while addressing our weaknesses and responding to potential threats.

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