

2020 - 2025



From Strategy to Action

Northwood 
LIVE MORE

A Place Of “Firsts”

Northwood began in 1962 as a social movement in response to the plight of seniors living alone in Halifax. What emerged was a shared belief that people, committed to an ideal, could make a difference in the world. Since its inception, Northwood has become a powerful voice for seniors in Nova Scotia, demanding a new approach to aging in place.

Today, Northwood is the largest not-for-profit, continuing care organization in Atlantic Canada, but what does this mean for you? It means that when life changes, and society changes, Northwood leads the way, incorporating revolutionary designed, responsive care – From new ideas to new technologies. We are empowered to do this, because our focus is on people, not on profit margins.

For over 55 years, Northwood has led the way as Nova Scotia’s dynamic continuing care organization. We’re committed to innovation and change, and we succeed by learning from the past, and looking toward the future. Across Canada we are recognized as an extraordinary example of the power of social justice, but we prefer to call it “The Power of Love”!

"It's not just about the care we provide, but also the conversation we have while doing it."

VISION

People living life to the fullest, flourishing in a community of belonging, dignity and choice.



MISSION

As a leader in continuing care, we build meaningful relationships with our clients everyday and make a positive difference in the communities we serve.

CORE VALUES

PEOPLE COME FIRST. We believe treating each other with respect and dignity builds the trust that is essential to our effective relationships. We foster the talent and potential in everyone.

EXPECTATION: SEEK TO UNDERSTAND AND ACT WITH KINDNESS

WE RESPECT EVERYONE. Each of us is responsible for ensuring that all members of the northwood community feels welcomed, valued and safe. We celebrate diversity with open minds and open hearts.

EXPECTATION: TREAT OTHERS WITH RESPECT AND WITHOUT JUDGEMENT

EVERYONE PLAYS A PART. We value a vibrant and diverse community where contributions are recognized and celebrated. We are stronger together.

EXPECTATION: SHARE WHAT YOU KNOW, ASK FOR WHAT YOU NEED, STEP UP WHEN YOU CAN HELP

WE PROMOTE SOCIAL JUSTICE. We believe in using our voice to influence positive change and fairness.

EXPECTATION: SPEAK UP FOR POSITIVE CHANGE, FAIRNESS AND CHOICE

WE ARE ALL ACCOUNTABLE. Each person is accountable for their actions in delivering service, proper use and respect of resources, fostering healthy relationships, and living our values.

EXPECTATION: ACCEPT PERSONAL RESPONSIBILITY TO MAKE EVERY ENCOUNTER A POSITIVE ONE

WE CAN ALWAYS DO BETTER. Achieving excellence in all our programs and services is based on learning from our mistakes, applying the best evidence and setting the highest standards. We value our ability to challenge the status quo in pursuing new opportunities.

EXPECTATION: CHALLENGE THINKING, LEARN MORE, DO BETTER



Taking up the Challenge

In 2019, Northwood's Board engaged with key stakeholders, both inside and outside the organization, to develop a new strategic plan to focus our efforts and meet the challenges facing our industry.

Northwood recognizes and embraces its responsibility to care for older adults and those at risk, and enhance the well-being of those who live in the community. We exist to change things; not to maintain the status quo.

Northwood is proud to introduce its strategic directions for 2020 – 2025.

Lead the development of new models of community living.

- Continue to expand availability and make investments in the current Retirement Living Program, creating environments where people are engaged and have a sense of autonomy and belonging.
- Address unmet housing needs for persons with disabilities, including the development of new housing models.
- Continue to grow the campus model for diverse adult populations with differing levels of abilities.
- Improve the personal accommodations for those living in long term care at the Halifax Campus, especially by reducing the number of shared accommodations.
- Develop unique respite opportunities to provide caregiver support, which will extend the ability of families to care for elderly and disabled people in the community for longer.
- Support individuals to leave hospital and return to their own home/community through Transitional Care and continuing to grow and invest in our Homecare program (Home Support Program, Health Services, IADLS, transportation and other volunteer based programming).
- Explore the development of housing models for people with behavioral issues/challenging behavior.
- Provide navigation services to support people to continue living in their community with the help of programs and services available to them.

Beyond accommodations:
A holistic approach to housing.

Be a learning and teaching organization.

Develop a research strategy with priorities informed by the people we serve, key partnerships and resource requirements.

Establish an academic affiliation to formalize our research mandate.

Continue to build and expand our supports for student learning (MHA students, med students etc.).

Share our expertise within the organization, with the broader community sector and health system.

Disseminate Age Care Technology (ACT) information and encourage broader use of the tool to support system planning.

Embrace technology to support staff and clients.

Curiosity and a commitment to continuous quality improvement.





Strategy to Action Priorities:

- Continued action Re: brand awareness.
- Strong social media presence.
- Renew the Communication Plan to include celebration of successes and reflection of lessons.
- Continued focus on messaging to the general public about how we are solving the problems of the health system, and telling our stories.
- Partnerships and collaboration with service providers, community organizations and government departments.
- Provide evidence to the Foundation about the impact of donor support on the work we do.
- Engage residents, clients and family members about continuing care so we can give them voice.

Leadership in community care.



A trusted voice in matters of fairness, dignity and uncompromising Standards of care.

Celebrate and learn from the best.

Strategy to Action Priorities:

- Create opportunities for employees to take initiative in finding ways to improve the quality of service, the outcomes of care, and the lives of clients and residents who are part of the Northwood community.
- Benchmarking against other like organizations to measure and share progress and performance.
- Showcase the successes and learnings of staff-lead initiatives.
- Acknowledge leadership with employee recognition and by supporting development of expertise.
- Listen to clients, residents and their family about how we are doing, and engage them in designing approaches to help us do better.



- Create opportunities for employees and volunteers to take initiative in finding ways to improve the quality of service, the outcomes of care, and the lives of clients and residents who are part of the Northwood community.
- Focus on safety (physical, psychological) for clients, tenants and residents
- Showcase the successes and learnings of staff and volunteer-lead initiatives.
- Acknowledge leadership with employee and volunteer recognition and by supporting development of expertise.

Being an innovator.

Attract, develop and keep the people we need.

Strategy to Action Priorities:

- Develop staffing models that work for clients and employees alike.
- Build our cultural competency, intentionally supporting and building a diverse team.
- Support the development of communities for our newcomers to grow and thrive.
- Understand the reason for levels of staff turnover, and how to address them.
- Increase front line staff engagement.
- Create opportunities for staff and volunteer professional development.
- Volunteer recruitment
- Client/family engagement
- Multidisciplinary/multi-programming collaboration.
- Focus on safety for staff
- Collaborate with partners and continue to build our capacity to train/Prior Learning and Assessment (PLAR) CCAs.



Attracting people who are committed to our mission, and supporting them so they chose to continue in their role.