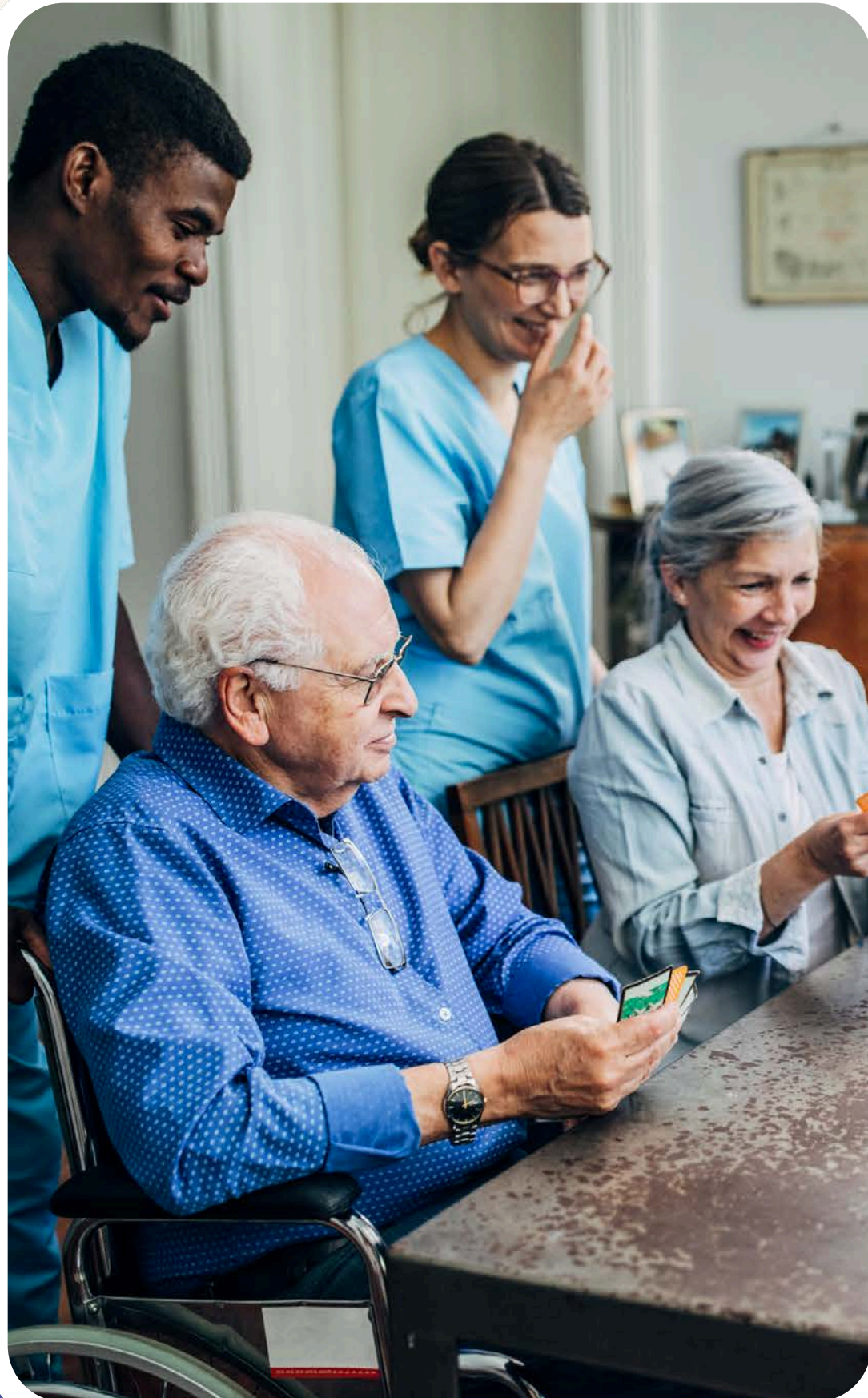




Strategic Plan 2025-2028

omniqualityliving.ca



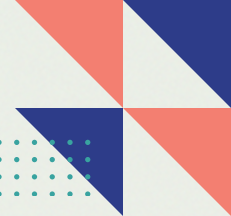


A Message from our Leadership

At Omni Quality Living, our passion is people. Established in 1975, Omni Quality Living is celebrating 50 years of caring. We look forward to remaining a prominent and trusted operator of long-term care and retirement homes for another 50 years as we embrace innovation and future growth.

We have demonstrated our ongoing commitment to providing each resident with a care experience that is sustainable, quality driven and offers better value. *We are a leader in providing evidenced based quality care* that is routinely measured and evaluated and is reflective of industry leading best practices. We recognize our shared responsibility in providing health care services that are adaptable and sustainable.

Additionally, our plan is strategically aligned with the provincial priorities of improving the health care experience through an integrated and patient-centered continuum of care and working with partners towards the achievement of an accountable, high performing health care system that also seeks to reduce disparities among different population groups.

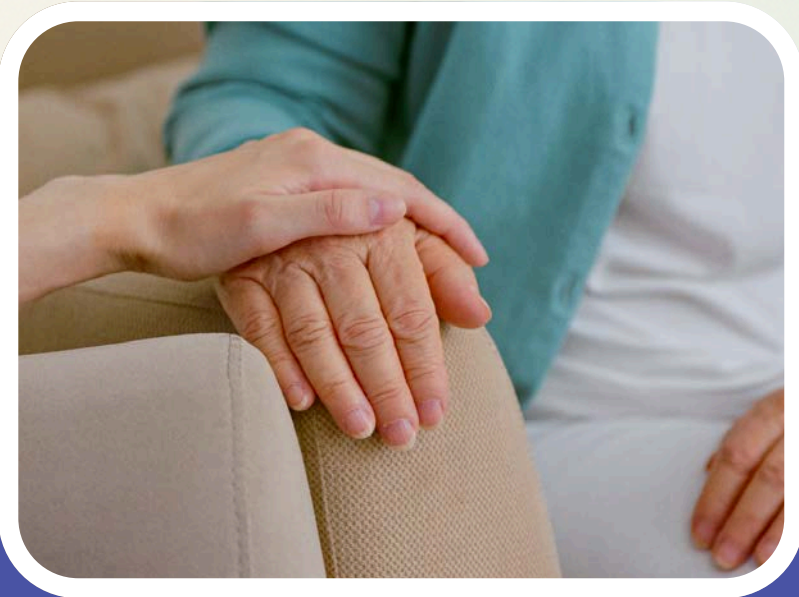


Our Mission, Vision & Values



Mission

Supporting each unique individual we care for to experience Hope, Purpose and Belonging.



Vision

To demonstrate what is possible with Knowledge, Compassion, Support and Understanding.



Values

Integrity
Compassion
Inclusiveness
Curiosity
Resilience





Why Strategic Planning Matters

- Aligns the organization around common goals.
- Improves resource allocation.
- Enhances decision-making.
- Prepares for uncertainty.
- Drives long-term growth and sustainability.

Our Process

In 2023, we started a process to *reimagine our future*. The process was led by the Omni Quality Living Senior Leadership Team with further consultation from our Executive Directors, Home Leadership Teams and our Resident Councils.

We relied on survey results, environmental analysis, compliance reports, financial reports, internal audits and clinical in guiding our efforts. We also considered industry best practice. Our teams enjoyed strategic planning sessions where brainstorming and teamwork were front and center.

In 2025 we repeated this process with less of a focus on redefining our Mission, Vision and Values. Instead, we carefully reviewed our 2023–2025 Strategic Plan and were impressed at how much we accomplished through the development of achievable goals that were set in 2023.

We set out to create a renewed Strategic Plan for 2025–2028 that is focused on **Sustained Growth, Quality of Care, Human Resources, Regulatory Compliance, Finance and Technology**. We are proud of the plan that we have developed, and we are confident that it will guide the organization to continued success.



Key Pillars 2025-2028



Sustained Growth

Sustained Growth means more than adding beds. It represents a multifaceted approach that prioritizes investing in our people, expanding our capacity, innovation in care, community partnerships, transparency and accountability.



Quality of Care

Quality of care encompasses creating the best possible support for our residents, fostering trust with families, and upholding the highest standards of excellence.



Human Resources

The heart of exceptional long-term care lies with our dedicated and compassionate team. Our strategic focus on Human Resources is not just a policy, it's a deeply held belief that caring for our employees is the best way to care for our residents.



Regulatory Compliance

Regulatory compliance is more than adhering to all applicable regulations, it is a foundational element of providing exceptional care and building trust with residents, families and our community.



Finance & Technology

Committed to responsible stewardship of financial resources and technology, Omni ensures every dollar is strategically invested and technology is integrated thoughtfully and ethically to empower our staff and enhance the lives of our residents.

Sustained Growth

Overview

As health care needs continue to evolve for our aging population and adults with chronic illnesses, the need for long-term quality care is growing. At Omni Quality Living we understand this critical need and are dedicated to meeting it through a commitment to sustained growth, that is focused on providing exceptional care and building thriving communities for our residents.

Sustained Growth means more than just adding beds. It represents a multifaceted approach that prioritizes:

- Investing in Our People
- Expanding Our Capacity
- Innovation in Care
- Community Partnerships
- Transparency and Accountability

At Omni Quality Living we are not just building long-term care homes; we are building a future where seniors and adults can live with dignity, respect, and access to the best possible care. Our commitment to sustained growth ensures we can continue to meet the evolving needs of the populations we serve for decades to come.

Objectives



Expand Access and Infrastructure to Meet Growing Demand

Increase the availability of long-term care beds by scaling construction, especially in underserved regions. Focus on infrastructure scalability, ensuring that growth keeps s.



Build Community Partnership and Presence

Deepen our relationships with local communities and health systems to address cultural, linguistic needs, and ensure workforce availability while maintaining highest level of quality care.



Ensure High-Quality, Person-Centered Care

Deliver safe, dignified care that supports the physical, emotional, and social well-being of residents. Maintain high standards through regulatory oversight, qualified staffing, and continuous quality improvements tied to resident outcomes.



Inspire Innovation and Strengthen Trusted Relationships

Embrace modular design, smart technology and flexible staffing models to optimize efficiency and productivity for Omni team members. Strengthen and maintain strong relationships with local organizations, hospitals, and municipal leaders during development phases to enhance Omni's positive brand identity that emphasizes quality, safety, and compassion.

Quality of Care

Overview

For long-term care home operators in Canada, delivering exceptional quality of care is not just a best practice, it's a fundamental strategic pillar that underpins the entire operation. It's the cornerstone of resident well-being, family satisfaction, and organizational reputation. This strategic pillar encompasses a wide range of aspects; all focused on creating a supportive and enriching environment for residents:

- Resident-Centered Care
- Clinical Excellence
- Safe and Supportive Environment
- Meaningful Engagement
- Continuous Improvement

By prioritizing quality of care as a strategic pillar, Omni Quality Living will ensure that we are providing the best possible support for our residents, fostering trust with families, and upholding the highest standards of excellence in the long-term care sector. This commitment not only benefits residents but also strengthens the reputation and sustainability of the organization in the long run.

Objectives



Advance Resident-Centered Care and Clinical Excellence

Enhance care quality by integrating Nurse Practitioners in 60% of homes by end of 2025, expanding automation for medication safety, and collaborating on provincial clinical standards.



Strengthen Operational Efficiency and Integration

Centralize and standardize tools and processes across homes, align acquisitions with Omni Quality Living, and establish frameworks to support future growth and rebuilds.



Build a Thriving, Supportive Team Culture

Foster a growth-oriented workplace by recruiting regional nurse leaders, supporting staff development, and creating a consistent, values-based organizational culture

Human Resources

Overview

At Omni Quality Living, we understand that the heart of exceptional long-term care lies with our dedicated and compassionate team. That's why Human Resources is a strategic pillar within our organization, driving our commitment to providing the highest quality of life for our residents across our long-term care homes and retirement residences.

We believe that by investing in our employees, we directly invest in the well-being of those entrusted to our care. This commitment is reflected in our comprehensive approach to Human Resources, focusing on:

- **Attracting and Retaining Top Talent:** We strive to be an employer of choice in the long-term care sector by offering competitive compensation, benefits, and opportunities for professional growth.
- **Continuous Training and Development:** We empower our team members with the knowledge and skills they need to excel through ongoing training programs, workshops, and mentorship opportunities.
- **Creating a Supportive and Respectful Workplace:** We foster a culture of teamwork, open communication, and mutual respect where every individual feels valued, and their contributions are recognized.
- **Prioritizing Employee Well-being:** We understand the demanding nature of long-term care. We are dedicated to providing resources and support to promote the physical and mental well-being of our team members.

By prioritizing our people, we ensure they are equipped, supported, and empowered to provide the compassionate and personalized care that defines Omni Quality Living. Our strategic focus on Human Resources is not just a policy, it's a deeply held belief that caring for our employees is the best way to care for our residents.

Objectives



Standardize HR Practices

Implement clear, consistent, and compliant human resources policies and procedures that align with legislation and organizational standards. Utilizing a structured performance management tool will support goal-setting, continuous feedback, and employee development to enhance productivity.



Strengthen Recruitment and Retention

Ensure fair, transparent, and competitive compensation structures while enhancing our employer brand and create a targeted recruitment and retention strategy to meet evolving business needs.



Foster a Positive Workplace Culture

An employee engagement team will lead initiatives that build a supportive, inclusive, and high-morale work environment. These programs will promote connection, recognition, and satisfaction across all levels of the organization.

Regulatory Compliance

Overview

For the general public, understanding the complexities of long-term care can be daunting. At Omni Quality Living, we believe in transparency and accountability. We understand that choosing a long-term care home for yourself or a loved one is a deeply personal decision, and that trust is paramount. That's why we've made regulatory compliance a strategic pillar of our organization.

What does that mean? Simply put, we see adhering to all applicable regulations not just as a requirement, but as a foundational element of providing exceptional care and building trust with:

- Our Residents
- Their Families
- Our community

At Omni Quality Living we go beyond compliance. While we are dedicated to meeting all regulatory requirements, our commitment extends beyond mere compliance. We strive to foster a culture of continuous improvement, actively seeking out opportunities to enhance our practices and provide even better care. We invest in ongoing training for our staff, utilize innovative technologies, and actively solicit feedback from residents and families to ensure we are consistently exceeding expectations.

The landscape of long-term care is constantly evolving. As an organization committed to excellence, Omni will continue to prioritize regulatory compliance ensuring we are well-positioned to meet the challenges and opportunities of the future. We remain dedicated to providing high-quality, compassionate care that enriches the lives of our residents and offers peace of mind to their families.

Objectives



Ensuring Resident Safety and Well-being

Meeting and exceeding regulatory standards provides a framework for delivering safe, effective, and person-centered care. Regulations cover a wide range of crucial areas, including infection control, medication management, staffing levels, and building safety. By prioritizing compliance, we proactively minimize risks and foster a secure and supportive environment for our residents.



Maintaining High Standards of Care

Regulations aren't just about avoiding penalties; they're designed to promote best practices. By embracing a compliance-driven approach, we are constantly striving to improve our care services and enhance the quality of life for our residents.



Building Trust and Confidence

Transparency and accountability are essential in long-term care. By actively demonstrating our commitment to regulatory compliance, we build trust with residents and their families, reassuring them that their loved ones are in safe and capable hands.



Protecting the Vulnerable

Ultimately, regulatory compliance exists to protect the most vulnerable members of our society. We take this responsibility incredibly seriously, ensuring that our homes are places of respect, dignity, and compassionate care.

Finance & Technology

Overview

We're optimistic about the future of long-term care, and these pillars are vital for building a sustainable and thriving environment for our residents and staff.

Finance

Sound financial management is the foundation upon which everything else is built. We are committed to responsible stewardship of resources, ensuring that every dollar is strategically invested to enhance the lives of our residents. This includes:

- Investing in our staff
- Maintaining safe and comfortable environments
- Providing nutritious and delicious meals
- Supporting engaging activities

Technology

Technology is rapidly changing the landscape of healthcare, and we are excited about the opportunities it presents to improve the lives of our residents. We are committed to embracing innovative technologies that can:

- Improve resident safety
- Enhance communication
- Personalize care
- Streamline operations
- Promote engagement and entertainment

We believe by focusing on these pillars Omni is well-positioned to continue providing exceptional long-term care. We are optimistic about the future and excited to build a brighter, healthier, and more fulfilling lives for our residents.

Objectives



Advance Financial Standardization and Literacy

Implement standardized financial practices across all homes by using technology and structured tools that support funding compliance and improve resident outcomes. Building financial literacy among leaders will ensure they understand budget variances, comply with Ministry guidelines, and proactively manage resources to align with care priorities.



Empower Teams Through Technology and Innovation

Integrate smart technologies to enhance safety, efficiency, and engagement in care delivery, while supporting staff with training to maximize these tools. Cloud-based systems will centralize reporting, reduce manual work, and provide real-time data for faster, more informed decision-making.



Enhance Internal Communication and Accountability

Clear communication protocols and standardized platforms will ensure timely, accurate information sharing across HR, Finance, and leadership teams. By defining roles, reporting procedures, and consistent messaging channels, we will strengthen internal collaboration and responsiveness.

Our passion is people.

www.omniqualityliving.ca

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