



**TABOR VILLAGE**  
Providing Care from the Heart

## Tabor Village Strategic Plan 2020 - 2025



*"I just want to tell you how VERY MUCH I appreciate all the efforts you are making to keep the residents safe and happy through these difficult times. I cannot tell you how grateful I am for such caring, loving concern and efforts you are putting out."*

- from a family member of a Tabor Court tenant

## Our Strategic Plan and Vision

Tabor Village is proud to present Caring Hearts, our 5-year Strategic Plan based on a common set of goals, guided by shared values and a renewed vision for the future. Our Caring Hearts plan stems from a simple intention: to provide care from the heart that will make a difference. This intention is what connects us as a group and to this Strategic Plan. If the ideas in the Plan seem familiar, it is because they came from you. Through ongoing community connections from a variety of stakeholders, we have gathered a full spectrum of feedback to create a preferred future to serve the Tabor Village community. We have considered partner organizations across the health system and our communities as part of an in-depth analysis of Tabor Village's environment. Our future vision is based on the hundreds of people that encompass Tabor Village including residents, tenants, families, staff, volunteers, donors and the broader community. It is an honour to serve and we would like to thank everyone who helps to shape our collective future and provides strength to inspire and challenge us to deliver our best every day. The Strategic Plan will help mobilize Tabor Village as we move confidently into a new period of tremendous growth. After a decade of planning for the future and building a solid foundation of programs and services, Tabor Village is now poised to expand our services for older adults on the Clearbrook campus, meeting more needs through new models of care and housing options as well as community based services. The focal point of our Caring Heart plan is our renewed Vision Statement – ***Tabor Village is at the forefront of seniors' care and innovation, an employer of choice, a charity of choice, with an increased number of volunteers, and a renewed campus of care.***



*Tabor's 60th anniversary with the two daughters of our first house father and two valued Tabor employees*

## Strategic Plan 2020 - 2025

Our previous Strategic Plan helped build a strong foundation. Over the last few years we have made substantial progress in achieving our commitments. Enhanced programs and innovations are enhancing the well-being and quality of care for older adults. Tabor Village is recognized as achieving Exemplary Status with Accreditation Canada, the highest award designation. Redevelopment plans and an \$11 million capital campaign has engaged the community and reimagined the way people think of aging. It is from these strengths, and our calling to build a stable foundation for growth, that Tabor Village is now in a position to offer something uniquely valuable: a new aged care and housing community that responds to the aging demographic with new options in living life to the fullest.



Our new Strategic Plan reflects the understanding that what makes Tabor Village extraordinary for older adults and employees is the combination of all these aspects – excellent aged care services, an innovative approach to housing, and deep rooted community partnerships. Across Tabor Village’s programs and services, we are united by a deeply shared commitment to improving the lives of older adults and transforming the aging experience.



In the years ahead, Tabor Village will continue to build strong partnerships with older adults and families. We believe that together we can change the experience of aging. By both building new housing options and offering the best of Tabor to the broader community, older adults will be able to find fulfilment and purpose wherever they call home, and in their own way. At the same time we will step up innovation by deepening the linkages between older

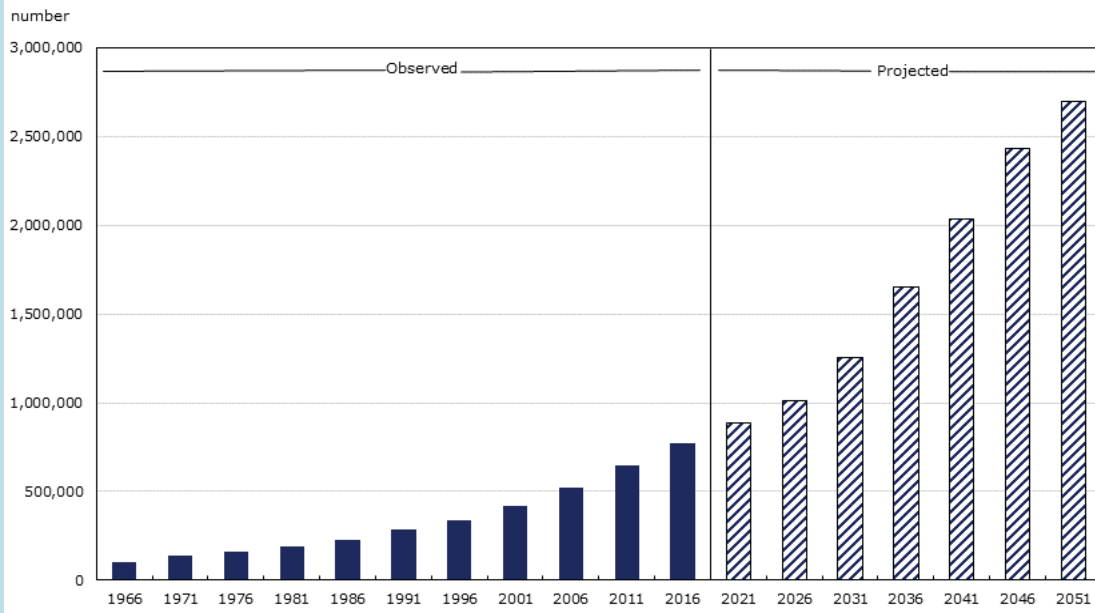
adults, families, employees, Fraser Health and BC Housing, to generate new approaches that support optimal healthy aging responding to diverse needs. And we will be mindful of the long term, ready to build innovative living options creating new possibilities for the aging population of tomorrow.

Today in British Columbia seniors already outnumber children under the age of 14, a trend that will only accelerate in the decades ahead. This seismic shift is forcing the health care system to transform. Dementia, social isolation and loneliness are now serious public health challenges that demand urgent solutions. Every day we work with older adults and families who are struggling with these very real issues and seeking more options.

As we take on these challenges, Tabor Village will remain committed to embracing the reality of aging. We see aging as an opportunity for personal growth, purpose and meaningful connections. We believe that everyone, at every age, should be defined by who they are and how they wish to live – by their potential, not their limitations. This belief is as important to us today as it was in the late 1950s when elders of the Clearbrook MB Church spearheaded The Tabor Home Society. And it has been a constant throughout our 60 year history from modest beginnings as a retirement home through becoming an internationally recognized multi-site aged care and housing community.

# Our Strategic Plan and Mission

Population aged 85 and older, Canada, 1966 to 2051



Source: Statistics Canada, Census of Population

Tabor Village's Mission Statement is an essential part of the Strategic Plan. While a Mission Statement describes what our organization does in concrete terms, it is much more than that. Our Mission keeps us all connected to our greater purpose, which is making a positive difference in the lives of all people who are touched by our calling at Tabor Village. The Mission reflects our strengths come from the collective good of the various programs and services that enhance the lives of others. It emphasizes the importance of our partnership with older adults and families and the invaluable role that Tabor Village staff and volunteers play in creating an exceptional experience for those who call Tabor home. And it underscores our vital connections with all of our partners who, like us, are dedicated to improving the experiences of the aging population.



*A resident enjoys a video visit from her loved ones.*

## Our Mission Statement

**Tabor Village is a vibrant community where seniors experience “Care from the heart” with Christian compassion, and respect.**

## Strategic Planning Process

The 2020 – 2025 Tabor Village strategic planning process has been undertaken to respond to the increasing care and housing needs and to embrace the challenges that lie ahead. The decade ahead will see much changes and opportunity as health care delivery to older adults evolves at a rapid rate.



Jacob Klassen, Jacob Martens, Abram J. Friesen, the first men elected to begin the Tabor Home Society (1956)

Tabor Village will always be guided by its Mennonite Brethren heritage committed to excellence in the way seniors are served, renewing and expand outdated physical plants with a modern designed to meet the changing needs of older adults. By planning for the future, Tabor Village will continue the legacy of 60 years of serving seniors by some of the most dedicated caring heart employees in elder care.

This strategic plan has been developed through input and ideas provided by the Board of Directors and the Leadership Team who were inspired by community partners, churches, older adults, families, volunteers, employees who together from the Tabor Village community providing passion and energy to fulfill the goals and commitments we will set ahead of us.



Vic Martens, Board Chair and Hildegard Bandsmer, Board Secretary (also Campaign Co-Chairs)



Francisco Alvarenga, Executive Chef, with Kate Tate, Director of Care Services

## Strategic Planning Retreat

Each year, Tabor Village holds a Board retreat to evaluate the current status of the strategic plan and to consider the challenges in the year ahead. During the fall of 2019 Tabor Village held a strategic planning retreat where the Board and Leadership Team envisioned the boldest possible future for Tabor Village. The goal of the strategic planning process was to gain a deeper understanding and to imagine what types of programs and services that Tabor Village offers that would positively impact and best support the people we serve and employ.



Dan Levitt, Executive Director, with Jake Konrad, Vice Chair of the Board



Hildegard Bandsmer, Board Secretary, with Vic Martens, Chair of the Board, and co-Chairs of the Capital Campaign

The strategic planning process considered the various stakeholders that rely on Tabor Village including people currently living at Tabor Village, families, employees, volunteers, and representatives from various groups including health care providers, Fraser Health, City of Abbotsford, education institutions, Mennonite Brethren and broader faith community as well as business leaders. Creating a road map for the next five years for Tabor Village based on the feedback received from participants at the strategic planning retreat. From the feedback received at the retreat and through themes that emerged guide the development of the strategic priorities and decision making around the future of Tabor Village.

### On Servant Leadership:

*“Everybody can be great, because everybody can serve. You don’t have to have a college degree to serve. You don’t have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love.”*

*- Martin Luther King, Jr.*

# Tabor Village Strategic Planning Priorities 2020 - 2025

## Care Services

**Enhance care services that better meet the changing needs and expectations of older adults.**

1. Embed person centred approaches to Care Services.
2. Enhance palliative care for older adults living with chronic life limiting conditions.
3. Improve communication between Tabor Village, older adults and families.
4. Enhance assisted living and supported living services.

## Human Resources

**Foster a workplace of choice through employee engagement.**

1. Enhance the working environment to become a workplace of choice.
2. Establish a positive and collaborative labour relations where we work together with union partners.
3. Optimize workforce by improving moral, reducing absenteeism, increasing retention, new recruitment strategies, implement a professional development program and recognition program.
4. Introduce Health, Safety and Wellness initiative that improves workplace wellbeing.



Tabor Home staff enjoy a delivery of tulips in appreciation for their hard work.

# Tabor Village Strategic Planning Priorities 2020 - 2025

## Financial Stewardship

**The expectation is for Tabor Village to use scarce financial resources to the maximum benefit of the people served:**

1. Improving communication to achieve a sustainable fiscal health to meet the mission and vision.
2. Meet expectations for programs and services through the private pay market.

## Re- development

**Tabor Village's future is reliant on a renewed physical infrastructure, including a new complex care home, expanding and modernizing Tabor Court, and offering new independent and supportive living options for older adults.**

1. Offer living options that make moving into Tabor Village a preferred choice.
2. Inspire the community through the completion of the \$11 million capital campaign to replace the current complex care buildings.

## Progress Reports

Strategic Plan Progress Reports are regularly drafted to assess how the strategic plan has been implemented and to focus on the key directions of the organization. The reports are based on the achievement of Key Performance Indicators (KPIs), which measure desired outcomes to bring the change needed to advance the plan toward its envisioned future. The reports are created with input from the Leadership Team and presented at Board of Directors' meetings. Adjustments to priorities and directions are made as the environment shifts and new opportunities emerge that fit within the Tabor Village mission and bring us closer to the vision for the future.



## Conclusion

Accomplishing the realization of strategic priorities for any organization is based on the people that engaged in bringing about a preferred future with a commitment to outcomes that transform lives. Older adults who can no longer live independently is the demographic that Tabor Village was founded to serve more than 60 years ago. That commitment to people in need will never change and a positive perspective for a better tomorrow is fundamental the organization's spirit. In the words of the first House Father of Tabor Village Abram J. Friesen...

*“The best is yet to come!”*



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## Our Mission

Tabor Village is a vibrant community where seniors experience “Care from the heart” with Christian compassion, and respect.

## Our Vision

Tabor Village is at the forefront of seniors' care and innovation, an employer of choice, a charity of choice, with an increased number of volunteers, and a renewed campus of care.

## Our Values

The in-dwelling love of God, the transformational character of Jesus Christ, and the inner energizing of God’s Spirit, are the key dynamics which inspired our founders and those who have continued to provide **SERVICE** to seniors.

**S - Servant Leadership** - We lead and value leadership as an act of service, empowering others to be all they can be, knowing that we have an obligation to help and serve others.

**E - Empathy** - Care from the Heart involves recognizing and entering into the feelings, thoughts, and experiences of others, enabling compassion and understanding.

**R - Respect** - Every person, being created in God's likeness, has inherent value and worth as a member of the human family.

**V - Vision** - We accept that we have never fully arrived at our ideal destination, and there is always room for improvement. We are always being invited toward building a better future through innovation.

**I - Integrity** - Good service flows from character and actions that are consistent with the ethical and moral principles of honesty, justice, and fairness.

**C - Community** - Supportive relationships are nurtured by a sense of belonging, safety, and commitment. We work together as partners with each other, our broader community, and God, to achieve common goals.

**E - Effectiveness** - We are stewards of the resources entrusted to us, creating programs and services that make a positive impact on the lives of seniors. All efforts contribute to the enhancement of quality of life.