



Baycrest

Strategic Plan 2024 — 2029

Our Strategic Plan 2024 — 2029 **Exceptional Aging, powered by Baycrest** builds on our previous strategic plan to advance a compelling vision for the future. The plan was developed with inputs from all of our entities and beyond — patients, residents and families; staff, national and global industry thought leaders, government and community representatives. The new strategic plan sets Baycrest on a course towards a bold, innovative and globally impactful future. We will harmonize our abilities towards a singular purpose enabling us to deliver differentiated and specialized services to older persons. In doing so, we aim to achieve our vision — a world where every older person lives with purpose, fulfilment and dignity.

We are ready to expand our offerings both locally and globally. We aim to serve the evolving needs of older persons through building on a remarkably strong foundation of high quality and innovative care models, educational partnerships and transformative research. At the core of **Exceptional Aging, powered by Baycrest** are our new Mission, Vision and Values Statements reflecting our shared purpose and aspirations. There is also the introduction of our Heritage Statement, a reminder of Baycrest's beginnings and that we were founded and remain grounded in our traditions.

Execution of the 2024 — 2029 strategic plan will provide a platform for Baycrest to continue building its reputation as an innovator, an influencer and a thought-leader: the premier standard for aging and the wellness of older persons around the world. Baycrest is not only a place for older persons to call their home or their healthcare provider. We believe older individuals should live by their possibilities, not their limitations. **Exceptional Aging, powered by Baycrest** captures this passion and unites all of us to make meaningful impacts through our everyday work.

HERITAGE STATEMENT

Originally founded in 1918 by the Jewish community of Toronto, Baycrest has an inspiring more than 100-year history of exceptional community service and a ceaseless devotion to serving those in need. We live our centuries-old Jewish heritage by honouring our elders with respect and compassion.

VISION

A world where every older person lives with purpose, fulfilment and dignity.

MISSION

We advance aging-related cognitive, emotional and physical wellbeing as an exemplary health care and residential provider for older persons. We lead transformative research, care, innovation and education in aging and brain health.

BAYCREST VALUES

Founded by the Jewish community and guided by the principles embedded within our heritage and culture, Baycrest is committed to pursuing our mission and achieving our vision by being inclusive, collaborative, ambitious, respectful and aiming for excellence in all that we do.



Inclusive

We promise a workplace culture that welcomes and appreciates everyone equally and without discrimination or judgement.



Collaborative

We focus on teamwork and nurture the cooperation of internal and external partners to maximize our collective strengths.



Ambitious

We are driven by relentless curiosity and an imperative to challenge the status quo by making bold choices, learning from failure, and celebrating success.



Respectful

We treat everyone with compassion, professionalism and kindness, and believe each person is unique with intrinsic dignity and worth.



Excellent

We are committed to excellence in everything that we do by fostering a culture of continuous improvement.

STRATEGIC GOALS

Baycrest has a strong reputation as a global leader in dementia research, innovation, care and education. With more than 100 years of congregate and residential living experience and a holistic approach to the health and wellness of older persons, we have defined our next set of Strategic Goals for 2024— 2029. Through these goals, we will build on our existing advisory roles with governments and private sectors for seniors' policies and promote innovative care models, such as our evidence-based model of care Possibilities by Baycrest™, which is the culmination of our work across all entities. Our goals are driven by our expertise and desire to support all older adults in their cognitive and aging journey.

GOAL
1

Deliver Innovative Health Care for Older Persons in the Community

Design, test and introduce specialized health care and wellness services through innovative approaches and strategic partnerships in the local community and across the province.



GOAL
2

Provide Global Leadership in Dementia

Provide new insights that advance dementia prevention, detection, treatments and care approaches through research, innovation and education.



GOAL
3

Redefine the Residential Living Experience for Older Persons

Provide sector leadership through the introduction of transformative social, recreational and wellness programs and best-in-class health care services in all Baycrest congregate residential settings locally, nationally and globally.



GOAL
4

Be a Leading Voice in Advancing the Lives of Older Persons

Raise societal awareness and influence public policies that enhance the well-being of the world's aging population, enabling older persons to explore their possibilities and live with purpose, fulfillment and dignity.



STRATEGIC DRIVERS

Our Strategic Drivers represent key foundational capabilities, structures and tools that are necessary for successful execution. These drivers amplify the importance of working together to help achieve our priorities and mandates.

DRIVER

1

A Strong Culture Where Our People Thrive

Provide an inclusive work environment and culture that offers all staff a sense of purpose, inspiration, pride and fulfilment.



DRIVER

2

Digital Transformation

Digitally transform Baycrest and use data-driven insights to deliver the best care, the most impactful research and truly exceptional education; all supported by highly effective business operations.



DRIVER

3

Financial Strength and Sustainability

Achieve long-term fiscal strength and sustainability that enables ongoing investments in strategic priorities and those capabilities required to advance Baycrest as a sector leader.



DRIVER

4

Innovation

Innovation is in Baycrest's DNA. We are driven by relentless curiosity on how to provide better care and better opportunities for the global aging population.

