



ELDERCARE
FOUNDATION

Strategic Plan 2025 - 2028



Enhancing care and quality of life
for seniors in need today and tomorrow.

Vision

Seniors aging with dignity.

Mission

We raise and steward donor funds to enhance quality of life for seniors in long-term care, support aging in place, and advance research and education to accelerate care improvements for today's seniors and those of tomorrow.

Values

Trust and respect | We work in service of the people and communities who entrust us to help improve care.

Responsiveness | Our work is shaped by frontline insight, lived experience, and community voice.

Equity | We focus on those with the greatest need and support approaches that reduce isolation and barriers.

Collaboration | We strengthen partnerships across care, research, and community to amplify impact.

Curiosity and courage | We are willing to test new ideas, challenge the status quo, and invest in prevention and innovation.

"Our mission is grounded in *enhancing quality of life*. That means being informed, connected, responsive, and adaptable. It means easing transitions and staying ahead of the curve. And it means always asking: Are we balancing today's needs with tomorrow's possibilities? Are we both responsive to the needs today and a catalyst for what's next?"

- Eldercare Foundation Board of Directors



Introduction



At Eldercare Foundation, we imagine a future where aging is not something to endure—but something to embrace. A future where care evolves alongside people, where communities are ready for what’s ahead, and where growing older brings with it not just support, but possibility.

This vision is already beginning to take shape. With a strong foundation of trust and momentum, we are expanding our impact beyond Greater Victoria—supporting seniors and their caregivers across Vancouver Island. Whether improving life in long-term care, advancing research and innovation, or strengthening supports that help seniors remain at home longer, we are focused on directing support in purposeful, meaningful ways.

We steward every gift with informed intention to ensure it makes a tangible difference in the lives of seniors and those who care for them. We serve as a bridge by linking bold ideas to action, providing support in the moments that matter most, and turning generosity into lasting improvements in aging and quality of life.

Since 1982, Eldercare has focused on enhancing the quality of life for seniors—especially those most at risk. We’ve built deep relationships with frontline staff, caregivers, and healthcare leaders who guide our investments and ensure we stay focused on what matters most.

Now, our 2025–2028 Strategic Plan marks a new chapter—one that brings greater clarity, sharper focus, and renewed accountability. It outlines not just our goals, but our shared commitments: to listen closely, act responsively, and partner with purpose. This plan is both a roadmap and a promise—to work together to create communities where aging is met with dignity, compassion, and connection.

The ambitions outlined in this plan are made possible by the trust and collaboration of those who walk alongside us—and together, we’ll continue strengthening how we support aging well.

Rooted in Need, Committed to Learning



As part of our strategic planning process, we engaged in conversations with leaders and experts across health, research, and community sectors. What we heard was clear: our ability to make a meaningful difference depends on how well we understand the real, current context in which seniors live, age, and receive care. Our strategy is rooted in that understanding—and continues to evolve through active listening and shared learning.

Current Context

1. Increasing Complexity of Seniors' Needs

Seniors are entering long-term care younger and with more complex conditions, including neurological diseases, advanced dementia, and behavioral health challenges. Many are also aging with histories of homelessness or substance use.

2. Aging Infrastructure

Most long-term care facilities were built in the 1960s–70s and are ill-equipped for today's care demands. Shared rooms, outdated layouts, and physical deterioration compromise infection control and exacerbate dementia-related behaviors.

3. Workforce Challenges

Staff shortages, burnout, and inadequate training in dementia and trauma-informed care are putting pressure on care teams. Formal and family caregivers alike need more support, appreciation, and safe environments to do their work.

4. Lack of Coordinated System Navigation

Families face overwhelming complexity in navigating health, housing, and community supports. The absence of centralized guidance means seniors often end up in long-term care due to system failure upstream.

5. Insufficient Aging-in-Place Supports

With 90% of seniors preferring to stay at home and long-term care spaces limited, aging in place is becoming a necessity. But key supports—such as adult day programs, transportation, and caregiver relief—remain scarce.

6. Equity and Inclusion Gaps

The current system is not meeting the needs of seniors who face intersecting and compounding barriers to care. These systemic gaps have a disproportionate impact on those who have experienced lifelong inequities, including social, economic, and health-related challenges.

Understanding these realities sharpens our focus. We will continue to learn from our partners, communities, and care providers—and let that insight guide where, how, and why we invest.



Plan Intention

This strategic plan is grounded in a clear purpose: **to enhance the experience of aging for seniors across Vancouver Island—whether in long-term care, at home, or navigating the transitions in between.** Guided by our vision of seniors aging with dignity, we set out a focused, actionable roadmap for the years ahead.

At Eldercare Foundation, our mission is not simply to fund programs, but to steward resources in ways that are responsive, equitable, and forward-looking. As we grow our scope across Vancouver Island, we recognize the need for greater clarity around decision-making—how we determine where to invest, what to prioritize, and how to measure the difference we're making.

This plan sets the stage for clearer criteria and more transparent processes to guide our decisions moving forward. It introduces a more disciplined approach to evaluation opportunities – clarifying what we say yes to, what we defer, and what we decline. This plan is designed to be used. It guides funding decisions, anchors staff and Board discussion, and ensure we grow with clarity.

Each pillar of this plan—enhancing long-term care, supporting aging in place, and advancing research and education—reflects both a response to today's realities and a readiness for tomorrow's opportunities. Our approach is rooted in curiosity, collaboration, and the belief that real change is possible when we act with courage and care.

This is not a static plan. It is a living framework meant to guide, evolve, and inspire. As we continue listening and learning, we will remain accountable to our values, our mission, and the communities we serve. Together, we will strengthen the systems, relationships, and innovations that help seniors live with dignity, connection, and meaning—every step of the way.



By 2035, there may be as many as
350,000 seniors on Vancouver
Island aged 65+ living with 3 or
more chronic illnesses.

1

Improving Quality of Life in Long-Term Care

Objective: Seniors in long-term care experience not only safety and support, but purpose, joy, and meaningful connection—every day.

We will continue to support compassionate, relational models of care. That includes investing in therapeutic and enrichment programs, new technologies that improve comfort and mobility, and workforce well-being. We aim to broaden our partnerships with care facilities across Vancouver Island and champion approaches that transform—not just maintain—long-term care.

Priorities:

- Define what it means to be an “Eldercare-supported” facility, establishing a standard of care that reflects meaningful impact in long-term care settings across the Island.
- Maintain and expand successful programs like the Resident-in-Need Fund, Companion Pets, and enrichment therapies.
- Support culturally responsive care environments – including food programs and personal care approaches – that reflect the diverse lived experiences of residents.
- Invest in technologies that improve safety, comfort, and freedom of movement—especially for residents with dementia.
- Support healthcare workers to enact care improvements and person-centred care models by funding training and recognition opportunities.
- Expand partnerships with long-term care facilities Island-wide.
- Advance culture change in long-term care facilities through community-led research and alignment with transformative care models and evolving system priorities.
- Strengthen evaluation processes to scale successful pilots and drive long-term improvements.

"Not all our programs and enhancements can be accommodated by our budget, which is a little black and white.

Eldercare gives us added colour. Knowing we have their support is like watching a painting come to life!"

Amie Aniban, Rehabilitation Assistant in long-term care



2

Helping Seniors Age Well at Home and In Community

Objective: More seniors are able to live safely and meaningfully in their homes and communities for longer.

We will support initiatives that ease the burden of aging at home—through caregiver relief, education, technology, and community-based services. With Vancouver Island’s rapidly aging population, we see this as both a personal and system-level imperative. Eldercare will explore how philanthropy can play a catalytic role in strengthening prevention-oriented supports — not by preventing chronic illness itself, but by helping to prevent the worst outcomes of aging-related conditions. Through programs that support independence, social connection, and early intervention, Eldercare aims to reduce avoidable decline and enhance quality of life.

Priorities:

- Identify and invest in approaches that reduce fragmentation and improve transitions between home, hospital, and long-term care – especially where public systems are under strain.
- Explore and invest in technologies that support independence (e.g., fall detection, social engagement tools).
- Expand caregiver support and relief programs.
- Build out educational resources for families navigating aging and care transitions.
- Continue to grow initiatives that support seniors in the community, especially low-income and isolated individuals (e.g., SAFE model expansion).
- Partner with organizations to identify and respond to emerging community needs.
- Clarify our scope of service (e.g., age, condition, socio-economic status, and geographic region) to ensure focus, equity, and trust.



“Having your feet in optimal health can prevent falls and preserve mobility and independence. It is foundational to healthy aging.”

Kelly Mitchell, Community Social Worker

Eldercare funds the SAFE Lifeline and SAFE Foot Care Programs, supporting low-income, home-bound seniors who are at risk of falls, which can lead to fractures and unnecessary hospitalizations.



Learning to Improve Care: Supporting Practice-Based Research and Education

Objective: Quality of life for seniors in need improves when care is informed by real-world insight, practice based learning, and shared experience.

We support applied research, frontline learning, and community-based education that helps caregivers, families, and providers better understand how to improve care today and build better care models for tomorrow. We invest in initiatives that help answer the question: What makes life better for seniors right now — in care or at home – and how can we help do more of it?

This pillar exists not to advance research as a field, but to ground our work — and our partners' work — in evidence that is lived, tested, and ready to be applied. We support projects that foster feedback loops, highlight what works, and generate insight that can be used to improve daily life for seniors across Vancouver Island – while shaping more compassionate approaches for the future.

Priorities

- Support practice-based research that informs real-world improvements in long-term care and community support for seniors.
- Invest in projects that help care providers and community organizations understand what's working and how to do more of it.
- Build mechanisms to gather insights from frontline staff, caregivers, and health system partners — ensuring Eldercare's strategy remains grounded in real-world needs and opportunities. This includes leveraging strong, trust-based relationships to support partners in navigating their own systems, and may involve intelligence gathering, feedback loops, landscape mapping of service providers, and evaluation of emerging opportunities.
- Develop strategic partnerships with health authorities and researchers to co-invest in scalable solutions aligned with system-wide aging priorities.
- Strengthen Eldercare's role as a trusted philanthropic partner to the health system – supporting responsive, strategic investment in senior care Island-wide.
- Fund accessible educational resources that empower seniors, caregivers, and families to navigate care more confidently.
- Define and refine our processes for evaluating and selecting research opportunities.

“Your support not only eased the financial burden but encouraged me to pursue a career that brings joy and fulfillment to my life.”

Keiko Okubo, Health Care Assistant (HCA) at Gorge Road long-term care and recipient of an HCA Award at Camosun College from Eldercare





“Since my early days with Eldercare in the 1980s, the foundation invested in research and education. My husband Robert and I created the Funke-Furber Gerontological Research Award for graduate students at the University of Victoria’s Institute on Aging and Lifelong Health in part to safeguard the foundation’s research initiatives. I give to other important causes, but seniors’ care has always been my number one.”

Jeanette Funke-Furber is a long-time Eldercare donor, volunteer, and current board member

Foundational Enablers

These priorities are essential to enabling success across all pillars.

- Sustain strong, mission-aligned governance to support strategic progress, and protect Eldercare’s credibility, agility, and trust-based relationships as its influence grows.
- Continue to clarify Eldercare’s unique role in the health system – being responsive without duplicating, strategic without overreaching, and guided by partnership not assumption.
- Maintain internal discipline by applying consistent criteria to new opportunities and staying grounded in Eldercare’s core strengths.
- Strengthen and diversify revenue strategies to match evolving opportunities
- Support and retain a strong, values-aligned staff team.
- Invest in internal capacity to match organizational growth, including decision-making tools, evaluation frameworks, and landscape mapping.
- Broaden visibility and connection with supporters Island-wide

This plan reflects the values, relationships, and ambition that define Eldercare Foundation. We move forward not as a leader apart from the system, but as a trusted partner within it—supporting change that makes aging more connected, compassionate, and dignified for seniors across Vancouver Island.

Measuring Progress

Our 2025–2028 Strategic Plan is more than a roadmap—it is a commitment to action rooted in trust, learning, and partnership. As we move forward, this framework will guide our decisions, focus our efforts, and hold us accountable to the seniors and caregivers we serve, and to the community of supporters who walk alongside us.

A key outcome of this plan is to deepen our capacity as a learning organization—strengthening our ability to understand and communicate the difference we make. This includes not only asking “What did we achieve?” but “What changed because of how we worked?” Success will be reflected in the quality of our relationships, the stories of change over time, the feedback we gather, and the behaviours we see shift across the system.

We recognize that many of the most meaningful changes—like improved quality of life for seniors—are difficult to quantify and often go unmeasured by formal systems. That’s why we will invest in capturing tangible, human-centred signals of impact: stories, feedback, reflections, and partner insight. These will help us link generosity to real-world change, even in the absence of standardized outcome data.

At the same time, we are thinking critically about our own internal systems—ensuring we have the structures, practices, and tools needed to make informed, consistent, and reflective decisions. We will track what we’re learning, what evidence we’re gathering, and how that informs our next set of decisions. This includes building simple frameworks for feedback, evaluation, and learning that can evolve with us.

As we grow, we will prioritize disciplined decision-making and role clarity—ensuring new initiatives align with our pillars, build on our core strengths, and avoid duplication. A key focus over the next three years will be to clarify what “Eldercare-supported” means, and how we assess whether our support is creating the intended impact. All of this reflects Eldercare’s commitment to work that is not only strategic, but grounded in equity, quality of life, and meaningful partnership.

This plan is a directional tool—not a fixed checklist. We will not move everything forward all at once. Instead, we will focus on what’s most strategic and achievable in each phase, with some priorities advancing in sequence and others in parallel. To support this, the leadership team will translate this plan into annual priorities that clarify what moves forward when, with corresponding resource needs and timelines. These annual plans will be brought to the board for discussion and approval—ensuring alignment, accountability, and the ability to adapt as we learn.

By consistently listening, learning, and sharing what we discover, we will ensure every act of generosity contributes to a more compassionate, connected, and dignified aging experience across Vancouver Island.



Get involved

To all those who are part of our charitable community, we extend our sincere gratitude.

If you believe that ***every senior deserves a chance to age with dignity***, please consider supporting Eldercare. There are many ways to get involved: make a donation, host a fundraiser, subscribe to our monthly eNews, or follow us on social and help us spread the word.

Please join us. Together, we can improve quality of life for seniors across Vancouver Island.

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