

2025 - 2030 Strategic Plan

Rehabilitation Redefined.



Acknowledgement of the Land and First Peoples

We respectfully acknowledge that Hotel Dieu Shaver Health and Rehabilitation Centre is located on the traditional territory of the Anishinaabeg, Haudenosaunee, and Attawandaron Peoples, and is situated within the lands governed by the Upper Canada Treaties and the Dish with One Spoon Wampum Agreement.

We honour the enduring presence, culture, and stewardship of all Indigenous Peoples — including First Nations, Métis, and Inuit — on these lands, and recognize their deep connection to this region, past and present.

As a healthcare organization, we acknowledge the ongoing impacts of colonization on Indigenous health and well-being. We recognize that access to equitable, culturally safe care is essential to healing and reconciliation.

Hotel Dieu Shaver is committed to listening, learning, and working in partnership with Indigenous communities. We strive to uphold values of respect, inclusion, and compassion, and to contribute meaningfully to reconciliation in healthcare.

May we walk forward together in the spirit of shared healing, respect, and collective flourishing.



Message from our CEO and Board Chair

We are proud to present Hotel Dieu Shaver Health and Rehabilitation Centre's Strategic Plan for 2025–2030.

This plan is the result of deep reflection, thoughtful engagement, and forward-looking collaboration across our organization and community. It builds on Hotel Dieu Shaver's legacy of compassionate rehabilitation care, while boldly embracing the challenges and opportunities ahead.

Rooted in our mission and values — and guided by our identity as a faith-based, patient-centred hospital — this strategic plan charts a path toward a stronger, more innovative, and more responsive Hotel Dieu Shaver. Over the next five years, we will focus our efforts around five strategic priorities: cultivating our people and culture, advancing our identity and reach, revitalizing our infrastructure and capacity, enhancing research and innovation, and sustaining exceptional quality and patient experience.

Together, these priorities form our new strategic framework: **C.A.R.E.S.** This framework reflects who we are, what we believe, and how we aim to grow — while keeping the needs of our patients, families, staff, and community at the centre of everything we do.

We recognize the evolving landscape of healthcare in Ontario, and the distinct role that Hotel Dieu Shaver plays within it. As demand for rehabilitation, complex care and seniors' care grows, we are ready to meet the moment with compassion, creativity, and confidence. With land primed for transformational development, deep community trust, and strong academic partnerships, the time for renewal is now.

To the many patients, staff, physicians, volunteers, care partners, community members and organizations, and municipal leaders who contributed your voice to this plan — thank you. Your insights and aspirations have shaped a shared vision that is both ambitious and deeply grounded. And to those we serve: we remain committed to inspiring hope, renewing lives, and delivering the highest standards of care.

This plan is not a conclusion — **it is a beginning**. And we are excited for what lies ahead.

With gratitude,



Dr. David Ceglie
CEO



Betty-Lou Souter
Chair, Board of Trustees

About Hotel Dieu Shaver

Niagara's Rehabilitation Hospital

As the **only rehabilitation hospital in Niagara**, Hotel Dieu Shaver Health and Rehabilitation Centre is a uniquely specialized organization dedicated to restoring health, rebuilding lives, and renewing hope. Every year, we treat more than 1,100 inpatients and provide approximately 25,000 outpatient visits, delivering **exceptional clinical outcomes** and compassionate, individualized care.

Our programs support patients recovering from stroke, orthopedic surgery, complex medical conditions, and a wide range of physical and cognitive challenges. Backed by **expert physicians and staff, specialized clinical teams, and state-of-the-art technology**, Hotel Dieu Shaver is proud to be known for helping patients return to the life they love — expert care, close to home.



A Legacy of Healing and Compassion

The roots of Hotel Dieu Shaver stretch back over **100 years**, built on the foundation of faith and service established by **the Religious Hospitallers of St. Joseph** (RHSJ). The RHSJ were founded in 1636 in La Flèche, France by Venerable Jérôme Le Royer de la Dauversière and Venerable Mother Marie de la Ferre, and their mission was brought to St. Catharines by our founding Sisters in 1945 to establish an acute care hospital.

In 1953, the cornerstone was laid and the hospital was dedicated as **Hotel Dieu**; translated to English as “Hostel of God.” Throughout the years, the hospital expanded to provide necessary healthcare programs, including a kidney dialysis centre, an eye clinic and an oncology clinic.

In 2005, Hotel Dieu merged with the Shaver Hospital and Niagara Rehab Centre to become **Hotel Dieu Shaver Health and Rehabilitation Centre**. From the first days of service in St. Catharines to the present, the Sisters' legacy of **comfort, care, and hope** lives on in the culture of our hospital, our commitment to excellence, and the compassion with which we serve.

Excellence Patients Can Feel

While our history is long and our mission enduring, our standards are modern and unmatched. Hotel Dieu Shaver consistently earns one of the **highest patient satisfaction scores in Ontario — and possibly in all of Canada — reaching 99%+**. These ratings reflect more than numbers — they reflect trust, dignity, and quality that patients and families experience in every interaction.

With strong community support, a growing demand for specialized rehabilitation, and a culture of innovation, we are poised for the future. We remain focused on enhancing patient care, advancing research and teaching, growing our infrastructure, and being a centre of excellence in Niagara and beyond.



Mission, Vision, Values

Mission

Hotel Dieu Shaver is a community of holistic and compassionate care for all those who seek our service and for those who serve. As a Roman Catholic facility, grounded in God's love, we provide the resources and care to enable people to reach their optimal level of health and well-being.

Vision

Inspiring Hope. Renewing Lives.
Visionaries in Rehabilitation and
Compassionate Care.



Values

Spirituality | We contribute to the spiritual and emotional well-being of each person by respecting their human dignity in a healing environment.

Professionalism | We use our special knowledge and expertise to provide compassionate service at the highest possible standard.

Innovation | We empower our staff to embrace new ideas and processes that create improvements in what we do.

Responsible Stewardship | We respond to community needs by balancing human needs with financial resources.

Integrity | We are consistent, honest, and respectful in all we do.

Teamwork | We commit to work with clients, families and each other to achieve our mission.

Strategic Pillars

C.A.R.E.S.

Cultivate

People and Culture

Advance

Our Identity and Reach

Revitalize

Infrastructure and Capacity

Enhance

Research and Innovation

Sustain

Exceptional Quality and Patient Experience

Cultivate People and Culture

We will foster a thriving, empowered workplace where staff and volunteers feel valued, heard, and supported.

Advance Our Identity and Reach

We will solidify HDS as a visible, trusted and widely recognized leader in rehabilitation.

Revitalize Infrastructure and Capacity

We will build a modern environment that supports collaboration, compassionate healing and a seamless patient journey.





Enhance Research and Innovation

We will expand academic and industry leader partnerships to advance research and innovation in rehabilitation.

Sustain Exceptional Quality and Patient Experience

We will ensure long-term sustainability of high-quality care and exceptional patient experience inspired by comfort, care, and hope.

Conclusion

This Strategic Plan is both a reflection of who we are and a bold statement about where we are going. It affirms our deep commitment to the people of Niagara, to excellence in rehabilitation and complex care, and to the compassionate service that defines Hotel Dieu Shaver.

Grounded in our faith-based mission and inspired by the legacy of the Religious Hospitallers of St. Joseph, we move forward with clarity, courage, and compassion. We will build on our strengths — our people, our culture, our clinical expertise — and seize new opportunities to expand our impact, revitalize our space, and grow our identity as a trusted leader in specialized care.

Through this plan, we embrace a future that is collaborative, person-centred, and rooted in hope. We are ready to advance, together — with our patients, families, staff, volunteers, partners, and community.

Our path is clear. The work begins now.

