



## Ottawa Grace Manor

Strategic Plan  
2017 - 2020

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Giving Hope Today

## **Message from our Board Chair and Executive Director**

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We would like to take this opportunity to express appreciation to the Strategic Plan Committee for their hard work and dedication in the development of the Grace Manor's 2017-2020 strategic plan. The Committee worked diligently to collect the required data, assemble the information and analyze the findings in order to determine what our priorities should be for the next three years.

As the plan was taking shape, it was shared with our many stakeholders – Resident Council, Family and Friends Council, volunteers, staff, students, management and our Board. Feedback was gathered and reviewed and, where necessary, changes were made. We want to say thank you to everyone who contributed. We also appreciate the guidance provided by Divisional Headquarters and their oversight which ensured consistency with other units of The Salvation Army.

The 2017-2020 Strategic Plan is a tool that will guide us on our journey towards fulfilling the mission and vision of Ottawa Grace Manor. In this process, our focus will be to promote improved resident care; increase resident, family, employee and volunteer engagement; and optimize the use of resources.

As you read this plan, we ask you to consider how you can partner with us to accomplish these important objectives and help Grace Manor become one of the best long-term care homes in Ontario.

Robert Leitch  
Board Chair

Roy Snow, Major  
Executive Director

## 2017-2020 Strategic Plan

### **Background**

The Ottawa Grace Manor (OGM) is a not-for-profit long-term care home owned and operated by the Salvation Army, licensed for 128 beds under the Ontario Long Term Care Act. As a Christian faith-based institution, the Salvation Army provides spiritual and emotional care as an integral part of physical care. The OGM Board of Trustees provides oversight and direction subject to its own By-Laws and those of the Salvation Army, and an annual financial audit is carried out on behalf of the Salvation Army territorial authority. The Ministry of Health and Long-Term Care carries out regulatory activities, including investigations related to complaints and redress. The OGM also receives regular assessments for accreditation by the Salvation Army and Accreditation Canada.

Through strategic planning OGM envisions its future and develops the strategies and operations needed to achieve that future. The three-year strategic plan is coordinated with the annual operational plan, and the annual Quality Improvement Plan mandated by the Ontario government.

The key areas of focus for the previous (2014-2017) strategic plan were to improve individual care and the dining experience for residents, and to improve the safety of residents and staff. Achievements included a significant reduction in complaints about the dining experience and implementation and routine updating of comprehensive plans of care. The new 2017-2020 strategic plan follows up on areas where continued action is required, notably resident safety and reduction in falls.

### **Introduction**

Development of the 2017-2020 strategic plan included an environmental scan, a planning retreat and a stakeholder survey, as well as a review of the OGM mission, vision and values. Focus groups of residents, families, volunteers, and staff were held to gather feedback on key elements of the plan.

#### **Desired Outcomes by 2020:**

**Improved resident quality of life  
Improved effectiveness of the care environment  
Sufficient resources to meet current and future needs**

This plan provides strategic directions to achieve the vision and these outcomes, with detailed strategies, measures and targets. The Board of Trustees will be accountable for results through oversight and annual reporting.

## Vision, Mission and Values

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We are pleased to introduce our revised statements:

### Vision

*Ottawa Grace Manor will rank among the best long-term care homes in Ontario.*

### Mission

*The Ottawa Grace Manor is a Christian faith-based long-term care home providing residents with high quality care.*

### Values

#### *I CARE*

*INTEGRITY: We are honest and trustworthy.*

*COMPASSION: We reach out to residents and families and care for them.*

*ACCOUNTABILITY: We take responsibility for results achieved, report on them and take action.*

*RESPECT: We promote the dignity of all persons.*

*EXCELLENCE: We are committed to the pursuit of innovation and effectiveness, and strive to be the best at what we do.*

The above mission and value statements should be understood in the context of The Salvation Army's mission:

*To share the love of Jesus Christ, to meet human needs and be a transforming influence in the communities of our world.*

## Strategic Direction 1: Promote Improved Resident Care and Well-Being

### Strategy 1.1 We will improve OGM comparative performance with respect to falls, restraints and use of antipsychotic drugs.

We will do this by:

*Implementing the Falls Management Program:* We will fully implement an interdisciplinary initiative to reduce the number of falls and establish an improved culture of safety, including reduction in the use of anti-psychotic drugs where there is no diagnosis of psychosis.

*Reducing the use of restraints:* We will identify alternatives and opportunities to minimize the time in restraints, or eliminate their use altogether. This will include assessing and addressing unmet needs, particularly for residents with dementia.

Measures	Targets
% of residents who fall	<ul style="list-style-type: none"> <li>- By March 2018: 15% reduction from March 2017</li> <li>- By the end of Year 3: ≤ Ontario CIHI results (CIHI - Canadian Institute for Health Information)</li> </ul>
% of residents in restraints	<ul style="list-style-type: none"> <li>- By January 2018: 7% reduction from March 2017</li> </ul>
% of residents receiving anti-psychotic medication without a related diagnosis	<ul style="list-style-type: none"> <li>- By December 2017: 20% reduction from March 2017</li> <li>- By the end of Year 3: ≤ Ontario CIHI results</li> </ul>

### Strategy 1.2 We will develop and implement programs to enrich resident quality of life.

We will do this by:

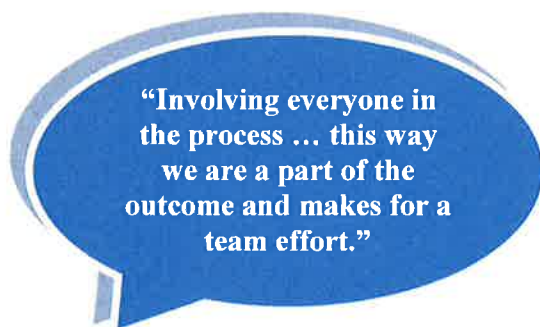
*Monitoring and Improving the Diabetic Protocol Program:* An interdisciplinary team will continue to implement the Diabetic Protocol, a set of standardized, quality-based procedures, to enhance care for all residents with diabetes, and increase the focus on and awareness of co-morbidities in order to reduce related complications.

*Implementing a Music Memory Program:* We will purchase iPods for each resident, with playlists of their favourite music to enrich their experience of music and help manage their behaviours.

*Implementing a Worship in Art program:* We will involve residents in expression of worship and spirituality through art.

*Further developing the Palliative Care program:* We will identify all residents who are heading towards end of life and provide improved comfort care.

Measures	Targets
Number of diabetic residents on the diabetic program	By Sept. 2017: all of 3rd floor By the end of Year 3: all of OGM
Number of residents with personal iPod players	By end of Year 1: All of Gladstone Unit By the end of Year 3: All of OGM
% of residents participating in Worship in Art program	By the end of Year 1: 10%
% of palliative residents on palliative care program	By end of Year 1: 100%



**Stakeholder comments**



## Strategic Direction 2: Increase Resident, Family, Employee and Volunteer Engagement

### Strategy 2.1 We will strengthen employee retention and recognition programs.

We will do this by:

*Implementing best practices in employee retention and recognition:* We will research how to retain and recognize staff working in long-term care, taking account of the operating constraints of the OGM. The annual staff satisfaction survey will be revised accordingly.

*Increasing educational programs and courses for staff:* We will increase use of self-learning software (Surge Learning) to include mandatory orientation and yearly renewal courses (in accordance with regulatory requirements), the addition of job specific courses, and new policies and procedures.

Measures	Targets
Implementation of new programs	By the end of Year 1: retention and recognition programs prepared By the end of Year 2: these programs implemented
Staff satisfaction survey	By the end of Year 1: baseline established By the end of Year 3: improved results

### Strategy 2.2 We will improve resident, family and volunteer engagement.

We will do this by:

*Recruiting additional volunteers:* We will build on existing practices and explore new ways to recruit volunteers, including networking with local churches and seniors' groups, more corporate volunteers, and more youth volunteers through contacts with schools and use the social media platform of The Salvation Army.

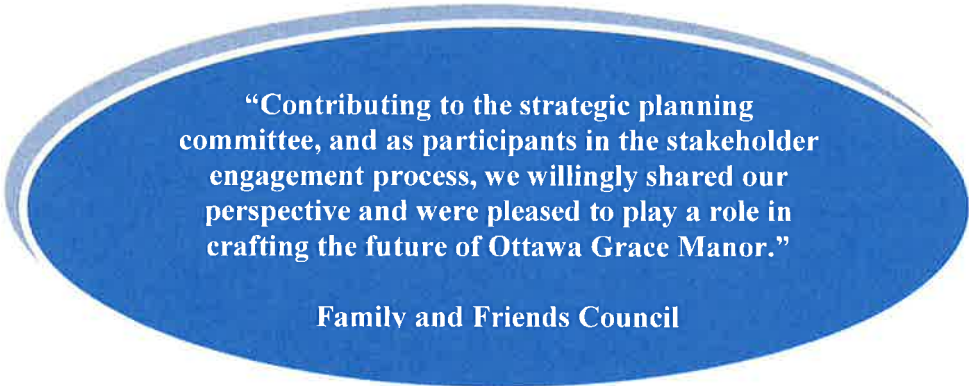


*Increasing the participation of volunteers:* We will track volunteer participation and consider adjustments to increase engagement and impact. We will use data to focus recruitment on areas of need.

*Increasing resident, family and volunteer engagement.* We will invite residents, family members and volunteers to participate in committees and focus groups, increase resident participation in the staff hiring process, and maintain regular support groups for families of residents with dementia.

*Offering volunteers additional opportunities for education and growth:* We will make Surge Learning and in-house learning available to volunteers, and provide incentives for participating in additional training. Satisfaction surveys will identify workshops or training sessions of interest to volunteers.

Measures	Targets
Number of volunteer hours	Increase 5% per year.
Volunteer participation rate	Increase 5% per year
Number of committees involving residents, family and volunteers	By the end of Year 3: 5 committees
Number of opportunities for education	One per month
Number of residents participating in hiring interviews	% of annual recruitment interviews involving residents: 50%
Volunteer participation in additional education	50% of volunteers take part in at least one additional educational opportunity each year





## Strategic Direction 3: Optimize the Use of Resources

### Strategy 3.1 We will explore new sources of discretionary funding.

We will do this by:

*Advancing our Case for Support:* We updated the Case for Support in 2017 and will be tracking responses to identify as many potential donors as possible, focusing on reaching families, and babies born at the former Grace hospital.

*Exploring other opportunities to increase funding:* We will develop other ways to increase discretionary funding, including implementation of day programs and hiring of a fundraiser.

Measures	Targets
Annual profit from special events	By the end of Year 3: \$20,000
Annual donation revenue	By the end of Year 3: \$75,000
Recommendations for additional funding opportunities	By end of Year 3: Recommendations to the Board

### Strategy 3.2 We will maximize provincial funding.

We will do this by:

*Improving documentation and training on the Resident Assessment Instrument (RAI):* We will give staff involved in the RAI process more focused and frequent training to ensure that Case Mix Index (CMI) revenue is maximized through accurate data capture.

*Maximizing the number of residents on restorative care:* We will enroll the maximum allowed percentage of residents on nursing restorative care which will increase our CMI.

Measures	Targets
% of staff coding RAI who complete education	30% each Year
Internal CMI	Above 1.05
% of residents on nursing restorative care	12.5% by end of Year 1

### Strategy 3.3 We will reduce inefficiencies and operational costs.

We will do this by:

*Improving staff attendance and reducing dependence on agencies:* We will reduce the number of culpable sick days and use of agencies by maintaining and monitoring the attendance management program quarterly, and improving scheduling to assist employees and increase accountability for absences.

*Reviewing supplier contracts and building repairs:* We will send contracts out to tender to ensure costs and quality are competitive with the market; we will review trends in building repairs to identify cost-saving opportunities.

*Reducing energy use:* We will explore opportunities to reduce energy use through the participation of resident and family focus groups.

Measures	Targets
Number of sick days	By the end of Year 3: reduce by 50%
Use of agency staff	By the end of Year 3: reduce by 75%
Number of contracts sent out to tender	5 per year
Energy use	By the end of Year 3: reduce electricity use by 6%

### **Strategy 3.4 We will become a learning centre for students.**

We will do this by:

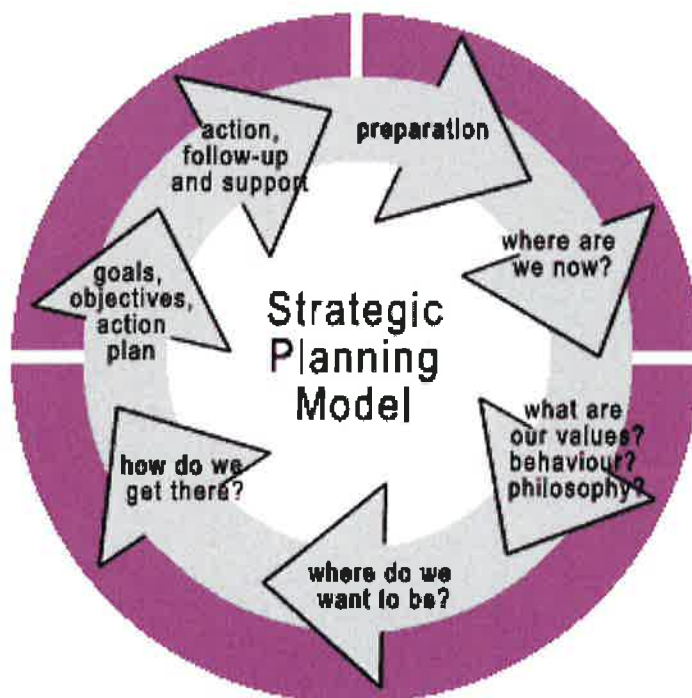
*Expanding learning opportunities:* We will continue ongoing efforts to be a training centre of excellence for students and community education partners, and will broaden student training across disciplines by increasing the diversity of placement opportunities to partner institutions. We will also carry out a student satisfaction survey.

<b>Measures</b>	<b>Targets</b>
Number of agreements with education partners	By the end of Year 3: 1 additional agreement
Number of student training sessions	Increase by 1 per semester per institution
Student satisfaction survey	By the end of Year 1: Implemented Year 2 & 3: Improved results



## Accountability for Results

1. The Executive Director will report on progress annually or as required to the Board of Trustees.
2. The Executive Director and the Management Team will prepare annual report cards for each strategic direction. The Board of Trustees will review these report cards, and determine what action is required.
3. The Board of Trustees will issue an update in each Annual Report and at each Annual General Meeting, which will take into account of stakeholder comments received from the satisfaction surveys.
4. The Strategic Plan Committee, a sub-committee of the Board of Trustees, will prepare an Overview Report for consideration by the Board at the 2020 Annual General Meeting. The Overview Report will highlight the achievements of the 2017-2020 Strategic Plan and identify ongoing issues for the next Plan.



# NOTES

