



Giving Hope Today

OTTAWA GRACE MANOR
1156 WELLINGTON ST.
OTTAWA, ONTARIO K1Y 2Z3

ANNUAL REPORT

2020/2021



VISION MISSION VALUES

VISION

The 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



Integrity:

We are honest & trustworthy.



Compassion:

We reach out to others 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.



2020-2021 REPORT FROM THE BOARD CHAIR

With the pandemic now in its second full year, the Board has worked diligently with OGM management to successfully adapt from reactive mode and return to pre-pandemic levels of administrative efficiency and strategic guidance. The Board is especially pleased with improvements to resident-centred care, the Auditor's Report, finalization of the 2021-24 Strategic Plan, and recently approved capital improvements. The Board also recently appointed Francis Savage as Vice-Chair and Chair of the Nominations Committee, and succession planning will follow to ensure we remain a vibrant and diverse Board for 2022 and beyond.

The Board is extremely grateful to the front-line workers across all departments at the OGM for keeping our residents safe and healthy during these unprecedented times. Choosing the OGM as their preferred employer and their tireless commitment to residents has made all the difference. These workers are the true heroes at OGM.

The Board would also like to thank the Executive Director Cameron McCallum and the Director of Care Fawn Furey for their steadfast leadership. The OGM stands out as exemplary at a time when Long-Term care is under intense public scrutiny. They ensured Covid-19 stayed out of the OGM, while still providing a high level of quality care for our residents and support to our staff.

As vaccination rates increase and senior care is given increasing priority within our healthcare system, the Board looks forward to the 2021-22 term with a renewed sense of optimism and anticipation.



2020-2021

REPORT FROM THE STRATEGIC PLANNING CHAIR

The past year was one of significant achievement for the Strategic Planning Committee. The one-year extension of the previous strategic plan helped the Grace Manor realize improved results in many areas, and the next three-year plan was launched.

The Manor achieved some challenging targets in 2020-2021. The percentage of residents who fell, a matter of serious concern, was lower than the province-wide result. Important improvements were also noted in comparative performance regarding the use of restraints and the percentage of residents receiving anti-psychotic medication without a related diagnosis.

However, 2020-2021 marked the onset of the pandemic. Many of the performance measures and targets were not achievable because of the impact of COVID-19, including those for staff and volunteers. For example, volunteers were no longer allowed to enter the building.

The OGM resolved to take a different approach with the 2021-2024 strategic plan, developing a high quality plan, as required by the Ministry and the Salvation Army, but also ensuring a flexible process to meet the needs of a management team focused on the pandemic. On the recommendation of the Committee, the Board engaged a consultant who carried out extensive research and, working in conjunction with management, identified priorities, and mapped out the performance framework for each priority, as well as the measures and monitoring for reporting on achievements. The central focus of the new plan is improving resident-centred care. The plan received Board approval in June 2021.



2020-2021

REPORT FROM THE FINANCE CHAIR

The past year has been one of significant challenges in the areas of financial and human resource management at the Grace Manor.

The Covid-19 pandemic impacted every operational area of the Manor, requiring new approaches to staffing and increasing overall costs for personnel, medical/ housekeeping supplies, laundry, and technology. Covid-19 protocols that required staff to work at only one home led to a decrease of almost 20% in the number of care staff compared to the previous year. The resulting need to reconfigure shifts and reallocate this smaller number of staff to maintain care standards increased overtime costs by 49%. Extra funding of approximately \$1.5 million from the provincial government offset these increases. Additionally, the Salvation Army's temporary top-up of PSW wages provided much-needed incentive to staff during a stressful time.

The summary financial table on the right shows that despite the challenges of the pandemic, the Grace Manor realized a year-end surplus of approximately \$600 thousand. This was primarily due to a large estate donation, additional pandemic funding received through the federal government's Wage Subsidy program and some delayed renovation projects. Excluding these items, the surplus is similar to last year's year-end result. but OGM's overall cash position improved significantly over the year. However, OGM finished the fiscal year with an \$800 thousand increase in cash, and a significantly improved operating fund of \$282 thousand. This is evidence of a continued focus on effective resource management, even in the face of the pandemic crisis.

OUR FINANCES

REVENUE

Government Grants.....	\$8,106,686
Resident Fees.....	\$3,343,551
Other Grants & Donations.....	\$888,603
Total.....	\$12,338,840

EXPENSES

Salaries & Benefits.....	\$8,656,055
Food, Nursing & Activities.....	\$1,049,281
General Operations.....	\$2,011,918
Total.....	\$11,717,254

**EXCESS (DEFICIENCY) OF
REVENUES OVER EXPENSES.....\$621,586**

ASSETS & LIABILITIES

Assets: Cash, Equipment, Building and Prepaid Expenses.....	\$13,722,851
Less Liabilities.....	\$2,033,543

TOTAL EQUITY.....\$11,689,308



ETHICS COMMITTEE

..."staff performed magnificently to safeguard the health and well-being of the residents".

2020-2021 REPORT FROM THE ETHICS CHAIR

At the outset of the pandemic, the Ethics and Quality of Care Committee took a leadership role which included holding weekly update sessions on Zoom as to how management and staff were preparing and executing the measures necessary to contain Covid-19. These sessions provided the Board of Directors with timely and critical information in respect of the OGM response to the threat of the pandemic and gave the Board a way to exercise oversight. This was critical as it assisted the OGM in implementing its pandemic plan ahead of the directives from Public Health officials.



EXECUTIVE DIRECTOR COMMENTS

Everyone at OGM - our excellent team, residents and families - deserves a gigantic thank you for their dedication and diligence during what has been a once-in-a-lifetime crisis. This segues to the axiom that crisis equals opportunity.

OGM has taken that opportunity to enhance several areas of our home. We have increased staffing on all home units, providing better care and activities for our residents. The building is undergoing extensive renovations and retrofits, ensuring a clean and comfortable environment for all. OGM will come out of this crisis better and stronger as a result and for that we should all be grateful for the opportunity to improve.

NURSING



Nursing remained focused on ensuring the safety of residents and staff. Enhanced cleaning, education on personal protective equipment and hand hygiene were all prioritized the past year.

These measures, in addition to screening of staff, residents and essential caregivers limited OGM to a single community-based outbreak. Our thanks to Ottawa Public Health and the Ottawa Paramedic Team for co-ordinating the vaccine clinics for our residents and staff.

Our team continues to work diligently to maintain a welcoming home for our residents and families!



LIFE ENRICHMENT

..."the Life Enrichment staff worked diligently to provide video calls with residents and their families to maintain communication and connection".

LIFE ENRICHMENT

Over the past year, the Life Enrichment department at Grace Manor has undergone many changes! At the beginning of the pandemic when LTC Homes closed their doors to visitors, the Life Enrichment staff worked diligently to provide video calls with residents and their families to maintain communication and connection. When the weather warmed up in the spring, the team developed a schedule which rotated through all 5 units and offered 18 outside visits each day.

In the fall, the Life Enrichment Department returned its focus to offering meaningful activities for the residents. With a goal to increase programming and staff presence on the units, Activity Aides began working entirely on their assigned Home Area. In 2021, we were able to increase Life Enrichment staffing to have one full-time Activity Aide on each unit!

The Life Enrichment team is excited to continue utilizing the Family Portal through ActivityPRO to show the monthly activity calendars, display the current menu and share photos with family and friends.

As vaccines roll out across Ontario, the Life Enrichment department is looking forward to welcoming back our volunteer base. Currently, there are 12 individuals (new and returning) who volunteer at Grace Manor in different capacities.



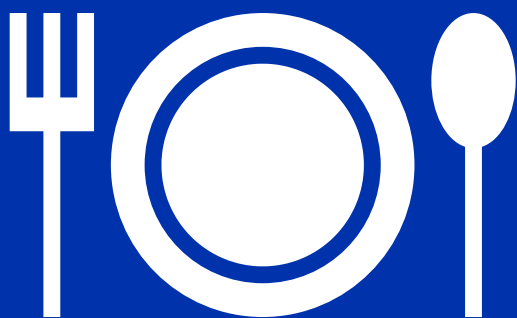
SPIRITUAL CARE

At Grace Manor we continue to seek to serve the spiritual needs of our residents. Thanks to technology, we have been able to offer Spiritual Care programs, such as Hymn Sing and Chapel on each unit. Visits with the residents remain a priority and we are grateful for the support of volunteers.





DIETARY



We know that in times of crisis we all revert to comfort food, so Foodservice was very busy during the year creating special menus and food. Ensuring our residents were able to have some comfort has been our priority. Creation and implementation of a pandemic menu was our focus this past year. Over the past several months we have been working with an architect to create plans for new kitchen serveries, with hopes of starting the project in the winter of 2022.

MAINTENANCE

This last year has been a busy one! In March, all housekeeping and maintenance staff were quickly trained to assist residents with their meals as families and volunteers were not permitted in the building. We replaced 27 windows and all five units saw their hallways repainted. With some extra funding, we were able to purchase new dining room chairs, bedside tables for each resident room and a new floor scrubber to be used on third floors new flooring. Second and Third Floor have seen a few renovations to their lounges which should be completed by fall 2021. Each lounge will have large interactive TV screens and an open concept floor plan. We received news that our Grant Application for a new HVAC system was approved and will be completed in 2022.

**FAMILY & FRIENDS COUNCIL EXECUTIVE
KAREN SIGVALDASON, CHAIR; MICHELLE SYNKOWICZ,
VICE-CHAIR; FRANCA SANTILLI, SECRETARY**

The Grace Manor Family & Friends Council (FFC) has a mandate to improve the quality of life for all residents by sharing information among family and friends and through constructive dialogue with Grace Manor management and staff. The FFC endeavours to be a catalyst for positive change in residents' daily lives, families' experiences, and for Grace Manor as a whole.

Areas of focus for the Family & Friends Council this year included:

- Advocating for and supporting the on-going cultural change at Grace Manor to a “person-centred” care approach where all staff are encouraged to address both the physical and emotional wellbeing of all persons living at Grace Manor
- Engaging FFC members in activities to show our appreciation and support of the courageous, hardworking and dedicated staff and managers of Grace Manor caring for our loved ones
- Providing a forum for family and friends to ask questions and get information on new initiatives and issues of concern such as Covid-19 response measures, the palliative care program, and the new Activities Portal
- Moving the monthly FFC meetings to a virtual format to respect Covid-19 restrictions while still maintaining communication with our members. (A huge thanks to Grace Manor for providing the technical infrastructure and logistics for our Zoom meetings)
- FFC Executive members were also active in the Grace Manor Strategic Planning Committee, as well as external organizations such as the Champlain Region Family Council Network, the Deprescribing in Long Term Care initiative and the Champlain Dementia Network's Supporting Transformation in Long Term Care Working Group.



OTTAWA GRACE MANOR BOARD OF TRUSTEES 2021

Hugh O'Toole (Chair)

Cameron McCallum – (Secretary) Executive Director

Francis Savage – (Vice Chair), (Chair) Ethics & Quality Care
Committee, (Chair) Nominations Committee

Janice Gabie (Chair) Finance Committee

Tom Wileman (Chair) Strategic Planning Committee

Joanne Tilley Divisional Secretary for Social Services

Glenn van Gulik Divisional Secretary for Public Relations

Charlotte Dingwall Territorial Social Services Consultant

Jaqueline Rigg

Jane Trakalo

James Lindhe

