



Giving Hope Today

OTTAWA GRACE MANOR  
**ANNUAL  
REPORT**  
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# 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

I

### **Integrity:**

**We are honest & trustworthy.**

C

### **Compassion:**

**We reach out to others and care for them.**

A

### **Accountability:**

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

R

### **Respect:**

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

E

### **Excellence:**

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



## **2023-2024 REPORT FROM THE BOARD CHAIR**

After a few years of significant turmoil in the long-term care space, OGM welcomed the relative quiet and return to normal of the past twelve months. The pandemic restrictions and associated funding have both retreated and, while OGM still is continuously challenged by outbreaks and staffing shortages, both have gotten better compared to the peak of the prior years. OGM continues to invest in the facility such as by replacing the tubs, generators and walkways, but there were fewer large projects such as the complete overhaul of the HVAC system in the prior year.

Legislatively, OGM continued to implement the increase in direct care hours as mandated by the ministry of long-term care, and we would like to commend the Ministry for recognizing and committing to properly fund homes such as ours, by providing supplemental capital funds and increasing operating budgets.

A key goal of the Board in 2023-2024 was to work with management on the new 3-year strategic plan. OGM management and the strategic planning committee worked hard throughout the year to complete the new strategic plan by understanding issues, prioritizing opportunities, and planning solutions. Another priority was to complement the existing skills and experiences of the board by recruiting additional board members. The board would like to welcome our 3 new members, Todd who joined in September 2023 and serves as the head of the strategic planning committee as well as Melynda and Anne Marie who both joined in spring 2024. We are excited for the new perspective that they will be bringing to our meetings.

We would also like to celebrate the special recognition that OGM received this past year. OGM was the chosen location for a tour by Ministry of Long-Term Care executives due to it being recognized as a leading example within the province. This selection confirms the hard work and dedication from the staff at OGM and it is great seeing it being acknowledged by the Ministry.

The Board again thanks the exceptional front-line workers across all departments for their role in providing safe and quality care. The Board also wishes to express gratitude to Executive Director Cameron McCallum and the rest of the management team for providing strong leadership, extensive knowledge and passion which makes our role as the board so enjoyable.

Thank you,

James Lindhé  
OGM Board Chair



## 2023-2024 REPORT FROM STRATEGIC PLANNING

Work on OGM's 2021-2024 Strategic Plan is now concluded. Of the 24 established goals, 18 were considered accomplished, 1 was partially completed, 2 deferred to 2024-27 and 3 abandoned. Our greatest successes were the Enhanced Care & Quality of Life (100% or 7/7), More Sustainable Workforce (66% or 4/6). We can report that OGM has made great strides in working towards greater direct care hours for our residents and met the Ministry of Long-Term Care's target as of March 2024. Stronger Social Connections (60% or 3/5) which saw our home areas redesigned, an improved newsletter and updated website while the WiFi upgrade was deferred. Finally, Stronger Community Partnerships (83% or 5/6) which was highlighted by our successful Light Up the Grace campaign and our community partnerships with The Ottawa Hospital. TOH now provides OGM with a weekly visiting Nurse Practitioner and access to the Family Doctor program for some of our residents.

Finally, OGM SP spent a great deal of time this past winter working on the 2024-27 Strategic Plan. The plan has identified four crucial areas for OGM to focus on over the next three years. Delivery of Care; Resident Care & Quality of Life; Workforce Capacity and Appreciation; Organizational Engagement & Supports. With thanks to Michelle Reimer, an external consultant who guided our committee during the discussions in creating our plan. We look forward to reporting on our progress over the next three years.



## 2023-2024 REPORT FROM THE FINANCE AND RESOURCE CHAIR

Fiscal year 2023-2024, Grace Manor continued its commitment to high quality care and safety of residents, their families, and staff despite no longer having pandemic funding from the government.

This year, Grace Manor reached an important milestone with the discharge of the mortgage on the building. The building is now over 20 years old, and the finance committee fully endorses our renewed focus on improvements and renovations. Last year a new HVAC system, serveries and ovens were installed. This year the sidewalks were replaced, the generator and venting of four water heaters were retrofitted, and several more improvements are planned for smoother operations and a better experience for residents.

The 2023 Light Up the Grace campaign was one of the most successful campaigns of the past few years, raising over \$43K; money that was wisely allocated to replace floors and bathtubs within the facility.

Grace Manor had an operating fund surplus of \$251K before amortization and an overall deficit of \$469K mostly driven by the elimination of pandemic-related funding from the Ministry and stronger hiring efforts through the year to meet direct care hours per resident. Grace Manor continues to be in a strong financial position with cash reserves of \$2.2M at the end of the year.

With the elimination of incremental funding from the Ministry post-pandemic, Grace Manor will need to be more vigilant and strategic with its resources while continuing to provide first-class care for its residents.

## OUR FINANCES

### REVENUE

Government Grants.....	\$9,679,900
Resident Fees.....	\$3,528,051
Other Grants & Donations.....	\$414,493
<b>Total.....</b>	<b>\$13,622,444</b>

### EXPENSES

Salaries & Benefits.....	\$10,537,723
Food, Nursing & Activities.....	\$1,185,598
General Operations.....	\$2,368,910
<b>Total.....</b>	<b>\$14,092,231</b>

### EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES.....(\$469,787)

### ASSETS & LIABILITIES

Assets: Cash, Equipment, Building and Prepaid Expenses.....	\$15,498,764
Less Liabilities.....	\$2,010,427

### TOTAL EQUITY.....\$13,488,337



## 2023-2024 REPORT FROM THE ETHICS AND QUALITY CARE CHAIR

COVID-19 cases decreased significantly over last year. Although individual residents were diagnosed with COVID-19 there were no far-reaching outbreaks. A flu vaccine clinic was held in November 2023 with 117 residents participating. Despite proactive measures there was an influenza A outbreak in January 2024 that affected 9 residents and 2 staff members. This outbreak was contained due to the precautions taken by staff.

The Committee continued to monitor the quality of care received by OGM residents. The Restorative Care Program remains strong with 10 residents, on average, participating. Positive feedback has been received on outcomes that aim to enhance residents' independence.

The Director of Care (DOC) and the Assistant Director of Care (ADOC) have completed the Train the Trainer module for Gentle Persuasive Approaches (GPA) Training. GPA is an innovative dementia care education curriculum based on a person-centred care approach. Having the DOC and ADOC certified to offer GPA will support certification of all staff members on site. Investing in GPA training is a testament to the commitment of management and staff to prioritize quality care.

Over the year, the Committee dealt with a few minor situations involving ethical considerations. There were no significant ethical issues brought forward.



## EXECUTIVE DIRECTOR COMMENTS

Stability within the management team was the hallmark of this past year. We said farewell to Carrie Cunningham and welcomed Robyn Oraziotti as our new Activity and Volunteer Manager.

Ministry of Long-Term Care Funding for enhanced Direct Care Hours increased in 2023-24, allowing OGM to add 2 Restorative Care Nurses, 1 Night RN, 1 Night PSW, 1 Behavioral Support PSW, and 5 mid-day PSWs.

OGM partnered with The Ottawa Hospital (TOH), bringing two excellent programs to our residents. A Nurse Practitioner from the Nurse Led Outreach Team has joined us, enhancing our healthcare team. TOH is now part of our physician rotation, with Dr. Smith & Dr. Gluszynski attending OGM. This program is part of TOH family physician internship, which will see graduate family physicians attend with the Doctors, to gain insight into LTC.

## NURSING

The Nursing Team has been working in collaboration with RNAO to improve fall, palliative care, pain and delirium assessments. This will allow a more complete and compressive assessments that are resident, and family focused.

Our Quality Committee has grown in attendance. We currently have four family members and have 6 to 8 residents.

Positive change has been implemented by our team as we strive to have excellence in care. We discuss and contribute to different programs in the home and review any new policies before implementation. Nursing Team continues to work closely with Public Health educating staff and providing vaccines in a timely manner, while ensuring all have a safe home to reside and work.

The Restorative Care Program has been successful in engaging residents in meaningful work towards increased independence. We have observed a positive addition to the quality of life for our residents.

OGM now has three certified coaches in the home that have been training staff on how to approach and care for any resident that have responsive reactions. Staff have been excited to attend and 95% of nursing team has received training. Our Behavioural Support Team has been successful in mentoring, educating, and supporting staff while ensuring residents receive care in safe manner.

We continue to welcome new staff and students, supporting each other as we set high standards for care in the nursing department.



## LIFE ENRICHMENT

The focus of the Life Enrichment Department remains on enhancing the quality of life for our residents and fostering a supportive environment for both residents and caregivers. With the lifting of COVID restrictions over the past year, our Life Enrichment team has been able to resume all pre-pandemic programming. This means our residents now have access to a wide range of activities across various home areas, facilitating socialization and the development of friendships beyond their immediate units. This return to normalcy has not only increased the types and amounts of activities offered but also created opportunities for caregivers to actively participate, enriching the overall experience for everyone involved.

Our commitment to holistic care remains steadfast. Through collaboration with our interdisciplinary team, the Life Enrichment team continues to offer therapeutic activities spanning the five domains of health: physical, social, emotional, intellectual, and spiritual. By engaging residents in the planning of monthly programs, special events, and fundraisers, we ensure that our offerings are tailored to their interests and preferences. We are proud to report that our efforts extend beyond the walls of the Grace Manor. We continue to develop and nurture partnerships within the local community, enhancing access to resources and enriching the lives of our residents through meaningful connections.

None of this would be possible without the invaluable support of our volunteers. Their dedication is truly commendable, as they provide assistance across various facets of our daily operations. From administrative tasks to mealtime assistance, board oversight, and program support, our volunteers play a pivotal role in nurturing the well-being of our residents. We are excited to announce our plans to develop a summer youth volunteer program, aimed at further enhancing our volunteer initiatives and engaging the broader community in our endeavors.





## SPIRITUAL CARE

Chaplain Katie Wilkinson and Major Erin Verhey continue to support the Spiritual Care needs of the Residents, Families, Staff and Volunteers at Grace Manor. Through Hymn Sings, Chapels, Teas with The Chaplain, Art, and The Ministry of Presence, the Spiritual Care Team hopes to build relationships and trust, while offering opportunities for individual and corporate worship, while respecting each person's particular faith tradition.

In the past year, the Spiritual Care Department has sought to highlight various cultural and religious holidays (special thanks to Chaplain Katie for her beautifully creative displays).

We are most grateful for the Eucharistic Ministers from Queen of the Most Holy Rosary Parish, who visit weekly and provide monthly services for our Catholic Residents.

We are also most grateful to The Venerable Kathryn Otley and The Reverend Chung Yan (Joanne) Lam from All Saints Westboro Anglican Church for their monthly Chapel services.

We are also very thankful for the Ministry of the Salvation Army Barrhaven Band who come every month to provide music for Chapel and to Janice Gabie for her willingness to come weekly to play the piano for Hymn Sing and for Sunday Chapels, when needed.

Finally, a big thank you to all the staff and volunteers who support our team and enrich the lives of our Residents daily through the Ministry of Presence.



## DIETARY

The Food Service department has continued to make improvements over the past year, to ensure we meet the nutritional needs of our residents and provide meals and service they enjoy and can rely on!

There are now two new Alto-Shaam combi ovens in the kitchen, and the serveries in each home unit now have touch screen monitors for dietary staff to access the residents' dietary information and record the food temperatures.

We continue to foster our partnership with Algonquin College and currently have a student from the Food and Nutrition Management Program completing a 5-week placement. Our students are valued members of our team, and we will continue to welcome them!

The Food Service department is pleased to welcome our new Food Service Supervisor Mirna Ghanayem. She has been an excellent addition, sharing her LTC experience and knowledge with us!

Our dietary team continues to collaborate with residents, families and the multidisciplinary teams within the Grace Manor to provide excellent care to our residents.

## MAINTENANCE

This year we have had the sidewalk at the Visitor's Parking Lot Entrance replaced as well as the sidewalk at the Wellington Street Entrance. We also had the paving stones removed from the sidewalk to the entrance of our Parking Lot removed and replaced with a concrete sidewalk.

The venting for the backup generator has been rerouted and relaced bringing it up to current codes. The venting for our domestic hot water heaters required rerouting to bring up to code.

Upgrades were made in the Rosemount and Gladstone spas. This included new flooring and Therapeutic Tubs in both home areas.



## **FAMILY & FRIENDS COUNCIL EXECUTIVE (FFC)**

### **JUDITH RORAI, CHAIR**

### **FRANCA SANTILLI, SECRETARY**

The FFC provides advocacy on behalf of all the residents to make life at Grace Manor better for all involved. The FFC provides a forum for family and friends to ask questions and get information on new initiatives and issues of concern.

The FFC meets the third Thursday of every month (break in July and August) via Zoom and in May, hybrid meetings started via Zoom and in person at Grace Manor.

The FFC has had presentations/discussions on Infection, Protection and Control at the Grace Manor, the importance of hand washing and staying home when not feeling well is important to keep residents safe; Substitute Decision Maker, Ali Ladak, Regional Ethicist, Champlain Centre for Health Care Ethics presented this interesting topic which most family members will encounter when a loved one resides in Long Term Care Home.

Areas of interest that the FFC will have discussion on will be Emergency Room Visits; How to Prevent Falls; Estate/Funeral Planning; Deprescribing Medications.

FFC members were active in the Grace Manor Strategic Planning Committee and the Quality Improvement Committee and resumed connections with organizations such as the Champlain Region Family Council Network and the Champlain Dementia Network's Supporting Transformation in Long Term Care Working Group.



## **OTTAWA GRACE MANOR BOARD 2023 - 2024**

James Lindhe (Chair) Board

Cameron McCallum (Secretary) Executive Director

Joanne Tilley Divisional Secretary for Social Services

Glenn van Gulik Divisional Secretary for Public Relations

Jane Trakalo (Vice Chair) Board & (Chair) Ethics  
Committee

Todd MacCallum (Chair) Strategic Planning Committee

Luis Gijon (Chair) Finance & Resource

Rey Calleja

Jaqueline Rigg

Melynda Layton

Anne Marie Sarrazin

