



Giving Hope Today



OTTAWA GRACE MANOR
ANNUAL
REPORT

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OTTAWA GRACE MANOR
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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



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.



2024-2025 REPORT FROM THE BOARD CHAIR

The last year was a year of relative stability in the shadow of the COVID pandemic years, and it allowed more of a focus on continuously improving the lives of residents and the operation of OGM while still dealing with industry challenges and outbreaks.

To that goal, OGM has begun working towards its new 3-year strategic plan which focuses on multiple aspects that contribute to a thriving long term care home such as efficient delivery of care, a culture of appreciation, increased volunteering, and much more. The Grace Manor executive team, along with the board, has set specific and measurable targets that will ensure accountability and measurable progress. Through this goal-setting process, we believe that OGM will be able to provide an even greater experience for residents, families, volunteers and staff alike in the future.

The largest operational challenge in the past year was to achieve 4 hours of direct care per day, as legislated by the Ministry of Long-term care, now that the multi-year gradual implementation is complete. While we are grateful for the recognition from the Ministry that additional funding and resources were required in our sector, finding sufficient headcount to staff the positions continues to be a challenge.

On the theme of continuous improvement, OGM recorded a small budget surplus and continues to have a healthy financial buffer. This is while investing in the building to improve resident experience, efficiency, and cleanliness, such as through new tubs, lighting and vinyl flooring. Long-term care funding often comes with restrictions and needs to be tightly managed to ensure that limited resources can be spent in appropriate areas, especially with an aging building, which can have large, surprise expenses and the board is pleased with the financial prudence and care that OGM has shown to continuously increase its financial sustainability.

The Board again thanks the exceptional staff across all departments for their role in providing safe and quality care; the family and residence councils as well as volunteers for their contribution; and the management team for their dedication and experience. Without all of these, it would be impossible to have a safe and enriching home for the residents.

Thank you,

James Lindhé
OGM Board Chair



2024 - 2025 REPORT FROM STRATEGIC PLANNING CHAIR

Development of OGM's 2024-2027 Strategic Plan is now complete. As a key input into the planning process, a survey of staff, residents and volunteers was conducted. 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. Goals identified in the plan include: More supportive transition into care, more efficient delivery of services, create a culture of appreciation and wellbeing, increase human resources capacity, relaunch volunteer program, align resident interest with activities, enhance food experience, increase stakeholder engagement, upgrade infrastructure and equipment

In order to track progress against these goals over the next three years, individual KPIs have been established and will be reviewed on a regular basis to track progress. KPIs are aligned with impact statements, baseline metrics, performance measures, targets and operational parameters. We look forward to reporting on our progress over the next three years.



2024-2025 REPORT FROM THE
FINANCE AND RESOURCE CHAIR

Grace Manor reported strong financial results for the 2024-2025 fiscal year, driven primarily by increased government funding and savings from operational efficiencies. These factors contributed to a surplus of 296K in revenues over expenses.

Having a robust balance sheet at year end, with \$16.1M in assets and \$2.4M in liabilities allowed Grace Manor to continue focusing on facility improvements; investing \$0.5M replacing boilers, installing new bathtubs, and acquiring medical equipment. Also, new lighting and flooring were in progress at year end.

Aligned with its Vision, the Ottawa Grace Manor remains committed to continuing investing in both its workforce and facilities to ensure the highest standard of care for its residents.

OUR FINANCES

REVENUE	
Government Grants.....	\$11,235,900
Resident Fees.....	\$3,620,024
Other Grants & Donations.....	\$452,264
Total.....	\$15,308,188

EXPENSES	
Salaries & Benefits.....	\$11,057,554
Food, Nursing & Activities.....	\$1,329,311
General Operations.....	\$2,625,296
Total.....	\$15,012,161

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES.....	
\$296,027	

ASSETS & LIABILITIES	
Assets: Cash, Equipment, Building and Prepaid Expenses.....	\$16,139,948
Less Liabilities.....	\$2,355,584

TOTAL EQUITY.....	\$13,784,364
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2024-2025 REPORT FROM THE ETHICS AND QUALITY CARE CHAIR

The Committee continued to monitor the quality of care received by OGM residents. The Restorative Care Program remains strong with 12 residents, on average, participating. Positive feedback has been received on outcomes that aim to enhance residents' independence.

Additional resources have resulted in residents requiring a mechanical lift having a sling within their room.

There were individual cases of Covid-19 diagnosed but no far-reaching outbreaks. There was a contained enteric outbreak and a respiratory outbreak in the winter months. Both were managed with care, focusing on the implementation of outbreak control measures resulting in their containment.

The Resident Council added communication boards to all units. The council held a soup sale and a bake and craft sale to raise funds. Guest speakers have attended the council which has been well received.

The Family Council has welcomed some new members and attendance is consistent. Guest speakers are also being organized focused on topics of interest to participants.

There has been ongoing recruitment resulting in a culturally diverse highly skilled workforce. All new team members receive an in-depth orientation. Building on last year's investment in training many staff have completed the Gentle Persuasive Approach Bath course as well as training to support documentation requirements on a new reporting related to Resident Assessment Instrument Report which goes live July 1, 2025. Ongoing investing in training is a testament to the commitment of management and staff to prioritize quality care.

Over the year, the Committee dealt with a few situations involving ethical considerations. The committee reviews each situation asking questions to seek understanding and makes suggestions to support the resolution and the handling of situation. Discussions are guided by the "I CARE" core values of Ottawa Grace Manor, integrity, compassion, accountability, respect, and excellence.



EXECUTIVE DIRECTOR COMMENTS

The Ministry of Long-Term Care provided the final increase to funding for enhanced Direct Care Hours in 2024-25 with the goal of providing 4 hours of care per resident per day by March 2025. OGM's budgeted hours for the year were 3.99, but the home fell short of achieving the Ministries objective. The continued shortage within the Human Health Resources was evident in our results. OGM consistently had approximately 20 PSW positions vacant throughout the year.

OGM's valuable partnership with The Ottawa Hospital (TOH), expanded with the family health team from The Ottawa Hospital providing physician service to approximately $\frac{3}{4}$ of our residents. This initiative is part of TOH's Family Physician Internship Program, allowing graduate family physicians to gain firsthand experience in long-term care by attending alongside our doctors. Our Nurse Practitioner from the Nurse-Led Outreach Team has enhanced the medical services available.



NURSING

The Nursing Team navigates change by building on what works and encouraging a holistic inclusive approach to care and services.

The Grace Manor residents' wellness is enhanced by the strong collaborative connections that our Medical and Nursing teams share with:

Educational Providers

By welcoming and supporting students throughout their practicum, Grace Manor continues to be a home of choice for educational centres, such as Algonquin Careers Academy.

Pharmacy Providers

Quarterly medication / antipsychotics reviews, and statistics. Staff are supported and encouraged to report any medication incidents through the Pharmacy reporting system.

The Royal Gerontology -psychology Physician and Nurse.

The Gerontology -psychology nurse attends the monthly BSO meetings providing their valuable insight and suggestions. Eligible residents are assessed by the Physician and nurse.

Nurse Practitioner Led Outreach to LTC team (NP)

Provides interventions as needed, and possibly decreases emergency hospital visits. The NP also helps build capacity with the nursing staff (recently reviewed how to use Bladder Scanner)

Technology -

Looking forward to a medication dispensing machine (Medselect) for the emergency medications supply. These contingency medications are currently kept on hand to ensure after hours medication orders can be provided to the residents without delay.

Trialing Raised Edge Mattresses

To help prevent falls from bed □ fund raising can help support the purchase of new mattresses.

Nursing is a “we” profession- thank you for your support.



LIFE ENRICHMENT

The Life Enrichment Team remains steadfast in its mission to enhance the quality of life for our residents by fostering a supportive and engaging environment for both residents and caregivers. We emphasize holistic care through a wide array of therapeutic activities that address the five domains of health: physical, social, emotional, intellectual, and spiritual.

Through collaboration with residents, families, and the interdisciplinary team, we ensure that our programs reflect the unique interests and preferences of our residents. The implementation of recreational assessments has further enhanced our ability to personalize activities, promoting autonomy and empowering residents to make choices that support their well-being.

Program effectiveness is continually evaluated through consultations with residents, the Residents' Council, family members, and staff. Their input is instrumental in guiding the development of our programming. Over the past year, we have seen the welcome return of community groups and a notable increase in intergenerational programming. Additionally, we introduced a new evening Life Enrichment position to expand our programming and better meet the diverse needs of our residents.

None of this progress would be possible without the unwavering support of our volunteers. Their dedication and compassion have a profound impact on the well-being of our residents. Volunteers contribute in countless ways, including administrative support, dining room assistance, program facilitation, spiritual care, and more. We are especially excited by the growing number of youth volunteers, who bring energy, creativity, and a fresh perspective to the Grace Manor.



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. The Spiritual Care Department continues to highlight various cultural and religious holidays through displays in the Main Lobby.

Major Erin has been privileged to officiate several Celebrations of Life for Residents. 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 daily enrich the lives of our Residents 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 had both of our boilers replaced with high efficacy models. All OGMs lighting is being converted to LED lighting with sensors. The installation of these items will result in significant yearly energy savings.

New Therapeutic Tubs were purchased for the Queens, Parkdale, and Wellington Spas. This completes the replacement of tubs on all home areas.

The replacement of carpeting with vinyl flooring on Queens and Parkdale House has been completed with Gladstone house to follow. This will complete the removal of all the carpeting in the resident's 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 Wednesday of every month (break in July and August) via Zoom. The FFC started meeting onsite in May 2024 but moved back to virtual during the winter months.

The FFC has had presentations/discussions on the follow: Infection and Prevention Control, Nurse Practitioner roles and responsibilities, Life Enrichment, EVOKE Health.

Areas of interest that the FFC will have discussion on will be Emergency Room Visits; How to Prevent Falls; How to better the lives of residents of Ottawa Grace Manor.

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 2024-25

James Lindhe (Chair) Board

Cameron McCallum (Secretary) Executive Director

Joanne Tilley Regional Social Mission Director (Ontario)

Glenn van Gulik Divisional Secretary for Public Relations and
Territorial Marketing

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

