



Giving Hope Today

2024-2027

STRATEGIC PLAN

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

MESSAGE FROM OUR BOARD CHAIR AND EXECUTIVE DIRECTOR

On behalf of the entire Grace Manor community, we want to extend our deepest gratitude to every one of you for your unwavering dedication and hard work in the development of our 2024-2027 strategic plan. Your commitment to this endeavor has been truly remarkable.

The effort and diligence you've shown in collecting, assembling, and analyzing data have been instrumental in shaping our priorities for the next three years. We recognize the significant contributions from our residents, their families, the staff, the Family and Friends Council, Management, and the Board, all of whom have played pivotal roles in this process.

A special note of appreciation goes to Michelle Reimer from Citizens First for her invaluable guidance throughout the development of this plan. Her expertise has undoubtedly enriched our strategic vision.

The 2024-2027 Strategic Plan stands as a beacon, guiding us on our journey toward fulfilling the mission and vision of Ottawa Grace Manor. With a clear focus on improving transition support, service delivery efficiency, resident engagement, dining experience, fostering appreciation and wellbeing, boosting human resources, and revitalizing our volunteer program, we are poised to make significant strides forward.

As we delve into the intricacies of this plan, we invite you to consider how you can partner with Grace Manor to help us achieve these vital objectives. Your continued support and collaboration are essential as we embark on this transformative path together.

Once again, thank you for your exceptional dedication and contributions. Together, we will make a meaningful difference in the lives of those we serve.

James Lindhé
Board Chair

Cameron McCallum
Executive Director



2024 - 2027 STRATEGIC PLAN

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. We strive to ensure that care extends beyond the physical realm to encompass spiritual and emotional support as well. The commitment to oversight, both internally through the Board and externally through regulatory bodies like the Ministry of Health and Long-Term Care, ensures a high standard of care and accountability.

The integration of strategic planning with budgeting and quality improvement initiatives demonstrates a holistic approach to organizational management. OGM is not just focused on day-to-day operations but is actively shaping its future trajectory.

The accomplishments detailed from the previous strategic plan underscore OGM's dedication to continuous improvement and innovation. From enhancing care quality to fortifying community partnerships, each achievement reflects a commitment to excellence.

Moreover, the emphasis on financial sustainability is crucial for ensuring long-term viability and the ability to adapt to evolving needs and challenges.

Overall, Ottawa Grace Manor's dedication to its residents' well-being and its proactive approach to organizational development are commendable, setting a high standard for long-term care facilities.



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.



2024-2027 STRATEGIC PLAN

INTRODUCTION:

The development of the 2024-2027 Strategic Plan included an environmental scan and stakeholder survey that identified priorities. These priorities, along with expected outcomes and required actions are presented in the graphic on the following page. The four Strategic Priorities are:

- 1. Delivery of Care**
- 2. Resident Care & Quality of Life**
- 3. Workforce Capacity & Appreciation**
- 4. Organizational Engagement & Supports**

The plan provides a performance framework that describes how OGM will achieve its vision and these strategic priorities. The framework and supporting logic models presented on the following pages are flow charts that map out OGM's plan of action and expected results.

The performance framework includes:

- **a situation analysis, describing issues and opportunities,**
- **inputs, which are the resources available, and**
- **expected outcomes. Short/medium-term outcomes represent what OGM expects to achieve under each priority.**



2024-2027 STRATEGIC PRIORITIES

VISION

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MISSION

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DELIVERY OF CARE

- Improve Supports During Transition into Care
- More Efficient Delivery of Services



RESIDENT CARE & QUALITY OF LIFE

- Align Resident Interest with Activities
- Enhance Food Experience



WORKFORCE CAPACITY & APPRECIATION

- Create a Culture of Appreciation & Wellbeing
- Increase Human Resources Capacity
- Relaunch Volunteer Program



ORGANIZATIONAL ENGAGEMENT & SUPPORTS

- Increased Stakeholder Engagement
- Upgrade Infrastructure & Equipment

VALUES

I CARE:

INTEGRITY, COMPASSION, ACCOUNTIBILITY, RESPECT, EXCELLENCE



OTTAWA GRACE MANOR

Strategic & Operational Planning Period 2024-2027

PRIORITIES

1-3 YEAR GOAL

A. DELIVERY OF CARE

1. Improve Supports During Transition into Care

- Better link residents to resources and peers
- Effective approach to connecting resources to residents and family.

2. More Efficient Delivery of Services

- Review task distribution of health care teams
- Tasks effectively distributed across disciplines and team members.

B. WORKFORCE CAPACITY & APPRECIATION

1. Create a Culture of Appreciation & Wellbeing

- Understand what impacts employee wellness at OGM
- Assess and implement employee appreciation strategy
- Employee wellness plan is developed and implemented.
- Appreciation strategy implemented

2. Increase Human Resources Capacity

- Review stability options for weekend shifts
- Achieve consistent staffing on a daily basis
- Recruit and retain students
- Full staffing compliment at critical times
- Implement attendance management program
- Best in class students have been identified and retained

3. Relaunch Volunteer Program

- Adapt OGM volunteer program to new TSA framework
- Identify and recruit volunteers into key roles
- Rebuild onboarding process and approach to training
- Design effective engagement strategy
- Volunteers are trained to TSA standards
- Pivotal volunteer positions are occupied
- Successful revamp of onboarding process and training approach that meets the needs of OGM's diverse population of volunteers.
- Quarterly volunteer forum is designed and implemented.



C. RESIDENT CARE & QUALITY OF LIFE

1. Align Resident Interest with Activities

- Evaluate effectiveness of current activities
- Customized activities for different demographic needs and abilities
- Promote more autonomy for residents
- Successfully assessed the effectiveness of current activities through yearly program evaluations.
- Activities tailored to suit diverse demographic needs and abilities of residents.
- Residents have the freedom to choose activities that enhance their well being and quality of life.

2. Enhance Food Experience

- Recruit Food Committee Volunteers
- Evaluate resident food preferences
- Create calm environment during mealtimes
- All 5 home areas are actively participating on the food committee.
- OGM has a better understanding of food preferences to assist with menu planning.
- Residents experience a pleasurable dining atmosphere and are able to enjoy mealtime with minimal noise and less chaotic service.

D. ORGANIZATIONAL ENGAGEMENT & SUPPORTS

1. Increased Stakeholder Engagement

- Develop a communication plan for all departments, family and residents
- Communication is seamlessly provided to all stakeholders throughout OGM including departments, staff, residents and families.

2. Upgrade Infrastructure & Equipment

- Upgrade lounge area, floors and tub rooms
- Update phone system
- Project completion
- Project completion



2024-2027 SURVEY THEMES

GOVERNANCE

More management involvement in the Resident Council meetings and follow-up.

COLLABORATION | COMMUNICATION

- Increase opportunities for dialogue between management and staff.
- Management turnover, lack of listening | support
- More understanding from other departments and more constructive criticism.
- Better understanding and collaboration between disciplines
- Communication could be improved a bit more, so everyone is on the same page.

SUPPORT & TRUST BUILDING

- Improve relationships between departments, management, and employees.
- The lack of management support and respect for how we are trying to work with the resources we have.
- Open, honest communication between co- workers/team is vital.

INFRASTRUCTURE & EQUIPMENT UPGRADES

- Printers on Units
- Wi-Fi | Computers | New Phones
- Laundry Room
- Shower and Baths
- Bladder Scanner
- Carpets need cleaning or replacement.

WORKFORCE

APPRECIATION

- I love working here but we need more appreciation for the nursing team for appreciation week.
- More appreciation from other departments and management.
- Staff recognition, recognizing staff more frequently of things they accomplish even small things, not just once or 2 times a year.
- Make your staff feel appreciated; offer incentives.



TRAINING

- More training, not just for the nursing department.
- Include Life Enrichment training for all staff.

STAFFING SHORTAGE

- Staffing shortages - you can't provide best in class care if you do not have the well-trained bodies to put on the floor to do them.
- Hiring more staff to help in each department to help with residents' care.
- Increase support for Life Enrichment staff.
- Steady/regular PSW's.
- With shortfalls in staffing levels, the tendency to treat all residents the same should be avoided.

WORKLOAD

- Workload, many small details to remember.
- Too much rushing by the staff.

RESIDENT CARE

TRANSITION PLANNING FOR NEW RESIDENTS

- Improving how new residents can best adjust should be a priority.
- Residents have difficulty adjusting to the living conditions, from a home environment to an institutional one.
- Better orientation for new residents on rules & regulations. Need to have a plan. What's next? Move or permanent.

CUSTOMIZED CARE

- Adjustments for different intellectual and physical abilities need to be made.
- As staffing recovers from the pandemic, more attention should be given to individual needs.
- Every resident should feel that "their" needs are a "priority" with staff even when there is a personality conflict and a time constraint.
- I want to go at my own speed, but they want to do things according to their rules, e.g. bedtime by 7.



IPAC

EQUIPMENT & SUPPLIES

- Current vaccinations; N95 (or equivalent masks); RAT kits; disinfectant wipes.

COMMUNICATION

- Lots of communication and up to date info.

TRAINING

- Staff to be kept informed and trained on effective use of recognized IPAC procedures (masks, sanitizing, etc.).

NUTRITION AND FOOD EXPERIENCE

NUTRITION

- Meal plans/choices more consistent with senior care.
- I am stressed by people who do not understand diabetes, trying to serve food I cannot eat.
- Make a meal rotation that is consistent with the demographic.

FOOD QUALITY

- Food - better selection, shouldn't be tasteless, dry or full of oil.
- Food needs upgrade, cold, too spicy, too many foreign dishes.
- More fresh fruit. Desserts are too sweet, full of additives.

FOOD EXPERIENCE

- Less rush during meals.
- More privacy during mealtimes.
- Having enough staff during meals.
- More time for staff to help with food and drinks.
- Better weekend meals.



LIFE ENRICHING ACTIVITIES

IMPACT MEASUREMENT

- Some measurements of the impact of activities.
- The activities program at the Grace is extensive, with many events managed by the Life Enrichment team and supported by volunteers. For the purposes of planning and ensuring the best use of limited resources, OGM should make every effort to measure the impact of these events.

CUSTOMIZED ACTIVITIES

- More outings; enjoyed the fishing trip.
- More activities for the people who have all their mental capacities. Games like bridge, backgammon (more challenging)
- Activities include Ladies Night, never noticed a Men's night i.e. hockey game.
- Perhaps more small group sessions that can be interactive, held in quiet spaces.
- Family room for gatherings.
- Finding some things our family members can do during the daily activities.
- Less time spent sitting in front of TV.

VOLUNTEER ENGAGEMENT & TRAINING

ENGAGEMENT

- I was a very active volunteer before the pandemic but haven't resumed my work. I know that I bear responsibility, but I think that I'm likely not alone in this and I think that more could be done to rekindle and re-engage these relationships.

CAPACITY BUILDING

- Volunteers can play an important role; they can devote more time to residents. For example, visits by volunteers can supplement limited staff time and provide connections to the community, particularly if family members are unable to visit as often as they might like.



COMMUNICATION

- It can be hard at times, but more communication regarding the passing of residents.
- Changing dietary needs of residents can also be challenging to communicate, but a quick briefing would be helpful.
- More information on residents could be provided.

IMPACT MEASUREMENT

- More targeted/streamlined training for volunteers.
- Surge Learning for volunteers has been frustrating and burdensome.
- Training is necessary, but to attract and keep more volunteers, a more focused approach is required.



2024-2027 STRATEGIC PRIORITIES



DELIVERY OF CARE

Improve Supports During Transition into Care

- Better linkage for residents to resources and peers

More Efficient Delivery of Services

- Review task distribution of health care teams



RESIDENT CARE & QUALITY OF LIFE

Align Resident Interest with Activities

- Evaluate effectiveness of current activities
- Customize activities for different demographic needs and abilities
- Promote more autonomy for higher functioning residents

Enhance Food Experience

- Recruit Food Committee Volunteers
- Evaluate resident food preferences
- Create calm environment during mealtimes



WORKFORCE CAPACITY & APPRECIATION

Create a Culture of Appreciation & Wellbeing

- Understand what impacts employee wellness at OGM
- Assess and implement employee appreciation strategy

Increase Human Resources Capacity

- Review stability options for weekend shifts
- Achieve consistent staffing on a daily basis
- Recruit and retain students

Relaunch Volunteer Program

- Adapt OGM volunteer program to new TSA framework
- Identify and recruit volunteers into key roles
- Rebuild onboarding process and approach to training
- Design effective engagement strategy



ORGANIZATIONAL ENGAGEMENT & SUPPORTS

Increased Stakeholder Engagement

- Develop an effective communication plan for all departments, family and residents

Upgrade Infrastructure & Equipment

- Upgrade lounge area, floors and tub rooms
- Update phone system

ACCOUNTABILITY FOR RESULTS

1. The Executive Director will report on progress annually or as required by the Board of Trustees.
2. The Executive Director and the Management Team will prepare annual report cards for each Strategic Priority. The Board will review these report cards and determine what action is required.
3. The Board will issue an update in each Annual Report and at each Annual General Meeting, which will take account of stakeholder comments received from the survey.
4. The Strategic Planning Committee, a sub-committee of the Board, will prepare an Overview Report for consideration by the board at the 2024 Annual General Meeting. The Overview Report will highlight the achievements of the 2024-2027 Strategic Plan and identify ongoing issues.



OTTAWA GRACE MANOR BOARD OF TRUSTEES 2024

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