



Giving Hope Today

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

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# 2021 - 2024 STRATEGIC PLAN

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## MESSAGE FROM OUR BOARD CHAIR AND EXECUTIVE DIRECTOR

We would like to express our appreciation to the Strategic Planning Committee for their hard work and dedication in the development of the Grace Manor's 2021-2024 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. We want to say thank you to everyone who contributed: our residents, their families, the staff, the Family and Friends Council, Management and the Board. We also appreciate the guidance provided by Michelle Reimer from Citizens First for her oversight in the development of this plan. The 2021-2024 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 enhanced care and quality of life, stronger social connections and information sharing, a more sustainable workforce, and stronger community partnerships. As you read this plan, we ask you to consider how you can partner with Grace Manor to accomplish these important objectives.

Hugh O'Toole  
**Board Chair**

Cameron McCallum  
**Executive Director**





## 2021 - 2024 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. 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. 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 budget, the annual operational plan, and the annual Quality Improvement Plan mandated by the Ontario government.

Over the previous Strategic Plan from 2017 to 2021, OGM took steps to effect a resident-centred care approach, placing greater emphasis on the emotional wellbeing of residents in addition to their physical health. OGM's rate of falls now matches the provincial level. Similarly, OGM improved comparative performance in reducing the use of restraints and limiting the number of residents receiving anti-psychotics where there is no related diagnosis. OGM also made significant strides in building its financial reserves to ensure that the facility has the resources to make improvements where needed.



# 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.**



# 2021-2024 STRATEGIC PLAN

## INTRODUCTION:

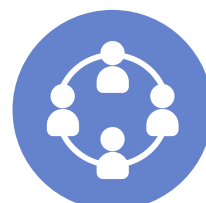
The development of the 2021-2024 Strategic Plan included an environmental scan and stakeholder survey that identified priorities. These priorities, along with expected outcomes and required actions are presented in the graphic on the following page. The four Strategic Priorities are:

- 1. Enhanced Care & Quality of Life**
- 2. Stronger Social Connections & Information Sharing**
- 3. More Sustainable Workforce**
- 4. Stronger Community Partnerships**

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.**



# STRATEGIC PRIORITIES 2021-2024

## OTTAWA GRACE MANOR



### ENHANCED CARE & QUALITY OF LIFE

#### More efficient and responsive care processes

- Streamline intake process
- Improve care conferences
- Strengthen monitoring of resident changes

#### Enhanced Safety and Homeyness

- Invest in a safe and infection-free environment
- Enhance homeyness of home units
- Update pandemic plan & enhance infection surveillance

#### Strengthened Resident-Centred Approach

- Augment dementia care training
- Renew recreational programming



### STRONGER SOCIAL CONNECTIONS & INFORMATION SHARING

#### Optimized Technology to Support Social Connections

- Improve ability to connect with family and friends
- Implement resident & family activity portal
- Invest in stronger technology infrastructure

#### Improved Stakeholder Engagement

- Increase type of information shared
- Augment modes of communication

## Resident -Centred Care



### MORE SUSTAINABLE WORKFORCE

#### Increased Stability and Engagement

- Minimize rushed work environment
- Strengthen on-boarding process

#### Improved Flexibility and Skills

- Improve flexibility of roles
- Expand training and professional development

#### Improved Health and Wellbeing

- Better understand and address employee concerns



### STRONGER COMMUNITY PARTNERSHIPS

#### Re-engaged Volunteers

- Rebuild core volunteer group
- Implement training program for volunteers

#### Improved Donor Relationships

- Improve donor management process

#### Strengthened Community Partnerships

- Increase engagement with local community



## PERFORMANCE FRAMEWORK

### STRATEGIC PLAN 2021-2024

#### 1. SITUATION ANALYSIS

- Ottawa Grace Manor is a nonprofit, 128 bed, licensed long-term care facility.
- Residents require varying levels of care, including dementia and palliative.
- Salvation Army service model involves the wellbeing of the whole person - the physical, social, emotional, psychological, and spiritual.
- The resident population is primarily fragile and aging; 72% are female.
- 65% of residents at the OGM are 80 or older.
- Approximately, 42% of residents have a dementia diagnosis.
- Unpredictable staffing levels for front-line staff has been a long-term challenge.
- Volunteers, students and families have been relied upon as unpaid resources.
- Recent COVID-19 restrictions have limited visits from family and friends increasing social isolation.
- The pandemic has increased the demand for tailored activities and recreation on home units.
- Re-engagement with volunteers, donors and the community is a recognized priority moving forward.

#### 2. INPUTS

##### RESOURCES

1. Financial Resources - Government Grants, Resident Fees, Estate Donations
2. Human Resources (paid & unpaid) - Employees, Essential Caregivers, Volunteers

##### INTERNAL PERFORMANCE DATA

1. Family and Friends Council
2. Residents' Council
3. Annual Stakeholder Survey (residents, employees, volunteers, family)
4. Annual Staff Satisfaction Survey

##### EXTERNAL

1. Salvation Army Accreditation
2. Ontario Ministry of Health & Long-Term Care
3. CIHI & Health Quality Ontario (Ontario Health) - [Quality of Care Indicators](#)
4. Accreditation Canada (voluntary)
5. National Long-Term Care Services Standard & Health Standards (coming)

#### 3. SHORT / MEDIUM-TERM OUTCOMES

- More Efficient and Responsive Care Processes
- Enhanced Safety and Homeyness
- Strengthened Resident-Centred Care Approach

- Increased Stability and Engagement
- Improved Flexibility and Skills
- Improved Health and Wellbeing

- Optimized Technology to Support Social Connections
- Improved Stakeholder Engagement

- Re-Engaged Volunteers
- Improved Donor Relationships
- Strengthened Community Partnerships

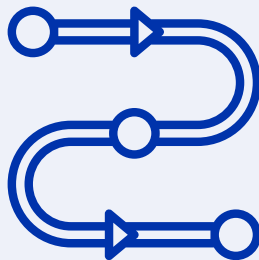
#### 4. LONG-TERM OUTCOMES

Enhanced Care & Quality of Life

More Sustainable Workforce

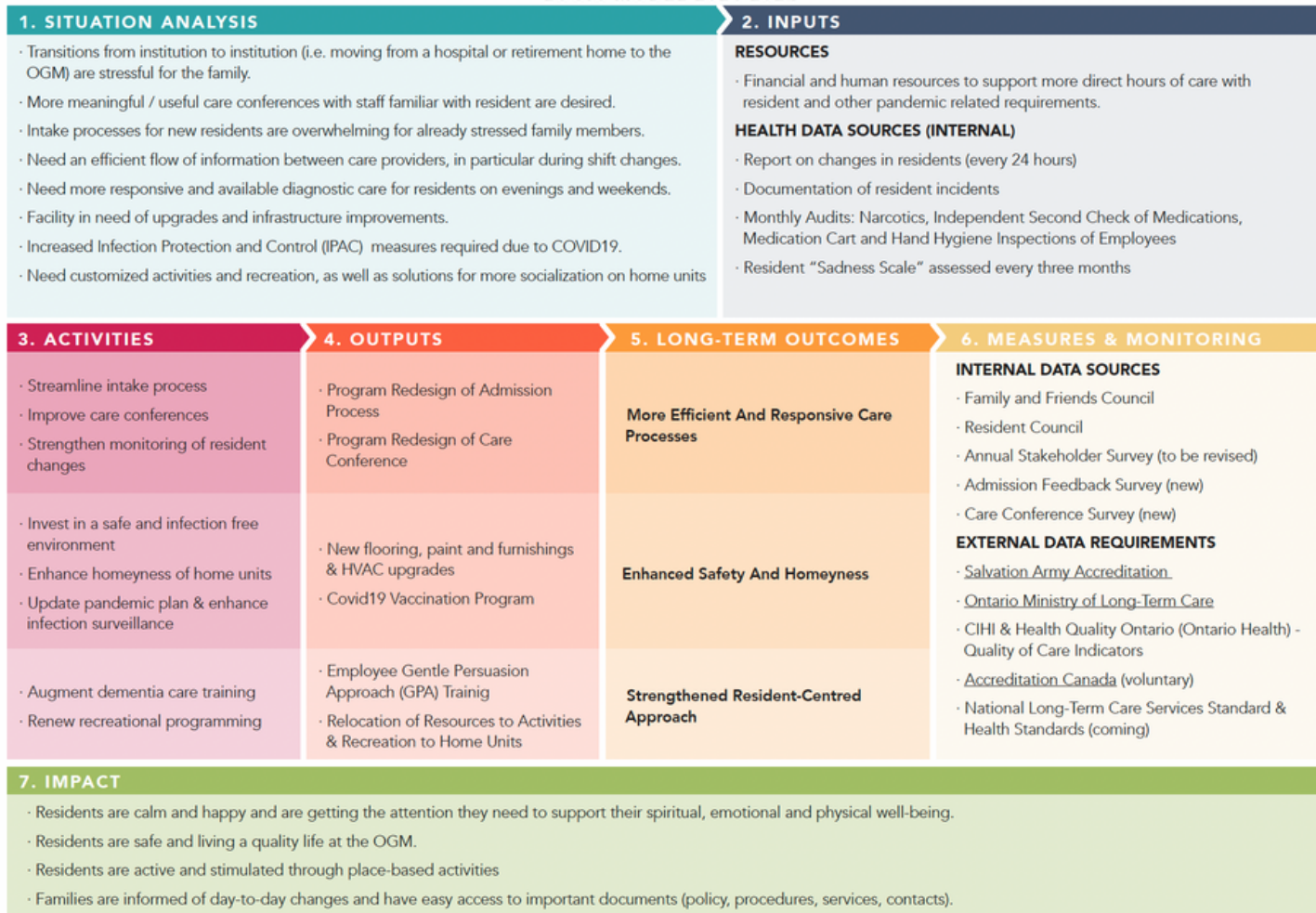
Stronger Social Connections & Information Sharing

Stronger Community Partnerships



## PRIORITY A - ENHANCED CARE & QUALITY OF LIFE

### LOGIC MODEL 2021-2024



STRATEGIC PLAN 2021-2024

OTTAWA GRACE MANOR

### PERFORMANCE INFORMATION

### 3 YEAR OBJECTIVE

#### 1 - More Efficient and Responsive Care Processes

- Program Redesign of Admission Process survey
- Program Redesign of Care Conference

90% excellent rating in admission feedback

90% excellent rating in care conference survey

#### 2 - Enhanced Safety and Homeliness

- New flooring, paint and furnishings, HVAC upgrades positive

95% positive responses in staff survey, 95%

responses in stakeholder survey

&gt;85% staff | &gt;90% residents vaccinated (COVID-

#### 3 - Strengthened Resident-Centred Care Approach

- Implement Dementia Care GPA Training
- Renew recreational programming

68 frontline staff trained in GPA

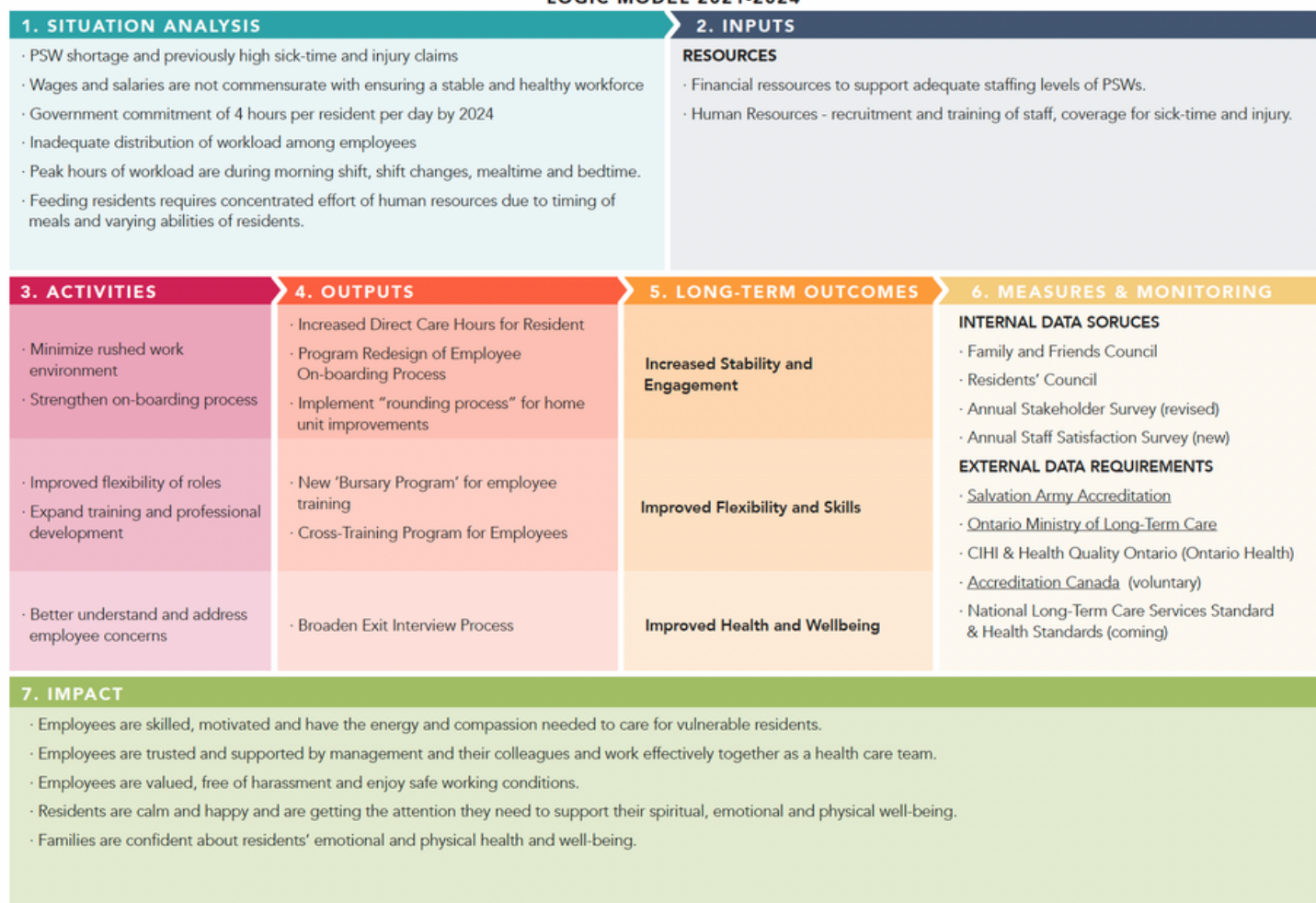
Report on Progress





## PRIORITY B - MORE SUSTAINABLE WORKFORCE

### LOGIC MODEL 2021-2024



STRATEGIC PLAN 2021-2024

OTTAWA GRACE MANOR

## PERFORMANCE INFORMATION

### 1 - Increased Stability and Engagement

- Increased Direct Care Hours for Resident
- Program Redesign of Employee On-boarding Process
- Implement "rounding process" for home unit improvements

### 2 - Improved Flexibility and Skills

- Cross-Training Program for Employees
- New Bursary Program for employee training

### 3 - Improved Health & Well-being

- Broaden Exit Interview Process
- Broaden Exit Interview Process

## 3 YEAR OBJECTIVE

- 4 hours direct resident care daily
- 70% positive responses in staff survey
- 70% positive responses in staff survey

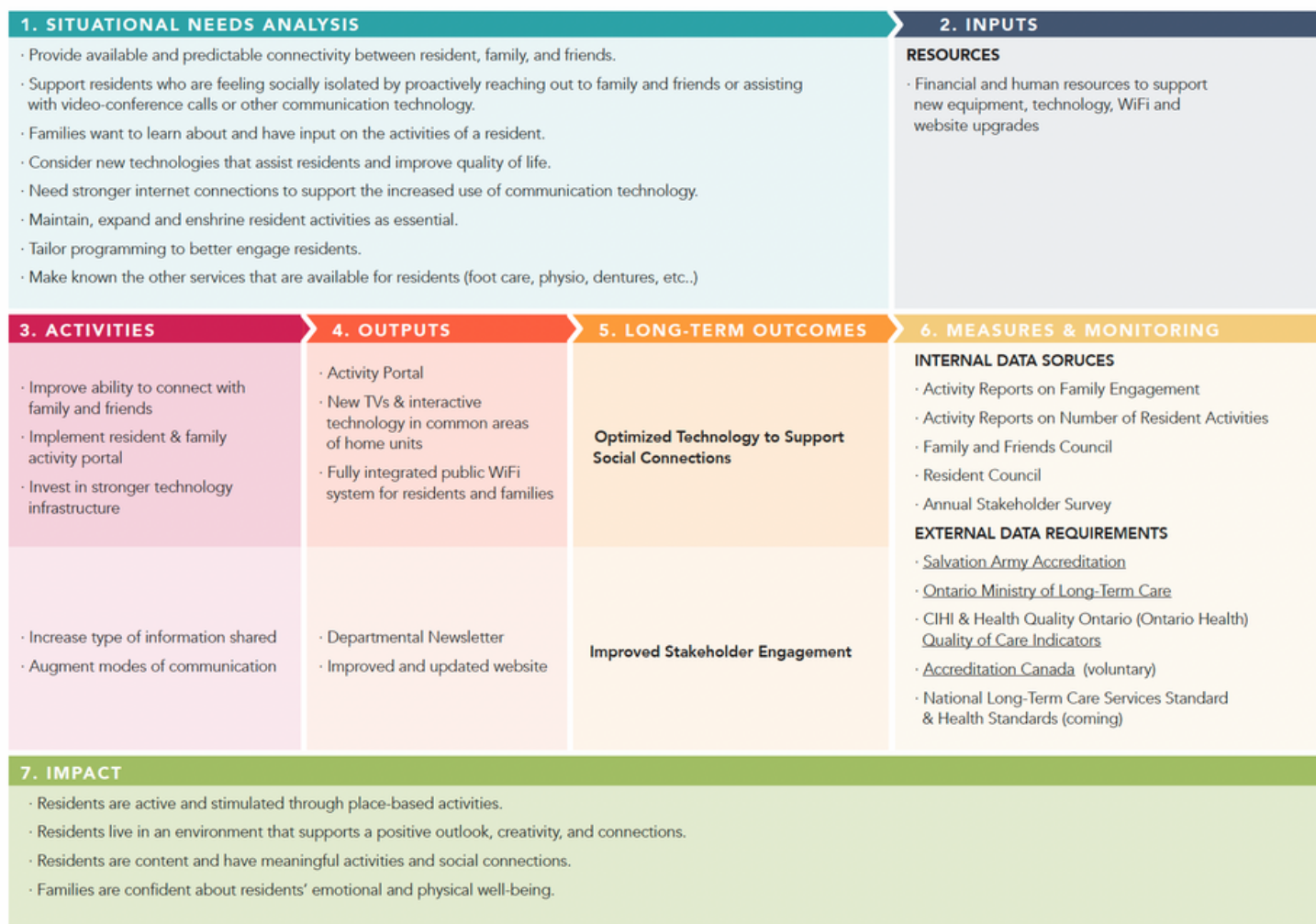
- 28 staff cross-trained
- 2 bursaries awarded to staff

- 33% of departing staff interviewed; Report on what we've learned



## PRIORITY C - STRONGER SOCIAL CONNECTIONS & INFORMATION SHARING

### LOGIC MODEL 2021-2024



STRATEGIC PLAN 2021-2024

OTTAWA GRACE MANOR

## PERFORMANCE INFORMATION

### 1 - Optimized Technology to Support Social Connections

- Activity Portal Utilization
- New TVs & interactive technology in home units
- Fully integrated public WiFi system

### 2 - Improved Stakeholder Engagement

- Departmental Newsletter
- Improved and updated website

## 3 YEAR OBJECTIVE

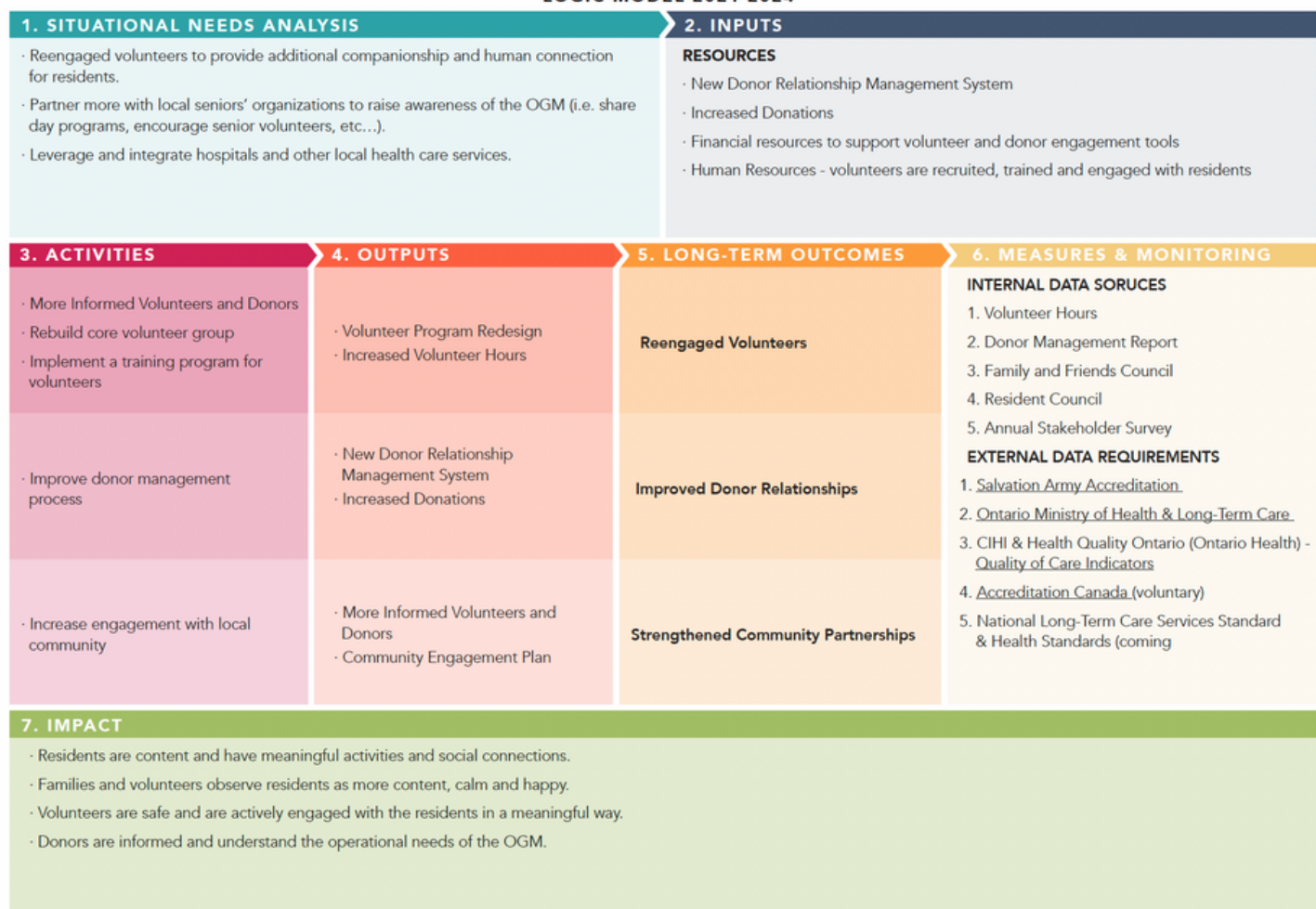
50% utilization by resident families  
Completed by 2022  
Implemented

80% positive responses in stakeholder survey  
50% increase in website hits



## PRIORITY D - STRONGER COMMUNITY PARTNERSHIPS

### LOGIC MODEL 2021-2024



STRATEGIC PLAN 2021-2024

OTTAWA GRACE MANOR

### PERFORMANCE INFORMATION

#### 1. - Reengaged Volunteers

- Volunteer Program Redesign
- Increased Volunteer Hours

#### 2 - Improved Donor Relationships

- New Donor Relationship Management System
- Increased Donations

#### 3 - Strengthened Community Partnerships

- More Informed Volunteers and Donors
- Community Engagement Plan

### 3 YEAR OBJECTIVE

Completed  
6,000 volunteer hours

Completed  
33% increase to \$40K

70% positive responses in stakeholder survey  
5 new community partners



## 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 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 2021-2024 Strategic Plan and identify ongoing issues.





## **OTTAWA GRACE MANOR BOARD OF TRUSTEES 2021**

Hugh O'Toole (Chair)

Cameron McCallum - (Secretary) Executive Director

Francis Savage - (Vice Chair) (Chair) Ethics & Quality  
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

