

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

# 2021 - 2024 STRATEGIC PLAN

# 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 antipsychotics 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.
- $\cdot$  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.

#### 3. SHORT / MEDIUM-TERM 2. INPUTS 4. LONG-TERM OUTCOMES **OUTCOMES** RESOURCES More Efficient and Responsive Care Processes 1. Financial Resources - Government Grants, Resident Fees, Estate Donations Enhanced Safety and Homeyness Enhanced Care & Quality of Life 2. Human Resources (paid & unpaid) - Employees, Essential Caregivers, Volunteers Strengthened Resident-Centred Care Approach INTERNAL PERFORMANCE DATA 1. Family and Friends Council Increased Stability and Engagement 2. Residents' Council Improved Flexibility and Skills More Sustainable Workforce 3. Annual Stakeholder Survey (residents, employees, volunteers, family) Improved Health and Wellbeing 4. Annual Staff Satisfaction Survey EXTERNAL 1. Salvation Army Accreditation Optimized Technology to Support Social Connections Stronger Social Connections & Information 2. Ontario Ministry of Health & Long-Term Care Sharing Improved Stakeholder Engagement 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) Re-Engaged Volunteers Improved Donor Relationships Stronger Community Partnerships Strengthened Community Partnerships









#### PRIORITY A - ENHANCED CARE & QUALITY OF LIFE

LOGIC MODEL 2021-2024

#### 1. SITUATION ANALYSIS

- · Transitions from institution to institution (i.e. moving from a hospital or retirement home to the OGM) are stressful for the family.
- · More meaningful / useful care conferences with staff familiar with resident are desired.
- Intake processes for new residents are overwhelming for already stressed family members.
- Need an efficient flow of information between care providers, in particular during shift changes.
- Need more responsive and available diagnostic care for residents on evenings and weekends.
- · Facility in need of upgrades and infrastructure improvements.
- · Increased Infection Protection and Control (IPAC) measures required due to COVID19.
- · Need customized activities and recreation, as well as solutions for more socialization on home units

#### 2. INPUTS

#### RESOURCES

Financial and human resources to support more direct hours of care with resident and other pandemic related requirements.

#### HEALTH DATA SOURCES (INTERNAL)

- Report on changes in residents (every 24 hours)
- Documentation of resident incidents
- Monthly Audits: Narcotics, Independent Second Check of Medications, Medication Cart and Hand Hygiene Inspections of Employees
- · Resident "Sadness Scale" assessed every three months

#### 3. ACTIVITIES 4. OUTPUTS 5. LONG-TERM OUTCOMES INTERNAL DATA SOURCES Streamline intake process Program Redesign of Admission · Family and Friends Council More Efficient And Responsive Care Improve care conferences Resident Council Processes Program Redesign of Care Strengthen monitoring of resident Annual Stakeholder Survey (to be revised) changes Conference Admission Feedback Survey (new) Care Conference Survey (new) Invest in a safe and infection free **EXTERNAL DATA REQUIREMENTS** environment New flooring, paint and furnishings & HVAC upgrades Salvation Army Accreditation Enhance homeyness of home units **Enhanced Safety And Homeyness** Covid19 Vaccination Program Ontario Ministry of Long-Term Care Update pandemic plan & enhance infection surveillance CIHI & Health Quality Ontario (Ontario Health) -Quality of Care Indicators Employee Gentle Persuasion Accreditation Canada (voluntary) Augment dementia care training Approach (GPA) Trainig Strengthened Resident-Centred National Long-Term Care Services Standard & Approach Renew recreational programming Relocation of Resources to Activities Health Standards (coming) & Recreation to Home Units

#### 7. IMPACT

- · Residents are calm and happy and are getting the attention they need to support their spiritual, emotional and physical well-being.
- · Residents are safe and living a quality life at the OGM.
- · Residents are active and stimulated through place-based activities
- · Families are informed of day-to-day changes and have easy access to important documents (policy, procedures, services, contacts).

STRATEGIC PLAN 2021-2024 OTTAWA GRACE MANOR

#### PERFORMANCE INFORMATION

## 1 - More Efficient and Responsive Care Processes

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

#### 2 - Enhanced Safety and Homeyness

- New flooring, paint and furnishings, HVAC upgrades positive
- COVID-19 Vaccination Program
  19)

## 3 - Strengthened Resident-Centred Care Approach

- Implement Dementia Care GPA Training
- · Renew recreational programming

#### **3 YEAR OBJECTIVE**

90% excellent rating in admission feedback

90% excellent rating in care conference survey

95% positive responses in staff survey, 95%

responses in stakeholder survey

>85% staff | >90% residents vaccinated (COVID-

68 frontline staff trained in GPA Report on Progress



#### PRIORITY B - MORE SUSTAINABLE WORKFORCE

LOGIC MODEL 2021-2024

#### 1. SITUATION ANALYSIS 2. INPUTS PSW shortage and previously high sick-time and injury claims RESOURCES Wages and salaries are not commensurate with ensuring a stable and healthy workforce · Financial ressources to support adequate staffing levels of PSWs. Government commitment of 4 hours per resident per day by 2024 Human Resources - recruitment and training of staff, coverage for sick-time and injury. Inadequate distribution of workload among employees · Peak hours of workload are during morning shift, shift changes, mealtime and bedtime. Feeding residents requires concentrated effort of human resources due to timing of meals and varying abilities of residents. 3. ACTIVITIES 4. OUTPUTS 5. LONG-TERM OUTCOMES INTERNAL DATA SORUCES Increased Direct Care Hours for Resident Minimize rushed work · Family and Friends Council Program Redesign of Employee Increased Stability and environment On-boarding Process · Residents' Council Engagement Strengthen on-boarding process Implement "rounding process" for home Annual Stakeholder Survey (revised) unit improvements · Annual Staff Satisfaction Survey (new)

## Better understand and address employee concerns

Improved flexibility of roles

Expand training and professional

Broaden Exit Interview Process

New 'Bursary Program' for employee

Cross-Training Program for Employees

# Improved Flexibility and Skills

Improved Health and Wellbeing

#### EXTERNAL DATA REQUIREMENTS

- · Salvation Army Accreditation
- Ontario Ministry of Long-Term Care
- · CIHI & Health Quality Ontario (Ontario Health)
- Accreditation Canada (voluntary)
- National Long-Term Care Services Standard
  Health Standards (coming)

#### 7. IMPACT

development

- · Employees are skilled, motivated and have the energy and compassion needed to care for vulnerable residents.
- $\cdot \ Employees \ are \ trusted \ and \ supported \ by \ management \ and \ their \ colleagues \ and \ work \ effectively \ together \ as \ a \ health \ care \ team.$
- · Employees are valued, free of harassment and enjoy safe working conditions.
- $\cdot \text{ Residents are calm and happy and are getting the attention they need to support their spiritual, emotional and physical well-being.}$
- · Families are confident about residents' emotional and physical health and well-being.

STRATEGIC PLAN 2021-2024 OTTAWA GRACE MANOR

#### PERFORMANCE INFORMATION

#### **3 YEAR OBJECTIVE**

### 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

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

#### 1. SITUATIONAL NEEDS ANALYSIS 2. INPUTS Provide available and predictable connectivity between resident, family, and friends. RESOURCES Support residents who are feeling socially isolated by proactively reaching out to family and friends or assisting · Financial and human resources to support with video-conference calls or other communication technology. new equipment, technology, WiFi and website upgrades Families want to learn about and have input on the activities of a resident. Consider new technologies that assist residents and improve quality of life. Need stronger internet connections to support the increased use of communication technology. Maintain, expand and enshrine resident activities as essential. Tailor programming to better engage residents. Make known the other services that are available for residents (foot care, physio, dentures, etc..) 3. ACTIVITIES 4. OUTPUTS 5. LONG-TERM OUTCOMES INTERNAL DATA SORUCES Activity Portal Improve ability to connect with · Activity Reports on Family Engagement New TVs & interactive family and friends · Activity Reports on Number of Resident Activities technology in common areas Optimized Technology to Support Implement resident & family of home units Family and Friends Council Social Connections activity portal Fully integrated public WiFi Resident Council Invest in stronger technology system for residents and families Annual Stakeholder Survey infrastructure EXTERNAL DATA REQUIREMENTS Salvation Army Accreditation Ontario Ministry of Long-Term Care CIHI & Health Quality Ontario (Ontario Health) Increase type of information shared Departmental Newsletter Quality of Care Indicators Improved Stakeholder Engagement Augment modes of communication Improved and updated website Accreditation Canada (voluntary) National Long-Term Care Services Standard & Health Standards (coming) 7. IMPACT

- · Residents are active and stimulated through place-based activities.
- · Residents live in an environment that supports a positive outlook, creativity, and connections.
- $\cdot$  Residents are content and have meaningful activities and social connections.
- · Families are confident about residents' emotional and physical well-being.

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#### 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

#### 1. SITUATIONAL NEEDS ANALYSIS

- Reengaged volunteers to provide additional companionship and human connection for residents.
- $\cdot$  Partner more with local seniors' organizations to raise awareness of the OGM (i.e. share day programs, encourage senior volunteers, etc...).
- · Leverage and integrate hospitals and other local health care services.

## 2. INPUTS

#### RESOURCES

- · New Donor Relationship Management System
- · Increased Donations
- Financial resources to support volunteer and donor engagement tools
- Human Resources volunteers are recruited, trained and engaged with residents

#### 3. ACTIVITIES 4. OUTPUTS INTERNAL DATA SORUCES More Informed Volunteers and Donors 1. Volunteer Hours Volunteer Program Redesign Rebuild core volunteer group Reengaged Volunteers 2. Donor Management Report Increased Volunteer Hours Implement a training program for 3. Family and Friends Council volunteers 4. Resident Council 5. Annual Stakeholder Survey New Donor Relationship EXTERNAL DATA REQUIREMENTS Management System Improve donor management Improved Donor Relationships 1. Salvation Army Accreditation process Increased Donations 2. Ontario Ministry of Health & Long-Term Care 3. CIHI & Health Quality Ontario (Ontario Health) -Quality of Care Indicators 4. Accreditation Canada (voluntary) More Informed Volunteers and 5. National Long-Term Care Services Standard Increase engagement with local Strengthened Community Partnerships & Health Standards (coming community Community Engagement Plan

#### 7. IMPACT

- · Residents are content and have meaningful activities and social connections.
- · Families and volunteers observe residents as more content, calm and happy.
- $\cdot$  Volunteers are safe and are actively engaged with the residents in a meaningful way.
- $\cdot$  Donors are informed and understand the operational needs of the OGM.

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

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