

LONG TERM CARE

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A. Background

A.1 Preparing the Service Strategy Business Plan

The Service Strategy Business Plan (SSBP) was created by a Project Team comprised of the Director of Long Term Care, the Project Manager and the Project Co-ordinator of the B.E.S.T. Initiative.

A.2 Key Contacts

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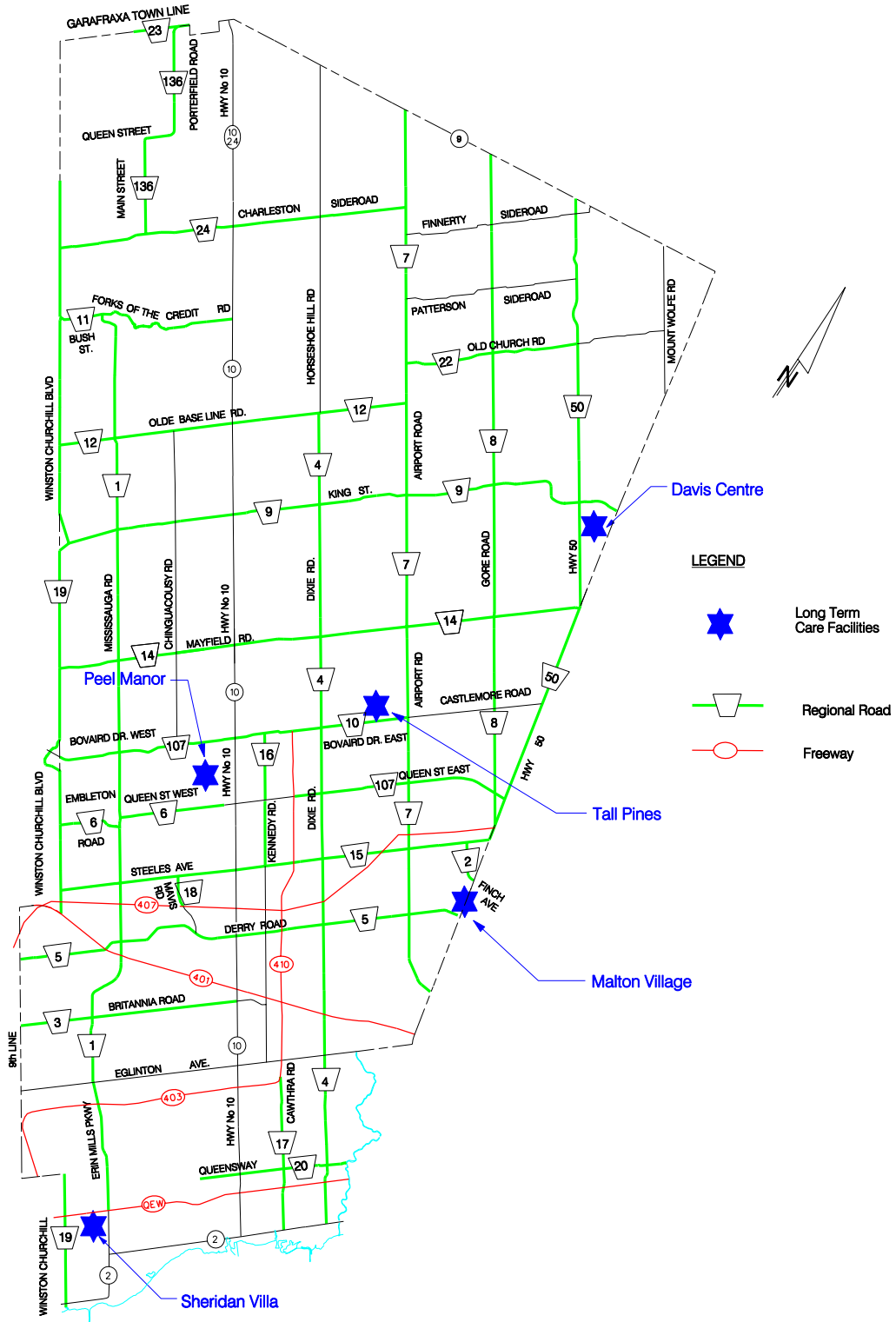
A.3 Additional Information

This is the third Service Strategy Business Plan developed by Long Term Care. The work included a focus group with community partners, information from the Accreditation review teams and input from senior staff.

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B. Description of Current Services

B.1 Program Location Map



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B.2 Profile of Current Services

Residential Long Term Care Centres

There are five residential long term care centres: The Davis Centre in Caledon, Malton Village in Mississauga, Peel Manor in Brampton, Sheridan Villa in Mississauga and Tall Pines in Brampton. These centres provide services to 797 residents and their families. Residents are provided with support for all their care needs including nursing, nutrition, personal care, recreational and therapeutic programs. Administrative and environmental support includes residents' finances, reception, security, maintenance, laundry, linen and housekeeping.

Adult Day Programs (ADP)

Adult Day Programs are offered Monday to Saturday in four of the five long term care centres. Programs provide a supervised setting for older adults to participate in a variety of recreational and therapeutic activities, as well as support and relief for caregivers.

Respite Care

The Davis Centre (Caledon) operates a short stay/respite bed for community residents who require short-term residential care. Additional short-stay beds have been requested from the Ministry of Health and Long-Term Care.

Meals on Wheels

Food is prepared on a fee-for-service basis for the Meals on Wheels programs at Peel Manor (Brampton) and The Davis Centre (Caledon).

B.3 Description of Clients/Customers

Residents of Centres

The residents who live in the five centres are 18 years of age or older. The majority of residents are female and in the 80–94 age range.

Adult Day Program Participants

Cognitively impaired or physically challenged older adults living in the community.

Respite Care Participants

Community residents who require short-term residential care.

Family Members

Family members of the residents, Adult Day Program participants and Respite Care/Short Stay Program participants.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Products ranging from food, fuel, cleaning supplies and medical supplies
- Equipment and furniture for medical services, building functions, resident rooms
- Support services provided by external providers, ranging from information technology systems, training, legal, communications and building repair
- Direct services to clients such as dentistry, podiatry, lab services, pharmacy, physiotherapy, optometry and transportation

Partners

- Community Care Access Centre of Peel manages long term care bed placement
- Hospitals provide emergency treatment, diagnostics and joint training opportunities
- Developmental sector
- Community agencies and organizations involved in joint programming or advocacy initiatives
- Support services provided by internal providers ranging from information technology systems, training, legal, labour relations, communications, building repair and purchasing

Stakeholders

- Regional Council
- Ministry of Health and Long-Term Care
- Ministry of Community and Social Services
- Area municipalities
- Professional bodies for regulated health professionals
- Other funders such as Federal Department of Veteran Affairs and local service clubs

B.5 Significant Accomplishments

- Tall Pines and Malton Village Long Term Care Centres opened
- Completion of The Davis Centre dining room expansion
- Skills development programs for staff e.g. Food Service Worker training, PIECES training, Infection Control, Health and Safety, Problem Solving, Personal Support Worker (PSW) Bridging and U First
- Recruitment and retention strategy implemented. Incentive program for registered nurses. Hired 240 new staff
- Family Councils and/or Family Nights held at each centre to obtain feedback and offer support to residents' family members
- Developed a partnership with Development Services and implemented a pilot project between the two sectors for placement in long term care
- Marketing strategy completed and initiated
- B.E.S.T. initiative to improve staff satisfaction and commitment
- Emergency response to Severe Acute Respiratory Syndrome (SARS), blackout, outbreaks, fires. Also participating on the Peel Region Health Care Emergency Planning Committee
- New infection prevention and control requirements; two new Infection Control Specialists

C. *Trends and Issues*

C.1 **Emerging Trends**

- Peel CCAC (Community Care Access Centre) and Halton Peel District Health Council have identified a 2-3 year oversupply of long term care beds in Peel (2004 – 2007)
- The Peel Demand Ratio for Long Term Care (the demand per 1,000 people over the age of 75) is 84.6. The provincial average is 106.3 (January 31, 2004 data). Peel elderly do not choose long term care as often as other areas in Ontario
- Seniors living in extended family homes longer (68.4% in 2001 up from 64.2% in 1996)
- 77% of individuals on CCAC waitlist want basic accommodation but new centres are building 60% private accommodation
- New infection control protocols and guidelines
- With addition of new long term care centres, public perception is that newer centres are better. Families have higher expectations of new centres
- Highest rate of growth in Peel is the seniors' population. 69% increase in seniors' population in last five years
- Dementia will increase by 118% in Halton-Peel. The number of cases in the aged 65+ population will increase from 10,434 in 2001 to 22,742 by 2016
- Diverse population in Peel continues. 43.1% of Peel's population are immigrants
- Percentage of people speaking a language other than English at home has increased. (16.4% of Peel's population report using non-official home languages)
- New information technology systems e.g. MDS tool to assess resident care
- Higher staff expectations around wellness and benefits issues
- Increased resident and family expectations regarding level of care, availability of technology
- Nation-wide shortage of registered nurses and physicians
- Clients have more complex care needs. 19% increase in Case Mix Measure (CMM) in past 11 years. Increase in obesity-related illnesses
- Changes in people's volunteering patterns impacts ability to recruit and maintain volunteers
- Increased need for alternative levels of care e.g. convalescent care, palliative care
- Aging workforce impacts ability to complete heavy work activities
- Increased emphasis on health and safety – due diligence, reduce injuries and costs
- Adult Day Program clients are moving into long term care beds
- The public and media are demanding increased public accountability and transparency
- Ministry of Health and Long-Term Care developing clear enforceable standards with tougher inspection and enforcement
- Increased need for social work support for residents and families
- Due to increasing energy costs, need for more energy efficient buildings and systems
- Staff want more flexibility to balance work and family

C.2 Key Strategic Issues

- Continuing to upgrade existing infrastructure to remain competitive with new long term care centre design standards
- Service delivery must stay competitive to respond to changing client and family expectations and diverse needs
- Developing and support staff to adopt and implement a client-focussed philosophy of care
- Recruiting and retaining staff and volunteers
- Continuing to respond to the changing needs and expectations of staff e.g. workplace wellness programs
- Building new linkages to ensure LTC fits into the health care system
- Continuing to implement and evaluate the LTC marketing strategy to educate community and ensure occupancy
- Ensuring timely and effective communications to and from staff, volunteers, residents, families and partners
- Responding to outbreaks and emerging infectious diseases

D. *Mandate, Objectives and Actions*

D.1 Mandate and Objectives

Mandate:

Peel Long Term Care will continue its tradition of caring for our clients to ensure their dignity, independence, quality of life and ongoing community connections.

Objectives:

1. To identify and develop strategies to meet the needs of future clients.
2. To provide client-focused care to all long term care residents, adult day program and respite clients.
3. To create a supportive environment in which employees and volunteers can do their best work.
4. To promote two-way communication between all staff, volunteers, residents, families, internal and community partners.
5. To continue to develop an effective and efficient operational model to support five long term care centres, adult day and respite programs.

D.2 Objectives and Actions

- 1. To identify and develop strategies to meet the needs of future clients.**
 - 1.1 Develop partnerships with community agencies and groups including ethno-specific and disease-specific organizations
 - 1.2 Build new linkages to ensure Long Term Care is connected to the health care system
 - 1.3 Continue to implement and evaluate the marketing strategy to educate the community and ensure occupancy
 - 1.4 Work with internal and external partners to ensure adequate community support services for older adults in Peel
 - 1.5 Identify credible information sources and utilize information to direct future service delivery programming

- 2. To provide client-focused care to all long term care residents, adult day program and respite clients.**
 - 2.1 Support staff to provide client-focussed care
 - 2.2 Continue to upgrade existing infrastructure to enhance quality of life and reduce risks
 - 2.3 Implement infection control program to manage new and emerging infectious diseases
 - 2.4 Adapt services to take into account the cultural, geographic, economic and social differences of clients and families

- 3. To create a supportive environment in which employees and volunteers can do their best work.**
 - 3.1 Implement human resources planning practices
 - 3.2 Provide staff opportunities to increase knowledge and skills
 - 3.3 Recognize staff accomplishments utilizing a variety of methods
 - 3.4 Promote employee wellness
 - 3.5 Promote and utilize results of B.E.S.T. survey to improve employee satisfaction

- 4. To promote two-way communication between all staff, volunteers, residents, families, internal and community partners.**
 - 4.1 Work with staff to identify and address communication gaps to implement effective communication practices
 - 4.2 Provide ongoing feedback mechanism for residents, families, adult day program and respite clients and volunteers, and measure satisfaction annually
 - 4.3 Maintain and develop partnerships with local service providers and participate in local networks and advisory groups

- 5. To continue to develop an effective and efficient operational model to support five long term care centres, adult day and respite programs.**
 - 5.1 Complete policy review for optimal service across the program while recognizing the uniqueness of each centre, and make policies electronically available
 - 5.2 Continue to seek out best practices and utilize benchmarking data to enhance service delivery
 - 5.3 Educate and enhance partnerships with internal service providers to meet Long Term Care's needs
 - 5.4 Develop a three-year plan to implement key improvements from the 2004 Accreditation review and incorporate into the annual SSBP process
 - 5.5 Develop consistent service contracts across the five centres as appropriate
 - 5.6 Advocate for sufficient funding to sustain current long term care services and future client needs

D.3 Strategic Plan Connection

The objectives and actions in the Long Term Care Service Strategy Business Plan are consistent with, and support, the following Goals in the Region of Peel's Strategic Plan, *Fast Forward: Building a Strong Community Together*.

Goal 1: Improve the community's health, social well-being and safety

Goal 4: Contribute to a strong regional economy

Goal 5: Be a citizen-focused Regional government

D.4 Service Principles (Optional)

In support of the Regional Values, Long Term Care has the following service principles:

- Provide an environment that is positive, healthy, caring and free from discrimination.
- Respect diversity and treat one another in ways that are fair, courteous and compassionate, recognizing everyone's contribution.
- Practice teamwork, cooperation, and collaboration, and reinforce these with a strong vision and positive leadership.
- Practice open, two-way communication in a clear and honest manner.
- Be ethical, professional and trustworthy.
- Provide services that are accountable, accessible and responsive.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To identify and develop strategies to meet the needs of future clients.**
 - Maintain competitive occupancy rates
 - Sustainable Adult Day and Respite Program participation
 - Be one of the top three centres of choice
 - Be recognized as a credible source of information
 - Be responsive to client health status requirements and customer service expectations
 - Increased community understanding of long term care and awareness of the Region of Peel's long term care services

- 2. To provide client-focused care to all long term care residents, adult day program and respite clients.**
 - High satisfaction among clients
 - Be responsive to client health status requirements and customer service expectations
 - Accreditation award
 - Be recognized in the community for providing client-focused service delivery
 - All centres comply with current design standards

- 3. To create a supportive environment in which employees and volunteers can do their best work.**
 - Low staff turnover rate
 - Increased job satisfaction
 - Increased staff skills and accountability for job responsibilities
 - Maintain volunteer recruitment and retention patterns

- 4. Promote two-way communication between all staff, volunteers, residents, families, internal and community partners.**
 - The right people get the right information at the right time
 - High response rate for B.E.S.T. survey
 - Improve rating for the communication driver in the B.E.S.T. survey
 - Collaborative working relationships across the five centres
 - Better understand the needs and expectations of volunteers
 - Increased resident, adult day program and respite client satisfaction
 - New partnership opportunities

5. **To continue to develop an effective and efficient operational model to support five long term care centres, adult day and respite programs.**
- Consistent policies across five centres
 - Collaborative working relationships with internal service providers
 - Improved financial, human resource and service delivery indicators
 - Meet critical compliance standards consistently
 - Accreditation award
 - Be recognized as a leader in long term care services
 - Funding to sustain long term care services and Adult Day Programs