

The District Municipality of Muskoka



Long-Term Care Homes

Fairvern And The Pines

Strategic Plan

2026-2029

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1.0 Introduction

Long-Term Care Homes Strategic Plan – District of Muskoka 2026-2029

Looking Ahead: Strategic Alignment in Long-Term Care

Long Term Care continues to evolve, with ongoing changes that influence our day-to-day operations and long-term planning. As these shifts occur, both Fairvern and The Pines Long-Term Care Homes remain focused on adapting thoughtfully and proactively.

Our homes are committed to maintaining strong alignment with the District Municipality of Muskoka's strategic priorities. By working within this shared framework, we ensure our goals, values, and decision making remain consistent and centered on what matters most—providing high-quality, resident focused care and a supportive living environment for those we serve.



Anticipated Areas of Change and Focus

As the Long-term Care landscape continues to evolve, several key areas will shape planning and operations moving forward:

- **Workforce Recruitment and Retention**
Recruiting and retaining qualified Long-term Care staff will continue to require innovative, flexible, and collaborative approaches, including partnerships, creative scheduling, and supportive workplace practices.



- **Staffing Commitments and Care Standards**
Our homes remain committed to meeting and sustaining provincial staffing expectations outlined in the Ministry of Long-term Care's staffing framework, "A Better Place to Live, A Better Place to Work."
- **Funding and Operational Sustainability**
Long-Term Care funding models may continue to evolve, with potential impacts on service delivery, resourcing, and daily operations. Ongoing financial stewardship and adaptability will be essential.
- **Education, Training, and Professional Development**
Continuous education and skills development will remain a shared challenge and priority for both educational institutions and LTC homes, particularly as care complexity increases.
- **Infection Prevention and Control (IPAC)**
Enhanced Infection Prevention and Control practices are now a permanent and integral part of Long-term Care operations. Advanced and ever-changing standards and regulatory requirements will continue to be maintained across all departments.
- **Changing Resident Needs and Demographics**
Resident profiles are shifting. New admissions increasingly present with higher acuity, complex clinical needs, responsive behaviours, and mental health challenges, many influenced by the lasting effects of the pandemic. We are also seeing an increase in younger residents, including individuals under 50, whose care needs may differ from traditional LTC populations.
- **Family and Caregiver Expectations**
Families, caregivers and persons of importance continue to hold high expectations for quality care while also recognizing the realities of system-wide staffing pressures. This underscores the importance of open communication, transparency, and collaboration.
- **System Integration and Partnerships**
Ongoing system integration through Ontario Health, Ontario Health Teams, and provincial ministries will continue to shape accountability, collaboration, and service alignment across the health care sector.

- **Regulatory and Workplace Requirements**
New and emerging strategies and regulations from the Ministry of Labour may influence workforce practices, health and safety standards, and organizational policies.
- **Oversight and Inspections**
Ministry inspections and compliance monitoring are expected to remain highly transparent, with expanded oversight and surveillance reinforcing accountability and consistent standards of care across the province.
- **Quality Improvement and Performance Measurement**
Quality Improvement Plans (QIPs) will remain a key mechanism for measuring performance, identifying opportunities, and driving continuous improvement in care and services.

Shaping the Future of Long-Term Care

In response to ongoing changes within the health care system and the evolving realities of Long-term Care, **Fairvern** and **The Pines Long-term Care Homes** have come together to develop a **joint strategic plan for 2026–2029**. This plan reflects a thoughtful and comprehensive review of our operations and the environment in which we provide care.

Informed by the voices and expertise of our health services teams, leadership, staff, Residents' and Family Councils, families, caregivers, volunteers, stakeholders, and community partners, the plan represents a shared commitment to continuous improvement.

Together, we are shaping a future that emphasizes **quality care, operational strength, and longterm sustainability**—ensuring our homes remain responsive to changing needs, inclusive in practice, and well positioned to meet the challenges and opportunities ahead.

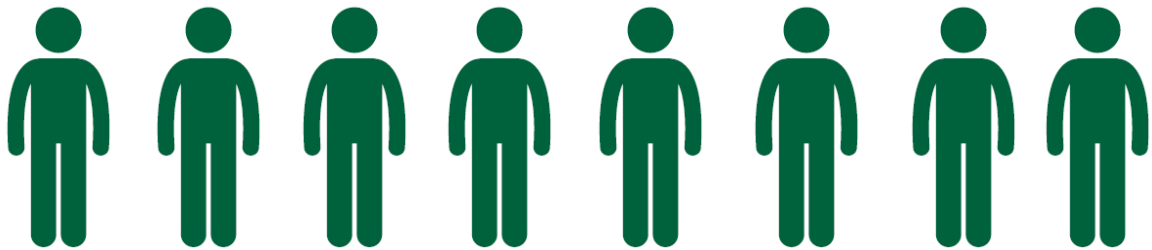
Ongoing Review and Accountability

To ensure our strategic goals remain on track, progress will be **reviewed quarterly by our Continuous Quality Improvement (CQI) teams**. These multidisciplinary teams bring together a wide range of voices, including Administrators, Directors and Assistant



Directors of Care, Human Resources, Finance, Life Enrichment, Environmental Services, Social Work, Clinical, Wound Care, and Infection Prevention Leads, Dietary, Personal Support Workers, Registered Staff, Housekeepers, Maintenance team members, Residents, and external stakeholders, including our medical directors.

This inclusive and collaborative approach strengthens accountability, encourages shared ownership, and ensures decisions are informed by diverse perspectives. Through regular review and open dialogue, we are able to monitor progress, identify opportunities, and make meaningful improvements across both homes.



The review will also identify possible changes that could positively affect the day-to-day operations and the long-term direction of The Municipal LTC Homes.

Information will be shared with employees, Residents' Councils, and Family Councils to ensure the strategic direction is being met.

This strategic plan has been developed with a focus on the operational components identified below. The most significant priorities are identified and included in the work plans outlined in this document.

- Development of New Fairvern Home;
- Collaboration among the two (2) LTC Homes;
- Development of a Social Model of Care;
- Delivery of Care and Services;
- Effective Communication;
- Recruitment, Retention, and Recognition;

- Employee Development and Education;
- Infection Prevention and Control Program;
- Partnerships with outside Agencies;
- Employee Work-Life Balance, Diversity, Equity, Inclusion, and Morale;
- Technology;
- Environmental Initiatives;
- Nutritional Initiatives; and
- New RAI-LTCF Program.

2.0 Background

The District Municipality of Muskoka is one (1) of Ontario's regional governments and is made up of six (6) Area Municipalities. Both levels of local government work together to align services and achieve cost-efficiencies to best serve residents and visitors to Muskoka.

OUR VALUES



RESPECT

The value we demonstrate in how we treat each other, the appreciation we show when we recognize the contributions of others, and the careful regard we hold for the feelings, rights and traditions of others

INNOVATION

The value we create when we share ideas, look for solutions and work together to make improvements happen.

SERVICE

The value that our residents, clients and customers experience in the care we provide, the services we deliver, and the support they receive

EQUITY

The value we feel when action is taken to make sure all voices are heard, individual needs are seen, and our circumstances are recognized.



The Pines Long Term Care Home

The Pines LTC Home is a 160-bed Municipal Long–Term Care accredited home, operated by The District Municipality of Muskoka since its inception in 1961. In 2004, the Pines resident population expanded from 105 to 160 in a new state-of-the-art building. The home serves residents who are 18 years and older and need daily medical, nursing, and personal care services, and who are not able to live in other settings any longer. The Pines also provides several additional services directly through purchase-of-service agreements.

Enhanced Safety and Support for Residents with Cognitive Impairment, the Pines features a secure home area with 32 beds, specifically designed to support residents diagnosed with cognitive impairment disorders such as Alzheimer’s disease and/or dementia who may be at risk of elopement. This thoughtfully designed environment allows residents to move about freely while significantly reducing the risk of exiting the home unsupervised.

To further enhance safety, The Pines utilizes a Roam Alert system—a wearable bracelet linked to the home's main entrance. This technology provides an added layer of protection for residents who require monitoring, helping ensure their well-being while preserving their independence.



2021 marked the sixtieth (60th) anniversary of The Pines. In the sixty (60) years that The Pines has been in operation, the home has



witnessed a substantial change in the care and services it provides to residents.

The Pines Long-Term Care Home Mission Statement:

“Optimizing life with excellent care, compassion and comforts of home.”

The Pines Long-Term Care Home Vision:

“Continuously improving care, safety and quality of life in partnership with residents, their families and our community.”

The Pines Long-Term Care Home Values:

Respect and Integrity - Culture: Everyone should be treated with fairness, dignity, and respect. Positive and open communication builds strong relations.

Innovation - Innovative Leadership: Creativity should be encouraged, and technology embraced. Ongoing learning contributes to improvements in quality of life.

Service: Our commitment to showing care, sensitivity, and kindness to ensure a welcoming, safe, and comfortable environment for all.

Equity - Team: Working together as a team involves cooperation, communication, and support. Ensuring all voices are heard, individual needs are seen, and circumstances are recognized.

Fairvern Long Term Care Home

Fairvern is a fully accredited long-term care home providing a full range of care and support to residents and their families in compliance with the Ministry of Health and Ministry of Long-Term Care rules and regulations.

Fairvern opened its doors to residents on August 14, 1982, and until 2022, the Home was managed by the Fairvern Board of Directors. On June 30, 2022, staff, residents, board members,



representatives of the District and Town of Huntsville Councils, and Friends of Fairvern gathered to celebrate a significant milestone as Fairvern transitioned operations to become part of the District of Muskoka's Health Services Long-Term Care Division.

The Home is currently licensed for 76 beds; however, the Board of Fairvern and the District have been collaborating for several years to support the redevelopment of Fairvern into a new 160-bed long-term care facility, which is expected to be completed in 2026.



Fairvern Long-Term Care Home Mission Statement:

Proposed New Mission: "Honoring the individuality of each resident by fostering a supportive environment that promotes independence, dignity, and personal enrichment."

Fairvern Long-Term Care Homes Vision:

Proposed New Vision: "Fairvern aspires to be the home of choice in our community, consistently exceeding expectations through meaningful connections and exceptional care."

Fairvern Long-Term Care Home Values:

Respect and Integrity - Culture: Everyone should be treated with fairness, dignity, and respect. Positive and open communication builds strong relations.



Innovation - Innovative Leadership: Creativity should be encouraged, and technology embraced. Ongoing learning contributes to improvements in quality of life.

Service: Our commitment to showing care, sensitivity, and kindness to ensure a welcoming, safe, and comfortable environment for all.

Equity - Team: Working together as a team involves cooperation, communication, and support. Ensuring all voices are heard, individual needs are seen, and circumstances are recognized.

Admissions to the homes are made through the Ontario Health at Home – North Simcoe Muskoka, which determines the eligibility of admission to twenty-one (21) Long-Term Care homes and prioritizes the waiting list for admissions. Ontario Health is the primary funding agent of the homes. The District Municipality of Muskoka, through a tax levy, provides the home with additional funding for the operation of the home. The home operates under provincial legislation – Fixing Long Term Care Act, 2021 (FLTCA) and Ontario Regulations 2246/22. The home is also bound to operate according to relevant sections of the Municipal Act and The District Municipality of Muskoka’s municipal policies and procedures. The MLTC sets standards for the operation of the home, and both homes are assessed regularly to confirm compliance with these Standards and Regulations.

3.0 Delivering Person-Centered Care with the Comforts of Home

At the heart of our service philosophy is a commitment to person-centered care that reflects the warmth and familiarity of home. We uphold this approach by providing exceptional medical, nursing, and personal care to every resident, supported by a broad range of programs that meet nutritional, social, and recreational needs. Our goal is to ensure residents thrive in a clean, safe, engaging, and well-maintained environment.

Care and services are delivered by a diverse team of dedicated professionals, including administrative staff, cooks, dietary aides, life



enrichment personnel, registered nurses, registered practical nurses, personal support workers, cleaners, laundry aides, maintenance workers, restorative aides, and contracted service providers.

Additionally, we retain a wide array of specialized professional services—such as dietitians, physiotherapy, physicians, audiology, optometry, dentistry, psychiatry, occupational therapy, and pharmacy. Many of these services are covered under the Ontario Health Insurance Program (OHIP), while others may involve direct billing to residents.

Each home is required to have a designated Medical Director who provides direct care to residents and oversees all medical services within the facility. Compensation for the Medical Director follows standard physician billing procedures under the Ontario healthcare system.



Fairvern and The Pines have also cultivated strong, supportive relationships with community volunteers and organizations that enhance internal recreation and socialization programs for residents. All services are administered by the District Municipality of Muskoka, which manages financial and administrative systems. Day-to-day business operations are carried out by home staff, with additional support from corporate partners to ensure smooth and efficient service delivery.

Home staff manages the residential environment, including housekeeping, laundry, and maintenance, and indirectly through the purchase of services, e.g., plumbing, electrical, refrigeration, heating, and ventilation, etc. The home ensures that infection prevention and control standards are being met or exceeded daily.

To ensure residents stay connected with their community and continue to have access to outside medical appointments, we provide Telemedicine through Ontario Telemedicine Network (OTN), utilizing technology to ensure that residents can be assessed in their

environment, which reduces the burden on persons of important needs related to transportation, and increases comfort and safety for the residents.

The home offers Wi-Fi access for both residents and their persons of importance, along with a dedicated resident computer and iPads available through the Life Enrichment Department to support connection, engagement, and leisure activities.

4.0 Considerations Informing This Plan

The strategic plan identifies key areas of focus to support the **effective, efficient, and sustainable delivery of services** to residents, while also strengthening the operation and stewardship of the physical environments across both homes.

To inform the development of this plan, each home's administration undertook a comprehensive review of operations and engaged a wide range of voices, including leadership teams, staff, Residents' and Family Councils, family members, caregivers, volunteers, and external stakeholders. The planning process was informed by **lessons learned from the COVID19 pandemic**, sectorwide reviews and inquiries, and evolving legislative and regulatory frameworks governing Long-term Care in Ontario. Together, these insights have helped shape a forward-looking strategy that is responsive to current needs and future challenges.

Key Strategic Considerations for Long-Term Care with the District of Muskoka Over the Next Four Years:

Staffing Challenges and Recruitment Initiatives

Recruiting and retaining Personal Support Workers (PSWs) and registered staff continues to be one of the most significant pressures facing long-term care. The importance of a stable, skilled workforce—reinforced through provincial inquiries and sector wide reviews—remains central to resident safety and quality of care. In response, the District Municipality of Muskoka continues to leverage a dedicated Recruitment Specialist to support staffing efforts at both homes.



Fairvern and The Pines also maintain strong partnerships with educational institutions, offering student placements across multiple disciplines and supporting innovative onsite learning opportunities, including living labs, to attract and develop future healthcare professionals.

Provincial Staffing Investments and Ongoing Commitments

Significant provincial investments through Ontario's long-term care staffing initiatives have laid an important foundation for increased staffing levels and workforce stability. While the initial multiyear funding commitments have concluded, their impact continues to shape staffing models, recruitment strategies, and operational planning. The focus has now shifted to sustaining gains made, optimizing workforce mix, and ensuring longterm viability within evolving funding and accountability frameworks.

Care Delivery Targets and Continuous Assessment

Supporting high quality care delivery remains a priority. The District will continue to regularly assess staffing models and care delivery practices to support provincial expectations for direct resident care hours. Ongoing monitoring, data analysis, and quality improvement processes will inform decision making and resource allocation throughout the current strategic cycle, ensuring care models remain responsive to resident needs and system realities.

Strengthening Workplace Culture Through Leadership Renewal

Recent leadership transitions have opened the door to reimagining the workplace culture at the homes. These changes present a valuable opportunity to enhance employee well-being, recognition, and engagement across all levels of the organization.

Resident and Family Engagement in Quality of Care

The Residents' Council and Family Council play an active and essential role in supporting quality improvement within the homes. These groups provide valuable feedback that helps shape care

delivery and ensure resident needs are met with compassion and accountability.

The perspectives and concerns of residents, families, caregivers, and other persons of importance are integral to decision-making. Any concerns raised with the home's leadership team are addressed promptly and, when required, reported to the Ministry of Long-Term Care (MLTC).

To support transparency and accessibility:

- Residents and persons of importance are provided with the MLTC's contact number and website, which outline how to voice concerns if they feel it is required.
- The MLTC phone number is visibly posted within the homes.
- Concerns may be submitted anonymously, and the MLTC is expected to follow up on each report.

Workplace Monitoring and Supportive Return-to-Work Practices

The Ministry of Labour (MOL) has strengthened its oversight of Long-Term Care Homes, implementing enhanced standards and monitoring procedures to ensure compliance with workplace safety requirements.

In alignment with these standards, staff who experience injuries—whether at work or outside of it—are encouraged to return to the workplace as soon as medically appropriate. This often involves modified work arrangements during their recovery period. These transitional roles not only support the employee's rehabilitation but also contribute to a collaborative, team-based approach to care. By remaining engaged and active within the home, modified workers help maintain continuity and reinforce a culture of support until they are ready to resume their regular duties.

Governance and Accountability in Long-Term Care

Ontario Health remains responsible for all Long-Term Care Homes across the province. As such, both The Pines and Fairvern are accountable to the **Ontario Health Central Region**, in addition to the Ministry of Long-Term Care (MLTC).



A key change in this governance structure is the implementation of the **Long-Term Care Home Service Accountability Agreement (L-SAA)**, which replaces the previous service agreement with MLTC. Under this framework, Ontario Health is responsible for administering funding to the homes based on assessed levels of care. This includes strategic planning, funding allocation, system integration, and performance monitoring.

Employees at both homes will be required to meet the reporting obligations outlined in the L-SAA to **ensure transparency and compliance**. Meanwhile, MLTC continues to uphold its mandate to enforce operational standards through regular inspections, enforcement actions, and performance reviews.



To support residents in staying connected with their families, friends, and community supports, the homes continue to use a range of **communication and technology based- solutions**. While technology played a critical role during the COVID-19 pandemic, its value has extended well beyond that period.

Today, digital tools remain an important part of how we support meaningful connections—particularly for family members and friends who live outside the local area or are unable to visit frequently. These tools help keep families informed, engaged, and connected to their loved ones and to life within the home.

Strong connections to family, friends, community groups, and religious or social organizations are widely recognized as contributing to **improved wellbeing and quality of life** for residents living in long-term care. By continuing to embrace accessible and innovative communication approaches, the homes remain committed to fostering these relationships and supporting residents in maintaining the connections that matter most.

5.0 Strategic Goals and Key Deliverables

From 2026 through 2029, our teams will concentrate on strengthening operational areas, building upon the solid foundation already in place and opening the new Fairvern building. This focus will support the advancement of our strategic goals and ensure alignment with our long-term vision.

The District Municipality of Muskoka Health Services Committee and Council will be kept informed of the strategic direction and progress throughout this period. Each home's administration will submit regular progress reports to both the Committee and Council, ensuring transparency, accountability, and continuous improvement.



5.1 Goal 1: Deliver Exceptional Person-Centred Care

The Pines and Fairvern remain dedicated to delivering exceptional, person-centered care rooted in a palliative care philosophy. This approach prioritizes comfort, dignity, and quality of life for all residents, ensuring that their physical, emotional, and spiritual needs are met with compassion and respect.

Key Deliverables:

- **Embed inclusion, diversity, equity, and anti-racism** across all aspects of the home, with ongoing education—including Indigenous history and culture—serving as a foundational component.
- **Deliver targeted education programs for employees** to strengthen infection prevention and control, enhance care for residents with complex comorbidities, support mental health needs, improve medication safety, address developmental disabilities, and respond effectively to responsive behaviours.
- **Develop and implement a social model of care**, grounded in evidence-based best practices, to enhance quality of life for residents living in long term care.
- **Modernize end-of-life care and post-death transition practices** to ensure dignity, compassion, and cultural sensitivity for residents and families.
- **Complete the Fairvern redevelopment and support a successful transition** into the new home.
- **Enhance the Continuous Quality Improvement (CQI) program** by introducing innovative concepts and improvements, reviewed through a multidisciplinary lens and shared transparently with the Family Council and Residents' Council.



- **Strengthen and sustain clear, effective communication** with all stakeholders to support engagement, trust, and shared accountability.

5.2 Goal 2: Workforce Commitment

The Pines and Fairvern will continue to prioritize recruitment and retention efforts to ensure that residents consistently receive exceptional person-centered care. By maintaining a stable and skilled workforce, both homes can uphold their commitment to quality, compassion, and continuity in care delivery.

Key Deliverables:

- **Advance a comprehensive workforce strategy** to strengthen recruitment, onboarding, and retention across all roles, aligned with Ontario's "A Better Place to Live, A Better Place to Work" Long-Term Care Staffing Plan—supporting the delivery of four (4) hours of direct care per resident per day and the expanded role of allied health professionals.
- **Deepen partnerships with local educational institutions** to collaboratively shape curricula, offer high-quality student placements, and provide on-site clinical labs within the home—creating clear pathways from education to employment.
- **Foster a culture of engagement and continuous improvement** by actively seeking employee feedback and involvement in operational enhancements, workforce planning, recognition initiatives, and retention strategies across all positions.



5.3 Goal 3: Healthy Vibrant Staff

We are committed to ensuring that all staff feel healthy, engaged, supported, and recognized in their roles. By nurturing a positive and inclusive work environment, we empower our teams to deliver the highest standard of care—creating meaningful, lasting impacts on the well-being and quality of life of our residents.

Key Deliverables:

- **Promote staff wellbeing through expanded on-site supports**, including wellness services, resources, and initiatives that address physical, mental, and emotional health.
- **Implement a structured peer support program** to foster connection, resilience, shared learning, and psychological safety among staff.
- **Embed inclusion, diversity, equity, and anti-racism** throughout the entire employee lifecycle—recruitment, onboarding, development, leadership, and daily workplace practices.
- **Sustain and evolve the employee recognition program**, ensuring ongoing, meaningful recognition that celebrates individual contributions, team achievements, and organizational values.
- **Expand learning and professional development opportunities beyond mandatory training**, with a focus on leadership development, mentorship, succession planning, and career advancement pathways.
- **Uphold a ‘Just Culture’ framework across all operations**, supporting accountability, learning, transparency, and continuous improvement while emphasizing trust and fairness.



5.4 Goal 4: Efficient Operations

We are committed to equipping The Pines and Fairvern with the most up-to-date technologies, tools, and infrastructure. By streamlining workflows and enhancing staff efficiency, these investments allow our teams to spend more meaningful time with residents—fostering deeper connections and delivering the highest quality of person-centered care.

Key Deliverables:

- **Leverage existing technology to its fullest potential** to enhance clinical documentation, communication, workflow efficiency, and resident and staff safety.
- **Introduce and adopt new digital solutions** that streamline operations, strengthen decision support, and improve outcomes and experiences for residents, families, and staff.
- **Pursue operational and clinical alignment across homes**, creating efficiencies through shared policies, procedures, resident care documentation, care routines, and coordinated staff education and development.
- **Optimize the integration of Community Paramedicine, allied health professionals, and virtual care (telemedicine)** to expand access to timely care, reduce avoidable transfers, and support comprehensive, resident-centred care.



5.5 Goal 5: Build Relationships

Fairvern and The Pines are committed to collaborating with stakeholders to remain leaders in the long-term care sector. By fostering strong, strategic relationships with community partners, healthcare organizations, and industry leaders, both homes will continue to enhance the quality of care and services provided. These partnerships play a vital role in supporting the well-being of residents—ensuring they benefit from innovative practices, shared expertise, and a connected care community.



Key Deliverables:

- **Collaborate with community partners and peer long term care homes** to identify, share, and address systemwide challenges impacting the long term care sector.
- **Actively participate in sector initiatives led by Advantage Ontario**, contributing to collective advocacy, innovation, and best practice development.
- **Enhance and modernize the Volunteer Program** to strengthen life enrichment, social connection, and meaningful engagement for residents.
- **Increase awareness and understanding of the Pines Support Committee and Friends of Fairvern**, supporting their roles in achieving fundraising goals and advancing resident focused initiatives.

6.0 References

1. The Ministry of Long-Term Care staffing plan 2021-2025, *A better place to live, a better place to work*, December 2020.
2. *Fixing Long-Term Care Act, 2021*, S.O. 2021, c. 39, Sched. 1
3. *O. Reg. 246/22 GENERAL Fixing Long-Term Care Act, 2021*
4. Ontario, *Municipal Act*, 2001, S. O. 2001, C. 25
5. The Honourable Eileen E. Gillese, Commissioner, *The Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System*, 2019.
6. Commissioners Report, *Ontario's Long-Term Care COVID-19 Commission Report*, 2021.
7. *Bill 14, Support for Seniors and Caregivers Act, 2025*
8. *Bill 7, More Beds, Better Care Act, 2022*
9. The Pines Long Term Care Home Strategic Plan, 2022-2025
10. District of Muskoka Long Term Care Strategic Planning Partner Survey, 2026



Appendix A: Environmental Scan – Internal Strengths

Internal Analysis - Strengths	
•	Homelike environment, nicely decorated, well-maintained
•	High resident and family satisfaction
•	Engaged Residents' Council
•	Developing and Engaged Family Council
•	Engaged and supportive family, essential caregivers and volunteers
•	Caring, compassionate, and well-trained employees
•	Comprehensive training program
•	Redeveloping volunteer program, including family volunteers
•	Staff appreciation efforts ongoing
•	Multiple mechanisms in place to seek feedback from stakeholders
•	Increasing focus on palliative, comfort and end-of-life care
•	Safety is a priority for all
•	Utilizing technology for both employees and residents in multiple aspects in the home, including connecting with families and education for staff
•	Support for student learning, including collaboration with multiple colleges and a classroom space for hands-on learning
•	Focused on maintaining and improving resident independence, developing a collaborative social model of care
•	Communication avenues with families and caregivers of residents- Family Zoom meetings, constant contact, and Engage (resident and family platform)
•	Strong support from the District Municipality of Muskoka
•	Recruitment Specialist with the District focused on LTC
•	Robust Infection Control Practices and Health and Safety Committee with employee engagement
•	Relative stability in the Leadership Team and collaborative work between departments
•	Employee and Family Assistance Program (EAP) Telus Health
•	Strong relationships with unions within the home

Appendix A: Environmental Scan – Internal Challenges

Internal Analysis - Challenges
Concerns regarding understaffing, workload issues related to resident acuity and expectations
Cycles of low morale and the impact of COVID-19 pandemic
Concerns with the recruitment and retention of employees
Human resources realities, including an aging workforce, injuries, and absenteeism
Ongoing challenges managing responsive behaviours, workplace violence and psychological safety in the workplace
Aging building with multiple ongoing repairs and needs for upgrades
Communication concerns with existing technology, which creates challenges during codes and routine care
Compassion fatigue
Room to improve Ministry Designated Publicly Reported Priority Indicators
Staffing expectation from the MLTC- four (4) hours of care per resident
Infection Control standards from MLTC and Public Health
Ministry of Labor inspections and standards
Low volume of Volunteer Support in the home
Expectations versus reality of LTC
Creating meaningful and sustainable support for staff wellness
Communication with a 24/7 operation, including consistent communication for employees, residents, family members, and volunteers



Appendix A: Environmental Scan – External Opportunities

External Analysis – Opportunities
• Excellent reputation • Strong support from the District Municipality of Muskoka • Accredited by CARF with ongoing commitment to CARF standards • Dedicated Pines Support Committee • Volunteer and financial support from Friends of Fairvern • Multiple committed contracted service providers, including physicians, physiotherapy, other health and building-related • Large pool of volunteers at Fairvern • A plethora of options for technology improvements for care, communication, safety, etc. • Supportive community partners • Collaboration with the local hospital and public health unit • OTN onsite connecting us to numerous providers • Fairvern Partnership with the Pines • Ontario Health Central Region connects as well as Muskoka Almaguin Ontario Health Team • Buying power through joint contracts and services between the long-term care homes

Appendix A: Environmental Scan – External Roadblocks

External Analysis – Roadblocks
• Possible changes to the Fixing Long-Term Care Home Act • Higher expectations related to IPAC practices • Increasing Regulatory demands and extraordinary documentation requirements • The majority of admissions are crisis, waitlists, and demand are growing • Limited pool of potential (qualified) employees in the local area • Media attention to the impact of COVID-19 pandemic on Long-Term Care and resident violence, including homicides, nursing home inadequacies, etc., may generate fear and uncertainty • Increasing costs and reliance on archaic funding schemes • Limited funding and a vast amount of home needs; Pines is an aging building, and Fairvern is in the process of a new build • Periods of harsh weather (heat waves, storms, including snow) • Need to ensure transparency and build confidence • Lack of affordable housing limits attracting new staff to the area • Addition of Bill-14, Support for Seniors and Caregivers Act, 2025 • Low volume of volunteers (the Pines) has an impact on programming support and outings for residents



Appendix B: District of Muskoka Long Term Care Strategic Planning Partner Survey – The Pines

Results of Strategic Plan Stakeholder Survey – December 2025/January 2026

Total Responses	24
Stakeholder Groups Represented	Residents, Families, Staff, Volunteers, Community Partners, System Partners

1. Most Frequently Identified Priorities

Across survey questions, stakeholders consistently identified the following as top priorities for the next Strategic Plan:

- Person-centred care and quality of life
Strong emphasis on care that reflects residents' individual needs, interests, and preferences, while maintaining the "comforts of home."
- Workforce well-being, stability, and competence
Staff knowledge, skills, wellness, and retention were among the most frequently selected priorities.
- Effective programs and services
Programs that are meaningful, engaging, and aligned with resident interests rather than task- or calendar-driven activities.
- Leadership and culture
Visible, supportive leadership that works alongside frontline staff and models collaboration and respect.
- Innovation and continuous improvement
Use of innovation (including technology and new approaches) to improve care delivery, communication, and staff efficiency.
- Strong partnerships and community engagement
Collaboration with families, POAs, and community partners to enhance care and transparency.

2. What Stakeholders Value Most – Care and Resident Experience

Stakeholders value:

- Respect, dignity, and compassion in daily care
- Consistent, knowledgeable, and caring staff

- A true sense of “home,” not an institutional feel
- Programs tailored to resident interests, abilities, and preferences
- Emotional well-being and quality of interactions, not just clinical outcomes
- Safe environments with proactive care practices (e.g., falls prevention, purposeful rounding)

A recurring sentiment was that resident experience is inseparable from staff experience—happy, supported staff create better resident outcomes.

3. Workforce and Staffing

Workforce themes were among the strongest in the survey:

What stakeholders emphasized:

- Sustained investment in staff wellness and burnout prevention
- Ongoing education and training across all departments
- Strong onboarding and competency checks early in employment
- Recognition and appreciation of staff contributions
- Adequate staffing levels to allow time for meaningful resident engagement
- Respect for roles such as RCAs and the importance of team-based care

Key message: Staff wellness is not optional—it is essential to care quality, resident safety, and retention.

4. Key Concerns and Risks Raised (Themes and Common Stakeholder Concerns)

Common concerns included:

- Burnout and fatigue in a high-stress, 24/7 care environment
- Risk that staff morale and retention issues could negatively affect resident care
- Communication gaps between departments, especially during call-ins and transitions
- Perception of working around problems rather than addressing root causes
- Risk of task-focused management overshadowing people-centred leadership
- Limited capacity for innovation or program variety if staffing pressures persist



5. Communication and Engagement Preferences (Preferred Engagement Methods & Importance)

Stakeholders expressed a clear desire for:

- Transparent, ongoing communication with staff, residents, families, and POAs
- Regular updates on:
 - Strategic plan implementation
 - Progress and outcomes
 - Impact on resident care and staff experience
- Active engagement, not one-time consultations
- Leadership presence “on the floor” and visible participation
- Opportunities for frontline staff and families to provide input and feedback continuously

Implied preference:

Meaningful engagement through regular updates, visible leadership, and two-way communication is valued more than formal, infrequent reports.

6. What Success Looks Like to Stakeholders Stakeholders described success as:

- Residents receiving individualized, respectful, and engaging care
- Staff feeling valued, supported, and proud of their workplace
- A positive, collaborative workplace culture across all departments
- Leadership that is:
 - Present
 - Proactive
 - People-centred
- Observable improvements in:
 - Staff morale
 - Resident satisfaction
 - Quality of daily interactions
- A home where staff would confidently place their own family members
- In essence:

Success = thriving residents + supported staff + strong leadership + visible impact.

Appendix B: District of Muskoka Long Term Care Strategic Planning Partner Survey – Fairvern

Results of Strategic Plan Stakeholder Survey – December 2025/January 2026

Total Responses	65
Stakeholder Groups Represented	Residents, Families, Staff, Volunteers, Community Partners, System Partners

1. Most Frequently Identified Priorities

- Quality of daily care and resident experience
- Communication, transparency, and accountability
- Staffing levels, consistency, and staff well-being
- Respect, dignity, and resident choice
- Safe, home-like environment and redevelopment readiness

2. What Stakeholders Value Most – Care and Resident Experience

- Strong support for dementia care, responsive behaviour supports, and end-of-life care
- Desire for meaningful daily activities

3. Workforce and Staffing

- Adequate staffing levels
- Consistency in caregivers – reduction in agency staffing use
- Staff wellness and morale
- Training and professional development

4. Key Concerns and Risks Raised

Theme	Common Stakeholder Concerns
Staffing	When improvements will be visible in daily care
Change Management	Impact of redevelopment on routines and relationships
Communication	Frequency, clarity, and accessibility of updates
Accountability	How progress will be measured and reported



5. Communication and Engagement Preferences

Preferred Engagement Method	Identified Importance
Regular progress updates	High
Councils (Residents / Families)	High
Dashboards or summaries	Moderate to High
Meetings / Forums	Moderate

Stakeholders expressed a strong desire to remain informed and involved.

6. What Success Looks Like to Stakeholders

Stakeholders described success as:

- Residents feeling safe, respected, and at home
- Stable care teams
- Clear evidence that strategies are moving from plans to action
- Open, timely communication with visible accountability