

2018

The Pines Long-Term Care Home

STRATEGIC PLAN 2018 - 2022

The Pines

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Overview

History

The Pines is a licensed and 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 Long Term Care rules and regulations. The District Municipality of Muskoka has owned, operated and governed The Pines Long Term Care Home since its inception in 1961. In 2004, The Pines resident population expanded from 105 to 160 and shifted its operations into a new building. In the 50 years that The Pines has been in operation, the home has been witness to substantial changes with respect to the care and services it provides to residents.

Community Partnerships

Our home works in collaboration with a large number of community partners including the Ministry of Health and Long Term Care (MOHLTC), Extencicare, the North Simcoe Muskoka Local Health Integration Network (NSM LHIN), Senior's Planning Table, Alzheimer's Society, Hospice Muskoka, Public Health, local post secondary and other schools, etc. These partnerships are well established and enhance the care we provide.

Data Gathering

The process of developing this strategic plan was ongoing over multiple years, seeking feedback from stakeholders (residents, families, staff, volunteers, contractors, partner agencies and community members) in a variety of ways including annual satisfaction surveys with residents and families, a staff engagement survey every two years, focus groups and group meetings with residents and staff, feedback from key stakeholders on iterations, and multiple official planning documents. The final modified SCORE (Strengths, Challenges, Opportunities, Roadblocks, Envisioning) Analysis is an effort to scan the organization internally and externally, and then envision the future of our home now and into the next five years and beyond. This model was promoted in the AdvantAge Ontario Administrative Leadership Program, 2017.

Accountability and Transparency

Our revised Strategic Plan offers a renewed commitment to our Mission and Vision statements, as well as revised Value statements. Strategic directions and goals are clearly outlined. The plan is intended to establish current and future directions and be utilized routinely and often as a foundation planning document. It will be communicated broadly via email to stakeholders and shared on our website. Each calendar year this plan will be reviewed and appraised.

Mission, Vision and Values

In 2013, stakeholders were engaged to create solid Mission and Vision Statements for The Pines and our stakeholders now fully embrace our Mission and Vision so these will remain essentially unchanged.

Mission: Optimizing life with excellent care, compassion and comforts of home.

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

Values: Value statements were refreshed after substantial feedback, and were written to be more inclusive. It is our hope that residents, families, volunteers, staff, contractors and important others will embrace our stated values. We are committed to the following core values:

Home - Ensuring a welcoming, safe and comfortable living environment.

Dignity - Everyone should be treated with fairness and respect.

Compassion - Always showing care, sensitivity and kindness to others.

Teamwork - Working together as a team involves cooperation and support.

Communication - Positive and open communications builds strong relationships.

Education - Ongoing learning contributes to improvements in quality of life.

Innovation - Creativity should be encouraged and technology embraced.

Strategic Directions

The Pines has two important Strategic Directions:

1. To maintain outstanding rates of resident and family satisfaction.
2. To be the workplace of choice for current and future employees.

Strategic Goals

Quality Resident Care

1. Encourage all people interacting with residents at the Pines to promote resident satisfaction and improved experience.
2. Promote family engagement in all interactions recognizing families as important partners in care by offering support, education, and opportunities for feedback.
3. Focus on fully utilizing technology solutions to improve documentation, communication and innovation, and ensure systems are fully operational, modernized and efficient.
4. Improve ministry designated priority indicators including reducing inappropriate antipsychotic drug use and reducing emergency department visits.
5. Promote safety and security of residents, staff and other stakeholders.
6. Expand palliative care programming to include additional comfort measures and improve end-of-life care.
7. Ensure culturally appropriate care, particularly when it comes to meals, language, background and values.

Staff Satisfaction and Support

1. Use multiple means of staff recruitment and retention and expand staffing to the extent possible, moving toward an average of 4 hours of direct care per resident per day.
2. Encourage and utilize staff feedback and involvement in improvements.
3. Implement additional technology solutions to support staff to work more efficiently and effectively (e.g. communication).
4. Recognize both the individual as well as team contributions.

5. Utilize all available community resources to address residents' responsive behaviors and to support staff efforts to optimize care.
6. Offer and track quality educational opportunities particularly in the area of improving resident care of those with comorbidities, mental health issues, and developmental disabilities, as well as offering better support and education to manage responsive behaviors.
7. Promote improvement, flexibility, creativity, motivation, fun!

Community Partnerships

1. Explore opportunities for savings and efficiencies by working closer with District departments, particularly Health Link, Muskoka Paramedic Services, Human Resources, IT and Finance.
2. Expand The Pines Support Committee and promote the establishment of a Family Council.
3. Build on existing relationships with community partners to enhance the scope of programs and services provided at The Pines.
4. Support and strengthen the volunteer base and redouble efforts to involve family caregivers both formally and informally as well as expanding intergenerational and palliative care programs.
5. Enhance relationships with local educational institutions to influence and shape curriculum, to offer quality education placements and to create a stronger pool of applicants.
6. Ensure our building is appropriately maintained in accordance with safety and health regulations and in consultation with Facilities Services, District Municipality of Muskoka.
7. Seek out innovative and sustainable solutions to challenges in our community that impact long-term care.
8. Collaborate with Fairvern Long-Term Care Home as they redevelop and expand their services.

Appendix A – Environmental Scan

Internal Analysis	
Strengths	Challenges
<ul style="list-style-type: none"> ▪ Homelike environment, nicely decorated, well maintained ▪ High resident and family satisfaction ▪ Engaged Resident Council ▪ Engaged, supportive family and volunteers ▪ Caring, compassionate, well-trained staff ▪ Comprehensive training programs ▪ Staff appreciation efforts ongoing and improving ▪ Outstanding volunteer program, including family volunteers ▪ Multiple mechanisms in place to seek feedback from stakeholders ▪ Increasing focus on palliative and comfort care ▪ Safety is a priority for all ▪ Leading edge technologies in place ▪ Support for student learning ▪ Well utilized Pines bus 	<ul style="list-style-type: none"> ▪ Staff concerns regarding feeling understaffed, workload issues, and cycles of low morale ▪ Concerns with recruitment and retention of staff ▪ HR realities including a stressful and physically demanding workplace, injuries, and absenteeism ▪ Ongoing challenges managing responsive behaviors ▪ Planning for decrease in physician pool ▪ District led Building Condition Audit identified need for specific repairs and upgrades over time, many are costly ▪ Communication problems with existing technologies creating challenges during codes and routine care ▪ Paperwork and documentation requirements increasing diminishing direct care provision and creating work stress ▪ Compassion fatigue ▪ No formal Family Council ▪ Room to improve Ministry Designated Priority Indicators

External Analysis	
Opportunities	Roadblocks
<ul style="list-style-type: none"> ▪ Excellent reputation ▪ Strong support from District Municipality of Muskoka ▪ Extendicare Assist arrangement providing consultants, model policies, back office support ▪ Accredited by CARF with ongoing commitment to CARF standards ▪ Dedicated Pines Support Committee ▪ Multiple committed contracted service providers including physicians, physiotherapy, other health and building related ▪ Large pool of volunteers ▪ A plethora of options for technology improvements for care, communication, safety, etc. ▪ Supportive Community Partners ▪ Collaboration initiated with local hospital to avoid unnecessary transfers ▪ Ontario Telemedicine Network onsite connecting us to numerous providers ▪ Fairvern partnership options 	<ul style="list-style-type: none"> ▪ Pending changes to the LTC Homes Act which our home will need to embrace ▪ Increasing Regulatory demands and extraordinary documentation requirements ▪ Majority of admissions are crisis, waitlists and demand are growing ▪ Limited pool of potential (qualified) employees in the local area especially in Nursing ▪ Media attention to resident abuse, including homicide, 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 ▪ Periods of harsh weather (heat waves, storms) ▪ Need to ensure transparency and build confidence