

**2019-2022 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

LTCH Name:	Grandview Lodge / Dunnville
Facility Number:	H11145

Service Plan Narrative – Part A: 2019-22

1. Strategic Goals and Priorities:

Grandview Lodge is a 128 bed not for profit single floor facility, operated by the Municipality of Haldimand County. It has 4 units of 32 beds in each unit. There are 16 private and 112 standard beds within the Home. One of the four units is a secure unit for the dementia and Alzheimer's residents. Grandview Lodge is the only long term care home in Haldimand County that provides a secure unit. It is also the only Home in Haldimand County that provides a smoking area within the building.

On November 2, 2018, Grandview Lodge received a four (4) year Accreditation with Exemplary Standing through Accreditation Canada.

Grandview Lodge leases space to ListenUP! Canada, Senior Support Day Program and Cheshire Independent Living Services that are all operated independently of Grandview Lodge and each other. These services benefit both Grandview Lodge and the community. Some of these clients from both the Day Away Program and the Supportive Housing unit have moved to Grandview Lodge or have spouses that have been in Grandview lodge. These leased spaces are contained within the building of Grandview Lodge and promotes easy integration for residents using some or all of the services.

Grandview Lodge is committed to meeting the needs of a diverse population with varied physiological and psychosocial care needs. A focus on the social model of care along with an emphasis on resident centered care is used to meet the goals of care for individuals living in the Home.

As a leader in dementia care and Montessori Principles, staff provide tours and education to a variety of organizations, including other Long Term Care Homes, Family Councils of Ontario, and local Colleges.

Currently Grandview Lodge has 100% of staff, across all departments, trained in GPA and Montessori, 90% trained in First Aid for Mental Health and has recently committed to training staff in the Hand over Hand (Teepa Snow) model of care. The intent to maintain and improve current levels of education within the home are part of the home's strategic plan.

2. Advancement of the LHSP:

Sit to Fit program (Alzheimer's Association), Exercise and Living Well classes (Alzheimer's Association) Haldimand Abilities Centre are programs that are held weekly at Grandview Lodge for Dunnville seniors living in the community.

A representative of the Alzheimer's Association provides training opportunities for the staff and families and is a member of the Grandview Lodge Ethics Committee.

Brain Injury Services Hamilton (BISH) provide peer support at Grandview Lodge for the residents living with a brain injury, and offer external programs for those living in

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the Haldimand County community.

Grandview is host to a Parkinson's Disease Support Group. This integration of members of the community and residents of GVL living with Parkinson's is mutually beneficial.

Grandview Lodge has an ongoing contract with Dr. Patterson who provides medical and psychogeriatric consultations at Grandview Lodge for both our residents and Haldimand County citizens six days per year. Grandview Lodge supports this service by providing treatment space and staff, a Registered Practical Nurse, to assist him.

Other partnerships between Health Service Providers and Grandview include

- Behavioural Supports Ontario:
- Centre for Addictions and Mental Health
- Haldimand War Memorial Hospital
- HNHB LHIN

In an effort to reduce the need for external transfers, Grandview Lodge has entered service agreements, or identified preferred vendors, for the following health services which are offered on site:

- | | |
|----------------------------------|-------------------|
| • portable x-rays and ultrasound | • Audiology |
| • laboratory analysis, ECG | • Massage Therapy |
| • Dentist and Denturist clinics | • Optometry |

Grandview Lodge recognizes the importance of resident centered care, especially when dealing with a diverse population. The wishes of the resident are considered when developing the plan of care and when integrating health service providers. In 2017 Grandview Lodge embarked on a new initiative to ensure members of the LGBTQ2S community would have access to long term care services and offer a home that supported living life as their authentic self. Once training for staff and residents was completed, the home added "inclusivity" to our values statement and in 2018 GVL identified as a Positive Space for All.

The Auditorium in Grandview Lodge is frequently utilized by social groups which offer a variety of programs to meet the diverse needs of the residents apart from those formally planned by the recreation staff of the home.

3. Partnership/Integration Opportunities:

Grandview Lodge management team members partner with colleagues at other LTC facilities through regular meetings, to collaborate and share information related to trends and implementation of best practices and to review strategies to deliver the best care possible to residents living in LTC. Grandview Lodge holds membership with AdvantAge Ontario and staff attend the annual convention.

A close partnership between Grandview Lodge and Edgewater Gardens allows for opportunity to make improvements in shared services such as

- Recreational Programs
- Education- Montessori and Teepa Snow training

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- Joint Pastoral Care meetings- Topics include MAID, LGBTQ2

4. Situation Analysis:

Grandview Lodge continues to enjoy a positive working relationship with placement coordinators at the HNHB LHIN. Grandview has an ongoing wait list for admissions and when vacant beds occur the bed is offered as soon as possible after consideration is given to any internal transfers who may qualify for the bed. The Home has been able to maintain its occupancy level exceeding the 97% over the past several years. The Home has experienced some difficulty in collecting co payments however this is monitored on a regular basis and corrective action is taken as soon as possible to ensure payment is made. Both Reunification Priority Access Beds are currently filled.

The overall cost of operating Grandview Lodge is greater than the funding provided by the Ministry of Health Long Term Care and revenue from resident payments. Haldimand County provides additional revenue to support the Home (3.1 million annually, with 0.5 million from the capital reserve fund to offset the costs incurred during the building of the new home in 2006). These additional funds are used to cover the staffing costs including wages, benefits and educational requirements as well as other operational and capital purchases.

There has been a high number of retirements, and the loss of senior staff has contributed to added pressure on the caregivers due to loss of experience and the difficulty to recruit/replace.

Grandview Lodge is experiencing difficulties with recruitment of personal support workers (PSW's) as well as RN's and RPN's for part time and casual positions. There are many factors which impact this ability:

- Rural location
- Not enough assigned hours on the master schedule
- Not available for call ins or short notice assignment
- Not the right fit for long term care or Grandview Lodge

As a result of not being able to fill shifts, there are often shortages on the floor that can result in compromised resident care and unmet compliance standards. Agency staffing has been utilized when possible. Additionally, new recruitment strategies are now being reviewed including a partnership with Niagara College, where Grandview Lodge was a satellite campus which hosted the Personal Support Worker Certificate Program. Grandview was successful at hiring and retaining seven (7) PSW's. Niagara College has committed to offering the program again based on enrollment and interest. In winter of 2018 GVL will be the dedicated LTC placement for Niagara Colleges International PSW students.

It is the goal of GVL to continue to "grow our own" PSW staff to ensure those working with our residents have both the understanding and training as it relates to our way of work and philosophy of care.

The team at GVL has identified relationships between staffing levels, resident acuity and lack of a dedicated clinical leadership role, as contributing factors for a more task focused approach to care. In an effort to meet compliance standards the resident centered focus is often lost. It has been identified that when this occurs, there is a corresponding drop in use of Montessori techniques while responsive behaviours

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<p>increase.</p> <p>Grandview has hired an Assistant Director of Nursing as a non-union clinical supervisor to review ways of work, ensure best practices are utilized and make recommendations for improvements. A review and revision of the Attendance Management Program is underway to promote and improve attendance at work. Training and education continues to be a focus to ensure staff have the tools and knowledge they need to provide care to the LTC population. Haldimand County has a well established Employee Assistance Program which can be accessed free of charge for all employees.</p>		
5. Evaluation of Prior Year Performance (optional):		
6. Changes to Operations Summary (optional):		
7. Risks & Mitigations: Limited due to ongoing support from Haldimand County.		
Type of Risk (i.e. Financial, Program, Operational, etc.)	Level of Potential Risk (low, medium, high)	Mitigating Strategy
Financial Risk Recent admissions to the home under spousal reunification has resulted in residents with a low CMI. The impact this may have on the overall CMI and subsequent MOHLTC funding may increase the burden of the Municipality to subsidize the costs of operation	low	Work with the MOHLTC and professional associations to reassess the current funding model for LTC. Provide updated reports to Haldimand County Council related to MOHLTC funding.
Operational Risk- Staffing levels Difficulties in recruitment as well as attendance concerns compromise the level of care provided to our residents, the home's ability to meet compliance standards and the retention of staff due to burnout.	medium	Continue to recruit through the various communication mediums including seeking opportunities to provide training on site for nursing students. Look at ways to improve accountability and attendance at work.
8. Impact of Redevelopment Project (if any)		