# Grandview Lodge Annual Report 2018



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#### **Mission Statement**

"With comfort, compassion and care the Grandview Lodge Community supports a meaningful life for Residents."

#### **Vision and Values**

Grandview Lodge is a leader in Long Term Care services with a focus on aging with independence and self-fulfillment. By combining the Montessori (DementiAbility) and Butterfly Care philosophies, staff will develop emotional connectivity with the Residents. Staff recognize that promoting physical and psychological well-being is equally important.

Grandview Lodge supports and believes in the following core values:

- G Governance
  - R Respect
- A Accountability
- N Nurturing
- D Dignity
  - V Visionary Leadership
- I Inclusivity
- E Excellence
- W Working together as a TEAM

#### Governance:

We are committed to maintaining a formal reporting structure so that we demonstrate effective stewardship to Haldimand County taxpayers and Council, Ministry of Health and Long Term Care and to the Residents, families, volunteers, stakeholders and employees of Grandview Lodge. We live this value by providing transparency, adhering to legislation and standards as well as established policies for the Home.

#### Respect: (Rights for all)

We are committed to upholding the rights for all Residents, families, employees and community partners by supporting the uniqueness of one another.

We live this value by providing education to all, acknowledging individual's needs and embracing differences that will enhance improvement of services for all citizens.

#### **Accountability:**

We are committed to conducting ourselves in a manner that supports a culture of integrity when managing resources, services and programs.

We live this value by following legislation, policies and procedures and being accountable for our personal actions.

# **Nurturing:**

We are committed to the ongoing growth and development of Residents and employees. We live this value by providing educational opportunities, encouraging participation in decision making and quality improvement initiatives, supporting Residents in reaching their goals and promoting well-being of Residents and employees.

# **Dignity:**

We are committed to preserving an individual's sense of pride in themselves and those they are caring for.

We live this value by ensuring that we all listen to and support each other and provide privacy for all Residents, families, stakeholders and employees.

#### **Visionary Leadership:**

We are committed as an organization to plan the future with input from all and to use imagination and wisdom to strive to develop innovative best practices in Long Term Care.

We live this value by encouraging individuals to embrace change and growth, to think beyond normal boundaries, to allow freedom of creative expression and to continue to collaborate with stakeholders to make such advances in Long Term Care.

#### Inclusivity:

We are committed to ensuring all individuals feel welcomed, safe, respected and valued.

We live this value by ensuring everyone has a sense of belonging, feels respected, valued and seen for who they are as individuals, while feeling a level of supportive energy and commitment from leaders, colleagues and others so that all people, individually and collectively, can do their best work.

#### **Excellence:**

We are committed to providing high quality care and services driven by the blend of innovation and legislated care standards.

We live this value by ensuring our employees are educated and committed to maintaining their skill level, supporting a multi-disciplinary CQI team that leads quality care improvement initiatives and supports a culture where the Resident comes first.

#### Working Together as a Team:

We are committed to supporting and fostering a team approach in providing care and services which combines individual skills and collaborative action.

We live this value by respecting and valuing each others role and contributions with the accepted principle that staff do not work in silos and we work collectively to achieve our common goals.

#### **Introduction**

This document is a review of the operations of Grandview Lodge (GVL) and includes highlights that have occurred in the Home during 2018. Some of the data found in this report is for a 3 year period to act as a foundation for comparative analysis with respect to the Home's past operations, present situation and to assist in planning for the future.

Grandview Lodge provides Long Term Care to 128 Residents, 24-hour per day, 7 days a week. Operations in a Home such as Grandview, are complex and it takes a large number of people with expertise in their chosen profession to meet the many challenges associated with Residential long term health care services. The direct care staff at Grandview are considered essential service workers and are expected to attend work during times of inclement weather and/or varied states of emergency.

The team at Grandview Lodge is dedicated to creating a home-like environment with a social model of care, as opposed to an institutional setting with a medical model of care; this is to ensure the Residents of Haldimand County do not need to leave their community to receive the compassionate care services they require when they are no longer able to meet their own care needs in a familiar and comfortable setting. This is achieved solely because of the commitment and buy-in from the interdisciplinary team of our Home, our volunteers, family members and friends of Grandview Lodge to providing the best service possible.

Grandview Lodge has been put into the spotlight as an example of best practices and innovation in Long Term Care, not only in Dunnville and surrounding Long Term Care communities, but across Ontario. Grandview continues to offer tours for students of various health care professions, staff from other Long Term Care Homes and professional associates who yield from local organizations as well as national and international visitors.

This past year the management team of Grandview Lodge were tasked with preparing their departments for a significant turnover of the leadership team at the end of the year and beginning of 2019 that would include the General Manager, Administrator, Supervisor of Facility Operations and the Programs and Support Supervisor. Not only were they required to develop the Strategic Plan for continued quality improvements but they had to develop the plan in such a way that someone else would be able to come in and successfully complete it. I want to take this final opportunity to recognize that I am fortunate to have a management team and administrative support team that work hard and are not afraid to challenge themselves to improve the care for Residents and the daily lives of staff; I thank them for their continued commitment. I also would like to thank the staff from other

divisions within Haldimand County who support Grandview Lodge by providing their expertise to Grandview's operations as well as the former General Manager, Community Services, Hugh Hanly. On behalf of Residents and staff of Grandview Lodge, I wish to thank members of Haldimand County Council for their support and interest in the operation of Haldimand County's Long Term Care Home, Grandview Lodge.

-Jennifer Jacob, Administrator

# **Background**

Grandview Lodge is a not-for-profit, accredited, unionized Long Term Care Home. It's operated by the Municipality of Haldimand County in partnership with the Ontario Ministry of Health and Long Term Care (MOHLTC) and the Hamilton Niagara Haldimand Brant Local Health Integrated Network (HNHB LHIN).

The Home continues to provide leased space for Senior Support Services administration staff, Day Away Senior Services and Listen Up Hearing Clinic. In addition, there is leased space for Capability Support Services who provide a 21 bed senior supportive housing service which Grandview Lodge provides dietary services to clients at cost.

Grandview has also opened its doors to our community by welcoming various organizations to utilize our public spaces such as the Boardroom and Auditorium for numerous events, including: memorial services, family gatherings, educational workshops, support groups, meetings and Resident parties. The following are some of the organizations that utilize our space on a routine basis: The Alzheimer's Society, Parkinson's Canada, Dunnville Minor Hockey, the Lioness, Haldimand Historical Society and music groups including choir and ukulele.

Management and Resident services provided at Grandview Lodge are required to work within a multitude of many guidelines, contracts, standards and legislation that must be followed in providing Long Term Care services and in operating Grandview Lodge. These include but are not limited to: MOHLTC (Compliance Standards, Guidelines for Pandemic Planning, Family and Residents' Councils, Bill 140, High Intensity Funding), Ontario Fire Code, Public Health regulations, Building Codes, WHMIS, Ministry of Labour, Union Contracts (ONA and UFCW), Professional Organizations (College of Nurses of Ontario, Registered Nurse's Association of Ontario Best Practice Guideline, Accreditation Canada, AdvantAge Ontario (information sharing, collaboration with other Home, lobbying for services/money and changes to Long Term Care legislation).

The management team operates in accordance with the above referenced guidelines and legislation and in keeping with Haldimand County municipal policies and procedures. As operational changes are required, the Grandview management team often make these changes by working together with several other staff members and through various committees.

#### **Strategic Plan**

This past year, 2018, was the final year of our previous strategic plan. The four year plan included 55 goals which fell under 10 subcategories. While the majority of the goals were achieved and will continue to be sustained, four items were re-evaluated and subsequently removed from the plan; five items remain outstanding and have been captured in our new 2019-2022 Strategic Plan.

Here are some highlights from 2018:

- Light retro fitting resulting in significant cost savings
- Improved communication to all staff via email, memo boards and newsletters
- Improved use of underutilized space in 2018 the Library was converted into a Games Room
- To create a home-like environment completed Resident "Front Door Program"
- Use of produce from gardens during meal preparation
- Plan to align the Staff Recognition Event with other Haldimand County divisions as well as fun events throughout the year for team building (for example, a dunk tank)
- Having the Parkinson's Canada Support group onsite
- The Grandview Lodge Cookbook established a GVL Social Committee, brought Residents and staff together as we shared our family recipes

A new Strategic Plan for 2019-2022 has been developed in consultation with the staff of Grandview Lodge, Residents, Family Council and external stakeholders.

# Strategic Plan Initiatives



Old Library





New Games Rooms





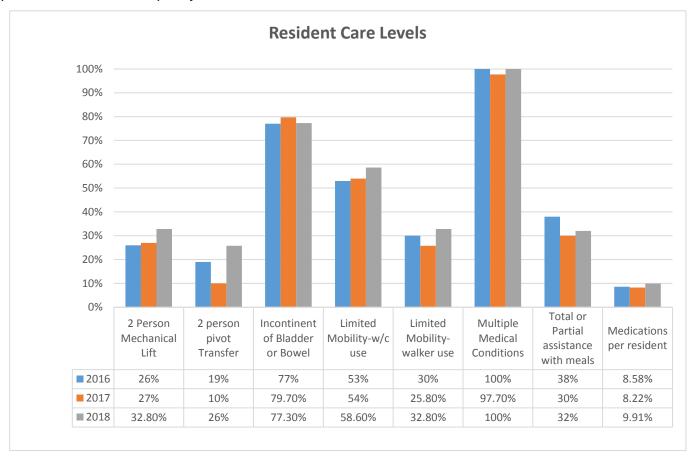




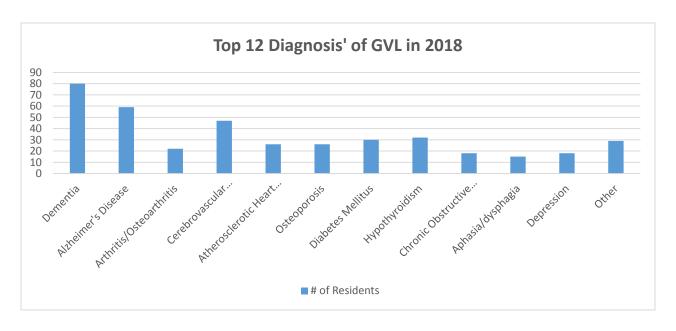


#### **Resident Focus**

Each Resident's needs are assessed and recorded in their personal charts. All charting focuses on what the Resident can do independently when the correct services are provided. It centers on the Resident's strengths, abilities, preferences and recognizes additional elements of care that can improve the Resident's quality of life.



Here are the top 12 diagnosis' of Grandview Lodge Residents for 2018:



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#### **Resident Falls**

A fall is defined as any unintentional change in position where the Resident ends up on the floor, ground or other lower level. Below is a comparison of the falls that took place in the last three years. Please note: there are not 128 Residents as the number of Residents increases based on admissions throughout the entire year.

#### 2016 Falls:

- There were 84 Residents who had fallen at least once in 2016.
- There were 7 hip fractures, 1 shoulder fracture and 1 Resident with a fracture humorous.
- We had a total of 44 Residents discharged or deceased in 2016, so the total number of Residents assessed for falls was 172 Residents for 2016.

#### 2017 Falls:

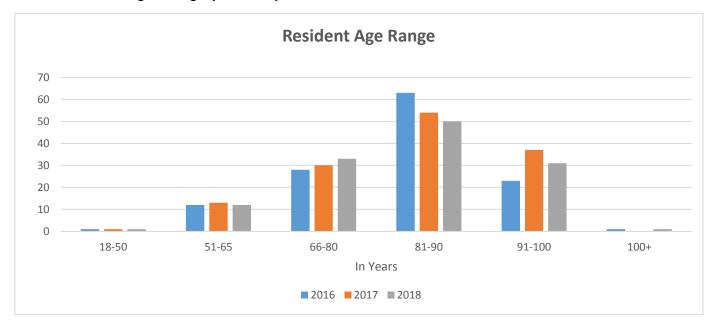
- There were 87 Residents who had fallen at least once in 2017.
- There was 1 fracture in 2017.
- We had a total of 35 Residents discharged or deceased in 2017, so the total number of Residents assessed for falls was 150 Residents for 2017.

#### 2018 Falls:

- There were 95 Residents who had fallen at least once in 2018.
- There were 7 fractures in 2018: 3 hip, 1 leg, 1 arm, 1 shoulder and 1 Resident with cracked ribs.
- We had a total of 42 Residents discharge or deceased in 2018, so the total number of Residents assessed for falls was 170 Residents in 2018.

#### **Resident Age Range**

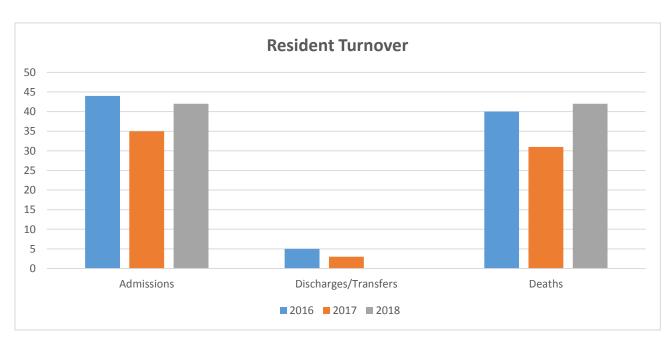
In 2018 the youngest Resident at Grandview Lodge was 45 years old and the oldest Resident was 101 years of age. The average age of women was 83 years old and the average age of men was 79, with 8.8% of Residents (male and female) under 65. Below is a breakdown of the number of Residents in each age category for the years of 2016, 2017 and 2018.



The Resident who has resided the longest at Grandview Lodge has been here since 1996 and is presently 81 years of age.

#### **Resident Turnover**

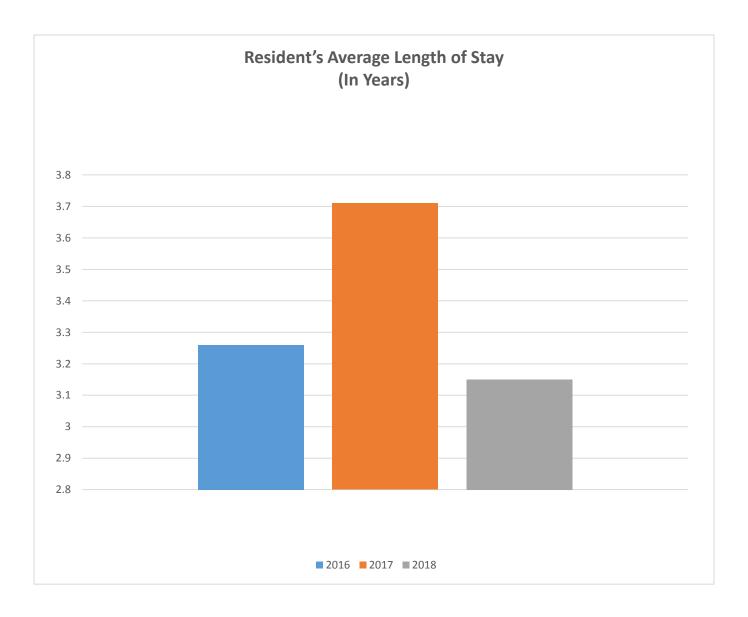
The following graph illustrates the number of Residents who were admitted and discharged or died over the past three years.



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Resident turnover impacts staff workload because with every admission there is an increase in workload for a number of the departments which includes: completing admission agreements, financially discharging Residents, assessing the needs of Residents by direct support staff including nursing, dietary and recreational staff, providing tours of the Home, and providing end-of-life care to Residents that require additional human resources. For every person that leaves the Home there is also an increase in staff workload that includes, discharge paper work, cleaning and completing repairs/painting of the bedrooms.

When reviewing the turnover for Resident population the chart below shows the average stay of a Resident for the past three years:



# **Infection Control**

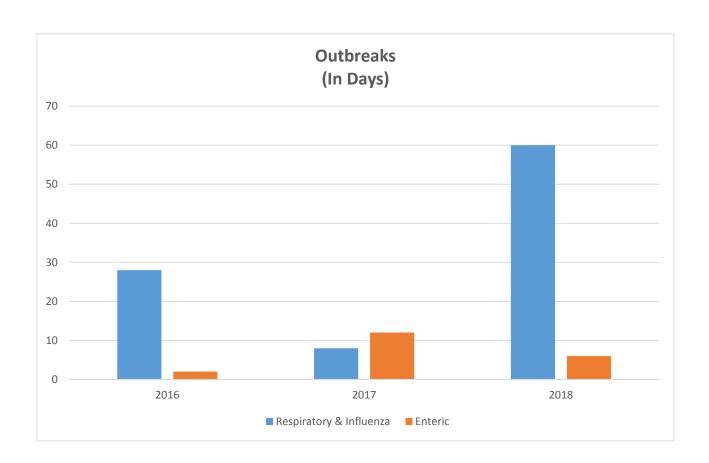
The following graph shows a three year review of the number of days that Grandview Lodge found themselves in respiratory, influenza, and enteric outbreaks.

# Respiratory and Influenza:

- 2016: Total of 2 different outbreaks, for a total of 28 days
- 2017: Total of 1 outbreak, for a total of 8 days
- 2018: Total of 5 outbreaks, for a total of 60 days

#### **Enteric:**

- 2016: 1 outbreak began for the last 2 days of the year and went into January
- 2017: 1 outbreak for a total of 12 days
- 2018: 1 outbreak for a total of 6 days



# **Staffing Focus & Updates**

The operation of the Home requires staff working in many different departments with various degrees of education and professionalism.

The following is a breakdown of staff numbers as of December 31st 2018 for each departmental area:

	2016		2017		2018	
DEPARTMENT	# of Full-Time Staff	# of Part-Time & Casual Staff	# of Full-Time Staff	# of Part-Time & Casual Staff	# of Full-Time Staff	# of Part-Time & Casual Staff
PSW	25	44	29	44	28	43
RPN	9	13	9	9	9	10
RN	3	7	3	4	3	3
Dietary Aides/Cooks	6	15	6	11	13	6
Housekeeping/ Laundry Aides	6	11	6	9	6	10
Maintenance	2	2	2	2	2	1
Recreationists	4	4	4	4	4	3
Administrative	9	3	9	3	8	3
TOTAL STAFF	64	99	68	86	73	79

#### In 2018 the following took place:

- New Hires 25 employees (10 PSWs, 3 RPNs, 2 Dietary Aides/Cooks, 7 Housekeeping/Laundry Aides and 3 Administrative)
- Resigned 18 employees (9 PSWs, 2 RPNs, 4 Housekeeping/Laundry Aides, 2 Maintenance and 1 Supervisor)
- Retired 2 employees (1 PSW and 1 Recreationist)

# Some of the reasons identified for leaving Grandview were as follows:

- Performance issues (17%)
- Not a good fit (11%)
- Weren't getting enough hours (11%)
- Another job (28%)
- Unknown (33%)

# **Attendance Support Program**

The attendance support program was introduced to the staff at Grandview Lodge in the fall of 2013. This program provides supervisors and other staff with guidelines for clarifying expectations and reviewing attendance as well as addressing issues and problems which may be affecting an employee's ability to attend work on a regular basis. The program ensures that absenteeism is managed through consistent and positive non-disciplinary intervention strategies by all departments at Grandview Lodge.

The average sick time usage for the 73 full-time staff (union and non-union) during 2018 was 9 days per employee, in comparison to 12 days in 2017 and 14.5 days in 2016. Full-time employees receive sick time entitlement of 1 day per month.

The average sick time usage for the 79 part-time staff (union and non-union) during 2018 was 3 days per employee. In both 2017 and 2016 the average sick time usage for part-time staff was 8.5 days per employee. Part-time staff do not accumulate a sick bank entitlement.

Administration continues to work with Human Resources to look at strategies to ensure staff come to work on a regular basis. The following are some repeated issues that we face with the attendance support program and they will be reviewed in 2019:

- The amount of time staff take off before they reach the threshold of the attendance management/support program (96 hours annually) and the need to compare this threshold to the Long Term Care industry.
- The amount of hours a part-time staff member takes off when they are working on short shifts, same threshold which is 96 hours.
- A review of the medical challenges that face staff and developing various accommodation plans.

One of the biggest challenges facing Grandview Lodge is the ability to fill vacant shifts when staff are unable to work a shift. These shifts vary in length of hours required and include days scheduled on weekends, evenings and night shifts.

# **Staff Training**

Staff training is not only mandated by the MOHLTC as well as Accreditation Canada and the Ministry of Labour but has also been made a priority by administration at Grandview Lodge. Educating staff will improve care and morale and give staff further knowledge to complete the job expected of them more independently. Staff are recognized as our greatest resource and we are aware that improvement can only be made when staff are better educated.

Each year staff receive a one day, off the floor, annual training session. This training consists of MOHLTC requirements that must be completed annually. In addition to mandatory training requirements, the focus of our 2018 annual training was ensuring staff receive knowledge of workplace civility and teamwork. Staff received information on how to manage situations that could be disrespectful, abusive and/or neglectful and were trained on managing conflict with families and colleagues. Staff had many positive comments about this topic of training and they believed overall that it was beneficial to how they work at Grandview Lodge.

As part of our four year strategic plan, Grandview reached the goal of, and continues to maintain, 100% of staff trained in Montessori Principals for Dementia Care. This training focuses on reviewing the needs of the whole person diagnosed with dementia and how to best meet their needs and encourage a purposeful, meaningful life as opposed to a task-focused approach to care. In 2018, Grandview Lodge staff also received Positive Space training, creating a culture of acceptance and understanding for all. Once the training was completed as well as revision to policies and our Values Statement, GVL self identified as a Positive Space for Residents, visitors and staff.





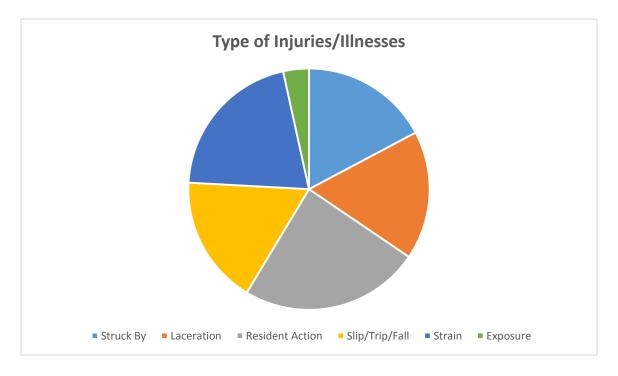


# **Health & Safety**

The Health & Safety committee of Grandview Lodge, with the support of Haldimand County's Human Resources Division, continued to work diligently in 2018. The committee representing management and union members worked towards a solution to the difficult challenge of reducing health and safety incidents. The committee is responsible to review incidents/accidents, review and assist in the development of Health & Safety policies, work place hazardous analysis and review educational requirements for staff while always ensuring that legislation is being followed. The committee meets monthly to complete tasks assigned to them.

Staff are responsible to formally report incidents of Resident actions/incidents to their supervisors and to the Health & Safety committee. Management is responsible to review the circumstances of the incident to ensure repeated incidents do not occur. Administration recognizes that the actions of Residents can cause an incident and that the way to prevent an incident is to evaluate the circumstances in which the incident occurred.

In 2018 there was 29 incidents. There were 5 lost time claims in which staff had injured themselves while at work and were unable to return to work immediately. Modified work is offered to all staff that are injured and can not return to their full duties. Our Return to Work Program has significantly reduced lost time at work due to injury by enabling injured employees to return back to work with medical restrictions as early and safely as possible. Data has proven that a quick return to work for an injured employee on a modified work program allows for a quicker recovery to regular job duties.



#### **Lost Time Hours:**

2016	2017	2018
1 claim	2 claims	5 claims

#### **Modified Work Hours:**

2016	2017	2018	
195	1161	716	

#### **Labour Relations**

Grandview Lodge management and the Union Representatives (for UFCW and ONA) continue to have a strong working relationship and met throughout the year to discuss issues and concerns. There were 8 grievances, all for UFCW, in 2018. Most were related to language in the Collective Agreement and concerns around interpretation of union contracts. One policy grievance is outstanding and will be in abeyance until it is discussed at the next round of UFCW negotiations. In 2018 management and the union reviewed the Registered Practical Nurses (RPN) schedule to improve their working shifts. The ONA contract was successfully negotiated in 2018.

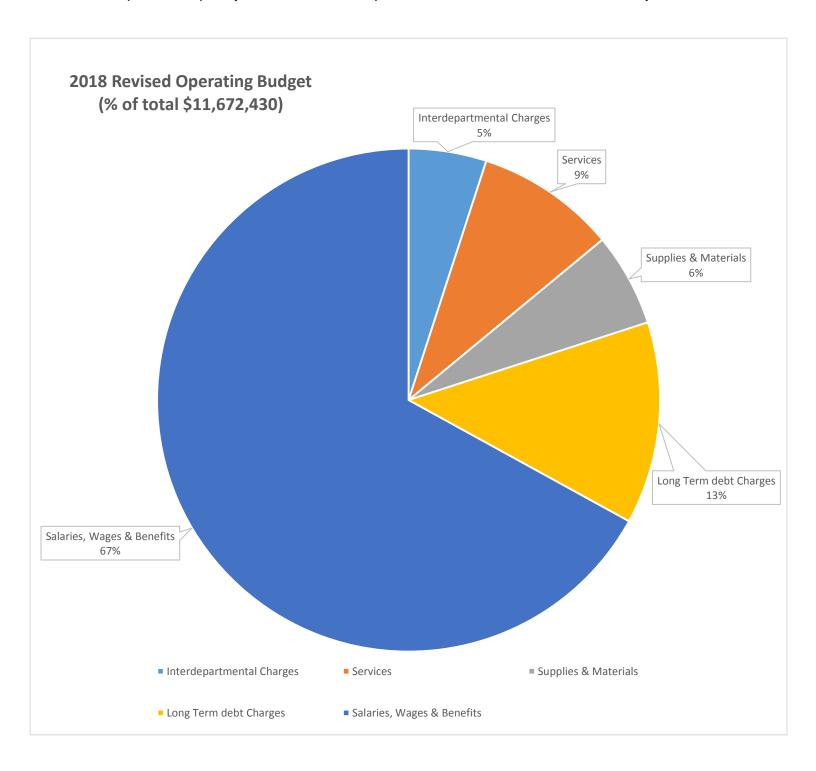
#### **Budget**

The operating budget for Grandview Lodge in 2018 was \$11,672,430 and the long term debt charges were \$1,445,560. The MOHLTC provides funding to the LHIN who in turn, provides the Home funding under four envelopes: Raw Food, Programs and Support Services, Nursing and Personal Care and Accommodation.

The Nursing and Personal Care funding envelope supports care levels for the Home. These care levels are determined solely on the charting that Registered staff are required to complete. Of the 128 beds at Grandview, 16 beds are private and the remaining beds are standard. The 16 private beds generate approximately \$139,900 annually in revenue if fully occupied. These beds were considered to be occupied during 2018 (although there were a few lost days due to Resident turnover), thus the Home received the maximum revenue possible from the Accommodation envelope.

The funding for Grandview Lodge is determined by the assessments submitted every three months and then averaged for the year. The other three funding envelopes are solely based on the number of Resident days of care provided by the Home.

Our Home must maintain a 97% occupancy rate on a quarterly basis, to receive 100% funding for these four envelopes. Occupancy has never been a problem at Grandview and it was always met in 2018.



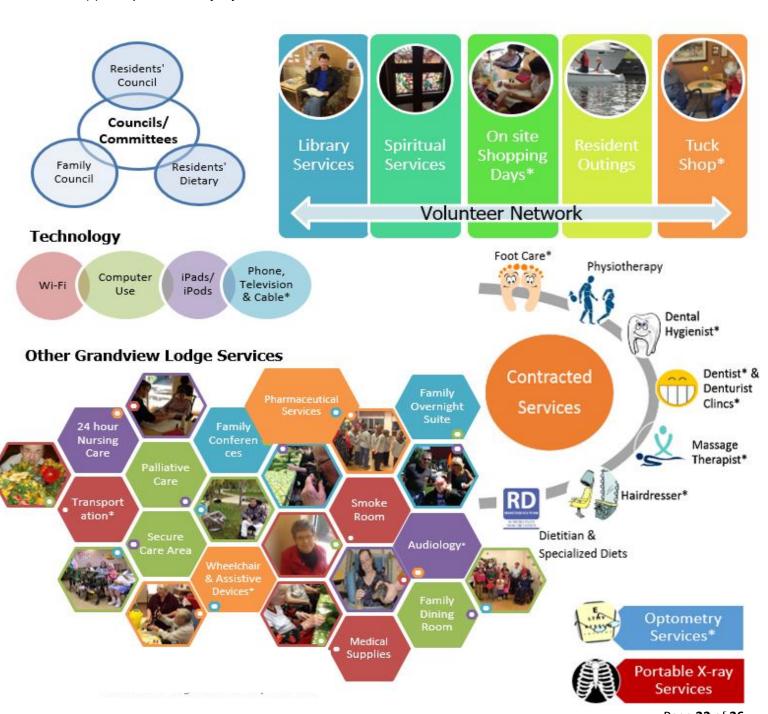
The following chart outlines the funding received per Resident, per day for each envelope:

2018 ENVELOPE	Jan – Mar per Resident per day	Apr – Jun per Resident per day	Jul – Aug per Resident per day	Sept – Dec per Resident per day
Nursing & Personal Care	\$88.69	\$91.87	\$91.87	\$91.87
Raw Food	\$9.00	\$9.00	\$9.54	\$9.54
Accommodation	\$55.28	\$55.28	\$56.16	\$56.16
Program & Support Services	\$9.60	\$9.79	\$9.79	\$9.79
Accreditation/Quality Attainment Premium (effective July 1)	.33	.33	.36	.36

#### **Services Provided**

There are a number of services in addition to nursing care offered to Residents and their families at Grandview Lodge. These services are an essential component of daily living for Residents and greatly improve their quality of life. These programs are important to persons seeking a place in Long Term Care and have helped to market the Home and attract new Residents.

The following diagrams display the various services offered onsite to our Residents. Services with an asterisk (\*) are paid directly by the Resident.



#### Ministry of Health and Long Term Care Reviews

The MOHLTC requires each Long Term Care Home to abide by provincial legislation, regulations, standards and policies (there are over 500 standards) to ensure Residents receive the best possible care. The Ministry will inspect every LTC Home to verify that they are in compliance with the Ministry's requirements. The Ministry will also inspect a Home for complaints as well as any Critical Incidents that may require further investigation. The Ministry may impose orders on a LTC Home for a variety of circumstances, including but not limited to (i) recurring or ongoing non-compliance; and (ii) presence of severe problems that put Residents at risk.

In 2018 Grandview Lodge reported 14 Critical Incidents that fall under the categories for mandatory reporting to the MOHLTC.

In 2018 Inspectors from the compliance branch of the MOHLTC visited Grandview Lodge on three separate occasions:

- 1. February, 2018 as a follow up inspection to the Compliance Order issued during the RQI in 2017. This order was cleared.
- 2. March, 2018 as a follow up on self reported Critical Incidents and one Complaint. There were zero findings of non-compliance related to the Critical Incidents and 3 Written Notifications related to the complaint were issued.
- 3. November, 2018 the Ministry completed their annual inspection consisting of three inspectors over a period of 13 days. During this inspection the following issues were inspected for compliance with legislation and regulations: 5 Critical Incidents reported to the MOHLTC by GVL and 16 Inspection Protocols as a result of the inspection, the Home was cited: 0 Compliance Orders, 3 Written Notifications and 1 Voluntary Plan of Correction. During this inspection, the compliance inspectors also reviewed 1 Complaint and subsequently issued 1 Written Notification.

#### **Ministry of Labour**

The Ministry of Labour made no visits to Grandview Lodge in 2018. There was some clarification and process improvements made with regard to reporting requirements during disease outbreak in the Home.

# **Volunteers**

Grandview Lodge volunteers assist with various programs for Residents as well as provide one-to-one support to Residents. Some of the regular programs that volunteers are involved with include the operation of our Tuck Shop, therapeutic music, pet therapy and numerous one-to-one visits.

Grandview now has a weekly art night where the "Grandview Group of 7" gather to socialize while working on their paintings and sketches; this program is run by volunteers from the local art community.

In 2018 the GVL Christmas Stocking Program was recognized within our surrounding communities through exposure in a popular newspaper.

In 2018 there were 2200 registered hours of volunteer service.





#### **Community Partnerships**

To ensure that Grandview Lodge and its Residents continue to be recognized as part of Haldimand County, a concerted effort by Administration and Program staff has been encouraging and supporting various groups, organizations and individual volunteers to become involved in the Home's activities. Many provide ongoing volunteer support and/or one-time events. These partnerships/linkages are especially important for Residents of the Home to help them maintain contact with their community and not become lost or forgotten members of the County.

The following is a list of organizations that have supported Grandview Lodge:

- Joint Pastoral Care Team comprised of a number of ministerial groups
- Local schools, volunteering time as well as completing their co-op placements with us
- Student placements with Niagara College and Mohawk College for Registered Practical Nurses and Recreationists
- Rotary Club
- The Lions & Lioness Club
- The Alzheimer's Society (Walk For Memories)
- Parkinson's Canada
- Brain Injury Services
- Haldimand Abilities Centre (Sit to Be Fit and Brain Fit Programs)
- Behavior Support Ontario (BSO)
- Monthly Senior Socials (organized by Diane Scott), using the auditorium and including GVL Residents (shuffleboard, games, cards, Warm Up Haldimand, making "sleep mats," and social time)
- Region 4 Family Council annual meetings
- Haldimand Pride

Grandview Lodge is a member of the AdvantAge Ontario Association. Administration staff participate in the Niagara Regional Group meetings and our Administrator is the Chair for the Administrator's group that meet monthly. Through sharing operational issues and concerns, solutions are often identified that can be of help to Homes across Ontario. This association has been successful in working with the MOHLTC to speak on behalf of the Home with respect to their concerns and issues in Long Term Care. The Ontario Association works closely with the MOHLTC and it plays a significant role in shaping Long Term Care services in Ontario.

Grandview Lodge Family Council actively participates in the Regional Family 4 Council Group, which is representative of over 88 Long Term Care Homes (equal to 10,000 Long Term Care Residents). These meetings are held three times a year at various Homes. Again, we had the honor of acting as the host Home in October and we facilitated tours of our Home, focusing on our Creekview (DementiAbility unit). These meetings are very beneficial for not only networking, but providing an educational element regarding relevant issues in Long Term Care.

#### **Summary**

Grandview Lodge continues to be a leader within the Long Term Care sector. A transparent approach to reporting has resulted in Grandview routinely meeting the expectations of the Ministry of Health and Long Term Care with a focus on corrective action when non-compliances have been identified. The GVL team continually looks at Quality Improvement Plans related to the care and services provided in the Home and also in relation to operational effectiveness, staff work life and community engagement.

Conversely, our greatest challenges are directly related to our greatest assets, the staff of Grandview Lodge. The dedicated approach, innovation and willingness to learn new methods and ways of work, care and compassion is the driving force behind our success, accolades and achievements Grandview has attained. It is not surprising then, the negative impacts that absenteeism and staff shortages has on the operations of the Home. Our leadership team remains committed to working towards improvements in this area in collaboration with Human Resources and the Unions.

In October, 2018 Grandview Lodge received the highest possible designation, Exemplary Standing, with Accreditation Canada for a four year term. Quality of life is a top priority for Grandview Lodge residents, staff and visitors. Accreditors praised the Home for our philosophy of care and exceptional service delivery.

"Grandview Lodge excels in meeting the needs of a diverse population and in particular demonstrates excellence in providing care and programs for Residents with dementia and for younger adults. The Home is commended for its philosophy of care in supporting and adopting best practices such as DementiAbility, Butterfly Care, Gentle Persuasive Approach, and Montessori methods. Grandview Lodge has been recognized for its innovation and leadership in caring for this population. The Home has an excellent reputation and families and Residents express a high level of satisfaction with the standard of care and the services offered."

-Accreditation Report: Executive Summary