

Grandview Lodge

Annual Report

2022

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Mission, Vision and Values

Mission Statement

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

Vision Statement

As a leader in Long-Term Care services & a DementiAbility certified home, Grandview Lodge will focus on aging with independence and self-fulfillment. By embracing multiple philosophies of care, Grandview Lodge strives to create an environment where residents are actively involved in their physical, social, psychological & spiritual well-being.

Values

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:

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 ensuring that we all listen to and support each other and provide privacy for all Residents, families, stakeholders 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 Resident, 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 other's role and contributions with the accepted principle that staff do not work in silos, and we work collectively to achieve our common goals.

Introduction

I am pleased to present the 2022 Annual Report for Grandview Lodge (GVL). This report provides an overview of the achievements and challenges over the past year, as well as some of our plans for the future. Some of the data found in this report is for a three year period. This comparative timeline acts as a foundation to analyze our home's past operations, present situation and to assist us in planning for the future.

The Fixing Long-Term Act, 2021 came into effect on April 11th, 2022 and replaced one piece of legislation which was repealed: The Ontario Long Term Care Homes Act (2007). This amendment is to advance the plan to fix long-term care in the areas of: staffing, medication management and drug administration and resident experience.

In 2022, we continued our progress in overcoming the COVID-19 crisis. Although the pandemic continued to have an impact on the operations of GVL, we carried on with our least restrictive approach so that the pandemic would have minimal impact on the quality of lives of our residents. With the accumulation of more information regarding the effects of isolating residents during an active outbreak, we noticed throughout the year that public health's approach to COVID-19 outbreaks became less restrictive. With this change, we started to see an increase with the length of time an outbreak took to be declared over. However, the benefit of this least restrictive approach by both Grandview and public health has had a major impact on improving the standard of living for residents.

Within the health care sector, we are all aware of the challenges that we face with the staffing crisis. Despite still encountering some of these obstacles, our Human Resources division has invested a significant amount of effort, alongside Grandview Lodge leadership, in developing recruitment and retention strategies for GVL. The re-developed brochure for new staff, social media presence and quickly posting current vacancies has assisted us tremendously with the recruitment of staff. We are very excited to partner, once again, with Niagara College by offering the Personal Support Worker program (PSW) at Grandview Lodge. Our newly formulated four year strategic plan places great emphasis on maintaining focus on this particular aspect as a top priority.

Grandview Lodge continues to be a leader in Long Term Care and now, more than ever, we owe it to our current and future residents to provide the best quality of care. In order for us to continue to live up to our mission, vision and values we need to ensure staffing levels are where they need to be. Grandview is very well known for its vision of moving away from a medical model of care to that of a social model of care. By utilizing the principles of Montessori for Dementia (DementiAbility), coupled with GPA (Gentle Persuasive Approach) training and incorporating the "feelings matter most" of the Butterfly model, we have truly transformed the way we provide care to our Residents. Implementing specific programs and integrating daily routines in our adapted environment has given a life of meaning and purpose to those living with dementia. In order to assist with this at the start of 2022, we added additional Recreation hours on week-ends, along with vacation coverage for all recreation full time staff. We have also returned to in person training for DementiAbility and will continue to maintain a commitment to having 100% of our staff trained.

Despite being new to my role as Administrator, I am grateful for the unwavering support of the leadership and administrative teams who have been dedicated to improving the care of our residents and the work life of staff. They have been innovative in their approach and have challenged themselves to think "outside of the box". I extend my heartfelt appreciation to them for their unwavering commitment. Additionally, I would like to acknowledge the invaluable contribution of the staff from other departments within Haldimand County who have lent their expertise to the operations

of Grandview Lodge. I am thankful for the support and guidance of Cathy Case, General Manager of Corporate and Social Services, who has empowered our team to make informed decisions with a resident-centered approach based on best practices. Grandview Lodge is truly fortunate to have her support.

On behalf of Residents and staff of Grandview Lodge, I want to thank the members of Haldimand County Council for their ongoing support and interest in the operation of Haldimand County's Long-Term Care Home, Grandview Lodge.

Amy Moore, Administrator

Background

Grandview Lodge is a not-for-profit, accredited, unionized long-term care home. It is operated by the Municipality of Haldimand County in partnership with the Ontario Ministry of Long-Term Care (MLTC) and the Ontario Health Teams, which Haldimand County operates under the (Greater Hamilton Health Network - GHHN).

In 2022, the Home continued to provide leased space for Hearing Life Canada Ltd. In addition, Capability Support Services leases space for a 21-bed senior supportive housing service (Maple Grove) for which GVL provides dietary services to the clients at a cost. Unfortunately, Haldimand Norfolk Senior Support Services Inc. administration staff and the Day Away Senior Services ended their lease contract in 2022. We continue to look for other opportunities to utilize this space. The possibility of an independent onsite daycare will be investigated but is still in the very early preliminary stages. Rates for the leased spaces continue to be adjusted and are reflected in the 2022 operational budget.

Traditionally GVL has opened its doors to our community and welcomed various organizations to utilize our public spaces such as the boardroom and auditorium for events. Early on in 2022, we were able to bring back community groups to allow them access to some of our public spaces; such as, the auditorium. We look forward to having additional community organizations return.

At GVL, the Leadership and Resident Services teams are mandated to comply with numerous regulations, agreements, benchmarks, and laws governing the provision of long-term care services and the overall management of the home. These may encompass a wide range of requirements, such as:

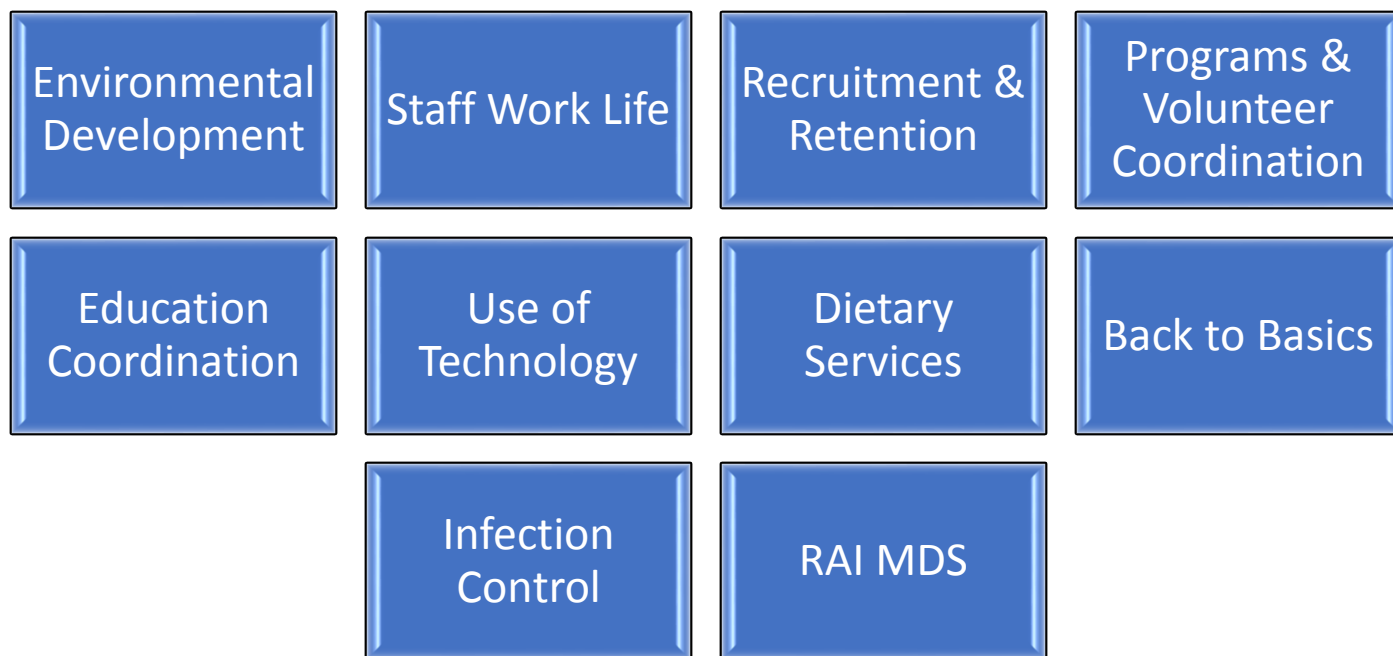
- MLTC – Fixing the Long Term Care Act (FLTCA) and Ontario Regulation (O. Reg. 246/22)
 - Compliance Standards
 - Family and Residents' Councils
 - High Intensity Funding
 - Guidelines for Pandemic Planning
 - IPAC Capital Funding
 - Directive #3 Long Term-Care Homes Act under the Health Promotion and Protection Act
- Ontario Fire Code
- Public Health Regulations
- Ontario Building Code
- WHMIS
- Ministry of Labour
- Ministry of Health
- Union Contracts (UFCW and ONA)

- Professional Organizations
 - College of Nurses of Ontario
 - Registered Nurses' Association of Ontario Best Practice Guideline
 - Therapeutic Recreation Ontario
- Accreditation Canada
- AdvantAge Ontario (information sharing, collaboration with other homes, lobbying for services/money and changes to long-term care legislation)

The leadership 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 GVL leadership team often make these changes by working together with several other staff members and through various committees.

Strategic Plan

2022 was Grandview's fourth and final year of the formerly approved Strategic Plan. The plan included 31 goals, which fall under 10 subcategories. Towards the end of 2022, GVL hired Glenn Pothier Inc., to assist our home in developing our next four year Strategic Plan which will be presented to Council at a later date. The following details describe our accomplishments from 2022.



Environmental Development:

Changes were made to the Fireplace Lounge, Gathering Room and Front Lobby area, which included upgrading curtains and decorative items, as well as relocating some offices for better use of internal space.

At Grandview Lodge, resident safety is of utmost importance; as a result of our commitment to providing safe, quality care, GVL purchased equipment to minimize falls within the home. These purchases include but are not limited to additional commodes, fall mats, lift slings and bed & chair alarms.

Staff Work Life:

Haldimand County hosted a *Staff Appreciation Lunch* in the Grandview Lodge Auditorium to acknowledge our dedicated staff and all that they do. The auditorium was festively decorated, music was playing, a hot meal was served and each employee was gifted a token of appreciation: a Grandview Lodge tote bag, sweater and tumbler! Staff have since expressed sincere gratitude, and interest in attending future events such as the *Staff Appreciation Lunch*, as it provided opportunity for staff to engage with their peers from all departments and enhanced feelings of teamwork, unity and recognition.

Additionally, each department was acknowledged and celebrated during their dedicated discipline/trade weeks, which included a variety of activities, prizes and sweet treats.

Improvements were made to enhance staff break areas, which included the development of the *Quiet Room*; furnished with zero-gravity chairs, twinkle-lights, pillows, blankets, headphones and reading lamps, the *Quiet Room* provides a tranquil atmosphere for staff to rest and recharge. Additionally, picnic tables were added to the outdoor break area, to encourage community and comradery amongst staff.

Recruitment & Retention:

Throughout the COVID-19 pandemic, Long-Term Care Homes across Ontario were experiencing intense staffing challenges, of which Grandview was not immune. Additionally, as outlined in the *Fixing Long-Term Care Act*, an increase of hours of care for residents was implemented, which created more job opportunities within Grandview Lodge. In response, Human Resources and GVL Leadership worked diligently to review and revamp the recruitment, onboarding and training of new and existing employees and implemented creative recruitment strategies such as utilization of social media and promoting student placements.

Over the course of 2022, Human Resources staff implemented brief, pre-screening calls to candidates, to gain a general idea of their professional experience & knowledge of Long-Term Care Homes and would filter applicants to the GVL Administrative Team, who would then move forward with interviews and onboarding. Interview questions were also reviewed and updated throughout the year to capture pertinent, job-related information in the interview to strengthen the selection process. Grandview Lodge welcomed *Niagara College* to the building to facilitate PSW on-site learning and field placements. GVL's Support Services department transformed the day-away space into an interactive, hands-on learning center for students to gain knowledge on providing care to residents. In the learning centre, students have the opportunity to interact with equipment utilized on the resident home areas, such as bathtubs, lifts, feeding pumps, oxygen tanks etc. Once the students have completed their in-class learning, they will transition to working alongside the Grandview Lodge Nursing Team to gain front line experience in working with residents and providing excellent care.

Grandview encourages these students to apply for vacant positions within GVL once they've completed their program.

The Human Resources Team continues to shape the online presence for Grandview Lodge, by promoting job opportunities on the Haldimand County Website and Facebook page, and broadcasting job fairs with Grandview representatives.

Programs, Volunteers, Education:

Grandview Lodge was pleased to resume in-person training and workshops to foster learning opportunities to strengthen and broaden employee skillset and to enhance community partnerships.

Grandview Lodge partnered with *Parkinson Canada* and hosted a "Park It for Parkinson's Car Show"; live entertainment, ice cream, games and an exceptional display of vintage cars united Residents, loved ones and members of the community. This event was a highly successful platform to bring members of the community together, whilst spreading awareness of Parkinson's Disease and where to find appropriate assistance.

In-person annual training was provided to all GVL staff which included "*The Working Mind*"- an evidence-based program, created by the Mental Health Commission of Canada, designed to promote mental health & reduce the stigma around mental illness in the workplace.

Working from a resident-centered approach to care, it is important for staff to be equipped with appropriate knowledge and tools to best support our residents. Subsequently, Grandview Lodge maintained a strong relationship with DementiAbility Enterprises Inc. and was able to provide in-person certification and re-certification for all employees. Grandview Lodge is now a proud *DementiAbility Certified Home*.

Use of Technology:

Plans to digitalize scheduling for all unionized employees was and still is a priority; however, due to unforeseen changes in staff, some aspects of this goal area have been deferred to 2023, specifically electronic call-outs of vacant shifts. A project charter will be created for the processes and implementation of electronic call-out, with an anticipated roll-out date of late 2023. The *Staff Schedule Care* electronic program has allowed employees to view their schedules, request time-off, complete shift exchanges/giveaways and enter STAT holiday requests since 2021.

The Recreationists of the Programs & Support team acquired an *Obie for Seniors*, a sensory interactive gaming projector that has revolutionized the world of therapeutic programming. The Obie has been an asset in the expansion of innovative engagement strategies of therapeutic programming and has been a hub for interaction, comradery and sensory strengthening for residents. The games featured in the Obie system promote cognitive functioning, social inclusion and motor skills and have become an integral addition to the recreation repertoire and is pleasantly enjoyed by residents and families.

Dietary Services:

GVL finds great importance in Resident choice and feedback, which ignited the idea of a taste testing of potential new menu items for 2022. Residents were invited to a taste testing, created by the Dietary Services Team, which featured potential new menu items. The taste testing showcased chicken quesadillas, meatball subs, smooth flavoured cottage cheese, Poffertjes (Dutch mini-pancakes) and assorted cookies; all of which, residents voted on whether or not they would like to see these items included in the new menu. Serving from-scratch-recipes have been folded into the menus as well, starting out with homemade soups. Resident recipes will continue to be collected and incorporated into the menu or special treat-days; this will enhance the feeling of 'home'.

Back to Basics:

Grandview Lodge’s Leadership team, alongside Human Resources staff worked thoroughly to restructure the Attendance Support Program; focusing on expectations in relation to attendance, responsibilities of the employer, staff & union, ways to enhance communication and ways to support staff overall. The Attendance Support Program is being relaunched in Q2 of 2023 with anticipated impact over the next several months.

Additionally, Grandview’s leadership team spent time going through their respective departments’ job/work routines and have made modifications, where needed, to ensure better workflow, clarification of roles & responsibilities and to designate appropriate break times.

It is important for Grandview Lodge to live through our philosophies of care, such as DementiAbility, where we focus on aging with independence by creating a home environment, filled with opportunities for social, mental, physical, spiritual and medical successes.

RAI & MDS:

Throughout the year, our RAI Coordinator participated in education opportunities to enhance data collection and reporting updates in relation to the MLTC, MoH, Point Click Care and CIHI and AIS proficiency testing. MDS, care plans and falls prevention audits continue to be utilized as effective tools to maintain compliance and funding. Information and learning opportunities continue to be offered and communicated to staff to ensure compliance and appropriate care levels are provided to residents.

Infection Control:

Throughout the pandemic, Grandview’s IPAC Coordinator created and implemented Hand Hygiene and Personal Protection Equipment (PPE) Audits which were added to job routines of the nursing staff to complete regularly in each resident home area. To promote hand hygiene, education was offered to employees during general orientation, annual training and via email through *IPAC Tip of the Week*. Signage was posted throughout the home on how to practice hand hygiene.

Grandview Lodge continued to review and modify best practices in relation to the COVID-19 pandemic based on Public Health mandates and direction. These practices included but were not limited to vaccination policies, isolation requirements, testing frequency, number of family caregivers, masking mandates, additional cleaning tasks etc.—all of which were communicated to residents, staff and family members via meeting minutes, memos, emails, newsletter updates etc. Additionally, to protect residents, staff, volunteers and visitors, vaccine clinics were offered throughout the year where COVID-19 and Influenza vaccines were administered by Grandview’s RN & RPNS.

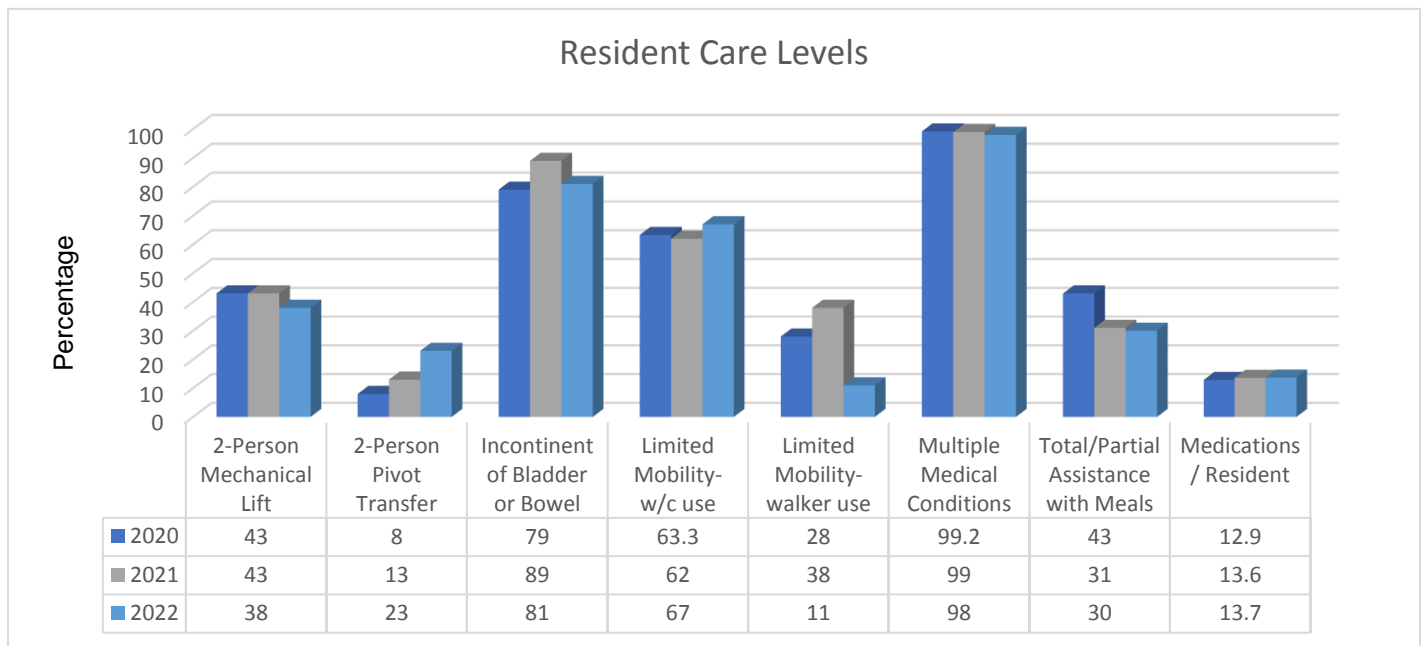
The Ministry of Long-Term Care implemented the following Direct Care Staffing Increase:

Staff	Current (2018 Data)	2021-2022	2022-2023	2023-2024	2024-2025
RN, RPN & PSW	2 hrs & 45 mins	3 hrs	3 hrs 15 min	3 hrs 42 min	4 hrs

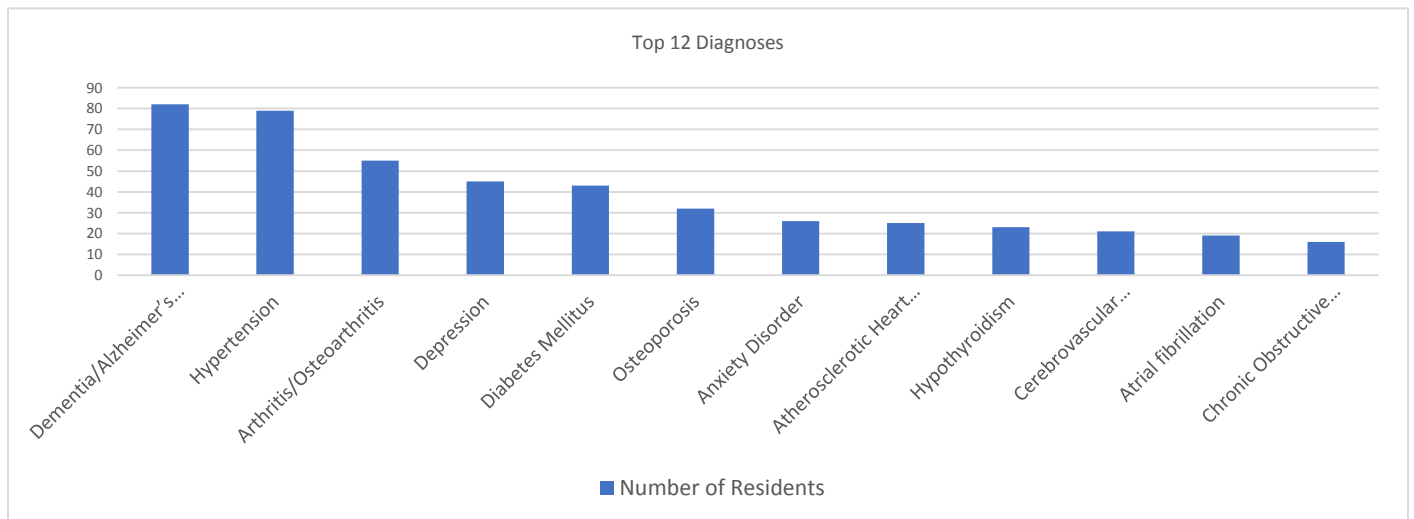
As a result, Grandview Lodge increased the nursing staffing levels and diligently recruited and on boarded staff to meet the new level requirements. GVL added a 12-8 p.m. PSW shift in each home area as well as one additional night shift PSW as a float between units, for additional care. Additionally, GVL holds contracts with three staffing agencies, ASupreme Nursing & Home Care, Nurses Your Way Staffing Agency Inc. and Iva Care Canada, for additional support and coverage if/as needed to ensure that all shifts are appropriately covered and care is not impacted.

Resident Focus:

The following chart represents resident care, demographics and resident outcomes:



The chart below is a reflection of the Top 12 Diagnoses of Grandview Lodge Residents for 2022:



Long-Term Care Home Residents 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.

2020 Falls:

- There were 86 Residents who had at least one fall
- There were 5 fractures; 4 hip & 1 ankle
- We had a total of 32 Residents discharged or deceased in 2020

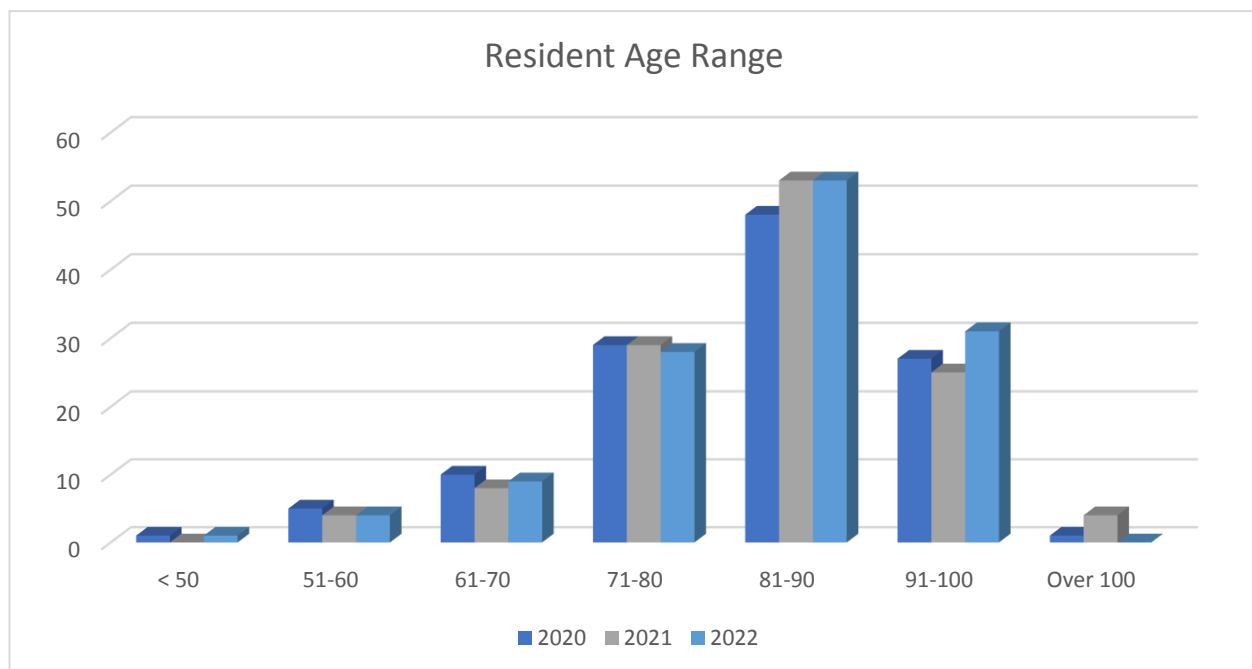
2021 Falls:

- There were 93 Residents who had at least one fall
- There were 2 fractures; 1 hip & 1 shoulder
- We had a total of 38 Residents discharged or deceased in 2021

2022 Falls:

- 55% of Residents have had at least one fall
- There were 12 fractures; 7 hip, 4 arm & 1 knee
- We had a total of 34 Residents discharged or deceased in 2022

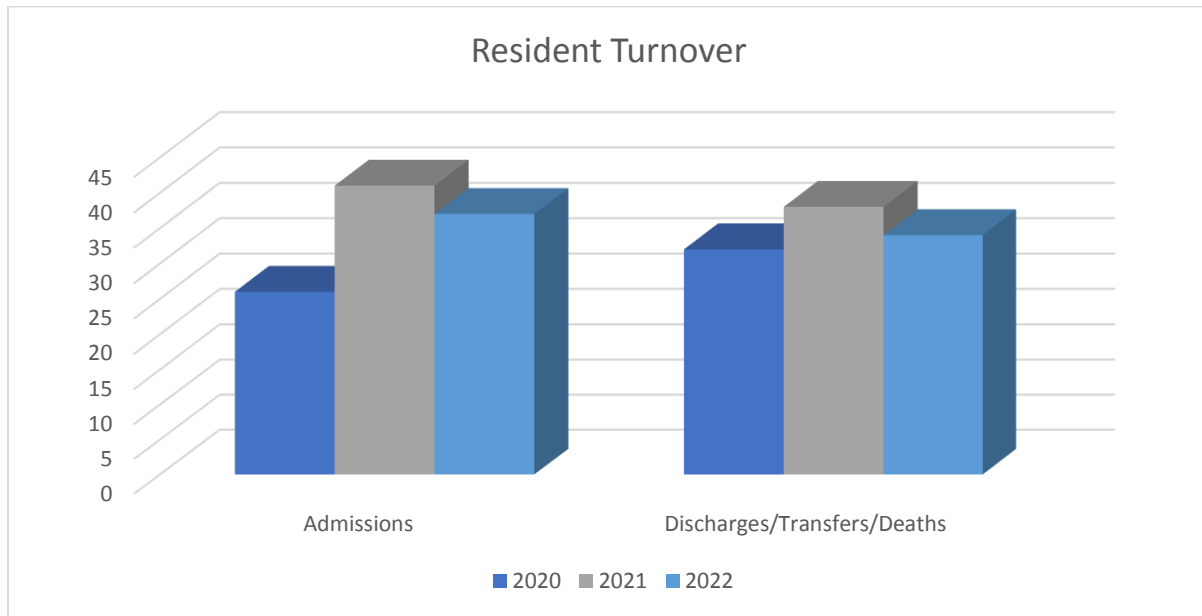
Resident Age Range: In 2022 the youngest Resident at Grandview Lodge was 20 years old and the eldest Resident was 99 years old. The average age of women was 83 years old and the average for men was 81 years old, with 6.3% of Residents (male and female) under 65. Below is a breakdown of the number of Residents in each age category for the years 2020, 2021 & 2022.



The longest term Resident at Grandview Lodge has been here since 1996 and is presently 85 years old.

Resident Turnover

The following chart illustrates the number of Residents who were admitted and discharged/passed away from 2020 to 2022.

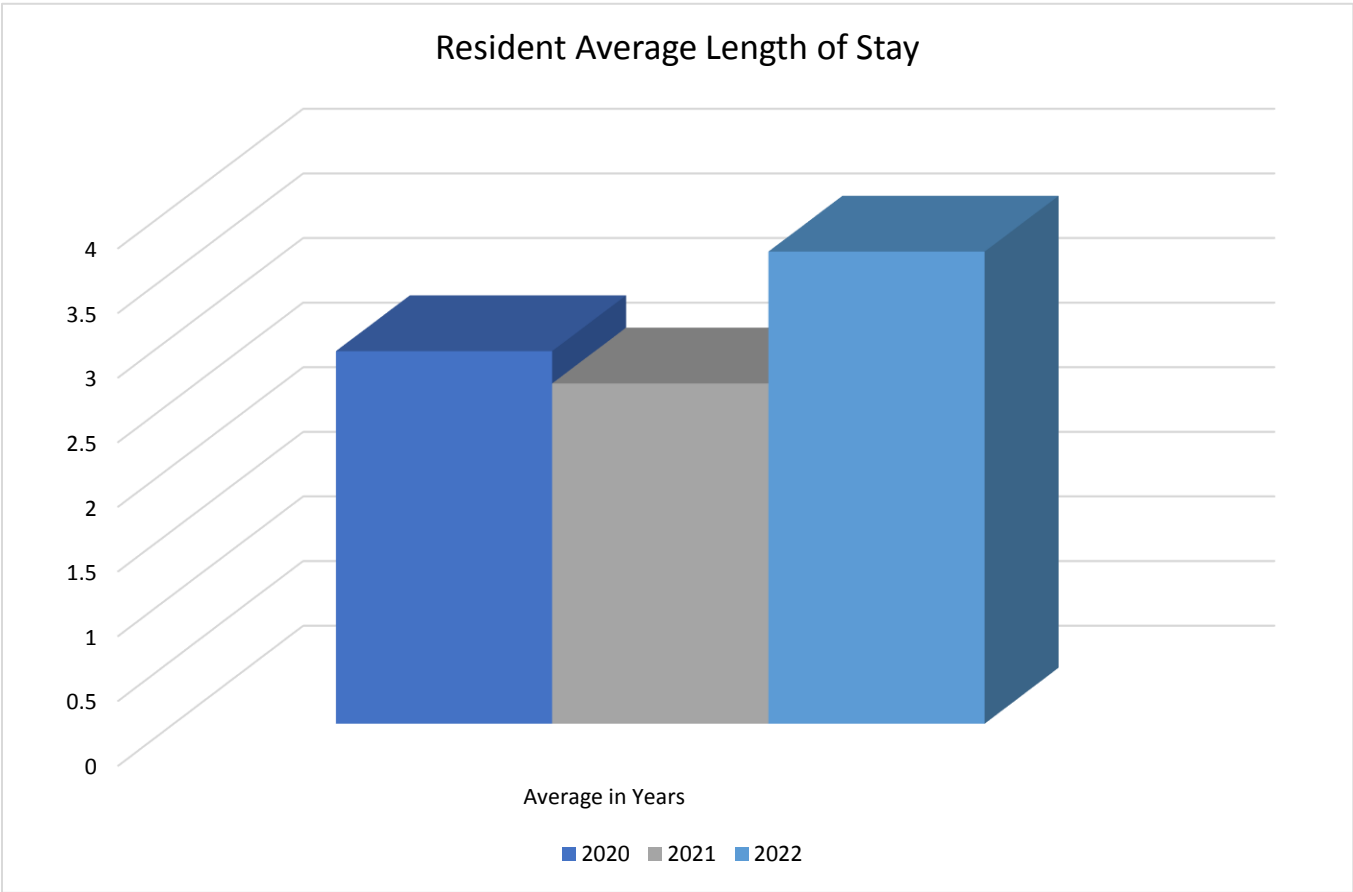


Resident turnover impacts staff in many ways, including an increase in workload for all departments. This consists of:

- Completing admission agreements
- Financially discharging Residents
- Assessing Resident needs by direct support staff (Nursing, Dietary & Recreation)
- Labelling & laundering of clothing and personal items
- Providing tours of Grandview Lodge
- Providing end of life care to Residents, which require additional resources

Additionally, each time a Resident is transferred, discharged or passes away, it provides an opportunity for the Housekeeping & Maintenance staff to complete a deep thorough clean of the resident room, as well as any repairs and repainting of the room.

When reviewing the turnover of the resident population, the chart below reflects the average stay of residents over the past three years.



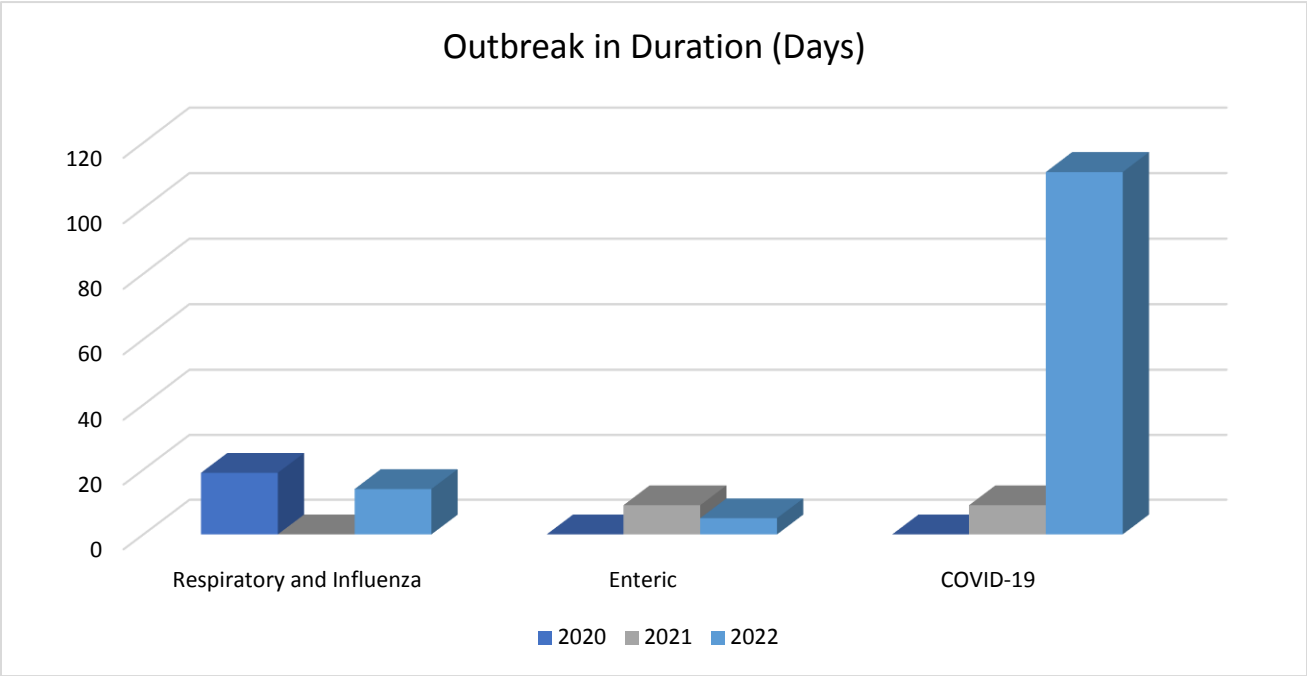
Wait Times for Long-Term Care Homes

This indicator shows the median number of days people waited to move into a long-term care home in Ontario. A lower number of days is better. Delayed admission to a long-term care home can result in health complications for people waiting, as well as create stress for them, family members and other caregivers. If people are waiting in hospital when they could be in a long-term care home, it may affect the hospital’s ability to provide services to other patients who require hospital care. At year end, 2022 there were 163 people on the waitlist for Grandview Lodge.

Infection Control

The importance of IPAC in long-term care cannot be overstated. IPAC measures can help prevent the spread of infections, reduce the risk of outbreaks, and protect both residents and staff from harm. These measures include hand hygiene, environmental cleaning, disinfection, personal protective equipment (PPE), vaccination, and surveillance for infections. Effective IPAC practices can not only protect the health of residents and staff but also help to avoid the unnecessary costs associated with outbreaks, such as hospitalizations and increased medication usage.

Overall, implementing and adhering to IPAC guidelines and best practices is essential in long term care. In September of 2022 we successfully hired an internal applicant into the new IPAC Coordinator role at Grandview Lodge.



Respiratory and Influenza:

- 2020: 1 Outbreak for a total of 19 days
- 2021: 0 Outbreaks
- 2022: 1 Outbreak for a total of 14 days

Enteric:

- 2020: 0 Outbreaks
- 2021: 1 Outbreak for a total of 9 days
- 2022: 1 Outbreak for a total of 5 days

Cumulative COVID-19 related Resident and Staff Deaths Ontario as of December 31, 2022		
	LTC Residents	LTC Staff
Ontario	3,834	13
Grandview Lodge	4	0

COVID-19:

- 2020: 0 Outbreaks
- 2021: 1 Outbreak for a total of 9 days
- 2022: 5 Outbreaks for a total of 111 days

Grandview Lodge experienced five COVID-19 outbreaks in 2022. The first outbreak occurred from January 12th to February 17th, involving Creekview, Hillview, and Bridgeview and affected 22 residents. The second outbreak was from July 26th to August 17th and involved Bridgeview, with 13 residents affected. During this outbreak we recorded two COVID-19 related deaths. The third outbreak occurred from October 10th to October 30th and involved Marshview, with 29 residents affected, two of which succumbed to COVID-19. The fourth outbreak was from October 12th to November 1st and involved Creekview, with 11 residents affected. The fifth and final outbreak occurred from December 28th, 2022 to January 20th, 2023, involving Hillview and affecting 27 individuals.

As you can see in 2022, we witnessed a surge in COVID-19 outbreaks, which were exacerbated by the relaxation of public health restrictions during these events. As a result, outbreaks persisted for longer periods and transmission rates increased. Nevertheless, the vaccination rate among residents has increased, resulting in fewer catastrophic outcomes compared to the early days of the pandemic. While we have learned to coexist with COVID-19, it is crucial to maintain adherence to IPAC protocols to minimize risks to both staff and residents.

Pandemic Planning and Response

Pandemic Planning

Grandview Lodge has had a pandemic plan in place since 2002, and it was reviewed and updated in 2022. This plan has played a critical role in helping the leadership team implement interventions and strategies to maintain a safe environment for residents.

The Pandemic Plan includes a staffing contingency plan, with a department-by-department breakdown of identified bare minimum staffing requirements to meet the essentials of life only. Fortunately, the plan was not needed, as the commitment of the staff from all departments to keep residents and each other safe was unwavering, even during the height of the pandemic when many homes were losing staff due to illness, burnout, and fear.

The commitment of the Medical Director and Attending Physicians, Dr. Ahmed Kamouna and Dr. Omar Ezzat, also contributed significantly to the successful outcome at Grandview Lodge. While many LTC physicians stopped visiting LTC homes and directed ill residents to hospitals, both Dr. Kamouna and Dr. Ezzat continued to provide medical services in-person whenever possible.

The GVL Pandemic Plan also established guidelines for food preparation and delivery, increased IPAC practices and housekeeping, and managing the increased demands for proper laundering of clothes, linens, and PPE. These measures helped mitigate the risk of transmission and ensured a safe environment for residents and staff.

Response

Throughout 2022, long-term care homes continued to be bombarded with numerous communication memos from the Ministry of Long-term Care, most of which is related to the COVID-19 pandemic response. In addition, the Ministry of Health issued COVID-19 directives that specifically pertained to our sector - Directive #3 Long-Term Care Homes - which were frequently revised or updated, requiring corresponding action or practices to be implemented. Several initiatives were mandated or directed, including managing staffing and COVID-19-related illnesses, third-party oversight for rapid tests, occupancy funding relief, congregate dining, screening, visitor policies and resident absences, vaccination policies, booster shots, reporting requirements, and gradual lifting of restrictions. To offset the costs of implementing these initiatives, provincial funding was provided to LTC homes through various streams, including Prevention and Containment Funding, IPAC Personnel and Training Fund, PSW wage enhancement, and IPAC Minor Capital Funding. Staff received continued training on IPAC practices and were supplied with adequate PPE. The leadership team of the home remained confident in the efficacy of the implemented mitigating factors against COVID-19 transmission and ensured that staff were well-versed in protective measures. In consultation with resident and family council members, a "least restrictive approach" to pandemic management was continued.

COVID-19 Vaccinations

In December 2020, the Ontario government announced that LTC residents, staff and health care workers were among the priority groups to receive the COVID-19 vaccine. In early 2021, the Ministry of Long Term Care advised LTC homes to coordinate with local public health units for vaccine distribution plans. In 2022, Grandview Lodge held vaccine clinics for residents in February, March, May, and December, administering both the 4th COVID vaccine and the Bivalent Booster. The home continues to offer the vaccine to new admissions and eligible residents. No staff clinics were held in 2022 due to a policy change related to staff vaccine requirements.

In summary we currently have 4.7% of residents (6 residents) who have refused all COVID-19 vaccines. We have only 1.3% of residents (2 residents) who have received the primary series of the vaccine which is two doses. We have a total of 82% of our residents who are fully vaccinated which is currently five doses. We are continuing to offer vaccines to residents as they become eligible.

As of December 31, 2022 our COVID-19 staff vaccination rate was 100% with two doses.

Staffing Focus & Updates

Grandview Lodge requires personnel with different educational backgrounds and levels of experience across multiple fields to operate effectively.

The following is a breakdown of the positions for each departmental area, and the relative number of staff as of December 31st of the past three years:

Job Title	Full Time			Part Time & Casual		
	2020	2021	2022	2020	2021	2022
Personal Support Worker	25	27	32	37	39	34
Registered Practical Nurse	7	9	12	6	7	7
Registered Nurse	2	2	3	3	5	5
Dietary Aide/Cook	6	6	7	13	10	12
Housekeeping/ Laundry Aide	6	5	6	7	7	12
Maintenance	2	1	3	1	2	1
Recreationist	4	4	4	3	3	4
Administrative	10	9	13	3	3	2
Total Staff	62	63	80	73	76	77

2021 vs 2022

21% Increase

1% Increase

In 2022, the following staff transitions occurred:

Positions	Hired	Departures
Supervisor	1	2
Administrative	3	2
Housekeeping/ Laundry Aide	5	3
Dietary Aide/ Cook	10	5
Maintenance (Summer Student)	1	1
Registered Nurse	4	5
Registered Practical Nurse	5	2
Personal Support Worker	15	16
IPAC	1	1
Resident Support Aide	4	1
Recreation	2	1
Scheduler	1	1
Total New Hires	52	40

Identified Reasons for Departures	
Voluntary	23
New Job	3
Contract Ended	2
Terminated	5
Retired	4
Deaths	3
Total	40

In 2022, Grandview Lodge posted the following employment opportunities:

<u>Grandview Lodge Group</u>	<u>Postings</u>
Non-Union	9
UFCW	117

Health & Safety

Health & safety continued to be a top priority at GVL this past year, to ensure Residents, staff & visitors remained healthy & virus-free.

In 2022, there were a total of 35 WSIB claims and 3 ongoing claims that continued into 2023, with a total of 2430 lost time hours (of which, 736 hours were related to COVID-19). Of the 35 new claims, 20 were related to COVID-19. There were 3,678.75 modified work hours in 2022. This may seem high; however, there were some injuries that required longer recovery periods and as a result had longer work hardening plans that increased the modified & lost time hours.

	2020	2021	2022
Total # of Lost Time Claims	16	8	35
Total Modified Work Hours	537.50	630.00	3678.75

Labour Relations

Grandview Lodge Management and Union Representatives for UFCW & ONA continue to have a strong working relationship and have resumed in-person meetings on a monthly basis. These meetings provide opportunity to discuss issues and concerns identified by the Union and the Employer. Over the course of 2022, there were the following grievances:

- UFCW: 12
- ONA: 0

Budget

The operating budget for GVL in 2022 was \$13,632,500 and the long-term debt charges were \$1,249,120. The MLTC provides funding under four envelopes: Raw Food, Programs & Support Services, Nursing & Personal Care, and Accommodation.

The funding envelope for Nursing & Personal Care is aimed at meeting the care requirements of the residents, and is determined based on the Resident Case Mix Index (CMI) that is calculated by averaging assessments submitted every three months in a year. On the other hand, the remaining three funding envelopes are based solely on the number of days of care provided by the home to the residents.

The following table outlines the provincial funding received per resident, per day, for each envelope:

2022 Envelope	Per Resident Per Day		
	Level-of-care (LOC per diem)	Supplementary per diem	TOTAL
Nursing & Personal Care (NPC)	101.76	2.12	103.88
Nutritional Support (NS)	11.00	n/a	11.00
Other Accommodation (OA)	56.16	0.36	56.52
Programs & Support Service (PSS)	12.24	n/a	12.24
Global LOC	7.27	0.11 (April 1, 2022)	7.38
Quality Attainment Premium	0.36	0.36	0.36

In order to effectively continue with the implemented pandemic plan, Grandview Lodge had a significant increase in operating expenses. As much of these costs as possible were taken from provincial funding allocations. The majority of cost increases were directly related to new staffing positions and additional staffing hours. The \$3.00/hr Temporary Wage Increase for PSW's is no longer temporary and has now been made permanent.

The Ministry of Long Term Care launched a plan in 2021 to raise the daily direct care hours per resident, affiliated care hours, and emphasize infection prevention and control. Over four years, funding will be allocated to the County to cover the costs of hiring additional staff for nursing, therapeutic recreation, and infection prevention control. A phased staffing plan was prepared and approved by Council to fulfill the new care requirements. To date, GVL has achieved success with Phase 1 and 2 of the plan, and in 2023, the focus will be on meeting Phase 3 to meet the Ministry's increased hours requirements. With the help of HR on a new recruitment and retention strategy and collaboration with the Niagara College PSW program, finalization of the plan is expected to be successful. Increasing the hours is not only legislated, but also necessary to provide the best possible care for our residents, which is our utmost responsibility.

Grandview Lodge continues to utilize the Investing in Canada Infrastructure Program to offset Capital Budget costs. Without this funding, the full costs would have been a levy impact associated with our HVAC Infrastructure projects identified for replacement through the Facility Assessment. The overall redesign of the facility's air handling units and building automation was completed and project construction tender awarded in the third quarter of 2022. Project completion is scheduled for the fall of 2023.

Services Provided

Grandview Lodge offers a number of additional services to Residents, such as:

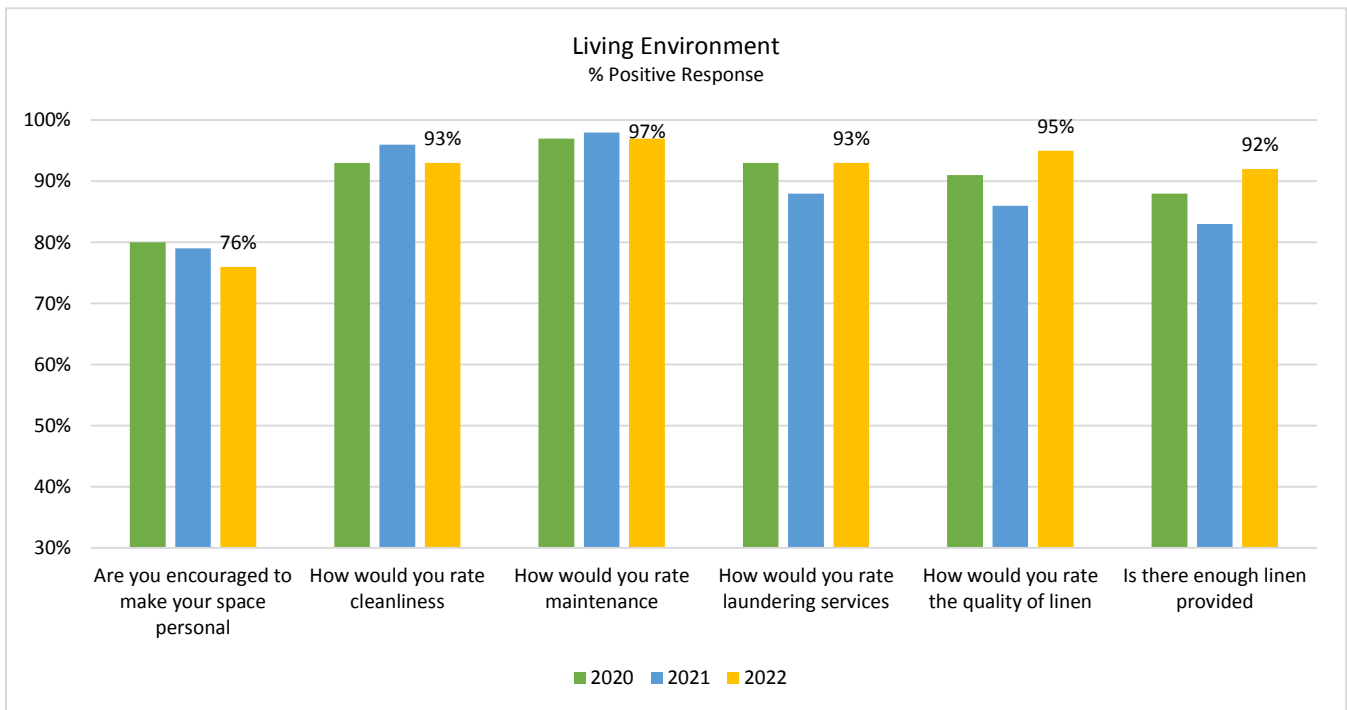
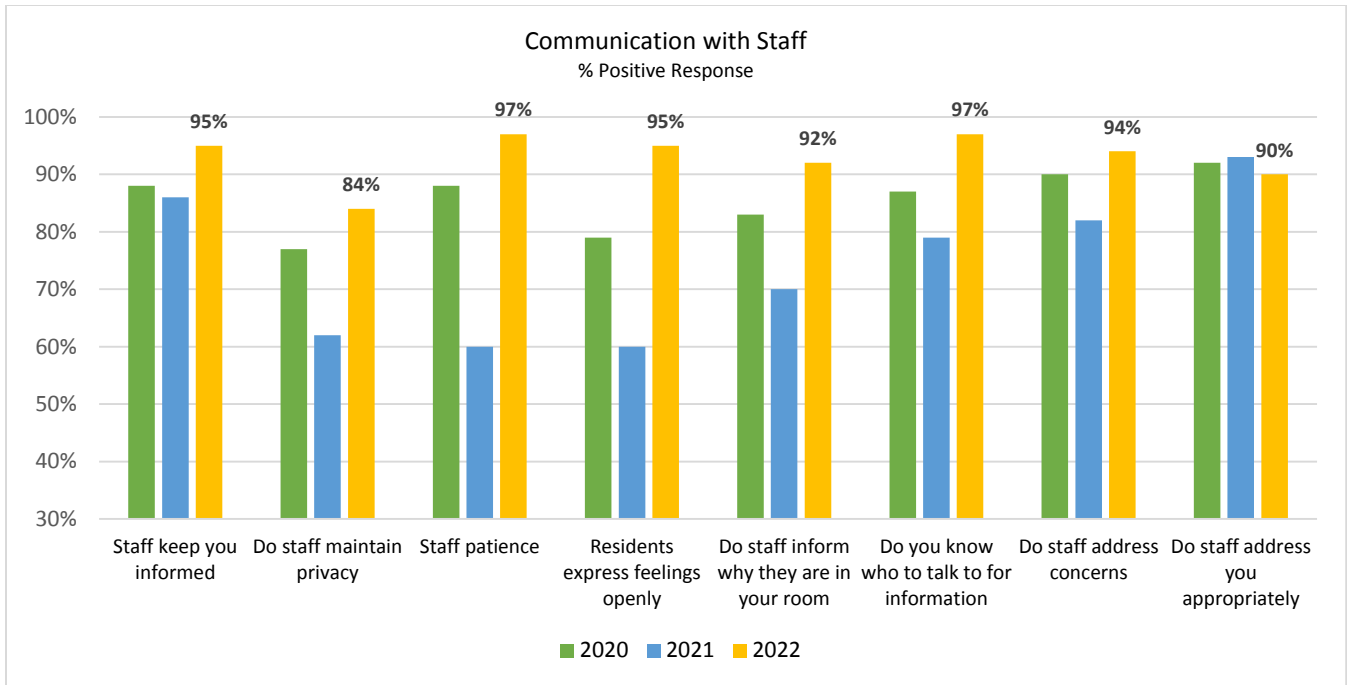
- Physiotherapy
- Hairdressing & Barber Services
- Foot Care
- Dental Hygienist
- Tuck Shop
- Transportation/Appointment Support (based on staff availability)
- Various Entertainment

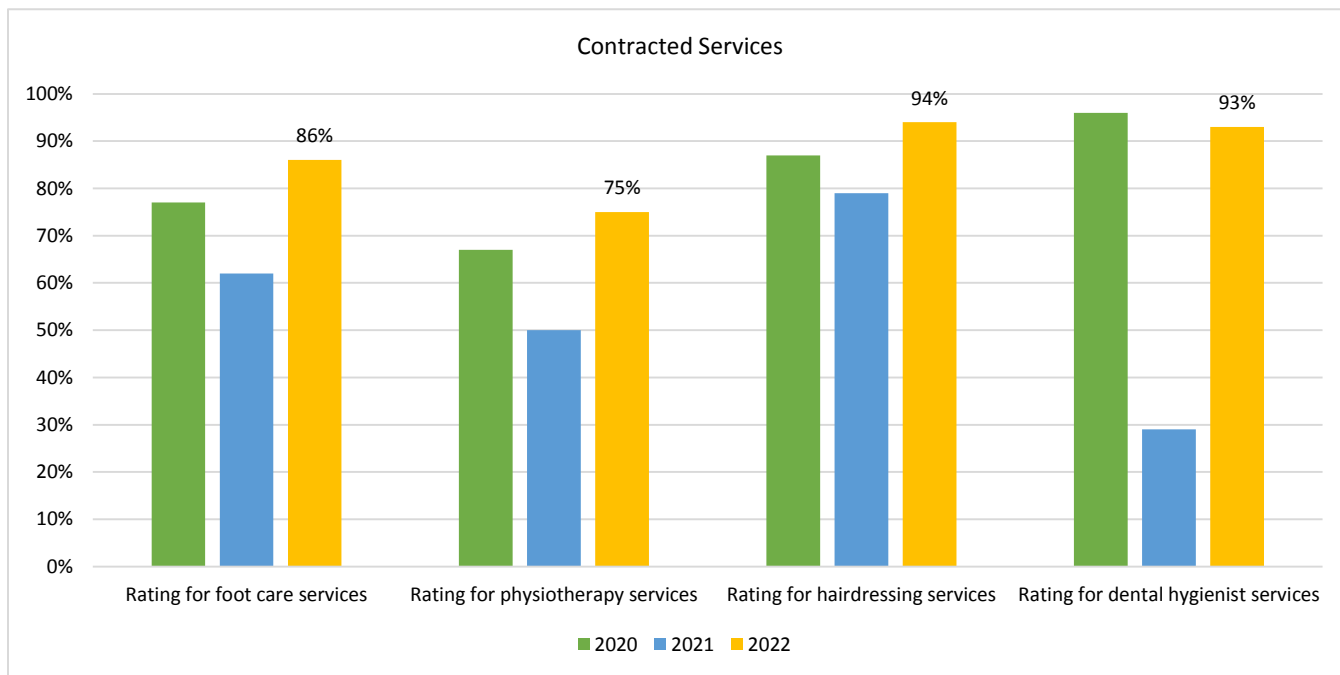
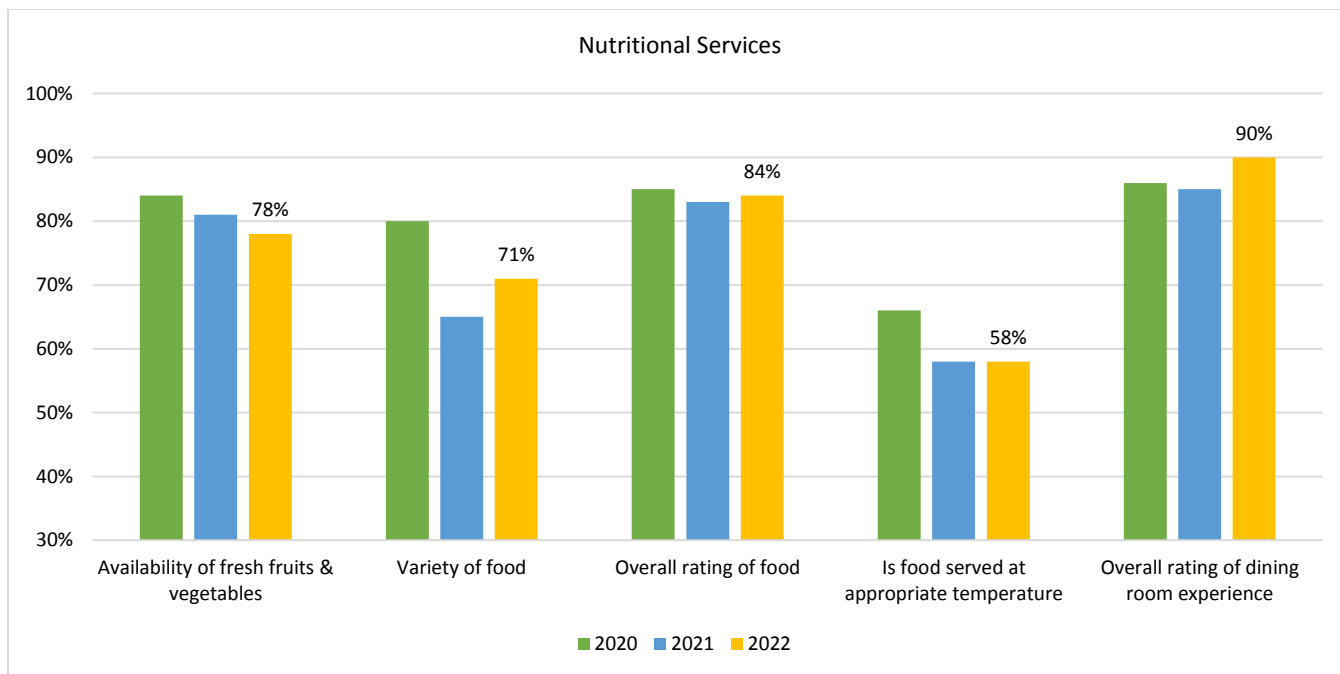
These services are essential components of daily living for Residents and greatly improves their quality of life.

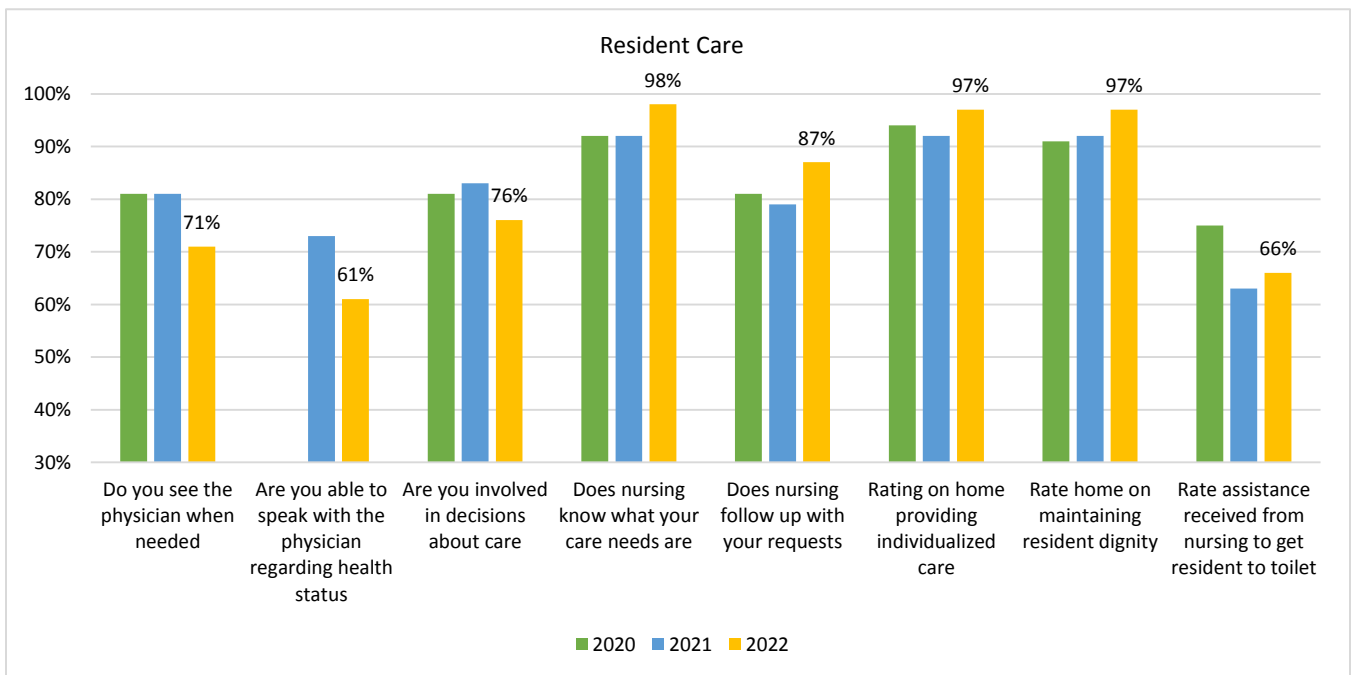
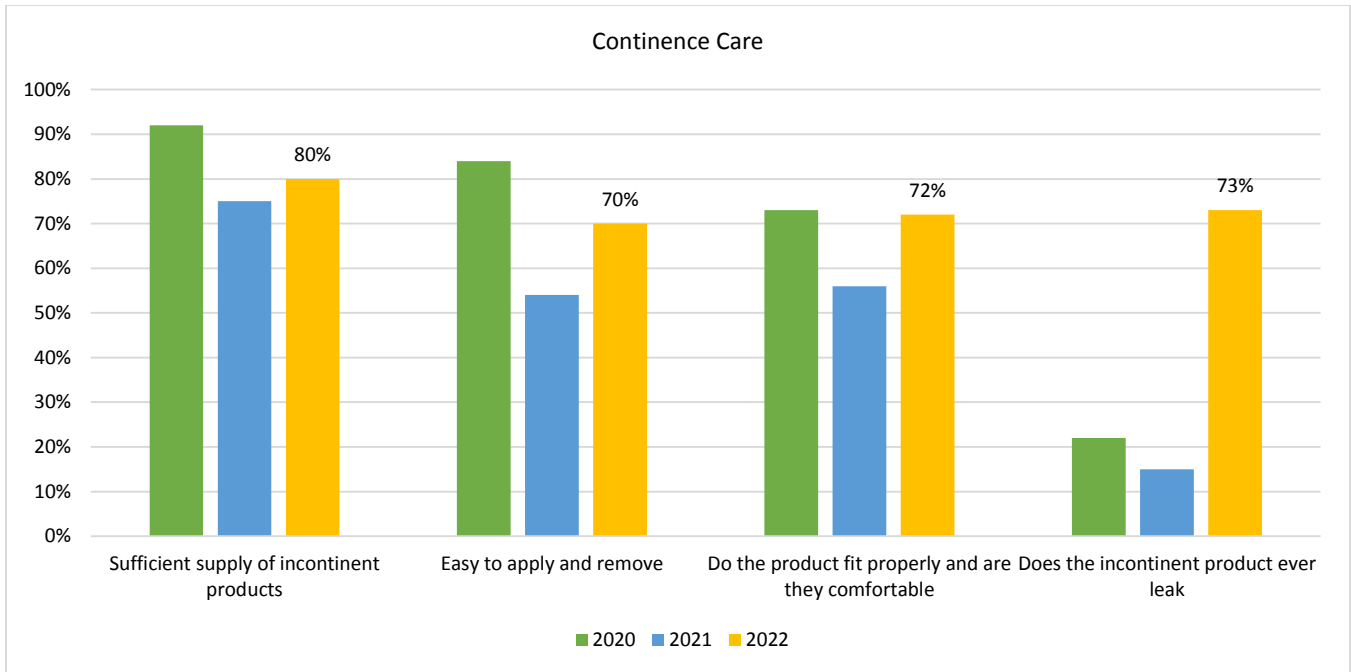
Resident/Family Satisfaction Survey Results

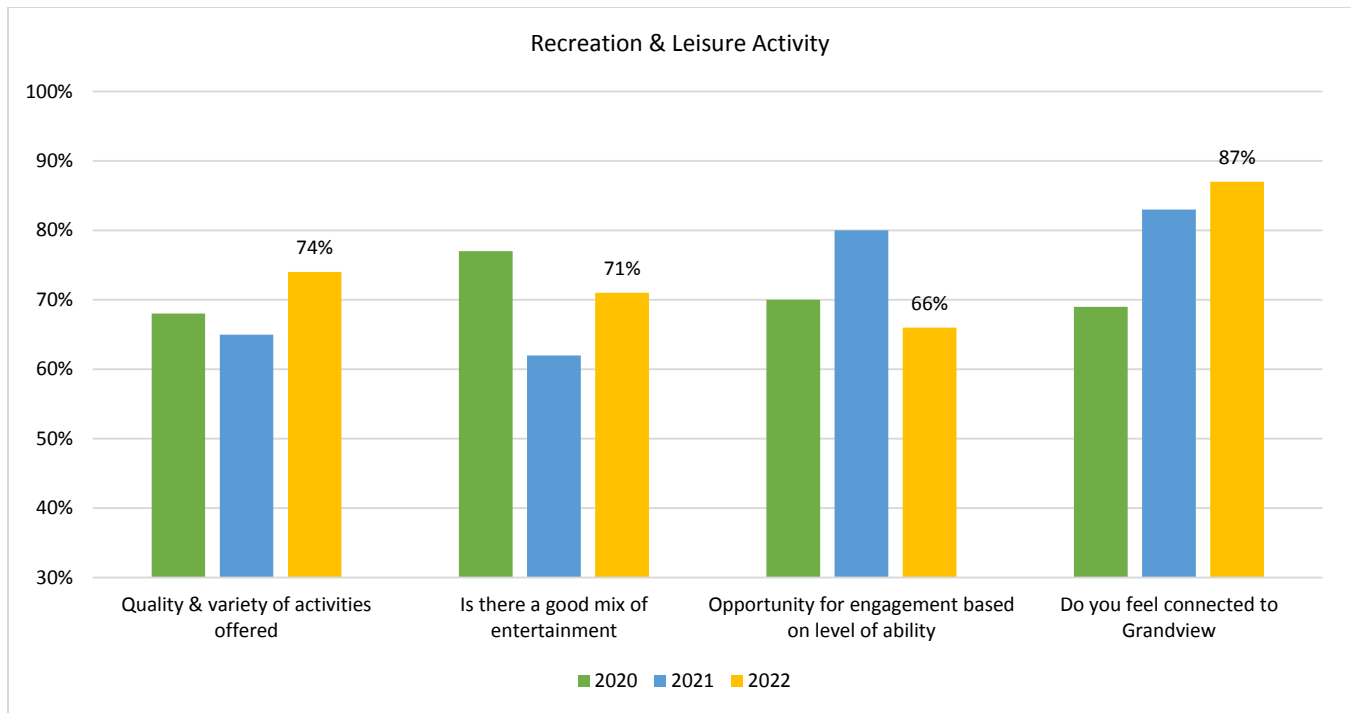
Receiving feedback from residents, family members and caregivers plays an integral role in the development and prioritization of goal areas at Grandview. For example, questions from the survey which yielded lower results than previous years would be given more focus as an area needing improvement.

In 2022 GVL distributed surveys to all residents and eligible caregivers/family members and received a total of 65 completed surveys. The following charts reflect the percentage of positive responses from the Resident & Family Satisfaction Surveys over the past three years. "Positive responses" reflects data collected from responses of *excellent*, *very good* & *good*.









Ministry of Long Term Care Reviews

In Ontario, long-term care homes are regulated and funded by the provincial government, specifically the Ministry of Long-Term Care. Each home is granted a license to operate by the provincial government. Homes are required to follow specified legislation. Ontario has one of the most stringent pieces of long-term care home legislation in the world.

On April 11, 2022, The Fixing Long-Term Care Act, 2021 (FLTCA) was proclaimed into force to regulate Ontario's long-term care sector, replacing the Long Term Care Homes Act, 2007 (LTCHA) and associated regulations. The new Act also includes a new regulation, Regulation 246/22.

The new Act lays the foundation for long-term care residents to receive improved quality of care by supporting three pillars.

- Staffing and care
- Accountability, transparency, enforcement and licensing
- Building modern, safe, comfortable homes for residents

The implementation of the FLTCA and O.Reg 246/22 is complex and resource-intensive. Many of the new and enhanced requirements set out in the FLTCA and its regulations are already in effect while others have been assigned a delayed enforcement date to allow homes time to implement the changes.

The FLTCA has strengthened the tools for compliance and enforcement to improve resident care and safety. These tools will be used as part of the Ministry's Inspection Program and include:

- Remedied Non-Compliance (NEW)
- Written Notifications
- Compliance Orders (Updated)
- Administrative Monetary Penalties (NEW)

- Order Requiring Management (Updated)
- Increased Fines for Offences (NEW)
- Investigations
- Licence Suspension and Supervisor (NEW)

There are no actual budgetary increases to either the Operational Budget or Capital Budget associated with the legislated changes however there is a potential financial impact to Haldimand County should Grandview Lodge receive an issuance of non-compliance that meets the criteria for issuance of an Administrative Monetary Penalty (AMP), outlined above.

The new legislation is intended to positively impact residents in long term care by providing improved care requirements and care options and imposing more transparency and accountability onto homes. The legislation directly impacts all homes regardless of whether they are private, not-for-profit, municipal, etc.

In 2022, The Ministry of Health and Long Term Care visited GVL for 21 days in November/December 2022, following up on complaints and critical incidents (CIS). From this inspection report, GVL was given 13 written notifications all of which have been resolved. This report and all our previous reports can be found on the Ministry of Long-Term Care public reporting website.

Volunteers & Students

Volunteers play a vital role in long-term care by enhancing the quality of life for residents. They bring companionship, entertainment, and a sense of community to those who may be isolated and lonely. Volunteers can assist with recreational activities, assist with meal times, provide emotional support, and even help with administrative tasks. They also bring fresh perspectives and ideas, which can help improve the overall experience for residents. In addition, volunteers often develop meaningful connections with the residents and become an integral part of their social circle. Their contributions are greatly appreciated and make a significant difference in the lives of those they serve.

Although the pandemic has affected the number of volunteers at GVL, we are pleased to have welcomed back some of our volunteers, such as the hymn sing and church service volunteers, along with some student volunteers. Our main focus for 2023 will be establishing a strong volunteer program for the newly purchased wheelchair accessible bike so that Residents can enjoy bike rides again.

At our home, we recognize the importance of maintaining traditions, and we were grateful that Beth Rowland, a volunteer at GVL, went above and beyond to keep the Christmas Stocking Program running for the 17th consecutive year. Beth collected donations and filled stockings, ensuring that every resident received a gift on Christmas morning.

Community Partnerships

The following is a list of organizations that partner with Grandview Lodge to ensure GVL and its Residents continue to be recognized as part of our local community:

- 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 Recreationist
- 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)
- Region 4 Family Council annual meetings
- Haldimand Pride
- CLRI (Centre for Learning and Research Institute).

We are happy to share that many of these programs are back up and running. Our student placements are something that we have successfully integrated back into our home. We have welcomed a new partnership with the CLRI. The CLRI has developed The Preceptor Resource and Education Program in Long-Term Care (PREP LTC). This program offers GVL with online education and mentoring to equip our staff with the necessary skills to support positive and successful clinical placements and build capacity for student mentorship. Funding is also provided for preceptors' time supporting personal support worker and nursing student placements. We have successfully secured this funding for 2022 and for 2023. This will allow students to graduate with the training and experience needed to pursue a rewarding career in LTC, growing a much-needed highly-skilled workforce for the sector. PREP LTC is funded by the Ministry of Long-Term Care.

We look forward to reconnecting with more of our community partners in the future.

Affiliations

AdvantAge Ontario

As the association of not-for-profit long term care, housing, and services for seniors, AdvantAge Ontario connects all of its stakeholders to deliver the best possible care for seniors in an efficient, respectful way. Their unique positioning allows them to consistently give back by working to ensure the focus is always on the people who need them most. For 100 years, they have been influential in advocating government policies for senior care, dynamic in building strong community relationships, and rigorous in our business practices and accountability. They share our belief that not-for-profit care is the best approach, one that is developed by local people for local people. AdvantAge Ontario provides updated summaries of the changing Directives, advocates for funding increases to support pandemic management plans and for consistent approaches across public health units.

With a focus on advocacy and education, AdvantAge Ontario works on behalf of their members to help all stakeholders understand what the not-for-profit approach means and what it can do for the future of senior care.

Region 4 Family Council Group

Grandview Lodge Family Council actively participates in this 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, however continued to be on hold during 2022 due to the pandemic but these meetings did continue virtually with a hope that in-person meeting would resume in early 2023.

Ontario Long Term Care Association

In an effort to enhance our capacity for actively recruiting competent staff, GVL made the decision to become a member of the Ontario Long Term Care Association (OLTCA) in 2022. The OLTCA is a collaborative association that aims to bring about the necessary changes to revolutionize the long term care system, and it represents a significant majority of long term care facilities in Ontario, with a membership of 70%.

Additional 2022 Highlights & Achievements

Here are just a few of our highlights from this past year:

- Increased recreation hours on week-ends & full time vacation coverage.
- Implementation of taste testing panel.
- Collaboration with Niagara College PSW program to create a 'living classroom'
- CLRI PREP funding received
- Introduction of the OBIE – senior friendly interactive gaming device
- Purchase of a wheelchair accessible bike
- Extremely positive outcome from Accreditation Canada Survey
- Increase in direct care staffing

Summary

As we look back at our successes and challenges over the course of 2022, we can undoubtedly say that our staff, Residents, families and community are what make Grandview Lodge a standout home. During the course of the last few years Grandview Lodge has consistently shown strength in the face of adversity and has always put our Residents safety, happiness and overall well-being at the forefront of what we do. As we move forward, it is important for all of us to work together to address these challenges and continue building on the successes achieved thus far. This includes prioritizing funding for long term care, implementing strategies to attract and retain skilled staff, and investing in infrastructure and technology to improve care delivery. By working collaboratively, we can ensure that Grandview Lodge remains a vital and essential part of our community, providing high-quality care that supports our most vulnerable.