

Grandview Lodge Annual Report 2024

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Introduction

Grandview is pleased to present the 2024 Annual Report for Grandview Lodge (GVL). In accordance with Section 42 of the Fixing the Long-Term Care Act, this report also serves as the Continuous Quality Improvement Report. It is prepared and presented by Amy Moore, Administrator, and member of Grandview Lodge's Quality Improvement Committee. Melissa Baisley, Supervisor of Programs and Support, and Kelly Wickett-Horton, Quality Assurance Nurse, co-lead the Continuous Quality Improvement initiatives within the home. Haldimand County Council acts as the "Committee of Management" for the purpose of formally receiving this report. Once approved, this report will be shared with the Resident and Family Councils' of Grandview Lodge and be made available to the public, through the Haldimand County website.

This report highlights the key achievements and challenges faced in 2024, offering valuable insights into the home's performance. It reflects on past outcomes, evaluates the current state, and helps shape the strategic plan for the future. The report also provides an overview of Grandview Lodge's background, updates on the Strategic Plan pillars, and showcases the successes achieved throughout the year. In addition, it includes an analysis of demographics, resident diagnoses, age range, turnover, average length of stay, wait times, and other factors that inform planning for the evolving needs of the residents.

In 2024, Grandview Lodge made significant strides in enhancing the quality of care, improving staff training, and embracing innovative technologies. A key initiative was the successful launch of Surge Learning, a new online learning platform that ensured 100% compliance with Ministry of Long-Term Care training requirements. This effort was made possible through collaboration across various departments. To further improve direct care, new PSW positions were created, contributing to achieving the Ministry's goal of four hours of direct care per resident. The addition of a Social Service Worker has had a positive impact on residents, families, and staff alike. Additionally, the training programs continue to be refined in partnership with UFCW.

Resident care remains the primary focus, with the integration of RNAO Clinical Pathways and the Prevention of Error-Based Transfers (PoET) program to enhance safety and reduce unnecessary hospital transfers.

Community involvement also grew in 2024, with an increase in volunteer participation and the establishment of new partnerships with McMaster University and the Centers for Learning and Innovation in long-term care, with a focus on Diversity, Equity, and Inclusion (DEI). The unique needs of Grandview Lodge's rural community continue to be advocated for through active participation in the Greater Hamilton Health Network. Furthermore, Grandview began collaborating with the community paramedic program to offer enhanced care services directly at Grandview Lodge.

Grandview's mission is "With comfort, compassion, and care, the Grandview Lodge community supports a meaningful life for residents." In addition, the vision has evolved to reflect ongoing growth and future aspirations: "As a leader in long-term care services and a DementiaAbility certified home, Grandview Lodge is committed to fostering aging with independence and self-fulfillment. By embracing diverse care philosophies, Grandview aims to create an environment where residents actively engage in their physical, social, psychological, and spiritual well-being."

Grandview remains fully committed to its philosophy of care, with a strong emphasis on training. To ensure that 100% of staff receive training in DementiaAbility, there is now on-site trainers supporting this important initiative. This ongoing dedication strengthens Grandview Lodge's ability to provide the highest level of care and ensures that every staff member is equipped with the necessary skills and knowledge to best support the residents.

I would like to extend my sincere appreciation to the dedicated staff from various Haldimand County departments whose contributions have significantly strengthened the operations of Grandview Lodge.

On behalf of the residents and staff of Grandview Lodge, I also extend my heartfelt thanks to the members of Haldimand County Council and the Senior Management Team for their continued support. Their commitment is instrumental in ensuring the well-being of our residents and the ongoing success of the home.

Amy Moore, Administrator

Background

As a not-for-profit, accredited, and unionized long-term care home, Grandview Lodge is managed by the municipality of Haldimand County in partnership with the Ontario Ministry of Long-Term Care (MLTC) and the Ontario Health Teams, within the framework of the Greater Hamilton Health Network (GHHN).

In 2024, Grandview Lodge continued to lease space to Hearing Life Canada Ltd. Additionally, Capability Support Services, through the Thrive Group, leased space for Maple Grove, a 21-bed senior supportive housing service, with Grandview Lodge providing dietary services to the residents for a fee. Discussions were held with Maple Grove regarding the possibility of integrating them into Grandview Lodge's ongoing Heating, Ventilation, and Air Conditioning (HVAC) project, as they expressed interest in connecting to the newly installed backup generator. Meetings began in 2024 to explore this potential collaboration, and a final decision was reached allowing Maple Grove to utilize the backup generator, with the costs associated with the connection and operating costs being covered by Capability Support Services – Thrive Group. In addition, Haldimand Norfolk Senior Support Services Inc. administration staff and Day Away Senior Services continued their partnership with Grandview Lodge. While some areas of Grandview Lodge remain underutilized, efforts to identify alternative uses for these spaces continue to be a priority. Adjustments to leasing rates were made as needed and were reflected in the 2024 operational budget.

Grandview Lodge has a long tradition of welcoming the community to use its public spaces, such as the boardroom and auditorium, for events. In 2024, Grandview saw an increase in the number of community groups utilizing these spaces, particularly the auditorium. Just to name a few, the Dunnville Skaters Club, Dunnville Fastball, Dunnville Minor Hockey, Senior Support, Maple Grove, and their families have all been involved. The ongoing growth in community engagement is exciting, and Grandview looks forward to hosting even more organizations in the future. Notably, staff are working with Haldimand County recreation to introduce intergenerational programming through children's day camps. This is an exciting initiative that reflects the collaborative efforts of Haldimand divisions.

At Grandview Lodge, the Leadership and Resident Services teams must adhere to a broad range of regulations, agreements, standards, and laws that govern the provision of long-term care services and the overall management of the facility. These include compliance with the standards set by the MLTC, directives from the Fixing Long-Term Care Act, Ontario Fire Code regulations, public health guidelines, building code requirements, Workplace Hazardous Materials Information System (WHMIS) regulations, and guidelines from various ministries and professional organizations such as the College of Nurses of Ontario and Accreditation Canada.

In line with these regulations, legislation, and Haldimand County municipal policies, the leadership team collaborates closely with staff and various committees to implement necessary changes. As the number of inspections from the Ministry of Long-Term Care continues to rise, Grandview is carefully evaluating the impact this is having on workload and ensuring that proper processes are in place to achieve the best possible outcomes during compliance inspections. With one inspector now assigned to every two long-term care homes, this trend is expected to increase.

Strategic Plan

In 2023, Grandview embarked on the implementation of its newly approved 4-year Strategic Plan. This plan encompasses a number of overarching goals, organized into five subcategories. The following outlines the strategic objectives for the period spanning 2023 to 2026.

OUR MISSION: With comfort, compassion and care, the Grandview Lodge community supports a meaningful life for residents.

OUR VISION: As a leader in Long-Term Care services and a DementiaAbility 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 and spiritual well-being.

OUR VALUES: Governance, Respect, Accountability, Nurturing, Dignity, Visionary Leadership, Inclusivity, Excellence, Working together as a team.

Strategic Plan Pillars:

| Internally Strong | Resident & Safety Focused | Innovative Home | Externally Relevant | Future Ready |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Foster a positive workplace culture, including strengthening staff engagement and morale• Foster an inclusive and progressive learning environment• Effectively recruit and retain quality staff• Foster a cohesive team• Ensure staff accountability | <ul style="list-style-type: none">• Further encourage the 'living' of a resident-centered social model of care• Create and communicate opportunities for resident and family member engagement that value the resident voice• Provide care that supports resident life journeys• Maximize resident health and safety• Ensure safe medication practices• Broaden and strengthen relationships with community partners to best meet resident needs | <ul style="list-style-type: none">• Maintain and improve GVL infrastructure, including the building and grounds• Maximize and fully utilize our indoor and outdoor physical space• Embrace technology with a view of enhancing resident comfort and participation | <ul style="list-style-type: none">• Build relationships with and enhance our connectivity to the broader community• Attract and retain valued volunteers• Demonstrate and communicate our value to the community and earn the confidence placed in us• Build our relationship with Haldimand County Council and staff | <ul style="list-style-type: none">• Lay the foundation for the coming changes in resident needs- given shifts in demographics, age of intake• Respond effectively to changes in the 'care environment'- including new legislation, policies and societal health circumstances• Advocate for what is best for our residents• Reduce our environmental impact |

Internally Strong

In 2024, Grandview Lodge launched a new online learning platform, Surge Learning. The successful implementation of this quality initiative was made possible through the collaboration of multiple divisions within Haldimand County. It is recognized that this represented a significant change for front-line staff in how training is conducted, it proved to be highly beneficial in ensuring all staff received training in compliance with the Ministry of Long-Term Care's required legislation. As a result, 100% of Grandview Lodge staff completed the required training in 2024.

Additionally, Grandview initiated the last phase to increase direct care hours for front-line staff to achieve 4 hours of direct care hours, per resident, per day. 2024 activities included in the redevelopment of new schedules, recruitment of several new PSW positions and a full update to PSW job routines.

Ongoing collaboration with Human Resources to participate in job fairs and implement recruitment strategies continues to grow. A key success this year was the recruitment of Grandview Lodge's Social Service Worker position, which has brought tremendous value to residents, families, and staff. Recruiting a Nurse Practitioner is still in progress, though the national shortage of NPs has made the process somewhat challenging. Although Grandview Lodge still rely on agency staff at times, there has been a significant reduction in the use of agency dietary aides and Registered Nurses.

Grandview Lodge remains committed to collaborating closely with front-line staff to develop a comprehensive on-the-floor training program for all areas of the home. In 2024, discussions were held with UFCW, but further conversations are needed. Moving forward into 2025 and beyond, Grandview aims to build on these discussions and establish a solid foundation for ongoing progress at it relates to a training program.

Scheduling practices continue to be a top priority, and the introduction of the Transfer of Accountability (TOA) forms for schedulers, leadership, and registered staff has proven to be an effective strategy in reducing errors and improving communication amongst the team.

Resident & Safety Focused

In 2024, Grandview Lodge is deeply committed to enhancing the resident experience by collaborating with the Registered Nurses' Association of Ontario (RNAO) Clinical Pathways. These guidelines serve as evidence-based standards that inform the delivery of high-quality care, ensuring that residents receive safe, effective, and compassionate treatment. By integrating these best practices into daily operations, Grandview Lodge is elevating care practices that focus on promoting resident safety, dignity, and well-being. This collaboration will not only improve clinical outcomes but also enhance overall resident satisfaction by fostering a more person-centered care approach. The commitment to RNAO Clinical Pathways aligns with Grandview Lodge's ongoing efforts to create an environment where residents feel heard, respected, and supported, ultimately shaping a better and safer long-term care experience for all.

Grandview Lodge staff completed comprehensive training on the Prevention of Error-Based Transfers (PoET) program, which focuses on reducing unnecessary transfers to the Emergency Room (ER) by identifying and preventing errors in the decision-making process. Now certified in this program, staff are equipped with the tools and knowledge to assess residents more accurately, ensuring that only those who truly need emergency care are transferred to the ER. While the home has not yet seen a significant change in the number of transfers to the hospital, Grandview Lodge remains hopeful that, over time, the PoET platform will lead to improvements. By implementing PoET, the home aims to enhance the quality of care, reduce avoidable hospital visits, and improve

resident outcomes. This initiative will continue to provide valuable insights, allowing Grandview Lodge to refine its practices and further ensure that residents receive appropriate care in the most effective and efficient manner possible.

Innovative Home

Grandview Lodge is in the final stages of an HVAC project that will significantly enhance the heating, ventilation, and air conditioning systems throughout the home. Funded through the Infrastructure and Capital Investment Program (ICIP), this upgrade will improve air quality and climate control, ensuring a more comfortable and healthier environment for residents and staff. In addition, the home is preparing to conduct a Building Condition Assessment (BCA) in 2025 that was identified as a need last year, which will help identify and address future building needs, ensuring that Grandview Lodge continues to meet evolving standards for long-term care. The home is also focused on amplifying its digital processes, making operations more efficient and accessible. With the support of Ontario's Accessibility Fund, an accessible bench was installed in 2024, providing a comfortable seating area for residents, families, and the public. Furthermore, the installation of two new communication TVs, managed by an administrative assistant, allows staff to receive real-time updates on home activities and important news within Haldimand County. These initiatives demonstrate Grandview Lodge's commitment to innovation and continuous improvement in providing quality care and a welcoming environment for staff and residents.

Externally Relevant

Towards the end of 2024, Grandview Lodge saw a significant increase in volunteer participation, which continues to be a vital focus in supporting resident care. Volunteers play an essential role in enhancing the quality of life for residents, providing companionship and assisting with various activities. Additionally, the Family Council is now operational with five dedicated members, all of whom continue to advocate for the highest standards of care for residents, ensuring that their voices are heard, and their needs are met.

Grandview Lodge also formed new partnerships with McMaster University, exploring opportunities for collaboration in innovative research. Through the Centres for Learning and Innovation in long term care, Grandview Lodge will utilize a Diversity, Equity, and Inclusion (DEI) toolkit to assess and improve its operations and strategies related to DEI. This initiative, which was initially discussed in 2024, is now progressing as the committee works towards identifying areas for improvement and implementing positive changes that align with the home's values of inclusivity and continuous enhancement of care.

Grandview Lodge continues to be an active member of the Greater Hamilton Health Network (GHHN), where the unique needs of Grandview's rural community are advocated for. As part of this collaboration, Grandview engages in discussions about the continuum of care with all partners, ensuring they fully understand the specific challenges and requirements of the long-term care sector in Haldimand County. By fostering these relationships, Grandview Lodge plays a key role in ensuring that rural residents receive the comprehensive care and attention they deserve, while also contributing to a broader understanding of the healthcare needs of the community.

Future Ready

Committed to being future-ready, Grandview Lodge continues to adapt to the evolving needs of residents and community. In 2024, Grandview actively participated in the development of Haldimand County's Energy Conservation and Demand Management Plan, aligning with the county's sustainability goals. As part of this initiative, Grandview is exploring energy-efficient solutions throughout the home. These efforts not only support the county's environmental objectives but also contribute to long-term operational savings. By embracing energy

conservation practices, Grandview Lodge is taking proactive steps toward a more sustainable future, fostering a healthier environment for both residents and staff, while reducing its carbon footprint. In 2024, Grandview Lodge also began collaborating with the community paramedic program to ensure residents receive the care they need directly at their home. This partnership allows Grandview to offer enhanced services such as IV rehydration, urinalysis, and blood draws, which can be tested using a EPOC Blood Analysis Machine or through vial collection with a doctor’s requisition. This initiative strengthens Grandview Lodge’s ability to provide comprehensive, timely care to its residents on-site.

Health Quality Ontario Improvement Plan (QIP)

In Ontario, long-term care homes are required to develop and publicly post a Quality Improvement Plan (QIP) annually. This formal, documented plan outlines specific commitments aimed at improving the quality of care and services provided. Homes must submit their QIP to Health Quality Ontario by April 1st of each fiscal year. The indicators established within the QIP are designed to ensure that long-term care homes are continuously assessing and improving their care practices, ensuring the best possible outcomes for residents.

The findings presented here are from Grandview Lodge's 2024/2025 QIP. In addition to the completion and submission of the QIP, this is also mandated under section 168 of O. Reg 246/22 of the Fixing Long-Term Care Act, 2021. The Health Quality Ontario QIP Navigator tool offers helpful prompts and hover tips to assist in adding information for continuous quality improvement initiatives. The Annual Report integrates Health Quality Ontario’s QIP with various other areas, providing a comprehensive overview and identifying areas for improvement. The ongoing efforts of both the home and staff reflect a continuous commitment to enhancing care and ensuring the best possible quality of life for both residents and staff. Once completed, the QIP and annual report must be uploaded and made publicly available on Haldimand County’s website. The indicators listed below are required by Health Quality Ontario QIP. Grandview Lodge has developed a scorecard with additional indicators to address current issues and trends within the home, as well as to establish measurable and achievable goals. To view Grandview Lodge’s progress, goals, objectives, and lessons learned, please [click here](#).

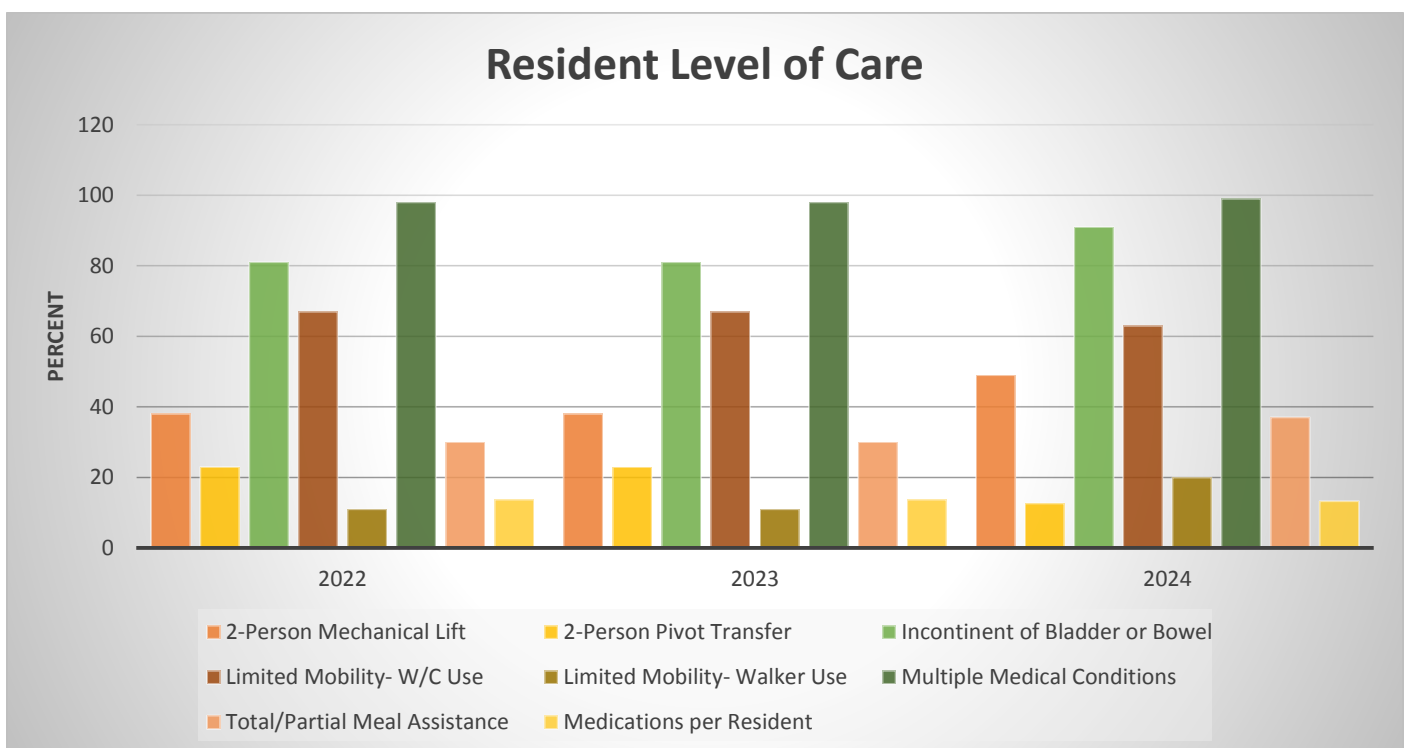
| Health Quality Ontario QIP | Performance 2024/2025 (%) | Internal Target 2024/2025 (%) | Performance 2025/2026 (%) | Percentage Improvement 2025/2026 | Internal Target 2025/2026 (%) |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------|---------------------------|----------------------------------|-------------------------------|
| % of LTC home residents who fell in the 30 days leading up to their assessment. | 20.09 | 18 | 13.92 | 30.71%✓ | 12 |
| Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment. | 42.41 | 37 | 38 | 10.40%✓ | 33 |

| Health Quality Ontario QIP | Performance 2024/2025 (%) | Internal Target 2024/2025 (%) | Performance 2025/2026 (%) | Percentage Improvement 2025/2026 | Internal Target 2025/2026 (%) |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------|---------------------------|----------------------------------|-------------------------------|
| Percentage of residents responding positively to: "What number would you use to rate how well the staff listen to you?" | 90 | 93 | 80 | -11.11% X | 85 |
| Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education | CB | CB | 100 | 0% ✓ | 100 |
| Rate of ED visits for modified list of ambulatory care-sensitive conditions per 100 long-term care residents | 46.75 | 42 | 50.32 | -7.64% X | 45 |

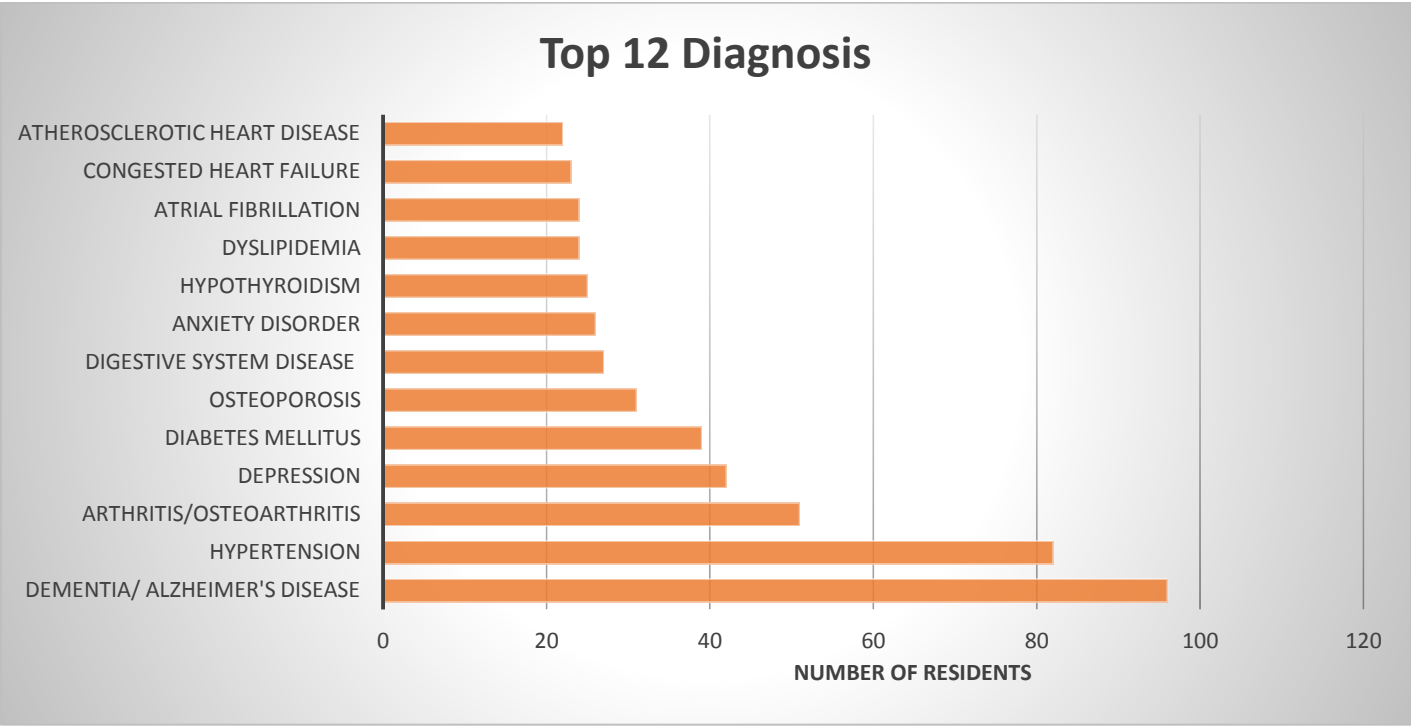
Resident Focus

The information and graphs provided below offer additional insights into the residents Grandview serves. By comparing data from the past three years, trends can be identified and potential areas of concern, allowing Grandview to continually adapt and enhance care to meet the evolving needs of the resident population.

Resident Care, Demographics and Resident Outcomes



Top 12 Diagnosis



Long-Term Care Home Resident Falls

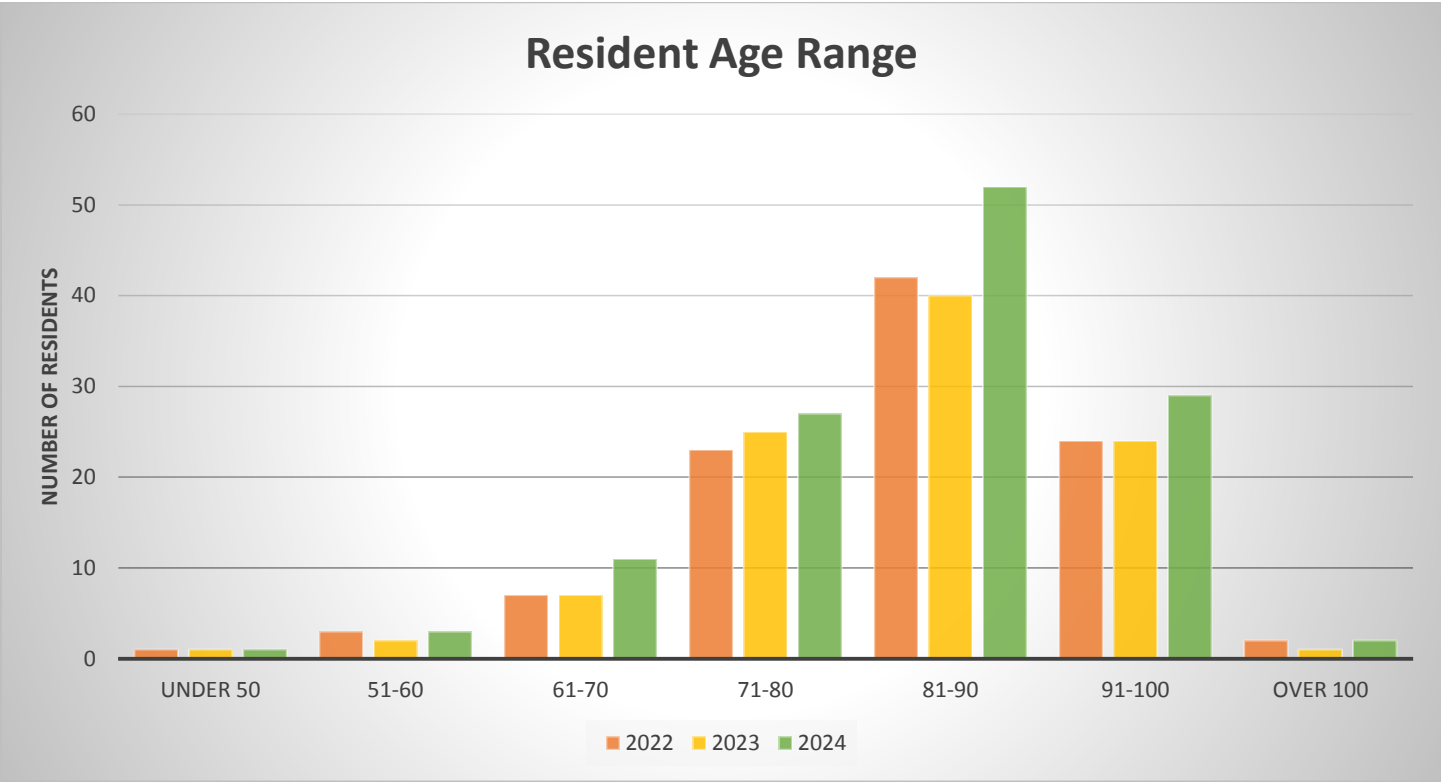
A fall is defined as any accidental shift in position that results in the resident ending up on the floor, ground, or another lower level. Below is a comparison of falls that occurred over the past three years:

| Year | At Least One Fall | Fractures | Area of Fracture |
|------|-------------------|-----------|--------------------------------------------------------------------------------|
| 2022 | 55% | 12 | 7 Hip 4 Arm 1 Knee |
| 2023 | 62% | 10 | 4 Hip 1 Shoulder 1 Ankle 1 Knee 1 Arm 1 Pelvis 1 C1 Vertebra |
| 2024 | 55% | 8 | 4 Hip 2 Humerus 1 Femur 1 Non-Displace Tibia |

Resident Age Range

In 2024, the youngest resident of Grandview Lodge was 22 years old, and the eldest resident was 101. The average age of women was 85 and the average age of men was 79. The chart below reflects the number of residents in

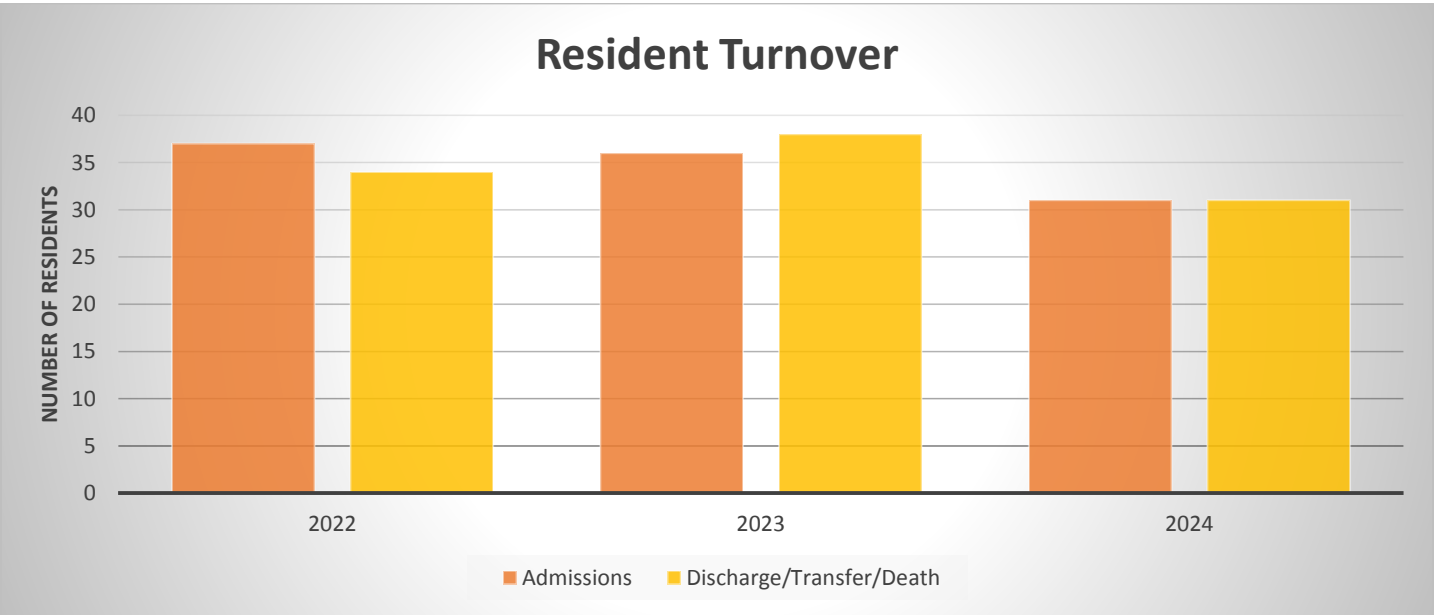
each age category for the years 2022, 2023 and 2024. Grandview's longest-term resident joined the home in 1996 and resided here for 28 years.



Resident Turnover

Admissions, Transfers, Discharges and Deaths

In 2024, there were 31 admissions and 31 discharges. The following chart illustrates the number of resident admissions, transfers, discharges and deaths from 2022 to 2024:

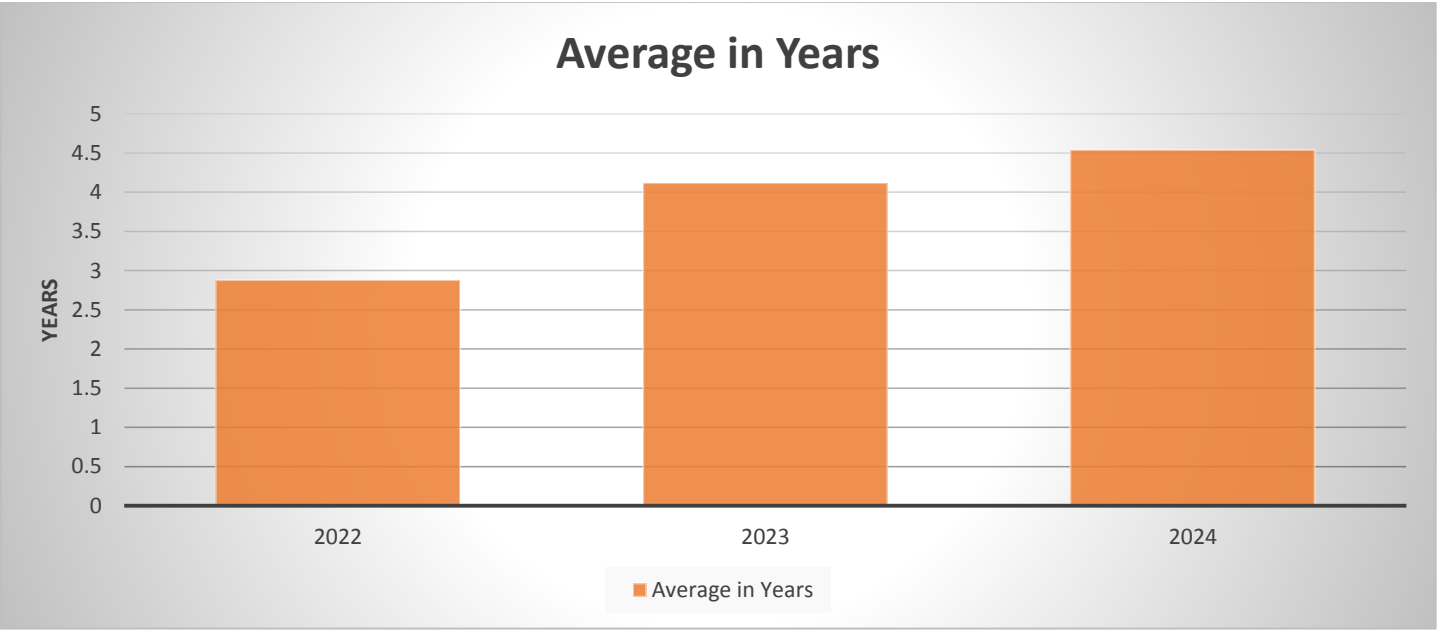


Outbreaks have contributed to delays in admissions, but Grandview is actively working with Public Health to ensure that admissions continue during outbreaks, allowing management to better manage the workload for all

staff involved in admissions and discharges. The timely and respectful occupancy of beds is prioritized to support access and flow within the broader healthcare sector. Resident turnover significantly impacts staff across various departments, leading to increased workloads, including, but not limited to, processing admission agreements promptly, facilitating the financial discharge of residents, conducting assessments of resident needs by direct support staff (Nursing, Dietary, and Recreation), managing the labeling and laundering of clothing and personal items, conducting tours of Grandview Lodge for prospective residents and families, and providing end-of-life care. Furthermore, each time a resident is transferred, discharged, or passes away, Housekeeping and Maintenance staff ensure thorough cleaning, repairs, and repainting of the room as needed. This commitment to efficient turnover not only supports internal operations but also contributes to the smooth functioning of the broader healthcare system by optimizing bed availability and enhancing overall flow.

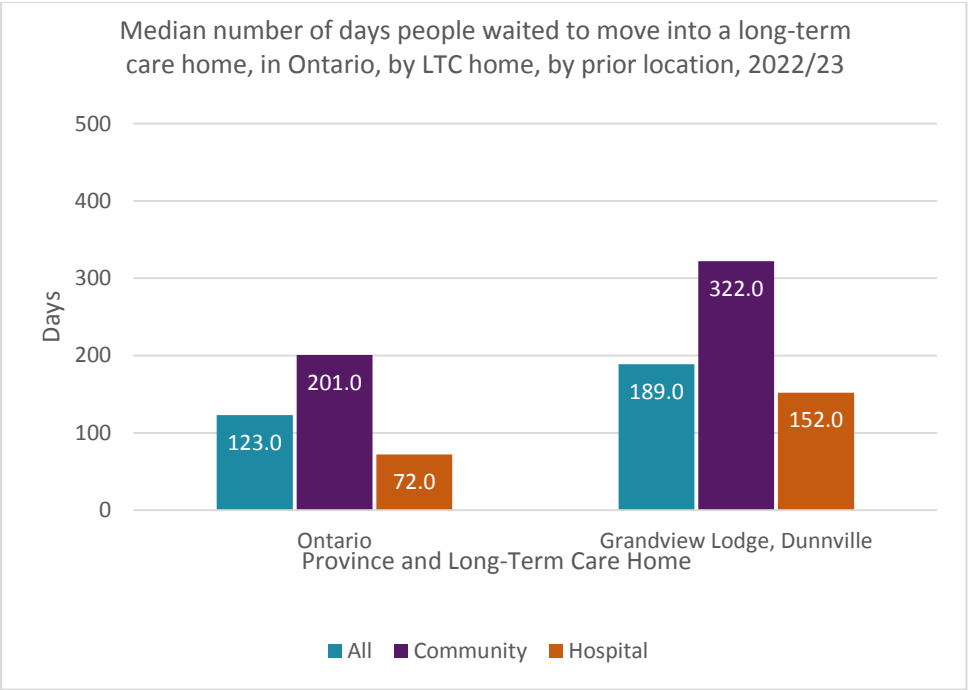
Average Length of Stay

This chart illustrates the average length of stay for residents over the past three years, based on the turnover of the resident population.



Wait Times for Long-Term Care Homes

This indicator represents the median number of days individuals waited to be admitted to a Long-Term Care Home in Ontario. While Grandview Lodge works to minimize wait times, certain factors, such as limited number of available beds and delayed admissions due to outbreaks within the home, can affect the speed at which new residents are welcomed. The information is shown in the chart below:



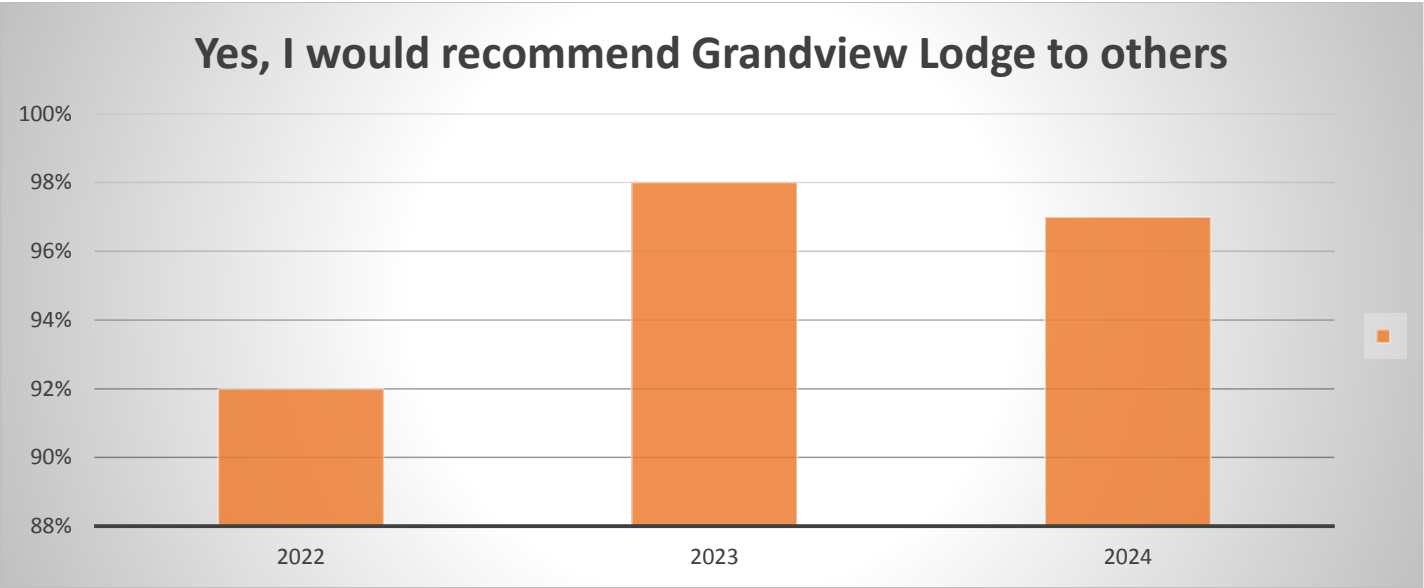
Resident and Family Satisfaction Survey Results

As per Ministry of Long-Term Care (MLTC) regulations, Grandview Lodge conducts an annual Resident and Family experience survey. The survey results will be presented to Residents’ and Family Councils in May of 2025, and will be printed and posted throughout the home.

This year, 33 surveys were completed by Residents and family members to reflect on 2024 experiences. These results are the foundation of innovative planning to strengthen the resident experience, ensuring Grandview remains resident-focused while aligning with MLTC standards.

The charts below highlight overall experiences.





Infection Prevention and Control

Outbreak Statistics

The importance of Infection Prevention and Control (IPAC) in all operations of Grandview Lodge, including construction projects, cannot be overstated. IPAC strategies are vital in preventing the spread of infections, reducing the risk of outbreaks, and ensuring the health and safety of both residents and staff. These strategies include practices such as hand hygiene, environmental cleaning and disinfection, proper use of Personal Protective Equipment (PPE), vaccination, and infection monitoring. When planning and laying out construction projects—particularly in resident care areas—IPAC plays a critical role in shaping the approach, ensuring that all aspects are thoroughly considered to minimize risks and optimize both safety and functionality. Grandview Lodge experienced an increase in the number of outbreaks from previous years with 14 outbreaks, totalling 171 days. This may be partly due to 2024 being the first year masks were no longer mandated outside of active outbreaks. It was a particularly challenging year, marked by a high number of respiratory illnesses. During outbreaks, various measures are taken based on the specific circumstances and outbreak type. Measures may include enhanced PPE, limiting visits to essential caregivers only, and various isolation measures to prevent the spread of infection. Such measures require significant efforts from staff, residents and families, and management appreciates the tireless efforts taken by all to respond and prevent further spread throughout the home.

| | 2022 Outbreaks | 2022 Total Days | 2023 Outbreaks | 2023 Total Days | 2024 Outbreaks | 2024 Total Days |
|-----------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| Respiratory/Influenza | 1 | 14 | 4 | 58 | 9 | 89 |
| Enteric | 1 | 5 | 0 | 0 | 1 | 21 |
| COVID-19 | 5 | 111 | 5 | 103 | 4 | 61 |

Staffing Focus and Updates

Grandview Lodge depends on a diverse range of personnel with varying educational backgrounds and levels of experience access different fields to function efficiently.

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

| Positions | 2022 Full- Time | 2023 Full- Time | 2024 Full- Time | 2022 Part Time & Casual | 2023 Part Time & Casual | 2024 Part Time & Casual |
|----------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------------------------|------------------------------------------------|------------------------------------------------|
| Personal Support Worker | 32 | 34 | 37 | 34 | 36 | 46 |
| Registered Practical Nurse | 12 | 9 | 9 | 7 | 13 | 7 |
| Registered Nurse | 3 | 3 | 3 | 5 | 5 | 6 |
| Dietary Aide/Cook | 7 | 4 | 7 | 12 | 12 | 16 |
| Housekeeping/ Laundry Aide | 6 | 5 | 6 | 12 | 9 | 9 |
| Maintenance | 3 | 3 | 3 | 1 | 0 | 0 |
| Recreation Programmer | 4 | 4 | 4 | 4 | 4 | 5 |
| Administrative | 13 | 11 | 12 | 2 | 1 | 1 |
| TOTAL | 80 | 73 | 81 | 77 | 80 | 90 |

In 2024, the following staff transitions occurred:

| Positions | External New Hire | Internal Hire Any movement | Internal Departure Left classification | Departure from GVL |
|----------------------------|------------------------------|-------------------------------------------|-----------------------------------------------------------|-------------------------------|
| Supervisor | 1 | 1 | 0 | 2 |
| Administrative | 0 | 1 | 0 | 0 |
| Housekeeping/Laundry Aide | 5 | 13 | 1 | 5 |
| Dietary Aide/Cook | 28 | 14 | 6 | 18 |
| Maintenance | 1 | 0 | 0 | 1 |
| Registered Nurse | 6 | 0 | 0 | 2 |
| Registered Practical Nurse | 3 | 4 | 0 | 5 |
| Personal Support Worker | 30 | 42 | 3 | 22 |

| Positions | External New Hire | Internal Hire Any movement | Internal Departure Left classification | Departure from GVL |
|------------------------|----------------------|----------------------------------|-------------------------------------------------|-----------------------|
| IPAC | 1 | 0 | 0 | 1 |
| Recreation Programmer | 0 | 2 | 0 | 0 |
| Scheduler | 1 | 2 | 0 | 1 |
| Total New Hires | 76 | 79 | 10 | 57 |

In 2024, Grandview Lodge posted the following employment opportunities:

| Group | Postings |
|--------------------------|------------|
| Non-Union | 9 |
| UFCW | 116 |
| UFCW—Subsequent Postings | 14 |
| ONA | 4 |
| TOTAL | 143 |

The above statistics represent all internal and external job postings, including subsequent postings (those created by internal movements of lines).

Increase in Direct Care Hours

A separate report will be presented to Council shortly, to provide a status update on the implementation of 4 hours of direct care, per resident, per day. Grandview Lodge remains committed to ensuring that, by the end of this year, the home will meet this recommended minimum set out by the Ministry of Long-Term Care. This initiative aligns with Ontario's response to the COVID-19 pandemic, which highlighted the need for enhanced care for residents in long-term care homes. In 2020, the Ontario government committed to increasing direct care to an average of four hours per resident per day, across Ontario, by 2024–2025. This increase aims to improve the quality of life and safety for residents, ensuring they receive more personalized and comprehensive care. Grandview Lodge's dedication to meeting this standard reflects ongoing efforts to adapt to the evolving needs of residents and provide the highest level of care.

Grandview Lodge - Staff Work Experience

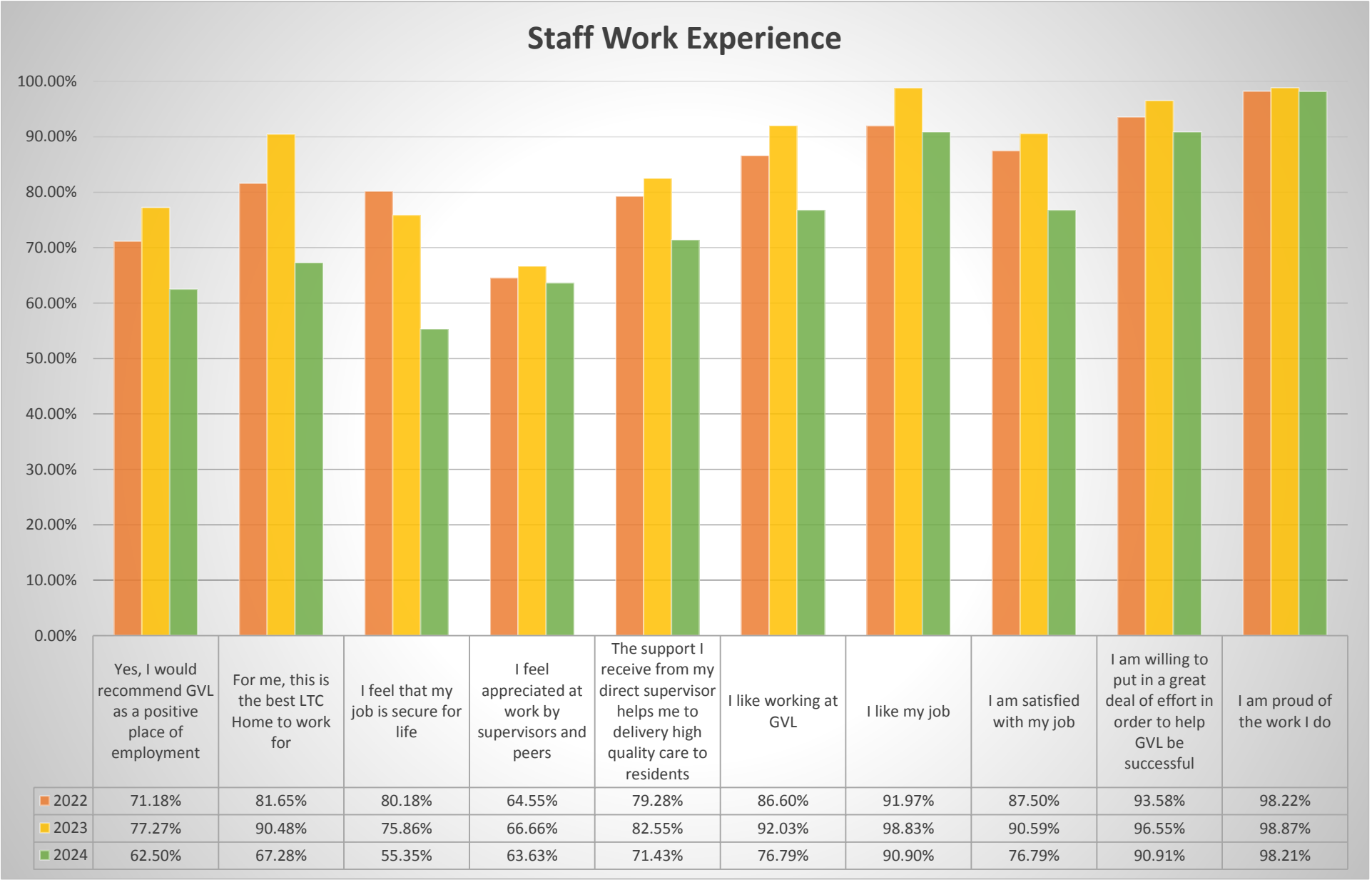
Further details have been included on the staff work experience survey, which was completed anonymously by 58 employees. This annual survey gathers data on various factors, including work environment, attitudes, morale, work quality, staff interaction, job satisfaction, and organizational commitment. Considering the changing healthcare landscape and ongoing staffing challenges, it is essential to better engage with staff. Understanding

what motivates staff to work and recognizing their contributions to Grandview Lodge's success is vital. These insights help Grandview develop strategies to recruit and retain high-quality employees.

Unfortunately, there were significantly less participants in this year's staff satisfaction survey, compared to previous years, with a decrease of approximately 34% in the number of respondents. This may question the overall accuracy of the survey when compared to previous years, but still provides a good indication of current year. For context, in previous years, the survey was distributed during in-person training sessions, where staff were given dedicated time to complete it immediately. With the transition to an online learning platform in 2024, surveys were distributed separately, without dedicated time and based on voluntary submission. As this was not an effective approach in reaching the majority of staff, leading to a decrease in responses, Grandview will be exploring alternative ways to distribute staff surveys in the future. While Grandview deeply value and appreciate the feedback from those who did participate, it is recognized that this lower response rate limits the ability to fully understand and compare year over year experiences.

Grandview Lodge is committed to addressing the areas highlighted in the survey that require improvement. The feedback is essential in helping to identify where efforts need to be focused to enhance staff satisfaction. Our Continuous Quality Improvement (CQI) team will be reviewing the survey results, pinpointing the problematic areas, and developing targeted strategies to address them. Plans will be put in place to ensure that the necessary improvements are made, with the goal of fostering a better work environment for all staff moving forward.

The table below outlines key areas from the staff satisfaction survey over the past three years.



Health & Safety

Haldimand County’s overall 2024 health and safety, including Grandview Lodge, was presented to Council via Report HRD-02-2025 February 2025. In it, staff identified trends and experience related to incidents, accidents and risk exposure which is continually reviewed by the home’s Joint Health & Safety Committee. The chart below recalls the 2022, 2023 and 2024 lost time claims, lost hours, and modified work hours. A more structured and comprehensive workplace violence program is currently being evaluated to better address the challenges staff encounter related to responsive behaviours, which have been a contributing factor to the increase in modified work hours.

| | 2022 | 2023 | 2024 |
|---------------------|----------|-------|----------|
| Lost Time Claims | 25 | 31 | 28 |
| Lost Hours | 537 | 838 | 1,123 |
| Modified Work Hours | 3,678.75 | 2,814 | 5,762.25 |

Labour Relations

The leadership at Grandview Lodge, along with representatives from UFCW and ONA, maintain a strong and collaborative working relationship, meeting regularly in person. Theses meetings offer a platform to address and proactively discuss any issues or concerns raised by both the Union and the Employer. For example, scheduling concerns was a regular theme in 2024, resulting in key administrative changes for submitting and responding to individuals before escalating concerns to the grievance process. In 2023, there were 9 UFCW Grievances and 1 ONA Grievance. In 2024, there were a total 25 Grievances filed by UFCW, and 1 by ONA. Under the current UFCW collective agreement, the Scheduling Concern Form now satisfies the complaint stage requirement within the grievance procedure. Previously, UFCW members were required to complete a Scheduling Concern Form *and* separately go through the complaint stage before filing a grievance. This streamlined process may have contributed to an increase in the number of grievances being filed

Budget

Grandview Lodge receives provincial funding through four main envelopes, each with specific requirements for use and reporting. This funding is factored into the annual operating budgets and offsets the municipal tax levy. Any discrepancies between actual and budgeted funding are reported through variance reporting and affect Grandview Lodge’s overall net expenditures. If funding exceeds expectations, it could lead to a positive operating variance, contributing to annual surpluses.

The first funding envelope, **Nursing and Personal Care (NPC)**, covers direct care staff and related supplies and equipment. The second envelope, **Programs and Support Services (PSS)**, funds non-medical programs, therapies, and related equipment. The **Raw Food/Nutritional Support (NS)** envelope is used for food and nutrition support, including supplements and food for residents. Finally, **Other Accommodation (OA)** funds housekeeping, property maintenance, dietary services, and administrative costs.

Additionally, the province provides a Global Level of Care (LOC) per diem, which enhances direct care services and supports other operating costs. Up to 32% of this per diem can be allocated to the OA envelope, with the remaining 68% applied to the NPC, PSS, and NS envelopes.

In 2024 the approved operating expenses budget for Grandview Lodge was \$16,606,540 and the approved operating revenues budget was \$13,272,740, resulting in a net levy impact of \$3,333,800, or approximately 20% of the anticipated operating costs. Below is a summary of current base Level-of-Care (LOC) per diem funding as of April 1, 2024:

| General Envelope | 2023-24 Per Diem (\$) | 2024-25 Incremental Increase (\$) | 2024-25 Per diem (\$) | % Increase | Total Increase |
|------------------------------------|--------------------------------------|--------------------------------------------------|--------------------------------------|-------------------|---------------------------|
| Nursing and Personal Care (NPC) | 95.62 | 3.81 | 99.43 | 3.98% | \$178,003 |
| Program and Support Services (PSS) | 12.48 | 0.42 | 12.90 | 3.37% | \$19,622 |
| Nutritional Support (NS) | 12.07 | 1.00 | 13.07 | 8.29% | \$46,720 |
| Other Accommodations (OA) | 57.28 | 6.79 | 64.07 | 11.85% | \$317,229 |
| Global Per Diem | 7.53 | 0.26 | 7.79 | 3.45% | \$12,147 |
| Total LOC Per Diem | 184.98 | 12.28 | 197.26 | 6.64% | \$573,722 |

In March 2024, the Ministry of Long-Term Care provided all long-term care operators with one-time funding of \$2,543 per bed to alleviate financial pressures and address key priorities such as capital and facility maintenance needs, redevelopment, and other operational requirements. This funding was specifically intended to assist homes that were non-compliant with the Ontario Fire Code regarding sprinkler system installation, ensuring they used the funds for this purpose. Since Grandview Lodge is already compliant with this regulation, funding can be used to address other financial pressures in other areas of the home. Grandview Lodge has received a total of \$325,400 for this purpose, please refer to report GVL-04-2024 for further information.

Services Provided

Grandview Lodge provides a variety of additional services to residents, offered by third-party service providers and volunteers, including:

- Physiotherapy and exercise classes
- Hairdressing and barber services
- Foot care
- Dental hygienist
- Tuck shop
- Transportation/appointment support
- Monthly entertainment

Ministry of Long-Term Care Reviews

Long-Term Care Homes in Ontario, including Grandview Lodge, operate under the regulation and funding of the provincial government, specifically overseen by the Ministry of Long-Term Care (MLTC). Homes are granted licenses by the provincial government to operate and are required to comply with various legislative frameworks, including The Fixing Long-Term Care Act, 2021 (FLTCA). Recently, there has been an increase in on-site visits by the Ministry, resulting in more frequent inspections, along with written notifications and compliance orders.

In line with recent changes, the Ministry of Long-Term Care has introduced a new LEAN process for inspections, aiming to shift the approach from being reactive to proactive. This process allows homes to call and seek assistance before issues arise, helping to address potential problems before they escalate. As part of this initiative, the Ministry of Long-Term Care is exploring the possibility of creating Compliance Assistants, who will help ensure the home is consistently in compliance and can proactively engage with the Ministry for guidance and support. These inspection reports are publicly available and can be accessed [here](#). Additionally, they are prominently displayed within Grandview Lodge and are reviewed by the Resident & Family Council.

Volunteers and Students

Volunteers and students are essential in enhancing the lives of residents in long-term care homes. They improve the quality of life by offering companionship, entertainment, and helping to create a sense of community for those who may feel isolated. Their roles include assisting with recreational activities, mealtimes, providing emotional support, and even supporting administrative tasks. Volunteers also bring new perspectives and ideas, enriching the overall experience for residents. Furthermore, they often build meaningful relationships with residents, becoming important members of their social circles. Their commitment is greatly valued and has a significant positive impact on the well-being of those they serve. In 2024, Grandview Lodge had a total of 35 volunteers who selflessly gave 572 hours of their time to enhance the resident experience in the home. GVL also hosted 1 RPN placement student.

Community Partnerships

Grandview Lodge fosters relationships with a variety of organizations to remain connected and relevant within the local community. These organizations include:

- Dunnville Secondary School
- Senior Support Services
- The Dunnville Theatre
- Niagara College
- Mohawk College
- Centennial College
- Haldimand County Library
- The Rotary Club
- The Lions & Lioness Club
- The Alzheimer Society
- Parkinson's Canada
- Brain Injury Services
- Haldimand Abilities Centre
- Behaviour Support Ontario (BSO)
- Region 4 Family Council
- Haldimand Pride
- Centre for Learning and Research Institute
- Ontario Health at Home (OHH)
- Haldimand War Memorial Hospital
- Phoenix Patient Transfer
- Dunnville Scouts
- Haldimand County Camps
- PREP LTC

Affiliations

AdvantAge Ontario

AdvantAge Ontario, representing not-for-profit long-term care, housing, and services for seniors, plays a key role in ensuring efficient and respectful care delivery by connecting stakeholders. With a century-long legacy, they focus on advocating for government policies, strengthening community relationships, and maintaining high business standards. They support not-for-profit care models created by and for local communities, emphasizing accountability and responsiveness. AdvantAge Ontario keeps stakeholders informed about policy changes, advocates for increased funding, and promotes consistent approaches to pandemic management. Through advocacy and education, they empower stakeholders to recognize the benefits of the not-for-profit model in shaping the future of senior care.

Region 4 Family Council Group

The Grandview Lodge Family Council is an active member of the Region 4 Family Council Group, which represents more than 88 Long-Term Care Homes, encompassing approximately 10,000 residents. Traditionally held three times a year at various locations, these meetings provide a forum for family members of residents to collaborate, communicate, and advocate for the well-being of their loved ones. Ultimately, the family council aims to ensure that residents receive the highest quality of care, with family members actively engaged in the process.

DementiAbility

At Grandview Lodge, DementiAbility is embraced as the foundational care philosophy, recognized for its resident-centered approach. Management is committed to working with Gail Elliot, the owner and educator, to ensure that all staff are trained in this methodology. The core goal of DementiAbility is to reveal the abilities and potential of individuals living with dementia. Through innovative, evidence-based, person-centered education, combined with a wide range of resources, tips, tools, and dementia care strategies, Grandview's care team will be equipped to provide comprehensive support to each individual. Our mission is to cultivate an environment that promotes success, allowing each resident to live with purpose, dignity, independence, love, belonging, and joy every day. Grandview Lodge now has on-site trainers to help staff stay on track with the commitment to ensuring that 100% of staff are trained.

Additional 2024 Highlight & Achievements

Prevention of Error-based Transfers (PoET)

The PoET Project is an initiative recognized by Accreditation Canada. It works firstly with long-term care homes to assist residents, staff, physicians, and substitute decision-makers in aligning decision-making processes with Ontario's rules regarding consent, capacity, and decision-making as outlined in the Health Care Consent Act. These regulations apply across Ontario, inclusive of long-term care homes. PoET collaborates with homes to co-design and implement changes that foster a culture of alignment with residents' wishes, values, and beliefs, as well as clinical indications. These initiatives and practices will enhance patient care, reduce hospital admissions, and provide assurance to families that their loved ones have access to advanced medical care and rapid response services.

InterRAI

The Resident Assessment Instrument (RAI) has been discontinued, and replaced by a new assessment tool called the InterRAI. Grandview's RAI coordinator has been leading this project and Grandview Lodge has been selected as an early adopter home. The focus of this initiative is to enhance several key areas, including comprehensive resident assessment, improved care planning, quality improvement and monitoring, and policy development and resource allocation, Grandview Lodge will participate in the AdvantAge Ontario 2025 Conference to share its experience and approach in adopting the newly updated assessment tool.

Surge Learning

Surge Learning is a platform designed to provide online learning for employee training, development and compliance through engaged, modern, and effective learning experiences. Grandview Lodge implemented Surge Learning for employee annual training and maintains 100% compliance with training standards set out by the Ministry of Long-Term Care. On a go-forward basis, Surge Learning will be the platform used for annual training; however, in-person workshops, such as DementiAbility, Teepa Snow, GPA and Lift Training, will be offered throughout the year.

Diversity, Equity and Inclusion (DEI)

In 2021, Haldimand County established a DEI advisory committee, made up of community volunteers, appointed by Council to ensure Haldimand County practices and programs are accessible, inclusive and welcoming for all. Grandview Lodge, having seen continued diversity within its home, will develop a sub-committee to DEI to ensure the safety and well-being of residents, staff and volunteers. Utilizing the "Embracing Diversity Toolkit" by Centre of Learning Research and Innovation (CLRI), this committee will focus on initiatives such as training programs, policy reviews, awareness etc. to establish and maintain a safe, diverse, equitable and inclusive environment for all.

Registered Nurses' Association of Ontario (RNAO) Clinical Pathways

RNAO Clinical Pathways for long-term care are evidence-based guidelines that provide a structured approach to delivering high-quality, consistent care to residents. These pathways are designed to improve clinical outcomes by standardizing care practices and ensuring that staff follow best practices in areas such as wound care, pain management, falls prevention, and chronic disease management. By implementing RNAO Clinical Pathways, Grandview Lodge will enhance the quality of care provided to residents, improve overall health outcomes, and ensure that staff have clear guidelines to follow. This initiative will support a higher standard of care, promote resident safety, and empower staff with the tools they need to deliver effective, person-centered care. Grandview Lodge is at the beginning stages of eventually becoming a RNAO "Spotlight Organization," a prestigious recognition that highlights excellence in clinical care. While this goal will take a few years to fully achieve, Grandview is committed to the process and is excited about the positive impact it will have on care delivery and resident outcomes.

Summary

Reflecting on the achievements and challenges throughout 2024, it's clear that Grandview Lodge continues to thrive thanks to the dedication of staff, residents, families, and community. This past year, many new front-line staff members have been integrated. While building a cohesive team takes time, significant strides have been made in this area. Despite facing challenges, unwavering focus remains on the safety, well-being, and happiness of residents and staff.

A major change this year was the transition to new learning platforms, which presented both opportunities and hurdles. While a shift in staff satisfaction has been observed, it is recognized that the limited participation in the survey may not provide a fully accurate depiction. However, the feedback provided by those who did participate is valued and acknowledged. The approach has been adapted by incorporating modern training methods and feedback channels to ensure future data is more relevant and representative. Additionally, Grandview is deeply committed to addressing challenges related to Diversity, Equity, and Inclusion (DEI). The importance of fostering a welcoming and inclusive environment for all staff, residents, and families is fully recognized. Grandview is actively working to identify and overcome DEI-related barriers and create a culture of respect, fairness, and opportunity.

Looking ahead, it's crucial that everyone works together to overcome any obstacles that come this way. Grandview will build on successes by fostering greater integration and efficiency, collaborating closely with other divisions within Haldimand County. Long-term care funding will continue to be leveraged to attract and retain skilled staff, and to invest in infrastructure and technology that will enhance the care provided. Through these continued efforts, it will ensure that Grandview Lodge remains a vital part of the community, delivering top-quality care to its most vulnerable residents.

Acronyms

| | |
|-------|-----------------------------------------------|
| BCA | Building Condition Assessment |
| BSO | Behaviour Support Ontario |
| CLRI | Centre of Learning Research and Innovation |
| CQI | Continuous Quality Improvement |
| DEI | Diversity, Equity, and Inclusion |
| ER | Emergency Room |
| FLTCA | Fixing Long-Term Care Act |
| GHHN | Greater Hamilton Health Network |
| GVL | Grandview Lodge |
| HVAC | Heating, Ventilation, and Air Conditioning |
| ICIP | Infrastructure and Capital Investment Program |
| IPAC | Infection Prevention and Control |
| LOC | Level of Care |
| MLTC | Ministry of Long-Term Care |
| NPC | Nursing and Personal Care |
| NS | Nutritional Support |
| OA | Other Accommodation |
| OHH | Ontario Health at Home |
| PoET | Prevention of Error-Based Transfers (PoET) |
| PPE | Personal Protective Equipment |

| | |
|-------|--------------------------------------------------|
| PSS | Programs and Support Services |
| QIP | Quality Ontario Improvement Plan |
| RAI | Resident Assessment Instrument |
| RNAO | Registered Nurses' Association of Ontario |
| TOA | Transfer of Accountability (TOA) |
| WHMIS | Workplace Hazardous Materials Information System |