

**Grandview Lodge  
Annual Quality Report  
2025**

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## Introduction

Grandview staff are pleased to present the 2025 Annual Quality Report for Grandview Lodge (GVL). In accordance with Section 42 of the Fixing the Long Term Care Act, this report serves as the Continuous Quality Improvement Report. It is prepared by Amy Moore, Administrator and members of Grandview Lodge's Continuous Quality Improvement Committee (CQI), Kelly Wickett-Horton, Quality Assurance Nurse, and Melissa Baisley, Supervisor of Programs and Support, who co-lead the CQI 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.

Using the Plan-Do-Study-Act (PDSA) continuous quality improvement framework, the team established a clear and time-specific aim to drive meaningful improvement in resident outcomes while remaining ambitious yet achievable. Success was evaluated through a combination of outcome measures that reflected the resident experience (such as falls), process measures that assessed whether key practices were followed (such as completion of risk assessments), and balancing measures to ensure improvements in one area did not negatively impact another. It was identified that Performance Insights within PointClickCare (PCC) can be leveraged as a key measurement tool to support the home's quality improvement program. This platform provides real-time, data-driven analytics by aggregating clinical and operational data into actionable dashboards, enabling the team to monitor trends, benchmark performance, and identify areas for improvement. Performance Insights will be implemented beginning in 2026 to strengthen data-driven decision-making, support proactive interventions, and enhance overall quality outcomes. Targeted change ideas were implemented to address specific steps within existing processes, guided by broader change concepts that supported sustainable system-wide improvement. Through iterative cycles of planning, testing, evaluating, and refining, the team demonstrated continuous learning and measurable progress toward improved quality of care.

This report highlights the key achievements and challenges faced in 2025, 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. This year also represents the final year of Grandview Lodge's current four-year Strategic Plan, while the upcoming year will focus on the planning and initial implementation of the next four-year strategic plan. The report 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.

Staff would like to extend sincere appreciation to the dedicated people across various Haldimand County departments whose contributions have strengthened the operations of Grandview Lodge. In particular, thank you to the Finance Department for their support in identifying areas requiring better alignment with Haldimand County policies and procedures, helping to improve accountability and consistency by identifying opportunities, addressing challenges collaboratively, and implementing effective solutions. Through this ongoing partnership, Grandview Lodge is well positioned for continued success.

On behalf of the residents and staff of Grandview Lodge, staff also extends heartfelt thanks for 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.

## 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 Ontario Health Teams (OHT), within the framework of the Greater Hamilton Health Network (GHHN).

In 2025, 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 supportive housing program, with Grandview Lodge providing dietary services to Maple Grove residents for a fee. Collaboration with Maple Grove expanded through discussions regarding integration into Grandview Lodge's Heating, Ventilation, and Air Conditioning (HVAC) project. As a result, Maple Grove was successfully connected to the home's newly installed backup generator, with all associated capital and operating costs covered by Capability Support Services – Thrive Group. The HVAC project reached major completion in 2025, representing a significant infrastructure investment that enhances resident comfort, safety, and system reliability across the home.

Grandview Lodge also maintained valued partnerships with Haldimand Norfolk Senior Support Services Inc., including administrative operations and the Day Away Senior Services program. However, in December 2025, Senior Support Services vacated their leased space within the home. Grandview Lodge is actively exploring opportunities to repurpose this space in a way that aligns with the needs of the community and supports future service delivery models. This includes maintaining and strengthening the connection with Maple Grove and exploring innovative opportunities such as the potential development of a Living Classroom model to support workforce development in long-term care.

While some areas of the home remain underutilized, identifying strategic and community-focused uses for these spaces continues to be a priority. Leasing arrangements are reviewed regularly, with adjustments reflected as appropriate within the operational budget.

At Grandview Lodge, the Leadership and Resident Services teams operate within a comprehensive legislative and regulatory framework that governs the delivery of long-term care services and the overall management of the home. This includes compliance with requirements set by the Ontario Ministry of Long-Term Care, the Fixing Long-Term Care Act, 2021, as well as applicable public health, fire code, and professional standards, including those from Accreditation Canada.

As noted in the previous year, inspection activity across the long-term care sector has increased and continues to be closely monitored. In 2025, Grandview Lodge underwent 6 Ministry of Long-Term Care ("The Ministry") inspections, representing a total of 42 days of on-site inspection activity. This does not include the ongoing inquiry calls received regularly from the Ministry. This level of oversight reflects a broader provincial focus on accountability and quality within the sector and is expected to continue.

Grandview Lodge remains committed to maintaining strong compliance with all legislative and regulatory requirements while continuing to support staff and operations in responding effectively to the evolving oversight environment.

# Strategic Plan

In 2023, Grandview Lodge initiated the rollout of its four-year Strategic Plan, which outlined several overarching goals grouped into five key focus areas. The highlights listed below provide a summary of the strategic objectives and accomplishments achieved from 2023 to 2026. As this plan concludes, Grandview Lodge will begin planning its next four-year Strategic Plan in June 2026, with the intent to guide priorities and initiatives for the 2027–2030 period.

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

Table 1 Strategic Plan Pillars

Throughout 2025, Grandview Lodge demonstrated meaningful progress in implementing its strategic plan, with several key initiatives and components successfully achieved, as summarized below.

### Internally Strong

- Strengthened recruitment efforts, including the successful hiring of a Nurse Practitioner, Responsive Behaviour RPN, and Restorative Care Lead PSWs
- Achieved 100% staff compliance with mandatory training through implementation of Surge Learning
- Completed staffing model to support 4 hours of direct care per resident per day, with ongoing recruitment to sustain targets
- Improved staff-to-resident ratios across all three shifts, supporting safer and more responsive resident care
- Expanded leadership capacity to support clinical and operational excellence
- Reduced reliance on agency staffing in key areas, including Dietary; introduction of a student dietary position has proven highly successful
- Continued success of the Attendance Support Program
- Implemented new PSW master rotations to improve consistency and continuity of care

## **Resident and Safety Focused**

- Continued implementation of Registered Nurses' of Ontario (RNAO) Clinical Pathways to support evidence-based, person-centred care
- Maintained focus on reducing avoidable hospital transfers and strengthening clinical decision-making
- Embedded Infection Prevention and Control (IPAC) practices across all departments
- Restructured the Responsive Behaviour Program, introducing the DementiAbility "WOW" model
- Increased resident engagement through participation in key committees, including Medication Safety, Continuous Quality Improvement, and Diversity, Equity and Inclusion
- Installed duress alarms and strobes in all offices to enhance staff safety
- Member of the Greater Hamilton Community Ethics Alliance

## **Innovative Home**

- Completed HVAC infrastructure upgrade to improve resident comfort and air quality
- Enhanced internal communication through implementation of Team Exchange
- Improved accessibility with the installation of a wheelchair-accessible swing
- Launched newly redesigned Grandview Lodge website
- Completed home-wide environmental audits to support a more home-like atmosphere
- Initiated Phase One of MealSuite and PointClickCare integration, digitizing menus and production processes and reducing paper use

## **Externally Relevant**

- Expanded volunteer program, increasing participation by 30% over the previous year
- Established partnership with Amorell Saunders N'Daw, DEI Consultant
- Implemented a Diversity, Equity and Inclusion Committee
- Continued active participation in the Greater Hamilton Health Network (GHHN)
- InterRAI Lead presented at the 2025 AdvantAge Ontario Conference

## **Future Ready**

- Continued partnership with Community Paramedicine to expand on-site clinical services (e.g., IV therapy, diagnostics, bloodwork)
- Completed a Building Condition Assessment and Energy Audit to support long-term planning
- Achieved approval to support Peritoneal Dialysis residents in partnership with St. Joseph's Hospital
- Ongoing exploration and application for the Living Classroom program to support future PSW and RPN workforce development

## **Health Quality Ontario Improvement Plan (QIP)**

Ontario requires all long-term care homes to develop and publicly post an annual Quality Improvement Plan (QIP). This formal document outlines specific goals and commitments aimed at enhancing the quality of care and services provided to residents. Each home must submit its QIP to Health Quality Ontario by April 1 of every fiscal year. The indicators included in the plan ensure that homes are consistently evaluating their practices and striving for improved resident outcomes.

The information summarized here reflects Grandview Lodge's 2025/2026 QIP. Beyond meeting submission requirements, the creation of a QIP is also mandated under section 168 of O. Reg. 246/22 of the Fixing Long-Term Care Act, 2021. To support this work, the Health Quality Ontario QIP Navigator offers helpful prompts and guidance to assist in developing meaningful, ongoing quality improvement initiatives.

Grandview Lodge's Annual Report combines the Health Quality Ontario QIP with additional organizational priorities, providing a thorough overview of performance and highlighting opportunities for improvement. These ongoing efforts demonstrate the shared commitment of both the home and its staff to continuously elevate care quality and enhance the overall well-being of residents and employees.

Once completed, both the QIP and the annual report must be uploaded and made publicly accessible on Haldimand County’s website. In addition to the required Health Quality Ontario indicators listed below, Grandview Lodge will be utilizing the Performance Insights tool within the PointClickCare system. This platform allows the home to monitor key clinical and operational indicators in real time, helping leadership and care teams identify trends, track performance, and support data-informed decision-making.

Through this tool, Grandview Lodge has developed an internal scorecard with supplementary measures designed to address current trends and challenges within the home. The scorecard will assist the team in monitoring performance more closely while establishing clear and achievable targets to support continuous quality improvement.

Health Quality Ontario QIP	Performance 2024/2025 (%)	Internal Target 2025/2026 (%)	Performance 2025/2026 (%)	Percentage Improvement 2025/2026	Internal Target 2026/2027 (%)
% of LTC home residents who fell in the 30 days leading up to their assessment.	13.92	12	17.21	-23.64%	12
Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment.	38	33	34.21	9.97%	30
Percentage of residents responding positively to: "What number would you use to rate how well the staff listen to you?"	80	85	82.22	2.78%	90
Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education	100	100	100	0%	100
Rate of ED visits for modified list of ambulatory care-sensitive conditions per 100 long-term care residents	50.32	45	40.99	18.54%	35

Table 2 Health Quality Ontario (QIP)

## Resident Focus

The information below provides further insight into the residents served by Grandview Lodge. By comparing data from the past three years, emerging trends and potential areas of concern can be identified, enabling Grandview to continually adapt and enhance its care to meet the evolving needs of its resident population.

### Resident Care, Demographics and Resident Outcomes

The table below presents the percentage of residents who require various types of care and support at Grandview Lodge, over the course of three years.

Resident Care Support	2023	2024	2025
2-Person Mechanical Lift	38%	49%	51%
2-Person Pivot Transfer	23%	12.6%	35%
Incontinent of Bladder or Bowel	81%	91%	87%
Limited Mobility – Wheelchair Use	67%	63%	82%
Limited Mobility – Walker Use	11%	20%	20%
Multiple Medical Conditions	98%	99%	99%
Total / Partial Meal Assistance	30%	37%	37%
Medications Per Resident	13.7%	13.3%	11.78%

Table 3 Resident Care, Demographics and Outcomes

### Top 12 Diagnoses

The list below highlights the top twelve diagnoses recorded among residents in 2025, providing a snapshot of the most common clinical conditions within the home and how many residents live with such conditions, helping to illustrate the overall health and complexity of the resident population.

1. Hypertension – 80
2. Dementia / Alzheimer's Disease – 73
3. Depression – 48
4. Diabetes – 34
5. Osteoporosis – 31
6. Dyslipidemia – 29
7. Anxiety – 26
8. Gastroesophageal Reflux Disease – 26
9. Arthritis – 26
10. Hypothyroidism – 26
11. Congestive Heart Failure – 18
12. Atherosclerotic Heart Disease – 18

### 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
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-Displaced Tibia
2025	53.9%	2	1 Hip 1 Wrist 1 Dislocated Shoulder (not considered a fracture)

Table 4 Resident Falls 2023-2025

## Resident Age Range

As of December 31<sup>st</sup>, 2025, the average age of female residents was 84, and the average age of male residents was 79. The eldest resident of Grandview Lodge was 102 years old, and the youngest was age 23. The chart below reflects the number of residents in each age category for the year 2023, 2024 and 2025.

Year	Under Age 50	Age 51 – 60	Age 61 – 70	Age 71 – 80	Age 81 – 90	Age 91 - 100	Age Over 100
2023	1	2	9	30	51	30	1
2024	1	3	11	27	52	29	2
2025	1	2	7	40	50	25	1

Table 5 Resident Age Range 2023-2025

## Resident Turnover

### Admissions, Transfers, Discharges and Deaths

In 2025, there were 47 admissions and 45 discharges. The longest residing resident of Grandview Lodge has been with the Home since 2000 and is 71 years of age. The following chart illustrates the number of resident admissions, transfers, discharges and deaths from 2023 to 2025:

Year	Admissions	Discharge / Transfer / Death
2023	36	38
2024	31	31
2025	47	45

Table 6 Resident Turnover 2023-2025

### Average Length of Stay

In 2025, the average resident length of stay at Grandview Lodge was 3.08 years. The chart below provides a comparison of average stay duration from 2023 to 2025.

2023	2024	2025
4.12	4.54	3.08

Table 7 Resident Average Length of Stay

### Wait Times for Long-Term Care Homes

This indicator reflects the median number of days individuals wait to be admitted to a long-term care home in Ontario compared to GVL from the community, hospital and both combined. Although Grandview Lodge strives to reduce wait times, factors such as limited bed availability and admission delays caused by outbreaks can influence how quickly new residents are admitted.

	Community (Days)	Hospital (Days)	Combined (Days)
Ontario	200	72	272
Grandview Lodge	313	70	383

Table 8 Wait Times for Long-Term Care Homes

## Resident and Family Satisfaction Survey

In accordance with the Ministry of Long-Term Care (MLTC) requirements, Grandview Lodge administers an annual Resident and Family Satisfaction Survey. The results of the survey are shared with the Residents' Council and Family Council committees, and will also be printed and posted throughout the home.

This year 45 surveys were completed by residents and family members, reflecting their experiences throughout 2025. These responses serve as an important foundation for ongoing quality improvement, guiding innovative planning to enhance the resident experience while ensuring alignment with MLTC standards.

The charts below summarize survey experiences related to the Health Quality Ontario Quality Improvement Plan (QIP).

Question	Strongly Agree / Agree	Neutral	Disagree	Strongly Disagree
I feel that I have a voice and am listened to by staff	82%	9%	9%	0%
I can express my opinion without fear of consequences	89%	7%	4%	0%
The nursing staff follow-up with my requests in a timely manner	82%	4%	12%	2%
Business transactions and finance-related questions are dealt with effectively and in a timely manner	76%	24%	5%	0%

Table 9 Resident & Family Satisfaction Survey Results

Each year, residents are asked if they would recommend Grandview Lodge to others. The following chart provides the combined percentage of residents who responded “probably yes”, and “definitely yes” to that question.

Question	2023	2024	2025
Would you recommend Grandview Lodge to a family member or friend looking for Long-Term Care placement?	98%	97%	92%

Table 10 Resident Recommendation Percentages

## Increase in Direct Care Hours

Grandview Lodge’s current staffing plan meets the provincial requirement of an average of four hours of direct care per resident per day as outlined in the Fixing Long-Term Care Act (FLTCA). While this achievement reflects strong planning and commitment, the home continues to face ongoing recruitment and retention challenges impacting the broader long-term care sector, including competition for qualified staff, workforce fatigue, and evolving work-life balance expectations. Significant and sustained efforts are required to maintain appropriate staffing levels, including targeted recruitment strategies, staff engagement initiatives, and a continued focus on workplace culture and professional development. Notably, the open house conducted in October 2025 was a significant success in attracting potential candidates and increasing community awareness of employment opportunities at the home; as such, Grandview Lodge plan to consider hosting additional open houses as part of an ongoing recruitment strategy. To further strengthen care delivery, the home has implemented a dedicated Responsive Behaviours RPN role to oversee this mandatory program, which supports residents experiencing cognitive impairment, dementia, or responsive behaviours through individualized, person-centred interventions. This dedicated role enhances staff education, promotes consistent approaches to care, and helps reduce risks for both residents and staff. In addition, the restorative care PSW program has been highly successful, supporting residents in maintaining and improving their functional independence through targeted daily interventions such as mobility support, activities of daily living, and strength-based care. This program enhances resident quality of life and dignity, supports staff by reducing long-term care demands, and aligns with funding priorities by promoting independence and potentially reducing higher acuity care needs.

## Infection Prevention and Control

### Outbreak Statistics

The significance of Infection Prevention and Control (IPAC) in every aspect of Grandview Lodge’s operations cannot be overstated. Effective IPAC measures are essential for preventing the transmission of infections, limiting outbreaks, and protecting the health and well-being of both residents and staff. These measures include key practices such as proper hand hygiene, thorough environmental cleaning and disinfection, appropriate use of Personal Protective Equipment (PPE), vaccination, and ongoing infection surveillance.

When planning and designing construction projects – especially those within resident home areas – IPAC provides critical guidance, ensuring that every aspect is thoughtfully considered to reduce risks and enhance both safety and functionality.

Effective IPAC is essential in long-term care homes, where residents are particularly vulnerable to infectious diseases. Strong IPAC practices help prevent and contain outbreaks, reduce transmission, and protect the health of both residents and staff. Below is a comparison of outbreak situations within GVL between 2023 and 2025.

Type of Outbreak	2023 Outbreaks	2023 Total Days	2024 Outbreaks	2024 Total Days	2025 Outbreaks	2025 Total Days
Respiratory / Influenza	4	58	9	89	6	83
Enteric	0	0	1	21	1	4
COVID-19	5	103	4	61	1	17

Table 11 Outbreak Statistics 2023-2025

## Budget

Grandview Lodge receives provincial funding through four main envelopes, each with defined rules for how the funds must be used and reported. These allocations are incorporated into the annual operating budget and help reduce the amount required from the municipal tax levy. Any differences between the funding budgeted and the funding actually received are captured through variance reporting and influence the home’s overall net expenditures. When actual funding surpasses projections, it can result in a favourable operating variance and contribute to an annual surplus.

The first envelope – Nursing and Personal Care (NPC) – supports direct care staffing as well as associated supplies and equipment. The second, Program and Support Services (PSS) funds non-medical programs, therapeutic services, and related materials. The Raw Food/Nutritional Support (NS) envelope covers food, nutritional supplements, and all resident meal provisions. The final envelope, Other Accommodations (OA), supports housekeeping, property maintenance, dietary operations, and administrative functions.

In addition, the province provides a Global Level of Care (LOC) per diem, which strengthens direct care services and helps fund other operational needs. Up to 32% of this per diem may be allocated to the OA envelope, while the remaining 68% must be directed to NPC, PSS, and NS envelopes.

In 2025, the approved operating expenses budget for Grandview Lodge was \$18,645,700 and the approved operating revenues budget was \$15,273,600, resulting in a net levy impact of \$3,372,100, or approximately 18% of the anticipated operating costs. As previously presented to Council, below is a summary of current base Level-of-Care (LOC) per diem funding as of April 1, 2025:

General Envelope	2024-25 Per Diem	2025-26 Incremental Increase	2025-26 Per Diem	% Increase	Total Increase
Nursing and Personal Care (NPC)	\$99.43	\$1.80	\$101.23	1.81%	\$84,100
Program and Support Services (PSS)	\$12.90	\$0.26	\$13.16	2.02%	\$12,150
Nutritional Supports (NS)	\$13.07	\$0.37	\$13.44	2.83%	\$17,290
Other Accommodations (OA)	\$64.07	\$1.29	\$65.36	2.01%	\$60,270
Global Per Diem	\$7.79	\$0.15	\$7.94	1.93%	\$7,010
<b>Total LOC Per Diem</b>	<b>\$197.26</b>	<b>\$3.87</b>	<b>\$201.13</b>	<b>1.96%</b>	<b>\$180,820</b>

Table 16 Budget Overview

## Services Provided

Grandview Lodge offers a range of supplementary services to residents through third-party providers and dedicated volunteers, including:

- Physiotherapy and group exercise programs
- Hairdressing and barber services
- Foot care support
- Dental hygiene services
- Tuck shop access
- Transportation and appointment assistance
- Monthly entertainment and special events
- Registered Dietician – Seasons Care
- Laboratory Services – LifeLabs
- Hauser's Pharmacy
- Spiritual Services

## Community Partnerships

- 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
- Community Ethics Alliance
- Small Dimensions
- Dunnville Youth Centre
- HUG-Haldimand Ukulele Group
- Fisherville/Dunnville Lions
- Cayuga Secondary School
- Calvary Pentecostal Church
- Grace United Church
- South Cayuga United Church
- Bethel Christian Reformed Church
- First Baptist
- Grace Reformed Church
- Hear Right Canada - education/in services for staff
- Greater Hamilton Community Ethics Alliance
- CLRI-Centre for Learning, Research and Innovation in LT

## Volunteers and Students

Volunteers and students play a vital role in enriching the lives of residents in long-term care homes. Their presence helps create a warm, engaging environment by offering companionship, entertainment, and fostering a sense of community for individuals who may otherwise feel isolated. They support recreational programs, assist during mealtimes and provide emotional encouragement.

In 2025, Grandview Lodge benefited from the generosity of 27 volunteers, who collectively contributed 705 hours to improving the resident experience. The home also hosted 7 students – varying from co-op placements to college placements – who collectively contributed 638 hours to enhancing resident quality of life within the home.

# Communication to Stakeholders

## Resident and Family Communication

Effective communication with residents and their families is essential to building trust, ensuring transparency, and supporting a positive care experience. By offering information through multiple channels, the organization helps keep everyone informed, engaged, and connected to what is happening within the home. These communication methods ensure timely updates, encourage feedback, and strengthen partnerships in care.

### Key Resident & Family Communication Methods

- **Newsletters** – Provide regular updates on events, initiatives, program changes, and general home news in a clear and accessible format.
- **Resident Council Meetings** – Offer a structured forum where residents can share feedback, raise concerns, and participate in decision-making.
- **Email Alerts via MailChimp** – Deliver timely announcements, reminders, and urgent notifications directly to families and designated contacts.
- **Resident/Family Council Meetings** – Create an open space for both residents and families to discuss improvements, ask questions, and collaborate with leadership.
- **Posted Notices Outside of Home Areas** – Ensure important information is visible and accessible to residents, visitors, and families as they move throughout the home.

## Staff Communication

Clear, consistent, and accessible communication is essential for supporting teamwork, ensuring alignment across departments, and maintaining a high standard of service. Strong communication practices help staff stay informed, feel connected, and respond quickly to organizational needs and priorities. To achieve this, a variety of communication channels are used to reach team members in different roles and settings.

### Key Staff Communication Methods

- **Team Exchange** – Provides a convenient platform for quick updates, shared resources, and day-to-day team collaboration.
- **Department Meetings** – Allow for real-time discussion, planning, and problem-solving within specific teams.
- **Memos** – Offer clear, formal communication for policy updates, reminders, and important notices.
- **Emails** – Ensure timely, direct communication across individuals, teams, and departments.
- **Posters** – Support visual communication in high-traffic areas, reinforcing reminders, campaigns, and key messages.
- **Town Hall Meetings** – Create an opportunity for organizational-wide updates, leadership communication, and open dialogue.
- **PCC Home Page** – Serves as a central hub for announcements, organizational documents, and shared information.
- **Surge Learning** – Facilitates ongoing education and required training, helping staff stay informed and compliant.
- **Communication Board (Accreditation and CQI Board)** – Displays essential accreditation, quality improvement, and safety information in an accessible and transparent way.

## Feedback Collected

Collecting meaningful feedback from residents and families is essential to maintaining high-quality care, identifying opportunities for improvement, and ensuring that voices are heard and valued. Feedback is gathered through formal and informal channels, allowing the organization to monitor satisfaction, recognize successes, and respond promptly to emerging concerns. This ongoing communication supports a culture of continuous quality improvement and partnership in care.

### Key Feedback Collection Methods

- Resident/Family Surveys – Provide structured insight into experiences, satisfaction levels, and areas needing attention, helping guide quality initiatives.
- Resident and Family Councils – Offer ongoing opportunities for open dialogue, shared concerns, and collaborative problem-solving.
- Regular and Routine Audits – Help monitor compliance, safety practices, care standards, and overall performance from an objective standpoint.

### Action and Follow-Up

- **Action Plans Based on Information Received** – All collected feedback is reviewed and analyzed to identify trends and priority areas. From this, clear action plans are developed, implemented, and monitored to ensure meaningful and measurable improvements.

## Summary

Reflecting on both the accomplishments and challenges of 2025, it is evident that Grandview Lodge continues to progress through the dedication and commitment of its staff, residents, families, and the broader community. Over the past year, the home successfully implemented the provincial four hours of direct care standard, alongside the introduction of new roles and an additional leadership position to support operations.

While building a cohesive and stable team takes time, both the long-term care sector and Grandview Lodge have experienced challenges related to significant turnover in key positions. This has impacted the pace at which new initiatives could be advanced; however, the team's ongoing commitment has ensured continued progress, even if at a more measured pace.

As noted in the Ontario Long Term Care Association (OLTCA) report, *The Data: Long-Term Care in Ontario*, approximately 45% of homes reported substantial turnover in leadership roles, including changes in the Director of Care, Assistant Director of Care, and Administrator positions. Grandview Lodge has experienced similar challenges but is now in a strong position, with all but one leadership role filled.

Looking ahead, as the home prepares for Accreditation in 2027, enhanced staff engagement efforts will be introduced, including comprehensive surveys and regular pulse checks. These tools will provide valuable data to inform future improvements. In addition, Grandview Lodge remains committed to identifying and addressing Diversity, Equity, and Inclusion (DEI) barriers, with a continued focus on fostering a culture of respect, fairness, and opportunity for all.

With the continued implementation of the RAO Clinical Pathways, the home will maintain its commitment to delivering high-quality care to current residents while also preparing to meet the evolving needs of future community members who may call Grandview Lodge home.

## Acronyms

ASP	Attendance Support Program
EDI	Equity, Diversity and Inclusion
GVL	Grandview Lodge
GHHN	Greater Hamilton Health Network
HVAC	Heating, Ventilation and Air Conditioning
IPAC	Infection Prevention and Control
JH&S	Joint Health and Safety
LOC	Global Level of Care per diem
LTC	Long-term Care
MLTC	Ministry of Long-Term Care
NPC	Nursing and Personal Care
NS	Raw Food and Nutritional Support
OA	Other Accommodations
OHT	Ontario Health Team
ONA	Ontario Nurses Association (union)
PFT	Permanent Full-time
PPE	Personal Protective Equipment
PSS	Program and Support Services
QIP	Quality Improvement Plan
RNAO	Registered Nurses' Association of Ontario
The home	Referring to Grandview Lodge
UFCW	United Food and Commercial Workers (union)
VSC	Vulnerable Sector Check