



# Grandview Lodge Annual Report 2017

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## **GRANDVIEW LODGE MISSION STATEMENT:**

**“The Grandview Lodge Team provides a meaningful life for Residents with comfort, compassion and care.”**

## **GRANDVIEW LODGE VALUES AND VISION:**

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

Grandview Lodge supports and believes in the following core values:

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

In 2017 the Management team and the Continuous Quality Improvement Committee reviewed and made improvements to our existing vision/values statement. This new vision/values statement was introduced to all staff in 2017 and staff proudly demonstrate this vision through their daily actions. This vision is

posted in the front entrance of our Home and is being used to create the framework we use to guide and support our decisions, priorities, programs and vision.

**Governance:**

We are committed to maintaining a formal reporting structure so that we demonstrate effective stewardship to Haldimand County taxpayers and Council, Ministry of Health and Long Term Care and to the Residents, Families, Volunteers, Stakeholders and Employees of Grandview Lodge.

We live this value by providing transparency, adhering to legislation and standards and established policies for the Home

**Respect: (Rights for all)**

We are committed to upholding the rights for all-Residents, Families, Employees, Community Partners by supporting the uniqueness of one another.

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

**Accountability:**

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

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

**Nurture:**

We are committed to the ongoing growth and development of Residents and Staff.

We live this value by providing educational opportunities, encouraging participation in decision making and quality improvement initiatives, supporting residents in reaching their goals and promoting both the physical and well-being of residents and staff.

**Dignity:**

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

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

**Visionary:**

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

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

**Inclusive:**

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

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

**Excellence:**

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

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

**Working as a Team:**

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

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

## **Introduction**

This document is a review of the operations of Grandview Lodge and includes highlights that have occurred in the Home during 2017. Some of the data found in this report is for a three year period so it can act as a foundation for comparative analysis with respect to the Home's operations for future years.

The provision of 24-hour, 7-days a week long-term care services in a Home such as Grandview Lodge, is a complex task and it takes a large number of people with expertise in their own professional fields to meet the many unforeseen challenges that occur regularly. As the Administrator of the Home, I acknowledge that the work can only be achieved through a team that brings their expertise to our Home to provide the best care possible.

The team members that make Grandview Lodge 'a place for Residents to live in comfort with respect and dignity' have worked hard to create an atmosphere that is more like 'home'. This has been done in harmony with all team members from the various departments as well as with the contracted staff of our Home. Additionally, volunteers, family members and friends of Grandview Lodge are dedicated and committed to provide the best service.

Grandview Lodge has been put into the spotlight as an example of best practices and innovation in long-term care, not only in Dunnville and surrounding long-term care communities, but across Ontario. Many staff and volunteers from other Homes that have toured our Home, have learned from us and are committed to follow in our footsteps and emulate us in the delivery of care. I would like to share with you some comments made to staff thanking us for the information that we share with other Homes on how best to deliver person centred care, see Appendix A.

The commitment from all the team players to provide good quality care continues with our volunteers, family members and friends, numerous committees that staff, Residents and volunteers are involved with as well as the contracted service team members. Everyone continues to work together for the common goal of providing the best care for the Residents of the Home.

I am fortunate to have a management team and administrative support team that work hard and are not afraid to challenge themselves to improve the care for the Residents and daily lives of the staff; I thank them for their continued commitment. I also would like to thank the staff from other divisions within Haldimand County who support Grandview Lodge by providing their expertise to Grandview Lodge's operations and well as my boss, Hugh Hanly who continues to support the team.

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

**Joanne Jackson**, Administrator

## **Background**

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

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

Grandview Lodge has also opened its doors to welcome and provide the auditorium as a place for seniors, family and friends from Grandview Lodge and our community. It has become a place of enjoyment, entertainment for numerous occasions, including: memorial services, family gatherings, numerous educational workshops, Alzheimer programs, Lioness' meetings and Resident parties and other activities throughout the year. It was also a place where Personal Support Worker students attended Niagara College classes two days per week.

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

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

## **Strategic Plan**

The third year of the four-year strategic plan was implemented in 2017. The following achievements were accomplished:

- Reviewed and implemented a new Vision and Values statement, implemented in 2017.
- Developed a committee of front line staff to review and develop plans to improve the workplace culture.

- Updated the auditorium with a new audio sound system that allows more use of the auditorium for Resident functions.
- Developed an improvement to the way in which Resident payments were being received on a monthly basis by offering pre-authorized payments. This has improved the process of handling large sums of money at Grandview Lodge; 77 people signed up for direct withdrawals by the end of the year.
- Created an evaluation tool to determine if bedrails (that are classified as restraints) are required for each Resident residing at Grandview Lodge.
- Implemented in-service training for staff to improve their understanding on a number of disease processes.
- Improved the admission process by interviewing families' pre- and post-admission to determine the needs of the families/Residents to assist with their transition into long-term care.
- Improved the recruitment and retention processes by providing a large number of student placements (recreation, personal support workers) that then may apply for positions at Grandview Lodge. The Continuous Quality Improvement Committee reviewed and made changes to improve processes for recruitment and retention.

In 2017 there were several accomplishments and achievements. Here are a few highlights:

- Grandview Lodge entered into a contract with a new General Practitioner, Dr. Charles Hu and began providing his services to Residents in August. Residents are pleased that they have a choice of physician at Grandview Lodge. At the end of the year, 48 Residents chose Dr. Hu as their physician.
- Grandview Lodge provided 47 tours to the public inquiring about long-term care, many of who have since been admitted to Grandview Lodge. Many people will also comment that this is their first choice of Home.
- Grandview Lodge provided an additional 11 tours to employees from other long-term care facilities. The employees came from facilities as far as Prague, Czech Republic, Australia as well as staff from Homes in Niagara region and other areas in Ontario. Students from Niagara College were also part of these tours.



- Annual satisfaction surveys were offered to Residents and families with a 43% return. The concerns identified were easily resolved through individual care planning, meeting with Residents and families, or changes that could easily be corrected. Overall there was a high satisfaction with the standard of care that is provided at the Home.
- In October we achieved 100% of all staff from all departments trained in the two day Montessori training, the basis of our philosophy of care. We celebrated with cake and had our trainer Gail Elliot present during the celebrations.



- Niagara Students completed their PSW course in August, with placement at Grandview Lodge for two months. Grandview Lodge successfully hired and retained six new grads.



- Two new services were offered to Residents in 2017, portable x-rays are available for non-urgent requests as well as optometry clinics. This saves Residents from having to leave the Home for related medical appointments.
- Enhanced infection control education was given to families/Residents and staff which ultimately reduced the amount of days that Grandview Lodge was in outbreaks.
- Niagara College graduated 11 students from the PSW program in October. Of the 11 students, 8 were hired and 6 continue to work at Grandview as PSW employees.
- Program Supervisor was asked to speak at the local Rotarian meeting to give an update on the Homes philosophy of care as well as program changes to improve dementia care. The Administrator was asked to speak at the annual OANHSS (now AdvantAge Ontario) conference on dementia care and what methods Grandview Lodge used to improve the quality of care for Residents living with dementia.
- The Director of Nursing on behalf of Grandview Lodge spoke at the first Dunnville Pride event in May. She spoke to inform the public of our welcoming philosophy for our elders in the LGBTQ community.

Throughout the year we held a number of special events. Here are some highlights in pictures to showcase these events:



Grandview's Annual Easter Egg Hunt sponsored by Residents' Council was a success and 36 children came out to participate in the Easter activities and egg hunt. Pictured here is a group of children completing an Easter craft which was one of the planned activities before the egg hunt.



A female Resident enjoys the sun on a sail boat during the annual sailing outing at the Hamilton Yacht Club with the "Able Sail" volunteers.



A male Resident can be seen here washing the van located in the outdoor garden area in our Creek View “DementiAbility” unit. This van was a donation to Grandview Lodge and it is used time and time again in the warmer months.



Grandview is host to many different community groups and organizations. A local ukulele group meet the second Monday of each month and perform for Residents in the Gathering Room.



Grandview celebrated Canada's 150<sup>th</sup> birthday milestone with a red and white themed party and live musical entertainment. Residents, families, and staff came out to celebrate and together released 150 balloons.



With the help of Karen Richardson from the Haldimand County museums these commemorative boards were created to celebrate our nation's 150<sup>th</sup> birthday. Kim Tamburri, Programs Supervisor, can be seen here introducing the boards to our Residents. They are located in our main hallway at Grandview Lodge.



Halloween is a special time at Grandview and staff go all out to make the Residents smile. This year some of the admin team and supervisors dressed up as scrabble pieces and proceeded to spell out words such as: Grandview.



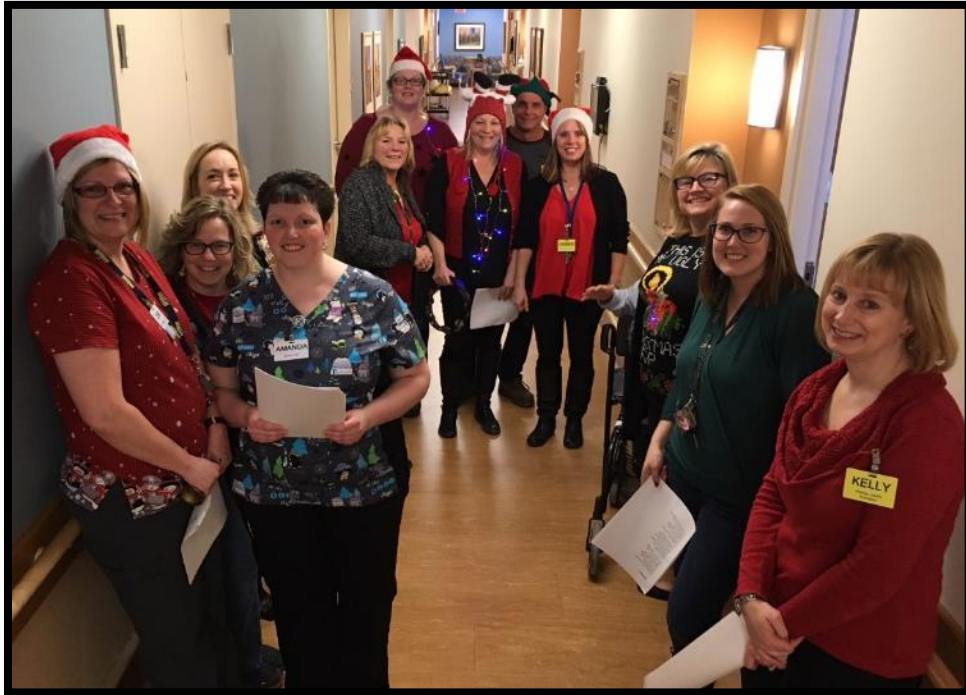
“Meet the Flintstones,” a few more of the administration team members.



Pictured here is one of Grandview's own "Group of Seven" artists that had their artwork displayed during the River Arts Festival in November, 2017. The artists that call Grandview Lodge Home dub themselves "Grandview's Group of Seven" because the group usually consists of seven members and they paint the landscapes of their own lives.



Santa's elves, Beth Rowland, Mary Millard, and a special thank you to Sarah Burke and Marsha Robson (not pictured), prepared stockings for our Residents to enjoy on Christmas morning.



Each year Grandview staff spread Christmas cheer by singing Christmas carols in the halls to the Residents who live at Grandview Lodge. Residents come out of their rooms to listen and sing along.

In 2017 we were met with only a few challenges:

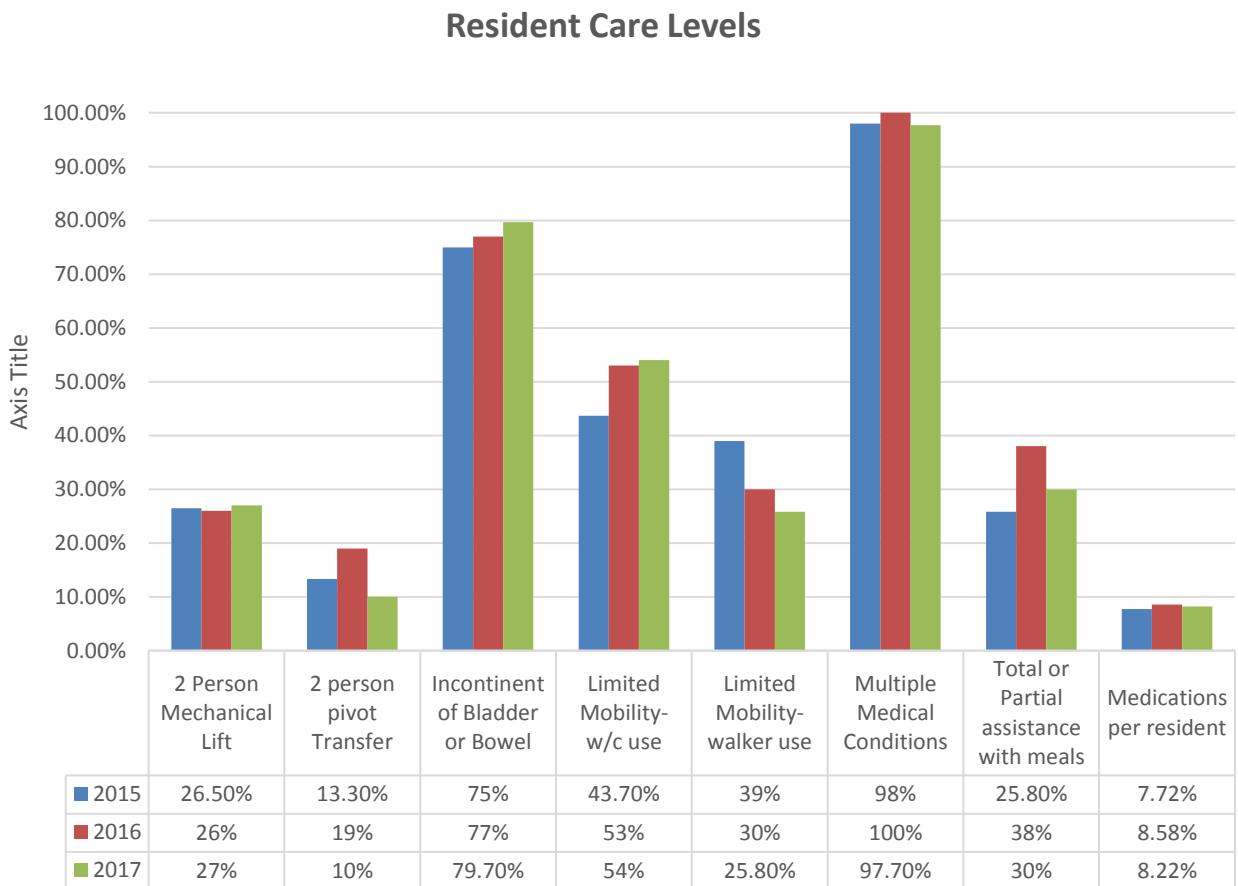
- Staffing to full complement continued to bring challenges to the Nursing, Dietary and Housekeeping departments. Residents also brought these concerns forth in the annual satisfaction survey results. We continued to recruit and host open houses throughout the year. PSW shortages are a problem across Ontario and not just in the rural areas. Thirty-eight percent of the staff at Grandview Lodge live outside Haldimand County so administration has had to refocus recruiting staff from other areas, towns and counties.
- Additionally, there are many staff that are not working their scheduled shifts due to medical illness, illness of family members, personal issues or choosing to not work their regular master schedule. In 2018 there are plans to review the attendance support/management program with the Human Resource division and develop new workable strategies.
- The Nursing staff have been working on how to prevent falls for Residents at Grandview Lodge. Each fall, regardless if a Resident put themselves on the floor or has fallen, has to be evaluated to determine how best to avoid future falls. These falls are all reported in our statistics. Although there was a great improvement from 2016 to 2017 with only one fracture compared to ten in 2016, the number of falls have increased. The Falls Committee diligently reviews and makes suggestions for individual care and will be refocusing on education for staff in 2018.



## Resident Focus

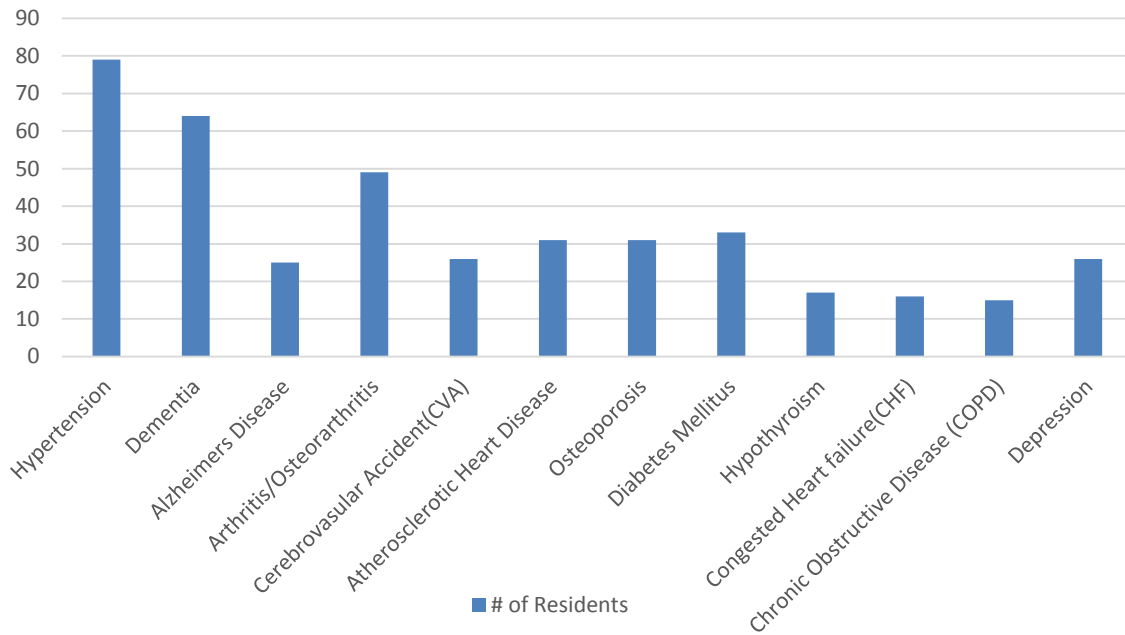
Each Resident's needs are assessed and recorded in their personal charts. All charting focuses on what the Resident can do independently when the correct services are provided. It centers on the Resident's strengths, abilities, preferences and recognizes additional elements of care that can improve the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

On average, 68% of Grandview's Residents have been diagnosed with dementia and/or Alzheimer's disease.



Here are the top 12 diagnosis of Grandview Lodge Residents for 2017.

### Top 12 Diagnosis of GVL in 2017



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

### **2015 Falls**

- There were 82 Residents who had fallen at least once in 2015
- There were 7 falls that resulted in hip fractures
- We had a total of 22 Residents discharged or deceased, so the total number of Residents assessed for falls was 150 Residents.

### **2016 Falls**

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

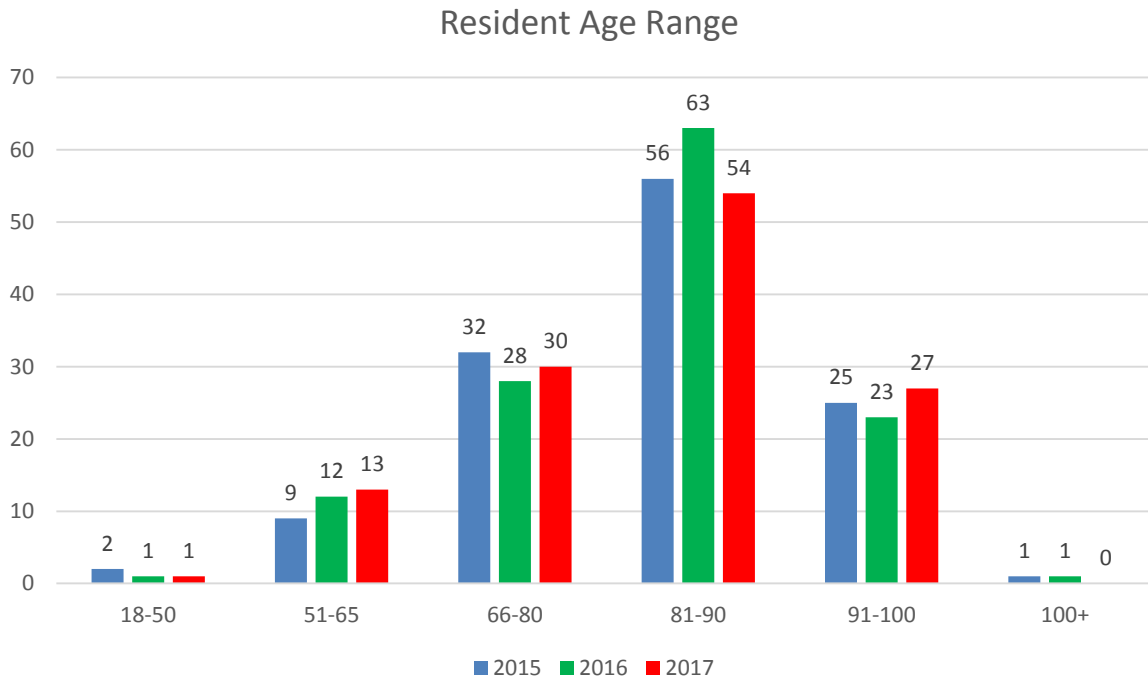
### **2017 Falls**

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

**Resident Age Range:**

In 2017 the youngest Resident at Grandview Lodge was 44 and the oldest Resident was 98 years of age. The average age of women was 83 and the average age of men was 78 with 9% of the Residents (male and female) under 65.

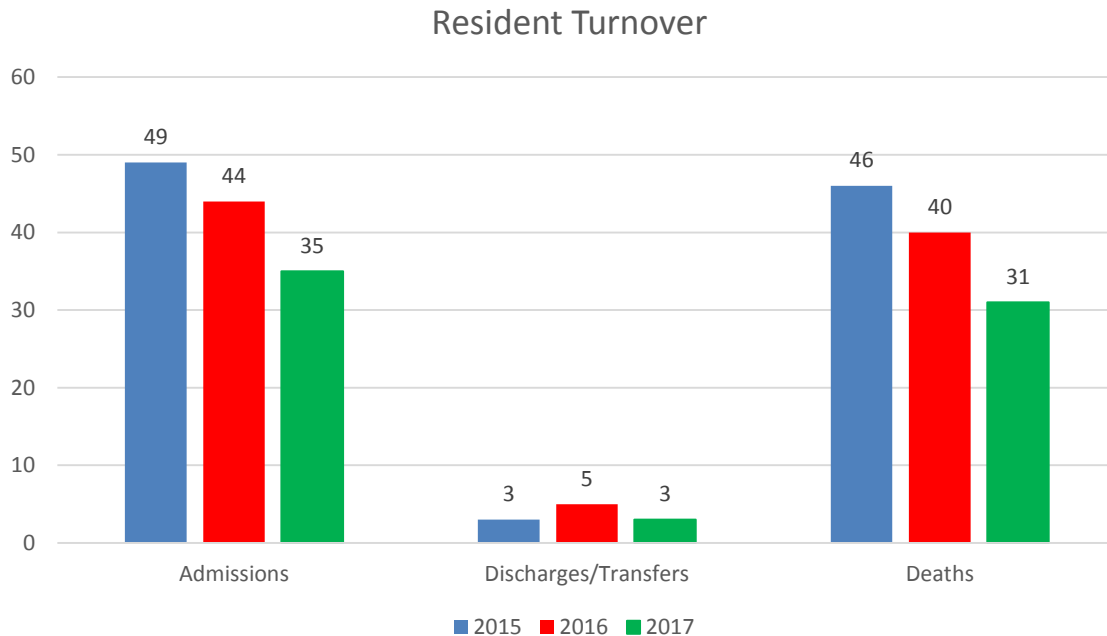
Below is a breakdown of the number of Residents in each age category for the years 2015, 2016, 2017.



The Resident who has lived the longest at Grandview Lodge has been here since 1996 and is presently 80 years of age.

## **Resident Turnover at Grandview Lodge:**

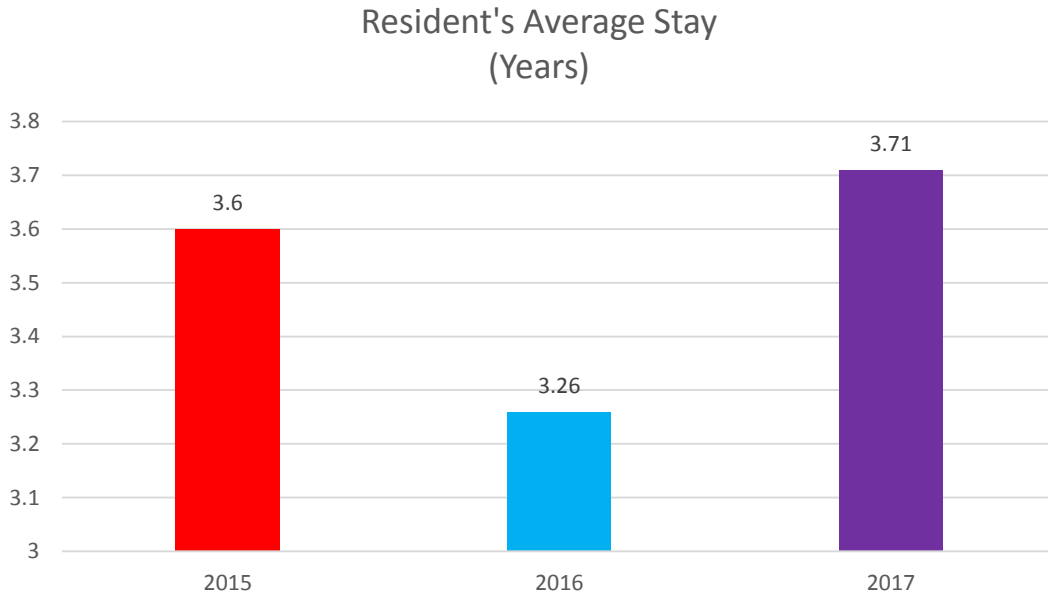
The following graph illustrates the number of Residents who were admitted, discharged or died over the past three years.



Resident turnover impacts staff workload because with every admission there is an increase in workload for a number of the departments which includes; completing admission agreements, financially discharging Residents, assessing the needs of Residents by direct support staff including nursing, dietary and recreational staff, providing tours of the Home, and providing end-of-life care to Residents that require additional human resources.

For every person that leaves the Home there is also an increase in staff workload that includes, discharge paper work, cleaning and completing repairs/painting of the rooms. The Resident turnover has greatly improved in 2017 compared to previous years. This may be attributed to more admissions having a diagnosis of dementia without any other major health concerns.

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



## **Infection Control:**

The following graph shows a 3-year review of the number of days that Grandview Lodge found themselves in Respiratory, Influenza, and Enteric Outbreaks.

### **Respiratory and Influenza:**

2015: Total of 3 different outbreaks, for a total of 45 days

2016: Total of 2 different outbreaks, for a total of 28 days

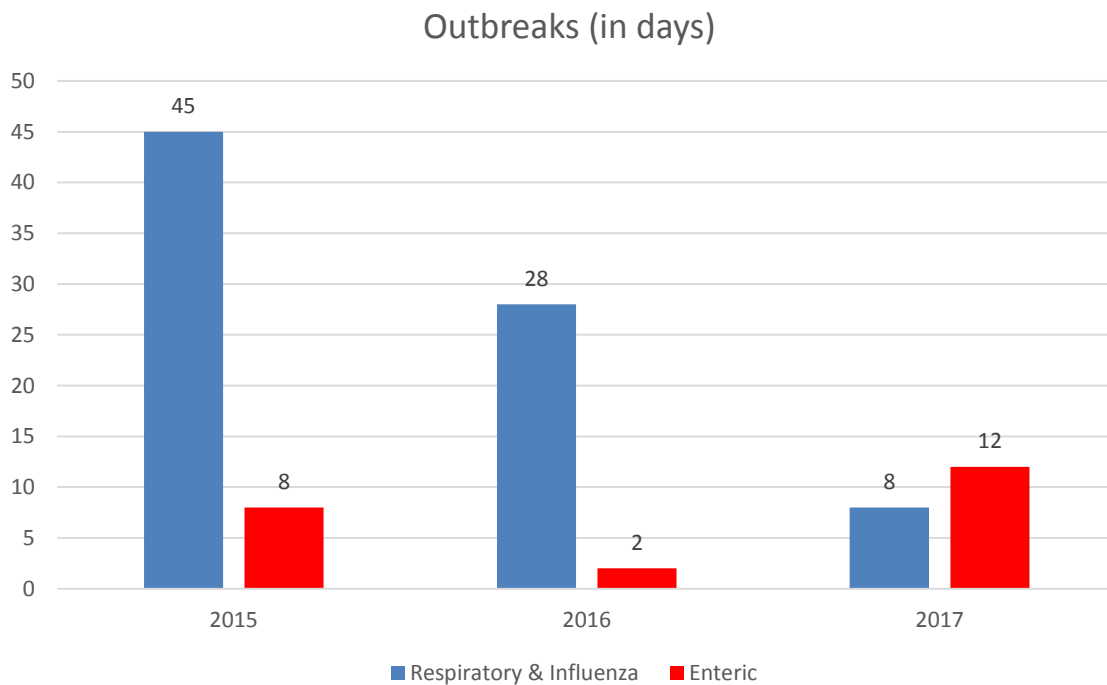
2017: Total of 1 outbreak, for a total of 8 days

### **Enteric:**

2015: 1 outbreak for a total of 8 days

2016: 1 outbreak began for the last 2 days of the year and went into January

2017: 1 outbreak for a total of 12 days



### **Staffing Focus:**

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

The following is a breakdown of staff numbers as of December 31<sup>st</sup> for each departmental area:

	<b>2015</b>		<b>2016</b>		<b>2017</b>	
<b>DEPARTMENT</b>	<b># of Full-Time Staff</b>	<b># of Part-Time Staff</b>	<b># of Full-Time Staff</b>	<b># of Part-Time &amp; Casual Staff</b>	<b># of Full-Time Staff</b>	<b># of Part-Time &amp; Casual Staff</b>
<b>Registered Nurse</b>	3	6	3	7	3	4
<b>Personal Support Worker</b>	25	42	25	44	29	44
<b>Registered Practical Nurse</b>	9	10	9	13	9	9
<b>Housekeeping</b>	4	9	4	9	4	5
<b>Laundry</b>	2	2	2	2	2	4
<b>Maintenance</b>	2	2	2	2	2	2
<b>Recreation</b>	4	2	4	4	4	4
<b>Dietary</b>	Includes cooks 6	17	Includes cook 6	15	Includes cook 6	11
<b>Administration</b>	9	3	9	3	9	3
<b>TOTAL STAFF</b>	<b>64</b>	<b>93</b>	<b>64</b>	<b>99</b>	<b>68</b>	<b>86</b>

The average age of all staff working at Grandview is 44 years old.



## **Staff Updates:**

In 2017 the following took place:

- 5 employees retired  
(1 dietary, 3 nursing and 1 support services);
- 28 employees were hired  
(1 RN, 4 RPN's, 12 PSWs, 5 Housekeeping/Laundry Aides, 5 Dietary Aides and 1 Recreationist);
- 15 employees resigned  
(2 RNs, 3 RPN, 5 PSWs, 2 Dietary Aides and 3 Housekeeping/Laundry Aides).

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

- Scheduling conflict with other jobs;
- Employee moved;
- Long term illness;
- Job offer with more scheduled hours.

## **Attendance Support Program**

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

The average sick time usage for the 63 full-time staff (union and non-union) during 2017 was 12 days, in comparison to 14.5 days in 2016 and 13 days in 2015. Full-time employees receive sick time entitlement of 1-day/month.

The average sick time usage for the 91 part-time staff (union and non-union) during 2017 was 8.5, 2016 was 8.5 days/employee and in 2015 it was 8 days/employee. There was no consistent tracking prior to 2015. Part-time staff do not accumulate a sick bank entitlement.

Administration continues to work with Human Resources to look at strategies to ensure staff come to work on a regular basis. Some repeated issues that we face with the attendance program and which will be reviewed in 2018 are:

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

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

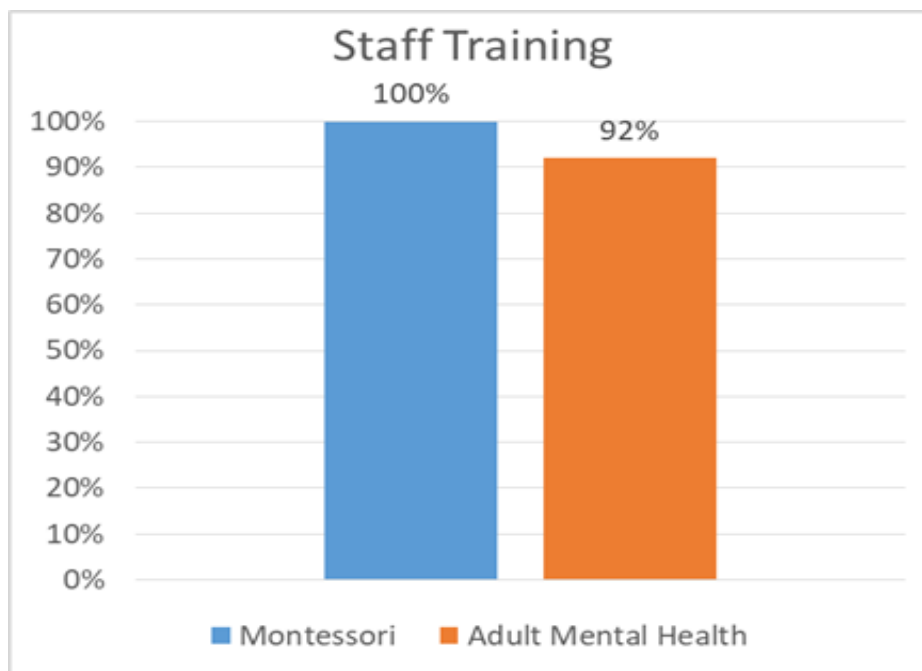
## **Staff Training in 2017**

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

Each year staff receive a one day off the floor annual training session. This training consists of MOHLTC requirements that must be completed annually. Besides the mandatory training requirements, the focus in 2017 at annual training was ensuring staff received knowledge on respect in the workplace and abuse in long-term care. Staff received information on how to manage situations that would be disrespectful, abusive, neglectful care or managing conflict with families or co-workers. Staff had many positive comments about this type of training and they believed overall that it was beneficial to how they work at Grandview Lodge

As part of the four year Strategic Plan, staff working at Grandview Lodge would receive the Montessori Training which focuses on reviewing the needs of the whole person diagnosed with dementia, rather than focusing on the tasks that need to be completed for the Resident. The Adult Mental Health Training benefits all staff as there are many Residents that have been admitted with severe mental challenges and require a different approach to care.

The graphs below show what percentage of staff completed this training by December 31<sup>st</sup>.



## **Employee Health and Safety**

The Joint Health and Safety Committee (JHSC) of Grandview Lodge, with the support of the Human Resources Division, has continued to work diligently in 2017. The committee representing management and union members has worked toward the difficult challenge of reducing health and safety incidents. There were eight active members on the Grandview Lodge JHSC Committee in 2017. Currently, six employees are certified on the committee. The committee is responsible to review incidents/accidents; review and assist in the development of the policies; work place hazardous analysis and review educational requirements for the staff while always ensuring that legislation is being followed. The committee meets monthly to complete tasks assigned to them.

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

In 2017 there were two lost time claims where staff were injured while at work and were unable to come back to work immediately. Modified work is offered to all staff that become injured and cannot return to their full duties. This Return to Work Program has significantly reduced lost time at work due to injury by enabling injured employees to return back to work with medical restrictions as early and safely as possible. Data has proven that a quick return to work for an injured employee on a modified work program allows for a quicker recovery to regular job duties.

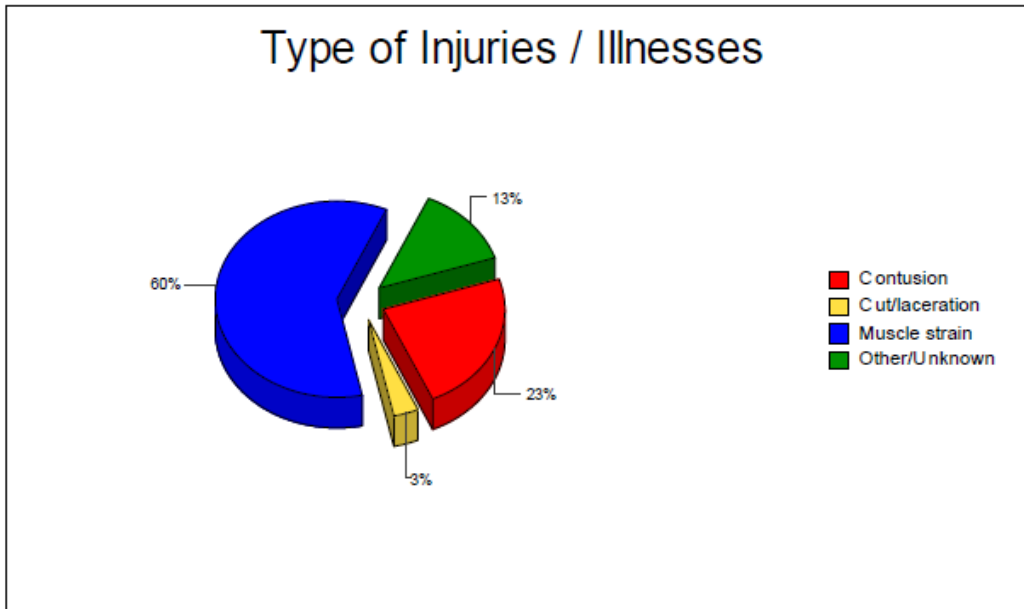
Modified work hours:

<b>2015</b>	<b>2016</b>	<b>2017</b>
908.75	195	1161.25

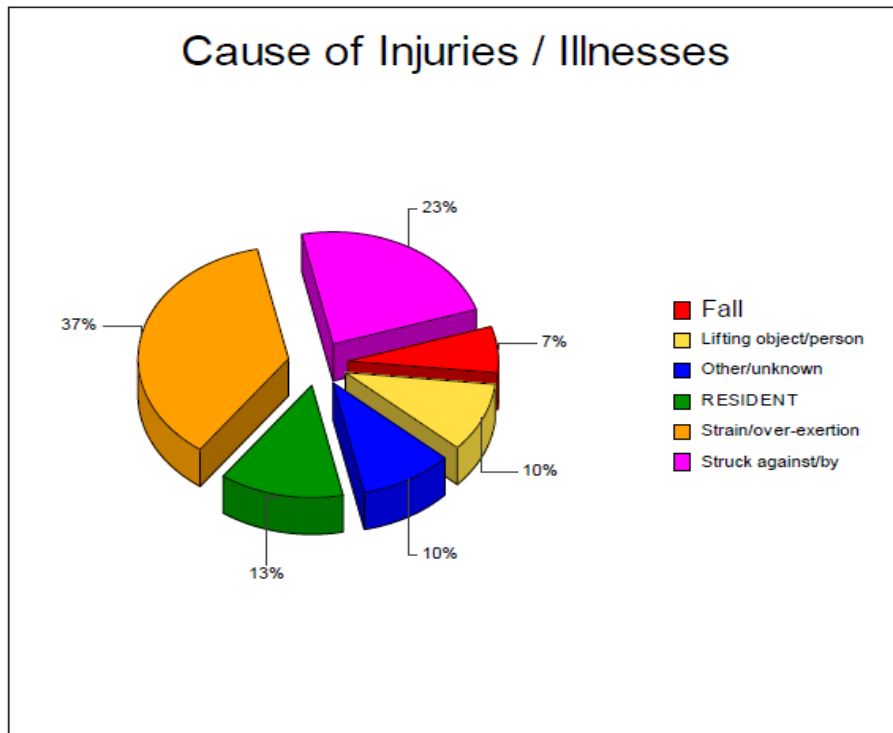
Lost claim hours:

<b>2015</b>	<b>2016</b>	<b>2017</b>
2 claims – 14 hours	1 claim – 0 hours	2 claims – 14 hours

The following chart shows percentages of injuries/illnesses by type. Sixty percent of injuries sustained at Grandview Lodge are muscle strains.



The following chart represents causes of injuries/illnesses. Thirty-seven percent of injuries are caused by strain/over-exertion.



## **Labour Relations**

Management and Labor continue to have a strong working relationship and met throughout the year to discuss many issues and concerns. Although there were many grievances (13 for UFCW and 3 for ONA) all but three were settled in 2017. Most were related to scheduling language and concerns around interpretation of union contracts.

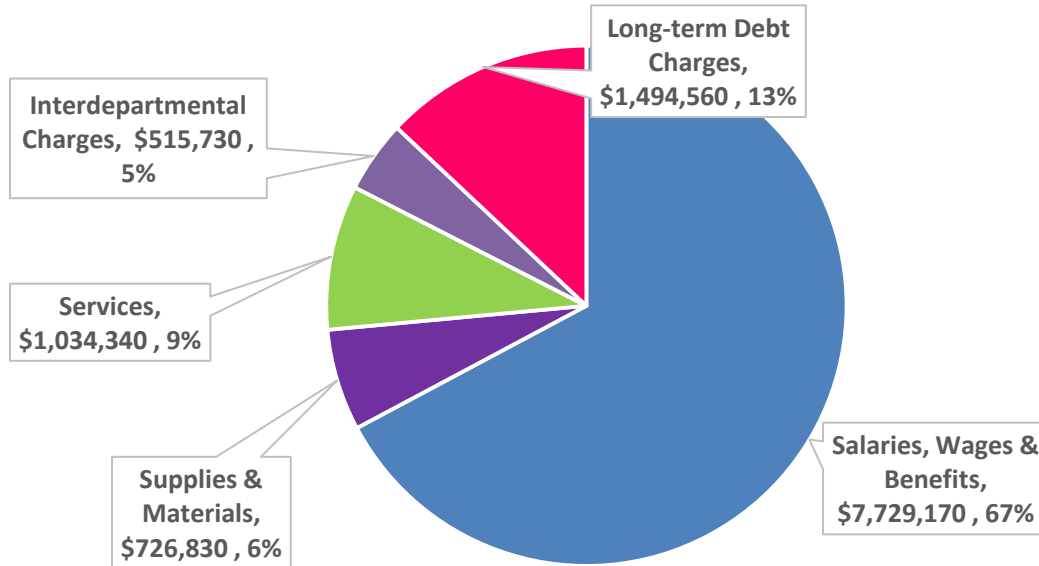
One of the improvements that was made was to make changes to the working schedules for Personal Support Workers (PSW). There are 71 PSW's, the largest staffing group at Grandview Lodge. The goal was to improve their working schedules whereby schedules were created where staff would only have the option to work two shifts out of three instead of the present three shifts as a result of the creation of the night shift only lines and that some staff could select to work only one shift out of three shifts. To date, this has been a positive change for all staff. In 2018 there will be an ongoing review to determine if less overtime is required as a result of the creation of the new PSW schedules.

In 2018 management and the union are reviewing Registered Practical Nurses (RPN) schedules to improve their working schedules. There are approximately 18 RPN's.

In 2018 we will begin negotiations with ONA for a new union contract.

**Budget**

**2017 Revised Operating Budget**



The operating budget for Grandview Lodge in 2017 was \$11,500,630 and the long term debt charges were \$1,494,560. The MOHLTC provides funding to the Local Health Integration Network (LHIN) who in turn provides the Home funding under four envelopes: Raw Food, Programs and Support Services, Nursing and Personal Care, and Accommodation.

Of the 128 beds at Grandview Lodge, 16 beds are private, the remaining beds are standard. The 16 private beds generate approximately \$146,000 dollars annually in revenue if fully occupied. These beds were considered to be occupied during 2017 (although there were a few lost days due to Resident turnover), thus the Home received the maximum revenue possible.

The Nursing and Personal Care funding envelope supports care levels for the Home. These care levels are determined solely on the charting that the registered staff is required to complete. The funding for Grandview Lodge is determined by the assessments submitted every three months and then averaged for the year. The other three funding envelopes are solely based on the number of Resident days of care provided by the Home.

Our Home must maintain a 97% occupancy rate on a quarterly basis, to receive 100% funding for these four envelopes. Occupancy has never been a problem at Grandview Lodge and it was always met in 2017.

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

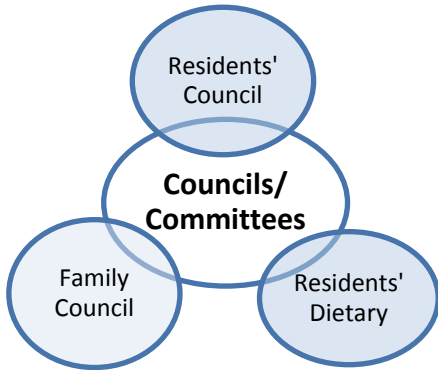
2017 ENVELOPE	Jan – Mar per Resident per day	Apr – Jun per Resident per day	Jul – Aug per Resident per day	Sept – Dec per Resident per day
Nursing & Personal Care	\$86.28	\$88.69	\$88.69	\$88.69
Raw Food	\$8.33	\$8.33	\$9.00	\$9.00
Accommodation	\$54.52	\$54.52	\$55.28	\$55.28
Program & Support Services	\$9.41	\$9.60	\$9.60	\$9.60
Accreditation	.33	.33	.33	.33



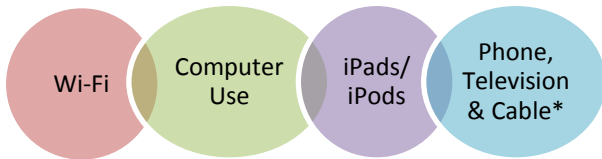
## Services Provided at Grandview Lodge

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

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



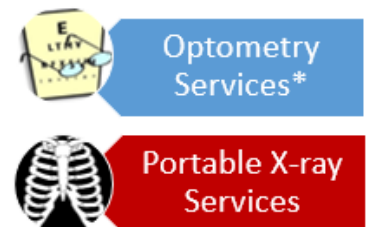
### Technology



### Other Grandview Lodge Services



### New Contracted Services in 2017



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

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

In 2017 the Ministry of Health completed their annual inspection consisting of three inspectors over a period of eight days. They cited one written order on bed rail restraints, eight written notifications and two voluntary plans of correction. Only the written order required a written response on a plan of action. The other corrections that did not require a written plan of action but required internally a follow up process were:

- Ensure that Registered staff have updated information in the Residents care plan.
- Administration was required to post a copy of the Service Agreement as well as the audited annual reconciliation report for public review.
- Ensure zero tolerance of abuse is adhered to between Resident and Resident.
- Ensure that an annual evaluation is completed to manage the effectiveness of the medication management system.
- Ensure that stocking of medications is not more than a 3-month supply.

All findings were corrected immediately.

## **Ministry of Labour**

The Ministry of Labour made no visits to Grandview Lodge in 2017.

## **Volunteer Services**

Volunteers assist in various programs for Residents as well as provide one-on-one support to Residents. Some of the regular programs that the volunteers are involved with are the operation of the Tuck Shop, providing song and music programs, providing pet therapy services, as well as numerous one-on-one visits.

In 2017 there were 2,167.5 registered hours of volunteer service.

## **Community Partnerships**

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

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

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

Grandview Lodge Family Council actively participates in the Regional Family 4 Council Group, which is representative of over 88 LTC Homes (equal to 10,000 long-term care Residents). These meetings are held three times a year at various Homes. Again, we had the honor of acting as the host Home in October and we facilitated tours of the Home, especially Creek View (DementiAbility unit). These

meetings are very beneficial for not only networking, but they provide an educational element regarding relevant issues in Long-Term Care.

### **Summary**

Our biggest challenge at Grandview Lodge is staff shortages and recruitment for dietary, housekeeping and nursing positions. We continue to be recognized in the long term care industry as a Home that is making positive improvements for Residents, employees and families. Grandview Lodge is also a Home of choice for many families and Residents, especially those Residents diagnosed with dementia. Administration staff are known by their peers as always looking to improve care for the Residents that live at Grandview Lodge.

In conclusion, although many challenges including staffing shortages and recruitment, we are able to maintain high standards from the Ministry of Health regulations. Whenever there is a finding, it is never difficult to resolve the issue.

In October, 2018 Grandview Lodge staff will go through the three day accreditation inspection to achieve accreditation status. We have been successful in the past with receiving the four year accreditation and believe that we can achieve this once again.

Hello new Friends,

I would like to take the time to thank you so much for enabling me to visit your home. I was not sure what to expect, Gail had told me of the many wonders taking place but I think it was even beyond that. It was a place of care, of love and joy. It is clear the DementiAbility model you have worked hard to establish is adding real value to older people's lives. Further the staff I met were committed to the vision and principles as well as being just really nice people.

All of this of course would not be without your leadership, my time with all of you was inspiring. Australians don't usually laud praise easily, we are tough nuts to crack. But you deserve every bit of it and I look forward to returning again to see how grander the view actually becomes at Grandview.

Please do drop into the Lodge in Kings Cross if ever you are passing by, perhaps I can show you a little of the hospitality and great work you have shown me. Again thanks and all the best-stay warm I hear winters coming! I'll be on a beach in Bondi.

Rae

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Good afternoon Kim,

I am wondering if my new Recreation Manager Debbie and me could come and visit your dementia home area?

We are undergoing some renovations on our own dementia unit and have been advised we should see for ourselves; some of the wonderful programs you are offering your residents.

Cheryl Clark retired last fall and we are hoping to regenerate our recreation department and the current offerings.

Please let me know if this is feasible.  
Sincerely, Susan

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Hello Kim,

I just wanted to thank you for the opportunity for allowing me to come visit yesterday. My goal was to see if all the things discussed in the tour were actually effective and used on a normal day. My visit confirmed that Grandview Lodge is very far ahead of the homes I have seen in my experiences. Everyone there should be very proud of where they work. I look forward to trying to "borrow"

some of these ideas in the future if I find myself in a LTC career path in the future as an RN when I am done school.

Thanks once again,

Alex Janus