AU CHÂTEAU

Une résidence de choix · A residence of choice

Strategic Plan

2021 – 2026

"Securing the Future of Seniors Care in West Nipissing"

Executive Summary

Au Château's commitment, responsiveness and relentless pursuit to improving the quality of life to our residents remain the key pillars of our existence and our mandate.

Strategic Planning is a disciplined process for establishing and confirming the long-term strategic goals for the organization for the future and for defining the roadmap: The Strategic Plan will assist Au Château in making sound choices by focusing on the intersection of one of the aging population's greatest needs and our organization's greatest strengths.

The Strategic Plan is our guide to set the organization's priorities over the next five (5) years, which will bring quality of life for the aging population to a level of excellence and maintain its strong commitment to a bilingual environment.

In order to realize our mission, first and foremost, the Home must maintain its institutional credibility. Only by being credible amongst all affected stakeholders can we gain the trust necessary to carry out our vision, ensure sound fiduciary management duties and focus on all resident's activities. We need to be seen by governments, both local and provincial, as an effective and responsive custodian of resources and a reliable health care partner. The Community must view our home as a reliable and responsive service provider. Families and residents must see us as provider of exemplary quality of care.

Au Château recognizes the incredible value of its staff, volunteers, and all members of the Home's community including residents and families. Their commitment has set Au Château apart from other organizations.

Vision

The impact that Au Château has on the quality of life of our valued residents is only as strong as its vision. For our organization that cause and answer is simple since the focus is on enhancing the lives of an aging population. The vision statement outlines what our organization wants to become, concentrates on the future and provides a source of inspiration and clear decision-making criteria.

We envision Au Château, as an evolving Campus of Care that provides or support most senior's needs, such as affordable housing, nutrition, safety, companionship and opportunities to participate in all aspects of our Campus life.

It is meant to capture the spirit of the organization and to inspire its workforce and partners to work towards a vibrant future.

Our vision is:

"Au Château will be the most appealing and livable Home of choice with a focus on enriching the lives of our residents."

Mission

The mission statement is the organization's clear and succinct "raison d'être" – reason for existence.

Our mission is:

"The mission of Au Château is to create and enhance a positive effect in the lives of our residents and our communities by being relentless in our delivery of exemplary and compassionate quality care in an environment that allows them grow and to age with dignity, physically, emotionally, socially, spiritually and culturally in a Home of choice."

Core Values

The core values for Au Château are the collective conscience of the organization. They define the basic principles by which the Home operates and governs the way the Home makes decisions, how we interact with others and how we conduct ourselves. Core values serve as standards for performance.

We believe that each person is unique and valuable, and is entitled to purposeful, person-centered and compassionate care. Our core values and the expected behaviors that flow from them will guide the implementation of our strategy and the realization of our vision.

Au Château is committed to these core values:

- Being respectful, compassionate and sensitive to human needs, dignity and fairness.

- Ensuring quality leadership by demonstrating honesty, integrity and respect by promoting visionary leadership at all levels and communicating openly.

- Pursuit of excellence by practicing continuous improvement on our people, services and accomplishment and by taking responsibility for our work and ourselves.

- Encouraging the power of team and cooperation throughout the organization by building on strengths and collective knowledge while focusing on a common goal.

Our Values

Compassion

Compassion is serving our residents with our hearts, providing a safe, comfortable, caring and friendly environment.

Resident focus

Residents are at the centre whereby our focus is to enhance their quality of life with dignity, respect, self-esteem and safety.

Excellence in care

We are committed to achieving a holistic approach to meeting the physical, social, emotional, intellectual and spiritual needs of our residents.

Respect

Understanding that each person is unique with intrinsic dignity and worth is the basis of all our relationships. Au Château is dedicated to respect cultural, social, gender, spiritual and linguistic differences. We value ongoing and open communication by respecting all members of the team – their contributions and views are valued, acknowledged and rewarded.

Integrity

We are responsible and accountable to conduct ourselves in a manner consistent with our values.

Organizational Scan

Strengths

- Political will to move ahead with redevelopment
- Dedicated staff and volunteers
- Supportive community
- Sound Infection Prevention and Control measures
- Partnership with College Boreal for recruitment planning
- Francophone Home (only one in our region)

Weaknesses

- Staff shortages – availability of Human Resources (bilingual)
- Needs assessment of demographic of resident population
- Aging building
- Not enough beds, specialized ones for dementia and Alzheimer
- Lack of operational and capital funding by the province
- Lack of volunteers (#'s)
- Recruitment and Retention of staff
- Lack of Fundraising
- Municipalities ability to pay, especially mortgage for redevelopment

Opportunity

- Resident needs analysis for planning purposes
- Increasing hours of care to residents and behavioral expertise
- COVID-19 highlighting issues with long term care funding
- Ontario Long Term Care Commission recommendations
- Possible improvement in operating and capital funding by both provincial and federal governments
- Expand volunteer base with paid coordinator
- Fundraising Campaign for redevelopment
- Re-tooling of 102 shelter and partnership with Housing and Ontario Health

Threats

- Municipality of Temagami wanting to cease contributions to home
- Lack of funding – having to do more with less funding
- Lack of adequate professional staff (bilingual)
- Escalating construction costs driving redevelopment significantly higher
- Redevelopment of ‘C’ home to ‘A’ as it relates to funding pressures on municipalities.
- Staff recruitment and retention due to low enrolment at colleges and retirements
- Pre-established Fundraising Foundation at local hospital taking away opportunities for a successful fundraising campaign.

Environmental Scan

The challenge of meeting the needs of residents has increased dramatically over the last 10 to 15 years as circumstances within our sector have evolved. The health needs of the residents in Ontario's long-term care homes have become increasingly complex, creating challenges around the level of care required to ensure residents' needs are being met. At the same time, the demand for long-term care has continued to grow along with the population of seniors creating pressure to quickly expand an overloaded system.

When compared to long-term care 10 years ago, today's residents experience higher percentage of cognitive impairment, physical disability, medical instability and incontinence. The average activities of daily living has increased substantially meaning that they require extensive assistance to meet their needs.

Acuity levels (levels of severity of illness) have also increased requiring higher levels of care and daily assistance. More than 80% of seniors have some form of cognitive impairment, ½ that is severe, and 86% need extensive help with activities of daily living. There is a growing tension of preserving a home-like environment for residents that are more independent and creating an environment that meets the needs of residents requiring increasingly complex health assistance.

Staffing in long-term care has not kept pace with the above noted increases in levels of care. Staffing has been recognized as a significant problem with challenges around recruitment, retention, training, wage parity, amongst others. Staffing issues have been ignored by the provincial government and, because of COVID-19, it has been exacerbated and brought to the forefront. One thing is clear: funding to recruit and train new staff will continue to be wasted if the long-standing issues that created and continue to contribute to the staff retention problem are not addressed.

Currently, the government provides an average of 2.45 hours of care per resident per day. This level has long been known to be inadequate. Prior to COVID-19, PSW's could barely keep up with the demands of caring for residents. This created frustration and concerns among staff that proper

care was not always provided. With COVID-19, this unacceptable workload added to an already cycle of neglected residents.

Staffing shortages in long-term care are chronic. Successive governments have been the cause of the problem, although none has provided a workable solution. In 2019, Justice Gillese's inquiry report concluded and a study was released on July 2020 where he identified key factors as a lack of full-time opportunities, a lack of wage parity, an unregulated PSW workforce, a lack of accurate hours of care data, a lack of staff training and more staff needed (staffing ratio). Amongst the 85 recommendations in the report, the followings stand out:

- Require all licensee to appoint a full-time, dedicated registered nurse as the home's IPAC Practionner to oversee, implement and maintain the home's infection prevention and control program.

- The government must fast-track the implementation of Ontario's Long-Term Care Staffing Plan to help address the urgent need for skilled staff in homes.

- The government should implement the Staffing Plan's increase in hours of direct hands-on care to an average of 4 hours per resident per day on an urgent basis.

- The recruitment effort of the Ministry of Long-Term Care should include targeted efforts to attract and retain Francophone registered practical nurses, registered nurses, nurse practionner and personal support workers.

- The overall funding for nursing and personal care must meet the overall health need in the homes. The current approach, which uses the Case Mix Index to divide the pot of funding among homes based on their relative need, is insufficient. The level of funding should increase to reflect the overall needs.

- The government should separate the construction of long-term care facilities from the care provided in those facilities. For example, construction of long-term care homes would continue to be open to the private sector so that the capital required to construct the facilities could still be accessed. The province would pay to use the facility as a long-term care home and the province would license operators who are mission-driven rather than dividend-driven to manage the long-term care home.

Workforce / Funding

Along with a province-wide shortage of nursing staff and other health care professionals, the workforce is aging. This problem/concern is further compounded by the physical and emotional pressures in providing heavy care for elderly and the unlikelihood of significant increases in direct care hours. There has been a significant shift in staffing with less reliance on nursing professionals to more responsibilities at the Personal Support Worker level.

While the demand for long-term care and resident acuity have increased year over year, staffing levels and access to training have not kept a corresponding pace. Over time, the demand placed on long-term care staff often causes greater workload. This can increase the risk of worker injury, lead to less attention and time spent per resident and contribute to a stressful working environment. Issues such as working conditions and a negative public image have also contributed to staffing shortages in the sector.

While the province's legislative and regulatory framework is designed to ensure that long-term care residents live in a safe environment and hold long-term care homes accountable, several operators and associations have reported that the framework can be a barrier for exploring potential solutions for staffing shortages and issues.

Across the sector, long-term care partners have identified the current culture of long-term care as one based heavily on compliance, which can create a punitive environment for staff. It was also heard that the current funding model for long-term care homes is too complex and requires high levels of documentation, which takes staff away from spending quality time with residents.

There has been a long standing argument that in order to achieve improved outcomes and better staff/resident ratios, it will require significantly more funding. The resident now admitted to the Home requires more care than in the past which increases the use of lifts, the number of assisted transfers, bathing and feeding time, medication and special treatments,

hospital transfers and palliative care. Therefore, there needs to be an infusion of funding at the direct nursing and personal care.

A Long-Term Care Staffing Study Advisory Group' was set up to address key findings and highlight that staffing issues in long-term care homes. The Advisory Group encourages the ministry to prioritize its plans to develop a comprehensive staffing strategy. Action must to be taken to:

- urgently address the staffing crisis in long-term care
- make long-term care homes a better place to live and work
- implement staffing approaches that reflect and respond to the complexity of the sector and diverse resident needs

The Advisory Group provides recommendations within five priority areas to improve staffing across the sector:

1. **The number of staff working in long-term care needs to increase and more funding will be required to achieve that goal.**
    - Staffing investment
    - Minimum daily average of four hours of direct care per resident
    - Guidelines for improving staffing ratios and skill mix for PSWs, nursing staff, and allied health professionals, with variance to address specific circumstances.

2. **The culture of long-term care needs to change – at both the system and individual home level**
    - Regulatory modernization
    - A quality improvement approach to sector oversight
    - Renewed performance measurements
    - A strong coherent philosophy of care
    - Recognition of the critical role of PSWs
    - Respectful team environment

3. **Workload and working conditions must get better, to retain staff and improve the conditions for care.**
    - Compensation
    - Full-time and part-time employment
    - Protection from physical, mental and emotional risk
    - Charting and documentation
    - Medication management

4. **Excellence in long-term care requires effective leadership and access to specialized expertise**
    - Clarifying the role and accountability of the Medical Director
    - Expanding the use of Nurse Practitioners
    - Ensuring access to strong Infection Prevention and Control (IPAC) expertise
    - Accessing specialists

5. **Attract and prepare the right people for employment in long-term care, and provide opportunities for learning and growth.**
    - Attracting people with the right personal attributes through:
        - improved public perception
        - stronger relationships with secondary schools
        - enhanced supports for new graduates
        - expanding the labour pool
    - Aligning the number of graduates with needs across the health care sector
    - Addressing educational requirements for the long-term care sector by:
        - increasing onsite experiences for students
        - promoting preceptorships
    - Supporting staff to stay current, gain new skills and develop specialized expertise, including:
        - continuing education
        - micro-credentialing and job laddering

Another funding constraint is the fluctuation that occurs annually from the classification based on the level of care. Funding stability is not achieved because there are elements in every envelope that are required regardless of home size or resident needs (ex. Director of Nursing, physical space, minimum staffing per resident…); not allowing for a portion of the funding to be fixed creates significant pressures on direct care when there is a decrease in CMI. Presently, funding levels are expected to continue based on the present system and thus constrain and not meet the operational requirements of long-term care.

Strategic Directions

Au Château was committed to assess previous goals, analyze the current environment, and perform an organizational scan in order to develop our future direction.

From this integral process, Strategic Goals have been identified that will set the direction for the years 2021-2026.

Strategic Goals 2021-2026

-1 Build a new state of the art facility that will not only meet the Ministry of Long-Term Care standards, but also the residents' needs. Prepare a plan for the conversion of existing assets to create an assisted living care facility to further enhance our Campus of Care.

-2 Develop a Communication Strategy that will promote the services provided by the home and the significant benefits to our community.

-3 To ensure our on-going commitment to quality of care, we will develop a Recruitment and Retention program in order to ensure a constant and stable staffing level that meets the needs of our residents. Also, a focus on expanding the volunteer base to compliment the many activities that our residents deserve.

-4 Evaluate the feasibility of establishing a Fundraising Foundation.