



The District Municipality of Muskoka



The Pines Long-Term Care Home

Strategic Plan

2022-2025

2022-2025 Strategic Plan

Table of Contents.....	2
1.0 Introduction	3
2.0 Background	6
3.0 The Pines Long-Term Care Home Mission Statement:.....	9
4.0 The Pines Long-Term Care Home Vision:	9
5.0 The Pines Long-Term Care Home Updated Values:.....	9
6.0 Overview of The Pines Long-Term Care Home	10
7.0 Considerations Informing This Plan	12
8.0 Strategic Goals and Key Deliverables.....	15
8.1 Goal 1: Deliver exceptional person-centred care	16
8.2 Goal 2: Maintain a full staff compliment	17
8.3 Goal 3: Healthy Vibrant Staff	18
8.4 Goal 4: Efficient Operations.....	19
8.5 Goal 5: Build Relationships	20
9.0 References	20
Appendix A: Environmental Scan – Internal Strengths.....	21
Appendix A: Environmental Scan – Internal Challenges	22
Appendix A: Environmental Scan – External Opportunities.....	23
Appendix A: Environmental Scan – External Roadblocks	24

1.0 Introduction

The Pines Long-Term Care Home Strategic Plan – District of Muskoka 2022-2025

Over the next four (4) years there will be ongoing changes within Long-Term Care (LTC) which will affect the day-to-day operations and the future direction of The Pines LTC Home as we recover from the COVID-19 pandemic. The Pines also is aligning our strategic plan with that of The District Municipality of Muskoka (District) to ensure that our goals, values, and visions are that of a common focus.



These changes may include:

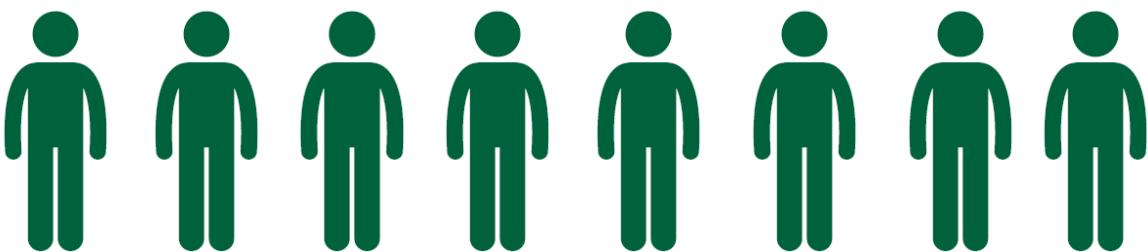
- Recruiting and retaining qualified LTC home staff will need to be innovative, creative and collaborative.
- Implementation of [The Ministry of Long-Term Care staffing plan 2021-2025; “A better place to live, a better place to work”, December 2020.](#)
- Funding models for LTC could potentially be re-evaluated and directly affect operations.
- Training and education of qualified LTC home staff will be an ongoing challenge for educational institutions as well as LTC homes.
- Infection Prevention and Control practices will be maintained with advanced standards and regulations for all departments within a LTC home.



- Applicants to LTC will present with more severe cognitive behaviours, may be younger residents under 50 years of age, may demonstrate elevated complex care needs requiring acute interventions, and perhaps residents with heightened and more severe mental health challenges (given the impact of the pandemic on mental health in general).
- Families and caregivers continue to have high expectations related to LTC homes' delivery of care to residents, and there is an increased awareness of the critical staffing levels within the homes.
- The implementation of Ontario Health and their provincial responsibilities about Local Health Integration Networks (LHIN's), Ministry of Long-Term Care (MLTC), Ministry of Health (MOH), etc.
- New and / or potential strategies and regulations introduced through the Ministry of Labor concerning the pandemic.
- Inspections by the Ministry of Long-Term Care will become even more transparent with increased surveillance of all long-term care homes throughout the province during the post-pandemic phase(s).
- Quality Improvement Plans (QIPs) that are approved by the Local Health Integration Network will likely continue.

To address recent significant universal healthcare changes and anticipated challenges over the coming years, The Pines LTC Home has prepared a strategic plan for 2022-2025. The strategic plan encompasses a comprehensive review of The Pines operations, as well as input gathered from the Health Services team, The Pines leadership team, employees, Residents' Council, Family Council, families, caregivers, stakeholders and volunteers.

This strategic plan will be reviewed to ensure The Pines is meeting its goals on a quarterly basis by the Continuous Quality Improvement (CQI) team, which is made up of the Administrator, Director of Care, Assistant Directors of Care, Human Resources Manager, Administrative Manager, Activities Manager, Environmental Services Manager and Dietary Manager.



The review will also identify possible changes that could positively affect the day-to-day operations and the long-term direction for The Pines.

Information will be shared with employees, Residents' Council and Family Council to ensure the strategic direction is being met.



This strategic plan has been developed with a focus on the operational components identified below. The most significant priorities are identified and included in the work plan outlined in this document.

- Delivery of Care and Services;
- Effective Communication;
- Recruitment, Retention and Recognition;
- Employee Development and Education;
- Infection Prevention and Control Program;
- Partnerships with outside Agencies;
- Employee Work-Life Balance and Morale;
- Technology;
- Environmental Initiatives;
- Nutritional Initiatives; and
- RAI-MDS resident care data program.



2.0 Background

The District Municipality of Muskoka is one (1) of Ontario's regional governments and is made up of six (6) Lower-tier Municipalities. Both levels of local government work together to align services and achieve cost-efficiencies to best serve residents and visitors to Muskoka.



The District of Muskoka's Corporate values are represented by the acronym RISE.

Value	Topic Areas	Focus of Action Planning
Respect and Integrity	Culture	Goals to improve how we as staff work with each other every day and how to make our work experience as employees the best they can be.
Innovation and Leadership	Innovation	Goals to make us more innovative in how we do our work and develop personal leadership skills across the organization at all staff levels.
Synergy	Team	Goals to work more closely together and collaborate across the many different departments and divisions at the District and ways we can improve how we communicate internally and get to know each other better.
Experiences	Service	Goals to improve customer service...and enhance how services are delivered to our customers and clients.



The Pines LTC Home is a 160-bed Municipal Long-Term Care accredited home, operated by The District Municipality of Muskoka since its inception in 1961. In 2004, The Pines resident population expanded from 105 to 160 in a new state-of-the-art building. The home serves residents who are 18 years and older and need daily medical, nursing and personal care services and who are not able to live in other settings any longer. The Pines also provides several additional services directly through purchase-of-service agreements.



Admissions to the home are made through the Home and Community Care Division of Ontario Health Central Region, which determines the eligibility of admission to twenty-one (21) Long-Term Care homes and prioritizes the waiting list for admissions. In the sixty (60) years that The Pines has been in operation the home has witnessed a substantial change to care and services it provides to residents. 2021 marked the sixtieth (60th) anniversary of The Pines.

Ontario Health is the primary funding agent of the home. The District, through a tax levy, provides the home additional funding for the operation of the home. The home operates under provincial legislation – the Long-Term Care Homes Act, 2007 and Ontario Regulations 79/10. The home is also bound to operate according to relevant sections of the Municipal Act and the District's municipal policies and procedures. The MLTC sets standards for the operation of the home, and the Pines LTC home is assessed regularly to confirm compliance with these Standards and Regulations.



3.0 The Pines Long-Term Care Home Mission Statement:

“Optimizing life with excellent care, compassion and comforts of home.”

4.0 The Pines Long-Term Care Home Vision:

“Continuously improving care, safety and quality of life in partnership with residents, their families and our community.”

5.0 The Pines Long-Term Care Home Updated Values:

Respect and Integrity-Culture: Everyone should be treated with fairness, dignity, and respect. Positive and open communication builds strong relations.

Innovative Leadership- Innovation: Creativity should be encouraged, and technology embraced. Ongoing learning contributes to improvements in quality of life.

Synergy- Team: Working together as a team involves cooperation, communication, and support.

Experiences- Service: Our commitment to showing care, sensitivity, and kindness to ensure a welcoming, safe, and comfortable environment for all.



6.0 Overview of The Pines Long-Term Care Home

The primary focus of service at The Pines is to provide person-centered care with the comforts of home. We embed this philosophy of care by ensuring excellent medical, nursing, and personal care for all residents. These services are supported by other programs and services to ensure that residents' nutritional, social, and recreational needs are met and that they live in a well-maintained, clean, stimulating, and safe environment. These services are provided by a variety of employees, including administrative staff, cooks and dietary aides, recreation staff, registered nurses, registered practical nurses, personal support workers, housekeepers, laundry aides, maintenance workers, restorative aides as well as contracted services.

In addition, the Pines retains professional services, including dietitians, physiotherapists, physicians, audiology, optometry, dentistry, psychiatry, occupational therapy, and pharmacy. Many of the residents' professional services are covered through the Ontario Health Insurance Program (OHIP), with some billing charges paid directly by residents.



The home is required to have a medical director who provides services directly to residents and oversees all medical services offered to the residents. The medical director is compensated through the regular medical billing procedures for physicians in Ontario.

The home has developed effective supportive working relationships in the community with volunteer organizations and individuals who support the internal recreation and socialization programs. A third party provides back-office financial and administrative systems. Staff carries out the home's administration and business functions, with support from corporate partners.

Home staff manages the residential environment at The Pines, including housekeeping, laundry and maintenance, and indirectly through the purchase of services, e.g. plumbing, electrical, refrigeration, heating and ventilation, etc. The home ensures that infection prevention and control standards are being met or exceeded daily.

To ensure residents stay connected with their community and continue to have access to outside medical appointments, The Pines provides Telemedicine through Ontario Telemedicine Network (OTN); utilizing technology to ensure that residents can be assessed in their environment which reduces the burden on family members related to transportation, increases comfort and safety for the residents.

The Pines includes a secure home area (32 beds) that provides services to residents with a diagnosis of Alzheimer's disease and/or dementia that are at risk of elopement. Residents can wander in this secure environment with a reduced risk of wandering out of the home. The Pines also provides a roam alert system which is a bracelet that the resident wears which is connected to the front door of the home, which increases safety for the residents that require this device.

7.0 Considerations Informing This Plan

The strategic plan has identified areas of focus to support the effective and efficient delivery of services to residents and to enhance the operations of the building.

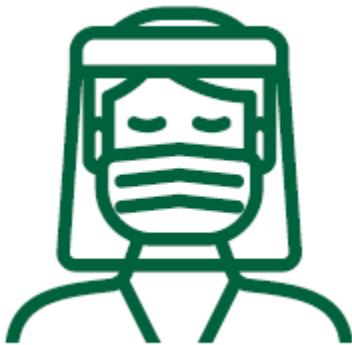
To develop this strategic plan, the home's administration undertook a comprehensive review of its operations and gathered input from employees, Residents' Council, Family Council, family members and caregivers, external stakeholders and volunteers. The review has taken into consideration the recent significant impact of the COVID-19 pandemic, the Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System and Ontario's Long-Term Care COVID-19 Commission Report.

The following are significant elements that The Pines has considered over the next four (4) years in developing this plan:

The recruitment of personal support worker (PSW) and registered staff remain challenging at The Pines. A recent study by the MLTC based on the key recommendations made by the Honourable Eileen E. Gillesse, Commissioner of the Long-Term Care Homes Public Inquiry noted the critical role of staffing in the system. The District Municipality of Muskoka has hired a Recruitment Specialist that is focusing on The Pines currently to assist with the recruitment and retention of employees. The home continues to work with education institutions to provide placement opportunities for all disciplines of staff and are looking to partner with a college to provide an onsite living lab. This is one way of possibly recruiting future employees.

MLTC has initiated a staffing plan; "A better place to live, a better place to work: Ontario long-term care staffing plan", which states that over the next four (4) years, this government will increase investments in long-term care staffing annually, spending up to \$1.9 billion in 2024-2025 to support increased staffing levels.

The home will need to look at the current staffing and ensure that the leadership team is working toward the goal of four (4) hours of direct care per resident per day.



Leadership turnover since 2018 has created opportunities within the home to redefine the workplace culture, employee wellbeing, recognition, and engagement in the home. The new leadership team will focus on creating a work environment that fosters coaching, mentoring, open communication, engagement, and creativity.

The District has maintained the use of a service contract to provide consulting and financial support and policy development for The Pines. The service contract will expire at the end of 2022 and will require transitioning these services to a new internal model or procuring a new service contract.



Residents' Council and Family Council are active groups in the home and assist to provide important feedback about the quality of care in



the home. The views and concerns of residents and families about the quality of care being provided in the home need to inform all decisions. Families and residents are provided with the MLTC phone number and website that details how they can voice their concerns. The MLTC phone number must also be posted in the home. All concerns can be anonymous and the MLTC is expected to follow up on each concern. Concerns that are reported to the leadership team in the home are addressed promptly and reported to the MLTC, if required. The home has an internal tracking system as well to identify trends that may need to be further actioned.

The Ministry of Labour (MOL) has increased its monitoring procedures of Long-Term Care Homes and has recently introduced new standards and requirements for increased workplace monitoring. Also, staff who have been injured inside/outside work are required and encouraged to return to work as soon as possible, often resulting in modified work arrangements for them during their recovery. This creates an opportunity for a supportive return to work and allows for these modified workers to be on the floor assisting, creating a team approach until they can return to regular duties and a full recovery.

Ontario Health now oversees all Long-Term Care Homes in Ontario. The Pines is accountable to the Ontario Health Central Region as well as to the Ministry of Long-Term Care (MLTC). The introduction of the Long-Term Care Home Service Accountability Agreement (L-SAA) replaces the current service agreement with MLTC. Ontario Health must administer the funding for The Pines based on the levels of care. Ontario Health will do this through planning, funding, integration, and performance monitoring. Employees at The Pines will be expected to provide reporting requirements as set out by the agreement. MLTC is responsible for ensuring the home complies with its operational standards. MLTC does so by carrying out inspections and conducting enforcement and performance reviews.

Ontario





To ensure the residents remain connected to their families and community supports, the home has introduced new and innovative ways to support communication. Through the COVID-19 pandemic, the home has utilized technology to ensure that residents remain connected and that family members remain up to date on the most recent changes related to MLTC and the Pandemic. Technology will continue to be utilized as we move into the post Pandemic time as it has been beneficial to those who are not local to the area and would like to remain connected to the home or their loved one. It is well documented that residents in Long-Term Care Homes who remain connected to their families, friends, and communities - religious and social organizations, add quality years to their life.

8.0 Strategic Goals and Key Deliverables



During 2022-2025, the home's administration will focus on operational areas, building on our current foundation as these strategic goals are advanced. The District Municipality of Muskoka Health Services Committee and Council will be informed of the direction in this strategic plan. The home's administration will provide progress reports to Committee and Council regularly.



8.1 Goal 1: Deliver Exceptional Person-Centred Care

The Pines strives to continue to provide exceptional person-centered care with palliative care philosophy to ensure comfort and quality of life for residents.

Key Deliverables:

- Ensure that inclusion, diversity, equity, and antiracism are reflected in all aspects of the home.
- Deliver programs to employees to enhance infection control practices, care of residents related to comorbidities, mental health needs, medication safety, developmental disabilities, and responsive behaviours.
- Transition home areas to care models proven effective for dementia care.
- Modernize the end-of-life and transition after death care.
- Refresh the home's kitchen and serveries.
- Redevelop the Continuous Quality Improvement Program with new concepts, ideas, and improvements to be vetted through a multi-disciplinary review and shared with Family Council and Residents' Council.



8.2 Goal 2: Maintain a Full Staff Compliment

The Pines will continue to focus on recruitment and retention to ensure that the residents have the staff in-place to meet the exceptional person-centred care.

Key Deliverables:

- Develop a plan to improve recruitment, orientation, and retention of staff in all positions aligned with the MLTC staffing plan, “A better place to live, a better place to work: Ontario long-term care staffing plan”, which focuses on providing all residents four (4) hours of care per day and increased percentages of allied health care partners.
- Strengthen relationships with local educational institutions to influence and shape curriculum, to offer quality education placements and onsite labs in the home to increase the number of students that become employees.
- Pursue employee feedback and involvement in improvements for the home which includes recruitment, recognition program and retention for positions in the home.



8.3 Goal 3: Healthy Vibrant Staff

Ensuring that all staff feel healthy, engaged, supported, and recognizing to ensure a positive impact for the residents.

Key Deliverables:

- Support staff wellbeing with expanded on-site services.
- Implement a peer-support program.
- Embed inclusion, diversity, equity, and antiracism into all aspects of the employee experience.
- Re-establish the Commissioner's Taskforce to pursue employee engagement for improvements for the home.
- Develop and implement an employee recognition program to include ongoing recognition and celebration of teams and individuals.
- Implement employee learning and development initiatives beyond core training focussing on leadership development, mentorship, and career advancement.
- Implement a 'Just-Culture' framework into all operational aspects of the home.



8.4 Goal 4: Efficient Operations

Ensuring the home has the most up to date technologies, equipment, and support to ensure staff are efficient and able to give time back to the residents.

Key Deliverables:

- Maximize the use of current technology to improve documentation, communication, and safety.
- Implement new technologies to streamline processes and improve outcomes, experiences, and decision support.
- Pursue synergies with Fairvern Nursing home regarding policies, procedures, resident care documentation and care routine configurations and staff training and development.
- Assess options and implement the selected approach to the financial support and policy development service contract, transitioning these services to a new internal model or procuring a new service contract.
- Maximize the use of the clinical practices of Community Paramedics, allied practitioners, and telemedicine.



8.5 Goal 5: Build Relationships

Collaborate with stakeholders to ensure The Pines is a leader in the industry with the supports of the relationships that the home continues to build. The relationships will have a positive impact on the wellbeing of the residents.

Key Deliverables:

- Collaborate with community partners and other long-term care homes to address challenges that impact the long-term care sector.
- Engage in initiatives being advanced by Advantage Ontario.
- Re-establish the Volunteer Program during the pandemic recovery.
- Expand knowledge of the Pines Support Committee to achieve fundraising plans.

9.0 References

1. The Ministry of Long-Term Care staffing plan 2021-2025, *A better place to live, a better place to work*, December 2020.
2. The Ministry of Long-Term Care, *Long-Term Care Homes Act*, 2007
3. The Ministry of Long-Term Care, *Ontario Regulations 79/10*, 2007
4. Ontario, *Municipal Act*, 2001, S. O. 2001, C. 25
5. The Honourable Eileen E. Gillese, Commissioner, *The Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System*, 2019.
6. Commissioners Report, *Ontario's Long-Term Care COVID-19 Commission Report*, 2021.



Appendix A: Environmental Scan – Internal Strengths

Internal Analysis - Strengths
<ul style="list-style-type: none"> • Homelike environment, nicely decorated, well maintained • High resident and family satisfaction • Engaged Residents' Council • Newly established Family Council • Engaged, supportive family and essential caregivers and volunteers • Caring, compassionate and well-trained employees • Comprehensive training program • Outstanding volunteer program, including family volunteers • Staff appreciation efforts ongoing • Multiple mechanisms in place to seek feedback from stakeholders • Increasing focus on palliative, comfort and end-of-life care • Safety is a priority for all • Utilizing technology for both staff and residents in multiple aspects in the home including connecting with families and education for staff • Support for student learning including collaboration with multiple colleges • Focused on maintaining and improving resident independence • Communication avenues with families and caregivers of residents- Family zoom meetings, constant contact and engage (resident and family platform) • Strong support from The District Municipality of Muskoka • Recruitment Specialist with the District focus on The Pines • Majority of staff and residents vaccinated against COVID-19 • Robust Infection Control Practices and Health and Safety Committee with employee engagement

Appendix A: Environmental Scan – Internal Challenges

Internal Analysis - Challenges
<ul style="list-style-type: none">• Concerns regarding understaffing, workload issues related to resident acuity and expectations• Cycles of low morale and the impact of COVID-19 pandemic• Concerns with recruitment and retention of employee• Human resources realities including aging workforce, injuries, and absenteeism• Ongoing challenges managing responsive behaviours, workplace violence and physiological safety in the workplace• Aging building with multiple ongoing repairs and needs for upgrades• Communication concerns with existing technology which creates challenges during codes and routine care• Compassion fatigue• Room to improve Ministry Designated Priority Indicators• No formal Employee Recognition Program in place• Significant turn-over of leadership team• Staffing expectation from the MLTC- four (4) hours of care per resident.• Infection Control standards from MLTC and Public Health• Ministry of Labor inspections and standards

Appendix A: Environmental Scan – External Opportunities

External Analysis – Opportunities
<ul style="list-style-type: none"> • Excellent reputation • Strong support from the District Municipality of Muskoka • Extendicare Assist arrangement with model policies, back office and payroll support • Accredited by CARF with ongoing commitment to CARF standards • Dedicated Pines Support Committee • Multiple committed contracted service providers including physicians, physiotherapy, other health and building related • Large pool of volunteers • A plethora of options for technology improvements for care, communication, safety, etc. • Supportive community partners • Collaboration with local hospital and public health unit • OTN onsite connecting us to numerous providers • Fairvern Partnership

Appendix A: Environmental Scan – External Roadblocks

External Analysis – Roadblocks
<ul style="list-style-type: none">• Pending changes to the long-term care Home Act which or home will need to embrace related to pandemic, infection control as well as commissioners' reports• Increasing Regulatory demands and extraordinary documentation requirements• Majority of admission are crisis, waitlists and demand is growing. Priority continues to change related to COVID regulations• Limited pool of potential (qualified) employees in the local area• Media attention to impact of COVID-19 pandemic on Long-Term Care and resident violence including homicides, nursing home inadequacies, etc. may generate fear and uncertainty• Increasing costs and reliance on archaic funding schemes• Limited funding and a vast amount of home needs• Periods of harsh weather (heat waves, storms including snow)• Need to ensuring transparency and build confidence