



## **OPERATIONAL PLAN 2018-2019**

### **Executive Summary**

**We have built on our past, learn from today and embrace the future challenges**

**“A Caring Place for Seniors” E.J McQuigge Lodge is committed to providing compassionate quality care and services, in partnership with community and families using a holistic, multidisciplinary approach**

To support the Strategic Plan there is an up to date Communication Plan, Information Plan, Safety Plan

#### **STRATEGIC DIRECTIONS**

- ◆ #1 Renewed Resident Focus through Resident and Family Engagement
- ◆ #2 Organizational Effectiveness through Positive Leadership
- ◆ #3 Maintain and grow our Community Partnerships
- ◆ #4 Support Quality Care and Services through Education, Communication and Involvement
- ◆ #5 Recognize the importance of a Healthy and Positive work life experience for staff

| Operational Objective   | Plan of Action  | Timeline   |
|---|---|--|
| <p>Create a Resident Engagement Plan to renew Resident/Family Centred care and services</p> | <ul style="list-style-type: none"> <li>◆ Create a Resident Engagement Plan using the Health Quality Ontario and SELHIN Senior Friendly Framework</li> <li>◆ Maintain a home-like environment for the resident, allowing individualization of each resident's area</li> <li>◆ Involve Residents and their families in all aspects of each Individual's Multidisciplinary Plan of Care</li> <li>◆ Involve Residents and their families in decision-making regarding organizational design and governance</li> <li>◆ Utilize Residents' Council, Resident Committees, surveys and Education sessions to actively engage and support Quality in our Home.</li> <li>◆ Use of our website portal for Education and Resident/Family Engagement</li> <li>◆ Involve residents and families as we create an updated patio and gardens area</li> </ul> | <p>Fall 2018</p> <p>Ongoing</p> <p>Spring 2019</p> <p>Spring/Summer 2019</p> <p>Spring/Summer 2019</p> |

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| <p>Organizational effectiveness through Positive Leadership</p> | <ul style="list-style-type: none"> <li>◆ Ensure financial viability through responsible use of our financial resources</li> <li>◆ Recognize the pressures of an aging home while promoting new and innovative care concepts</li> <li>◆ Involve staff, residents, family members and volunteers in decision-making using Care conferences, Resident Council, Surveys and Teams</li> <li>◆ Support open communications and use of information systems to enhance delivery of safe quality care and services</li> <li>◆ Effective Succession Planning to support a high standard of care and effective management of resources</li> <li>◆ Promote Leadership throughout the Home through Continued Staff Development</li> <li>◆ Offer Educational opportunities when available to promote leadership and competence at all levels</li> <li>◆ Increase attention to dementia care and responsive behaviours</li> <li>◆ Manage the transition to a new home, if applicable while minimizing disruption to residents, families and staff</li> </ul> | <p>ongoing</p> |
|---|---|----------------|



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|--|---|--|
|  | <ul style="list-style-type: none"> <li>◆ Engage Residents, Family, Community and Staff through use of surveys, new website, Surge Learning Education</li> <li>◆ Interactive opportunities with use of new website design for Education, Communication and Input Involvement</li> <li>◆ Continue team-based approach and resources through Health Quality Ontario for focused projects</li> <li>◆ Evaluate care against benchmarks using RNAO Best Practices, MOHLTC, MOL, Public Health Unit and Accreditation inspection/review processes</li> <li>◆ Continue to ensure Ethics and Safety are an integral part of all care and service provided reviewing issues at all PAC meeting</li> <li>◆ Utilize Teepa Snow GEMS Model for our delivery model of care</li> </ul> | <p>Fall 2019</p> <p>Fall 2019</p> <p>Ongoing</p> <p>Annually</p> <p>Quarterly</p> <p>Spring 2019</p> |
| <p>Recognize the importance of a healthy and positive work life experience for staff</p> | <ul style="list-style-type: none"> <li>◆ Provide education on patient safety to all staff</li> <li>◆ Our people are accountable and are supported in their roles</li> <li>◆ Maintain a skilled and engaged workplace that embraces education and innovation</li> <li>◆ Ensure our Workplace are safe and healthy</li> <li>◆ Our Leaders are visible and accessible</li> <li>◆ Ensure an effective Communication Plan</li> <li>◆ Ensure staff have support to balance physical, mental, spiritual and social needs</li> </ul>  | <p>ongoing</p>   |

| Strengths  | Weaknesses  |
|--|---|
| <ul style="list-style-type: none"> <li>◆ Single owner facility</li> <li>◆ As a small home we achieve a feeling of family, to each other, to our residents, and their loved ones.</li> <li>◆ Satisfaction reports indicate families are happy with care and services</li> <li>◆ Strong community links with a number of staff sitting on various community boards and attending a number of meetings</li> <li>◆ Residents who are admitted often stay when they are later offered a bed in their facility of choice</li> <li>◆ Friendly, accessible management staff</li> </ul> | <ul style="list-style-type: none"> <li>◆ Older building, 4 bed wards, environment upgrades needed</li> <li>◆ Internal - staff commented on poor communication processes</li> <li>◆ Union management relations strained, and as a result it is difficult to get staff participation on committee work or to attend educational opportunities.</li> </ul> |

| Opportunities  | Threats  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Decisions can be made quickly</li> <li>◆ Due to size of the facility some staff, residents and families knew each other in the community and all are able to get acquainted or reacquainted easily here</li> <li>◆ Staff idea...Any changes might be an opportunity to reform who we are and what we stand for</li> <li>◆ New Harassment Legislation Investigations have decreased negative interactions between staff</li> </ul> | <ul style="list-style-type: none"> <li>◆ This is an older building requiring a lot of upgrades</li> <li>◆ Resident 's families often prefer a modern facility with single and spacious rooms for their family members.</li> <li>◆ Internal...There are some union members who have a feeling of mistrust with management.</li> <li>◆ Internal... staff comment There is an atmosphere of gossip and blame</li> </ul> |