



STRATEGIC PLAN 2017 to 2022

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

The development of the plan followed a process that was approved by the owner with information from Ministry of Health and Long Term Care, Ministry of Labour, Public Health and Accreditation Canada information, results from resident and family surveys as well as community, contract and support service consultation. All staff were given an opportunity to be involved in the updated SWOT analysis and workplace surveys in a process called “Amnesty Café”. With input from Residents, Families, Community and Staff we identified our main Strategic Directions for 2017-2020.

Some strategic directions from previous plans have been identified and refined. Long range planning in health care must be a flexible and fluid activity. Our environment is constantly changing and we have been able to amend our processes as regulations, cultural and requirements dictate.

STRATEGIC DIRECTIONS

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

Strategic Direction	Plan of Action
Renewed Resident Focus through Resident and Family Engagement	<ul style="list-style-type: none"> ◆ Create a Resident Engagement Plan using the SELHIN Senior Friendly Framework ◆ Maintain a home-like environment for the resident, allowing individualization of each resident's area ◆ Involve Residents and their families in all aspects of each Individual's Multidisciplinary Plan of Care ◆ Involve Residents and their families in decision-making regarding organizational design and governance ◆ Utilize Residents' Council, Resident Committees, surveys and Education sessions to actively engage and support Quality in our Home.

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

<p>Maintain and grow our Community Partnerships</p>	<ul style="list-style-type: none"> ◆ Maintain our reputation in the community for providing excellent care ◆ Maintain Partnerships with local Educational Institutions ◆ Fundraising for charities of choice such as Alzheimer Society ◆ Focus on linkages with community to more fully understand our community needs, address health-related issues and ensure we are providing the services required in our area. ◆ Create partnership with local recruitment agency
<p>Support Quality Care and Services through Education, Communication and Involvement</p>	<ul style="list-style-type: none"> ◆ Support innovation and the application of quality improvement methodologies that assist in defining root causes impacting performance in meeting quality of care and service expectations. We then test our change ideas, implement and spread the positive outcome. ◆ Continued education through Surge Learning, RNAO Best Practices, Community Partners and Vendor Education. ◆ Engage Residents, Family, Community and Staff through use of surveys, new website, Surge Learning Education ◆ Interactive opportunities with use of new website design for Education, Communication and Input Involvement ◆ Continue team-based approach and resources through Health Quality Ontario for focused projects ◆ Evaluate care against benchmarks using RNAO Best Practices, MOHLTC, MOL, Public Health Unit and Accreditation inspection/review processes ◆ Continue to ensure Ethics and Safety are an integral part of all care and service provided

Recognize the importance of a healthy and positive work life experience for staff

- ◆ Provide education on patient safety to all staff
- ◆ Our people are accountable and are supported in their roles
- ◆ Maintain a skilled and engaged workplace that embraces education and innovation
- ◆ Ensure our Workplace are safe and healthy
- ◆ Our Leaders are visible and accessible
- ◆ Ensure an effective Communication Plan
- ◆ Ensure staff have support to balance physical, mental, spiritual and social needs

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

Opportunities	Threats
<ul style="list-style-type: none"> ◆ Decisions can be made quickly ◆ 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 ◆ Staff idea...Any changes might be an opportunity to reform who we are and what we stand for ◆ New Harassment Legislation Investigations have decreased negative interactions between staff 	<ul style="list-style-type: none"> ◆ This is an older building requiring a lot of upgrades ◆ Resident 's families often prefer a modern facility with single and spacious rooms for their family members. ◆ Internal...There are some union members who have a feeling of mistrust with management. ◆ Internal... staff comment There is an atmosphere of gossip and blame