



STRATEGIC PLAN 2022 to 2025

Executive Summary

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

“Life is a Story. Live it Well.” 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 Management Plan, Safety Plan, Human Resources Plan

STRATEGIC DIRECTIONS

- ◆ #1 Safety for all staff, residents and families
- ◆ #2 Provide Exceptional Resident Focused Care
- ◆ #3 Build Relationships - Family and Community Involvement
- ◆ #4 Human Resources – Maintain full staff compliment in a healthy and positive workplace



OPERATIONAL PLAN

To support the Strategic Plan there is an up-to-date Communication Plan, Information Plan, Safety Plan, Safety Flyer, Human Resource Plan and Quality Plan. Our Homes' Key Deliverables and Goals have been identified as a result of data collected. The plans facilitate a collaborative relationship with residents, families, and community partners. Our Vision Statement and Core Values are the framework from which we design our plans and strategies. Based on numerous internal and external factors, E.J. McQuigge Lodge makes changes and enhancements to the care and services provided, to meet and in some cases, exceed the ever-changing needs and expectations of our residents, family and staff. Budget analysis and preparation is done with the accountant when the CMI funding is announced. A budget vs actual report is generated each month to ensure expenses are within each envelopes revenue.

E.J. McQuigge Lodge tries to focus our improvements as they align with our Mission, Vision and Values. "Life is a Story. Live it Well." To do this we review alignment and requirements from the following:

- E.J. McQuigge Lodge Strategic Plan 2022-2025
- Ontario Health previously Local integrated Health Network
- Ministry of Health and Ministry of Long-Term Care legislation, regulations and directives
- Other relevant legislation including Labour, Public Health etc.
- Health Quality Ontario initiatives
- Accreditation Canada Standards
- Quality, Risk and Safety Plans, Satisfaction Surveys

➤ **Strategic Direction #1: Safety for all staff, residents, and families**

Key Deliverables:

- ✚ Ensure Best Practices are followed regarding Infection Prevention and Control
- ✚ Promote further IPAC Core Competencies Education
- ✚ Vaccination Clinics
- ✚ Use Accreditation Patient Safety Report for staff involvement
- ✚ Review and Test Emergency Plans and Response Codes
- ✚ Installation Back-up Generator for all systems of our Home
- ✚ Installation of Heating and Airconditioning Units in all Resident Rooms
- ✚ Installation Fire Sprinkler System
- ✚ Enhanced Security with Surveillance Cameras
- ✚ Maximize the use of technology to improve safety, communication, and documentation
- ✚ Promote safe medication administration
- ✚ Continue use of Education such as Surge Learning

➤ **Strategic Direction #2: Provide Exceptional Resident Focused Care**

Key Deliverables:

- ✚ Behavioural Support Team - Gentle Persuasive Approach
- ✚ Resident and Family involvement in Clear Goals of Care
- ✚ Palliative Approach to Care
- ✚ New Skin Care Program
- ✚ Falls Prevention Program in Collaboration with Physiotherapy
- ✚ Embrace New Technologies to promote communication of care and Best Practices
- ✚ Utilize Care Model – Positive Approach to Care
- ✚ Involve Resident Council in decision-making
- ✚ Resident decision-making through Food Committee

➤ **Strategic Direction #3: Build Relationships - Family and Community Involvement**

Key Deliverables:

- ✚ Collaborate with community partners and other long-term care homes
- ✚ Redevelopment of website resources
- ✚ Subscription to Newsletter updates through website
- ✚ Annual Family Survey
- ✚ Continued and strengthen relationships with local educational institutions
- ✚ Use the technology to promote continued education

➤ **Strategic Direction #4: Human Resources – Maintain full staff compliment in a healthy and positive workplace**

Key Deliverables:

- ✚ Use Accreditation tools – Workplace Pulse and Patient Safety
- ✚ Employee Assistance Program
- ✚ Continuing Education using our Surge Learning platform
- ✚ Leaders that are visible and accessible
- ✚ Creation of a position – Resident Service Attendant to support care
- ✚ Use the website portal for communication and promotion of our Home
- ✚ Involvement in decision-making such as painting, equipment, huddles etc.
- ✚ Cross train between departments
- ✚ Support staff in upgrading skills and higher education
- ✚ Promote Preceptorship and Placement for possible future staff

ENVIRONMENTAL SCAN

Internal Analysis – Strengths

- ❖ **Single owner Home**
- ❖ **Homelike Environment, bright and nicely decorated**
- ❖ **Director of Nursing is a Certified Infection Control Nurse for over 15 years**
- ❖ **High resident and family satisfaction**
- ❖ **Caring, compassionate and well-trained employees**
- ❖ **Strong community links**
- ❖ **Friendly, accessible, and longstanding management staff**
- ❖ **New Backup Generator for the entire building**
- ❖ **Constant Contact – Communication tools – website**

Internal Analysis - Challenges

- ❖ **Aging building with multiple ongoing repairs and upgrades**
- ❖ **Cycles of low morale and the impact of COVID-19 pandemic**
- ❖ **Compassion fatigue**
- ❖ **Concerns with recruitment and retention of employees**
- ❖ **Human resources realities including aging workforce, injuries and/or absenteeism**

External Analysis – Opportunities

- ❖ **Excellent reputation**
- ❖ **Strong support from Medical Director and Nurse Practitioner**
- ❖ **Accreditation through Accreditation Canada since 1983**
- ❖ **Supportive community partners**
- ❖ **Partnerships with other Long Term Care Homes in the area**

External Analysis – Roadblocks

- ❖ **“Fixing Long Term Care Act” and Long Term Care Health Act – dealing with pending changes that can happen from one day to the next with no warning**
- ❖ **Increasing Regulatory demands and extraordinary documentation requirements**
- ❖ **Limited pool of potential (qualified) employees in this area**
- ❖ **Media attention regarding Long Term Care negative reports**
- ❖ **Increased periods of harsh weather (Storms, heat waves etc)**
- ❖ **Increasing costs for everything**