

The Corporation of the City of Greater Sudbury



Pioneer Manor Strategic Plan

2010-2014



A message from the Chair of the Pioneer Manor Management Committee

On behalf of the Management Committee for Pioneer Manor, I am pleased to present the new strategic plan for 2010-2014. This plan illustrates the facility's previous accomplishments and establishes a foundation for growth in the upcoming years.

As a leader among long-term care providers, Pioneer Manor holds an important place in the City of Greater Sudbury. This facility offers only the best practices in senior services while broadening their collective expertise in dementia care and research with partners across our community and our country. With a clear vision for the future, the committee and staff of Pioneer Manor can ensure that the needs of the residents and their families are met with the utmost care and respect.

It is my pleasure to chair the Pioneer Manor Management Committee on behalf of the City Council. Councillor Barbeau, Councillor Callaghan and I are looking forward to guiding Pioneer Manor toward meeting its goals by 2014.

Ron Dupuis,
Chair, Pioneer Manor Management Committee

A message from the General Manager

In 1993, the Master Plan for Pioneer Manor was unanimously adopted by Regional Council and supported by all councils thereafter. The vision was to develop Pioneer Manor into a seniors campus for northeastern Ontario. With the culmination of the strategic plan in 2007, the City of Greater Sudbury realized its seniors campus in its entirety.

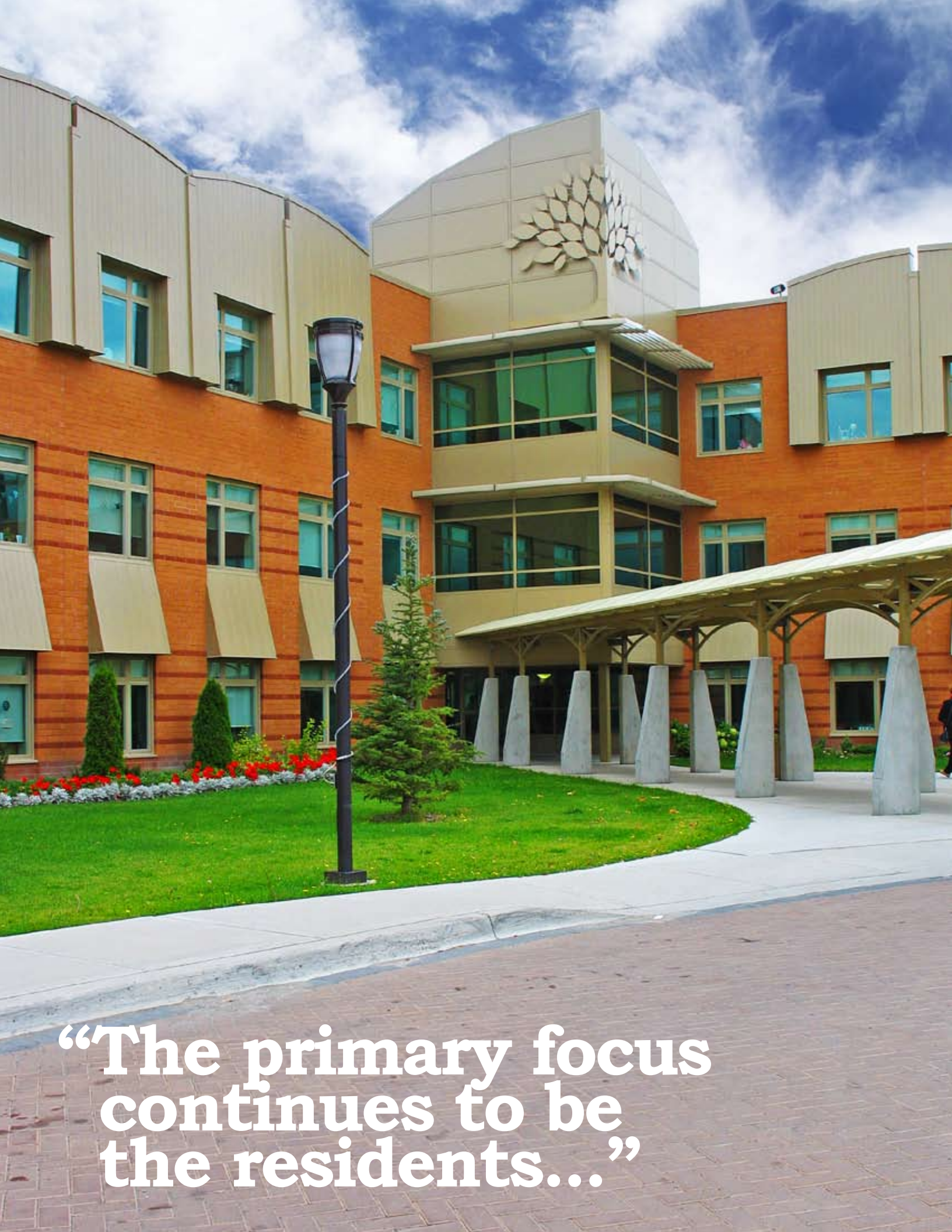
Today, Pioneer Manor has 70% of its physical accommodation meeting the highest standards in long-term care. Community partners have come together with energy and capital funding to realize a redeveloped Alzheimer Society and Day Program, a Family Health Team Hub and a Specialized Geriatric Services best practice model and service for northeastern Ontario at the site of the North East Centre of Excellence for Seniors' Health (Pioneer Manor).

Congratulations to all who have participated in the development of the seniors campus and to those ahead who will realize its next evolution of long-term care services.

Catherine Matheson,
General Manager, Community Development

Table of Contents

Executive Summary.....	5
Introduction.....	6
Governance.....	6
Vision, Mission & Values.....	7
Key Stakeholders.....	7
Key Success Factors.....	7
Previous and Current Strategic Plan Comparison.....	8
Operating Budget & CMI.....	9
Categorical Review - Levels of Care.....	10
Key Accomplishments.....	12
Environmental Scan.....	14
S.W.O.T. Analysis.....	15
Goals, Plan of Action & Performance Indicators.....	17
APPENDIX 1: Building Diagram with section names.....	21



“The primary focus continues to be the residents...”

Executive Summary

The strategic plan 2010 -2014 provides vision, values and clarity for the future of Pioneer Manor. The primary focus continues to be the residents, their families and the staff who provide care.

Indicators of success will be resident, family and employee satisfaction, fiscal responsibility and modeled best practices in long-term care. The goals set out for the facility for the next four years will strengthen the Home's position in long-term care and enable growth in research and effective service delivery.

Recognizing the financial pressures; operational systems and processes will continue to play a pivotal role. Through technology and effective utilization of software, the level of care provided to residents will be reflected. Telemedicine will continue to enable the facility to offer unique services such as teaching and educational development.

As the facility continues to mature, the opportunity for specialization within the dementia services niche will be ever more present. The new 95 specialized dementia units and their resident home areas will offer unique best practice and research opportunities.

The goals for 2010 to 2014 are as follows:

1. Develop specialty areas of clinical care via internal champions, in areas such as palliation, pain management, dementia, wounds, fall and injury prevention.
2. Establish leadership and best practice research in dementia care through partnerships with research institutions. Provide specialized care in a state-of-the-art 64-bed, dementia-designed LEEDs building.
3. Upgrade building and equipment to maximize resident and staff safety and building efficiencies.
4. Establish stronger internal controls and accountability to maximize resources and bring increased value to residents.
5. Engage the residents of Pioneer Manor, and the facility as a whole, to model and mentor a healthy, sustainable community as recognized by the United Nations University.

Introduction

This Strategic Plan is a guide to creating synergy between the organization's mandate, mission and environment. It is a document which has the endorsement of the governing body and serves as a point of guidance in establishing annual work plans. The strategic plan identifies a niche or area of expertise. A series of analytical steps is required in developing a strong strategic plan and successful implementation requires a dedicated staff and leadership team.

Pioneer Manor is committed to providing service excellence which respects residents and families through open and honest communication. The caring and capable staff are the foundation of the organization's success.

This plan has been developed with clear goals in mind. The renewed direction will champion the vision of becoming a recognized leader in the provision of long-term care in the Province of Ontario. Simply put, the strategy raises the benchmark of long-term care services. As Pioneer Manor continues to grow and develop, the core values will not change. They are well entrenched in the organization and are fundamental to sustainability. They define Pioneer Manor and serve as a framework for all decision making.

Governance

Pioneer Manor is a long-term care facility dedicated to the physical, social, spiritual and emotional well-being of residents 18 years of age and over with long-term health care needs. Centrally located at 960 Notre Dame Avenue in Sudbury, Pioneer Manor provides assistance in all aspects of daily living to 402 residents. Care plans are continually reviewed in consultation with residents and their families to ensure that the needs of the resident are fully considered and addressed. A team of over 450 employees, over 100 volunteers and many community partners work cooperatively to deliver the highest standard of services.

Pioneer Manor is owned and operated by the City of Greater Sudbury. First opened in 1953, the facility has evolved into a home-like environment that stresses warmth, comfort and the importance of friends and family in an inviting and park-like setting. A series of renovations and new builds have occurred over the past 10 years. It has renewed the physical accommodations for the residents, moving 70% of the bedrooms to the highest physical accommodation type in long-term care. A new three-storey addition (The Terrace, see APPENDIX 1) opened in October 2004 to replace 188 long-term care beds. The vacated bedrooms were renovated by community partners and now house a Family Health Team and Alzheimer Society Day Services Program. In June 2010, 64 long-term care beds, specifically designed for dementia (The Lodge, see APPENDIX 1), will open and replace the beds lost in the 2006 fire at the facility.

1953

District home for the Aged per legislative requirement of 121 beds. Managed by board of directors.

1973

Transfer of ownership to Regional Municipality of Sudbury. Growth to 342 beds. Managed by Regional Council.

1993

Legislative mandate changed from Home for the Aged to Long Term Care. Managed by Regional Municipality of Sudbury - Reporting to the (MOHLTC).

2001

Amalgamation - change in owner to City of Greater Sudbury.



Vision

Our vision is to be recognized as a leading provider of long-term care in the Province of Ontario.

Mission

Our mission is to provide long-term care while incorporating high standards of leadership, innovative approaches, research and development in concert with our community partners.

Working as a team; residents, staff, families, volunteers and students offer residents dignity, respect and care that promotes their comfort and quality of life.

Core Values

1. We value the residents as our highest priority.
2. We value our staff who are dedicated to providing excellent customer service.
3. We value our residents' families and friends, our community partners, service providers, local educational organizations.
4. We value the development and implementation of best practices for excellence in resident care.
5. We value the use of technology to improve and enhance resident care and quality of life.
6. We value the residents' rights, as defined in the Long-Term Care Act.
7. We value the diversity of all residents, staff and volunteers and their unique contributions to the life at Pioneer Manor.

Key Stakeholders

- Residents and families
- Council
- Staff and union
- Physicians
- Community agencies and educational institutions
- Ministry of Health and Long-Term Care
- Local Health Integration Network (LHIN)
- Tenants of North East Centre of Excellence for Seniors' Health: Family Health Team,
- Alzheimer Society, North East Specialized
- Geriatric Services
- Hôpital régional de Sudbury Regional
- Hospital (HRSRH)
- Students and volunteers
- Community Care Access Centre (CCAC)

Key Success Factors

- High quality services and practices
- Accreditation with Accreditation Canada
- Resident, family, and employee satisfaction
- Fiscal responsibility
- Research and modelling of best practices in long-term care
- Open and transparent communication and feedback

Previous and Current Strategic Plan Comparison

2002

Long-Term Care was at growth stage of industry development - newly regulated

Growth

Need for professional services offered on site in 2002

Services

Demand for services: 200 individuals on waitlist

Demand

In 2002 the projection for CMI (level of care) over nine years was 1.9% increase in CMI per year, yielding 100% CMI by 2006

CMI

Master Plan for campus created in 1994

Development

Given financial pressures, there was emphasis on ancillary services in 2002 to emphasize operational funding in the areas of personal care for residents. Operational budget was \$12 million in 2002

Budget

Staffing models: move from five-hour positions, which keep costs down to full-time permanent employees in recognition of strain on labour force and inability to attract and retain part-time workers.

Employment

Strengths in 2002: volunteers, socialization/activation for residents, care, program management.

Volunteers

2009

Reaching mature stage of industry - more focus and need for systemization/accreditation/ compliance to Long-Term Care standard

Maturity

Need for more coordinated services on site themed around therapeutic care - Audiology, Optometry, Dentistry, Occupation Therapy, Psychiatry, Podiatry, Physiotherapy, Recreational Therapy

Therapeutic Services

450 on waitlist, which reflects growing demographic

Increasing Demand

The CMI in 2007 was 92.1%, requiring the facility to place more emphasis on charting and level of care documentation

Documentation

Campus completed in 2009

Campus

\$24 million operational budget in 2009. Financial increases in operating budget from provincial government have enabled development of new services.

New Services

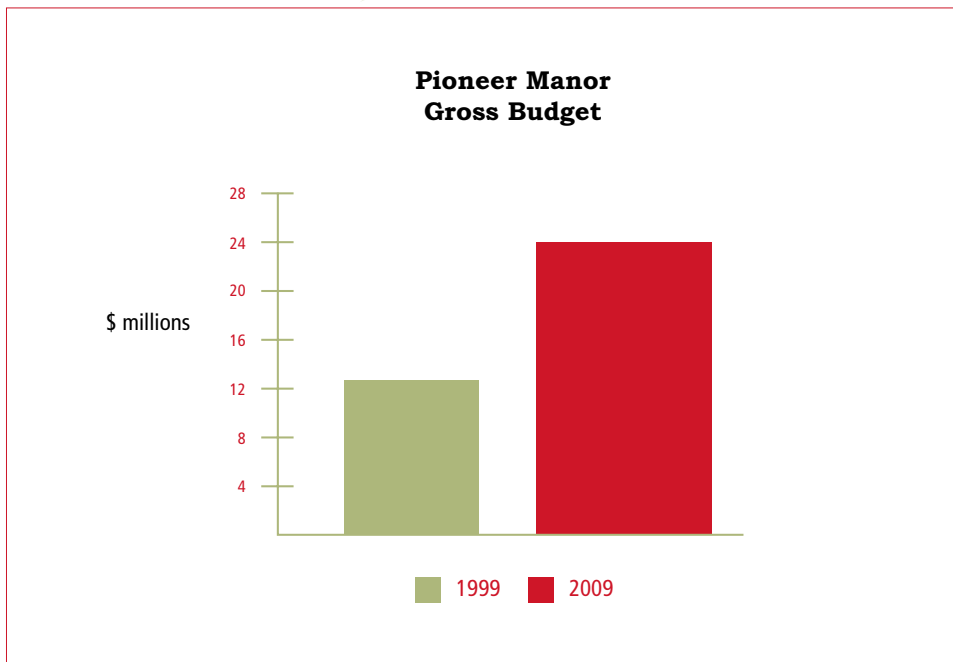
The need for maximizing permanent employment is further compounded in 2009 with shortage of health care professionals.

Demand

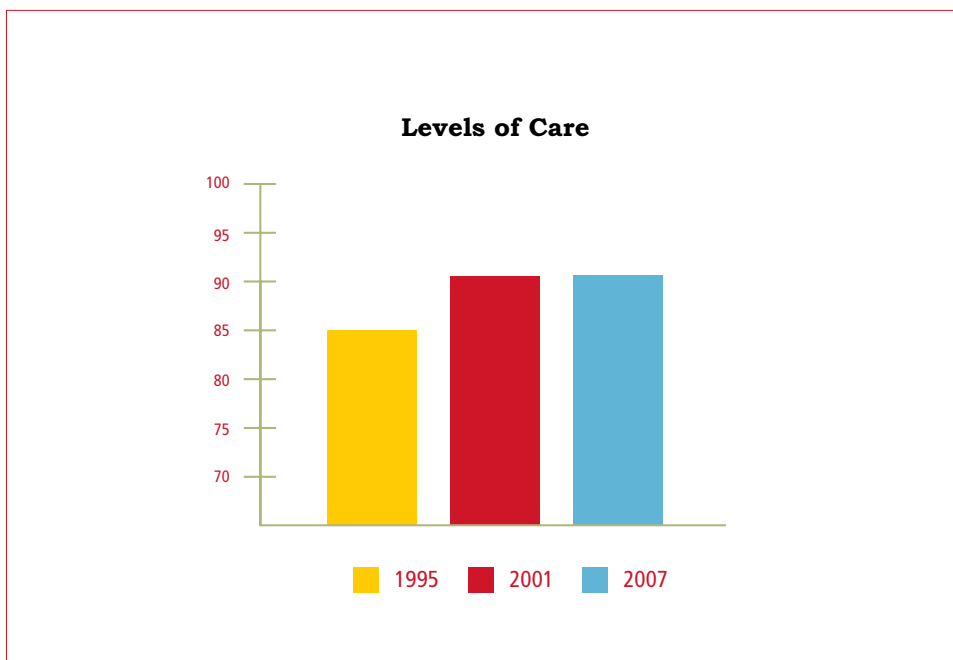
The drop in volunteers in 2009 requires additional effort of the facility as well as optimal use of volunteers.

Recruitment

Operating Budget & CMI



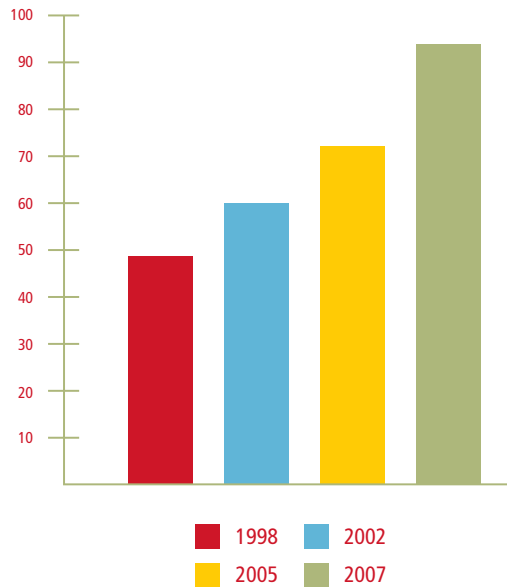
Increasing provincial revenues to enable facility to develop specialty areas of care.



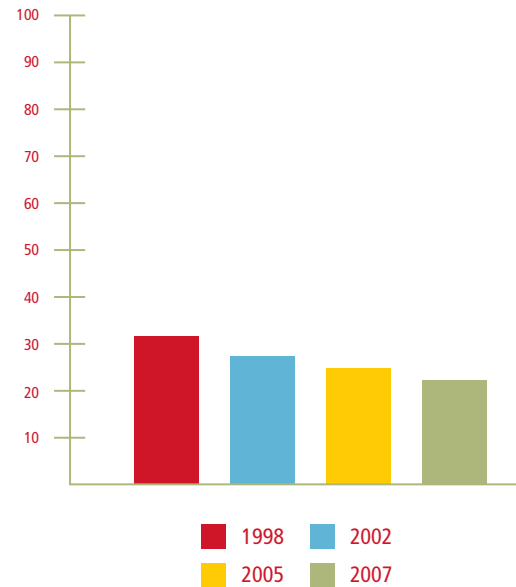
Levels of care documentation are not increasing as expected. Pressures on balancing revenue with resident care needs.

Categorical Review: Levels of Care

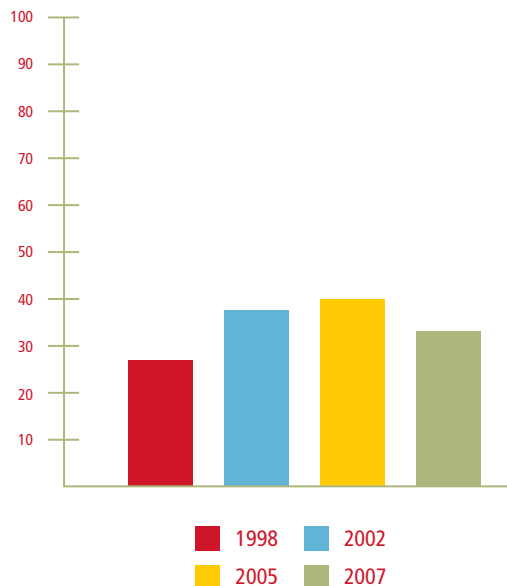
**Residents Requiring
Assistance with Dressing**



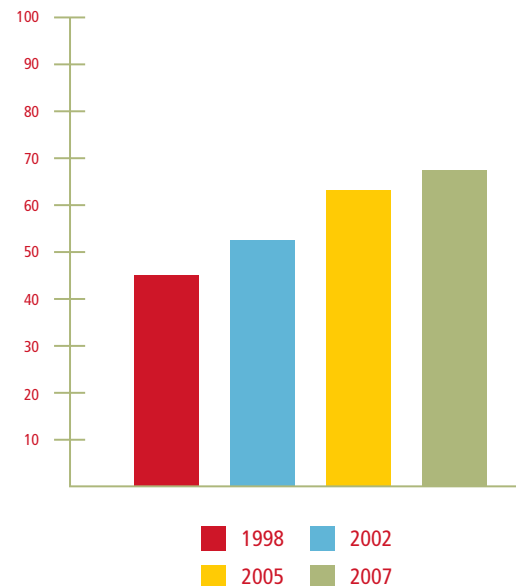
**Inability to
Communicate with Others**



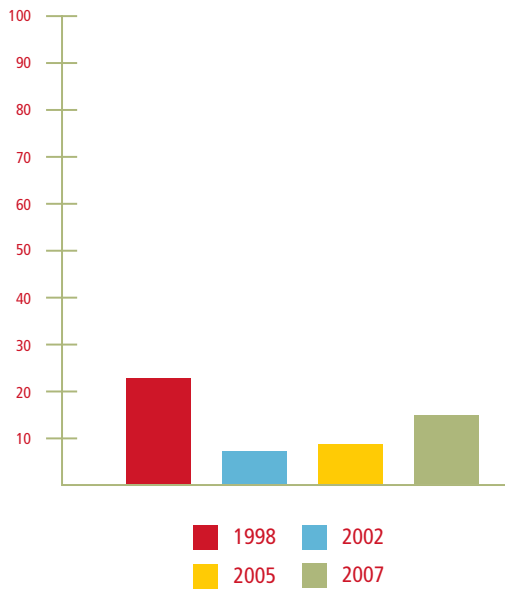
**Classification "F"
Highest Level**



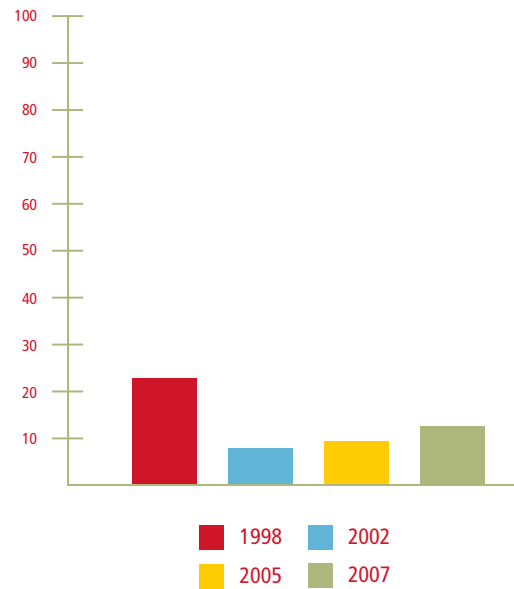
**Cognitive/Mental
Health Concerns**



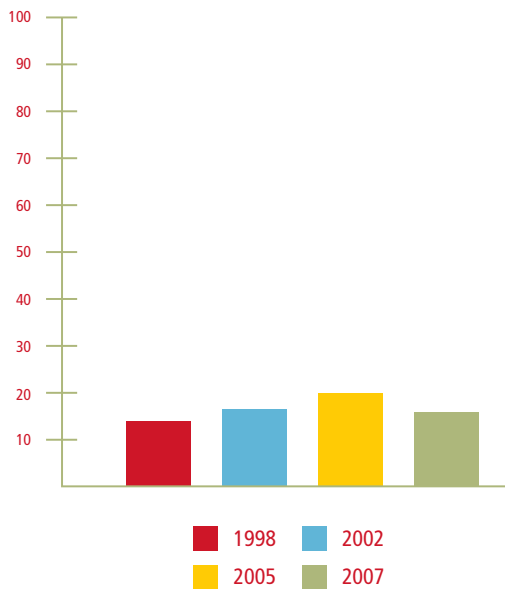
**Incontinence:
Urinary**



**Incontinence:
Bowel**



**Requires Two Person Assistance
with Transferring**



Need for assistance with activities of daily living is increasing, yet the level of care through documentation is not reflective of increasing care needs.

Key Accomplishments

Seniors Campus - North East Centre for Excellence for Seniors' Health

The Pioneer Manor Strategic Plan for 2002 to 2007 identified the creation of a Seniors' Campus as an immediate opportunity to realize the long-term care facility's objectives of best practice in geriatrics. It provided direction to deliver care and services above industry standards, to optimize the use of technology, and to promote wellness and involvement by families.

The Seniors Campus was successful in uniting community partners to create the first comprehensive long-term care and wellness centre of its kind for senior citizens in Northern Ontario. Partners include the Alzheimer Society Sudbury-Manitoulin, City of Lakes Family Health Team, and the North East Specialized Geriatric Services (NESGS).

In 2008, Pioneer Manor was named the site of the North East Centre of Excellence for Seniors' Health. The change was to recognize the accomplishment of the seniors campus and to recognize the convenient accessibility to services via the NESGS and Northeastern Ontario Dementia and Assessment and Consultation Services (NODAC). Residents of Pioneer Manor and seniors throughout Northeastern Ontario can access specialized care without having to travel beyond their communities. Services that comprise the North East Centre of Excellence for Seniors' Health include:

- Pioneer Manor long-term Care facility
- Société Alzheimer's Society Sudbury-Manitoulin: Supporting persons with Alzheimer's disease by offering day programs, respite care, counselling, support groups, resource centre access and education
- City of Lakes Family Health Team: A patient-centered model of primary health care that provides one-site access to a multidisciplinary team of health professionals, including: physicians, nurse practitioners, registered nurses, and other health care professionals.
- NESGS: Dr. Jo-Anne Clarke is the first and only practicing Geriatrician in Northeastern Ontario. The NESGS team services Northeastern Ontario through its team of specialized clinical nurses, occupational therapists, social work and educational coordinator.

New LEEDs Design Dementia Lodge

On October 26, 2006 a fire destroyed two wings of Pioneer Manor, which were constructed in the early 1970s and 80s. Occupants of Pioneer Manor were evacuated safely and 56 residents were moved to the Sudbury Regional Hospital, which offered a temporary home pending the rebuild of the two destroyed wings.

Through insurance, Municipal Infrastructure Investment Initiative (MIII) funding, and City of Greater Sudbury funding, beds have been designed to meet the specific needs of residents with dementia and will be constructed to exceed Ministry of Health and Long-Term Care 'A' standards. A circular floor plan accommodates residents for safe wandering. The facility features flower box windows, porch-like entrances, front yard trees and peaked roofs and complies with LEED Silver Standard for new construction. The two-storey building will become 'home' for 64 residents with dementia in June 2010. This LEED's designed complex is the second LEED's designed facility for long-term care in Canada and the first specifically fashioned for residents with dementia. The program of services will be specially designed for those with dementia.



Growth in Services

- Developed Pioneer Manor Code of Ethics
- Developed Pioneer Manor Code of Conduct
- Achieved three Accreditations of three accreditation surveys/cycles
- Created partnerships with agencies such as Psychogeriatrics and Northeastern Ontario Dementia and Assessment Centre
- Introduced Botox assessment and injection clinics for spasticity management
- Systems being implemented: Point Click Care, MDS, Kronos, Versus
- Established computer lab on-site
- Achieved lower rate of fractures
- Increased post-incident management of resident care on site, resulting in reduced emergency room visits
- Expanded professional services – Audiology, Optometry, Dentistry, Occupational Therapy, Psychiatry, Podiatry, Physio
- A higher demand for services:
 - Development of 188 new beds
 - 60 interim long-term care beds
 - 64 specialized dementia beds under construction

Resident Care Focus

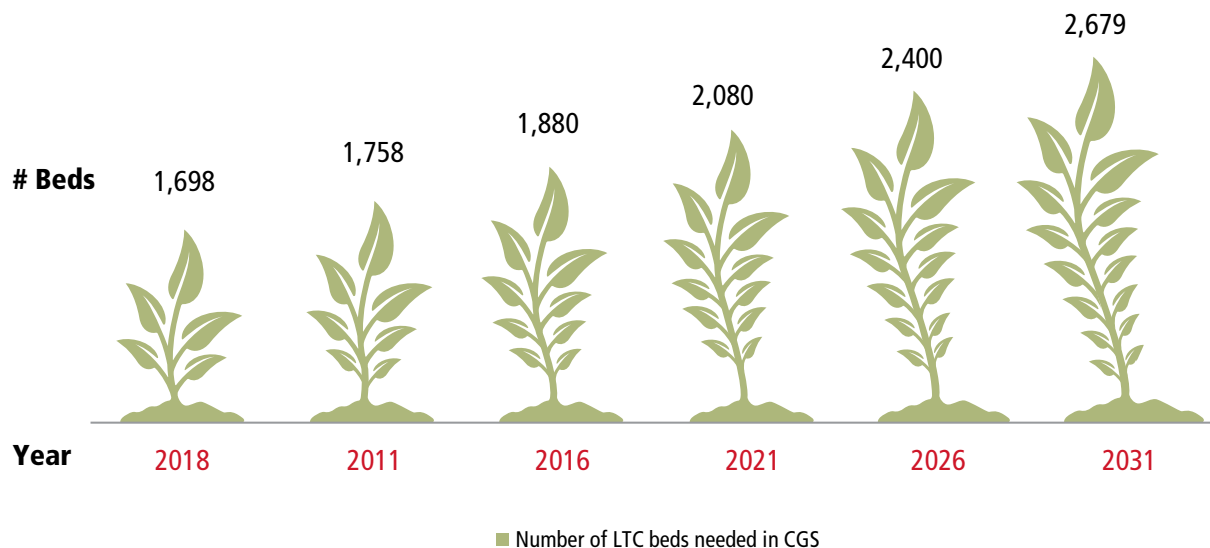
- North East Centre of Excellence for Seniors' Health: Pioneer Manor, Family Health Team,
- Alzheimer Society, Regional Geriatric Program
- Increased qualifications of staff
- Rehabilitation program
- Mandatory staff development programs
- Dementia training for all classifications of staff
- Recruitment of Geriatrician
- Mobility equipment repair clinic held weekly; mobility equipment cleaning clinic held quarterly
- Increased community connectivity, e.g. Sudbury Transit, paths, courtyards
- Medical Director community office on site
- Lower rate of outbreaks due to prevention
- Increase in supply of equipment i.e. ceiling lifts
- Increase in number and variety of students, e.g. Northern Ontario School of Medicine, Nursing, Paramedic, Dental Hygiene
- Consistency in food preparation, recipe book
- 30 residents housed temporarily in MacRae Centre post-fire and subsequently at Hôpital Régional de Sudbury Regional Hospital - Laurentian site

Environmental Scan

With an ever-growing aging population in the City of Greater Sudbury, the challenge will be meeting the demand for long-term care services.

An ongoing crisis in alternative level of care beds places additional stress on long-term care providers. With a shortage of community alternatives, premature admission to long-term care is therefore increasing, reducing the number of beds available.

LHIN Long-term Bed Projection



As quickly as the Baby Boomers are retiring, a new generation of employees is entering the workforce, bringing with them new methods, technologies and skill sets. As consumers of long-term care become more educated on legislation, regulations and standards, these new hires will become valuable members of the organization, bringing new ideas and initiatives. Above average wages and comprehensive benefits assist in attracting and retaining skilled personnel.

Accountability is a key theme of the Ministry of Health & Long-Term Care (MOHLTC). Recent legislation places a more significant impact on regulations, quality assurance, indicators, compliance and resident focus.

LHINs are the managers for health services that are delivered in hospitals, long-term care facilities, community health centres, community support services and mental health agencies. Pioneer Manor is part of the North East LHIN, which is one of 14 LHINs across the Province of Ontario. The NELHIN is responsible for planning,

integrating, funding and evaluating health care services for just over 550,000 people across an estimated 400,000 square kilometres.

In order to maintain leading edge status, Pioneer Manor must embrace new technology. Currently, the facility is lacking in IT development. As Pioneer Manor moves forward, the use of wireless technology to remain current and efficient – in administration, research and professional development will be critical. In addition, consideration must be given to methods of offering residents a variety of communication tools – satellite television, computers and the Internet.

There are currently six long-term care facilities operating in Greater Sudbury: Elizabeth Centre, Extendicare Falconbridge, Extendicare York, Finlandia Hoivakoti Nursing Home, Pioneer Manor and St. Joseph's Villa. Newer facilities are offering increased technological capacity and "A" standard accommodation – such as private rooms. In addition, 'Age in Place' options have been introduced in other facilities in the city. While Pioneer Manor is limited in broad, advanced technology, the continuous personal care and quality of life provided to residents is achieved by attracting qualified, skilled people.

S.W.O.T Analysis

Strengths

- Experienced staff and professional partners
- Competitive salaries and benefits
- Municipal contribution to operation and capital costs
- Occupational therapy experience and specialization
- Food variety, quality and availability
- Availability of resident care products such as incontinence supplies
- Clean, attractive building with natural lighting and protected courtyards
- Park-like setting
- Professional services and hairdressing on site
- Student learning
- Telemedicine clinics for residents
- Administrative support of City

Weaknesses

- Physical size
- Physical limitations of loading dock and laundry
- Communications with residents and staff
- Classification and role differentiation
- Scope of practical limitations due to time schedules
- Building deficiency for 150 bedrooms
- Lack of office and storage space, resident common areas and meeting rooms

Opportunities

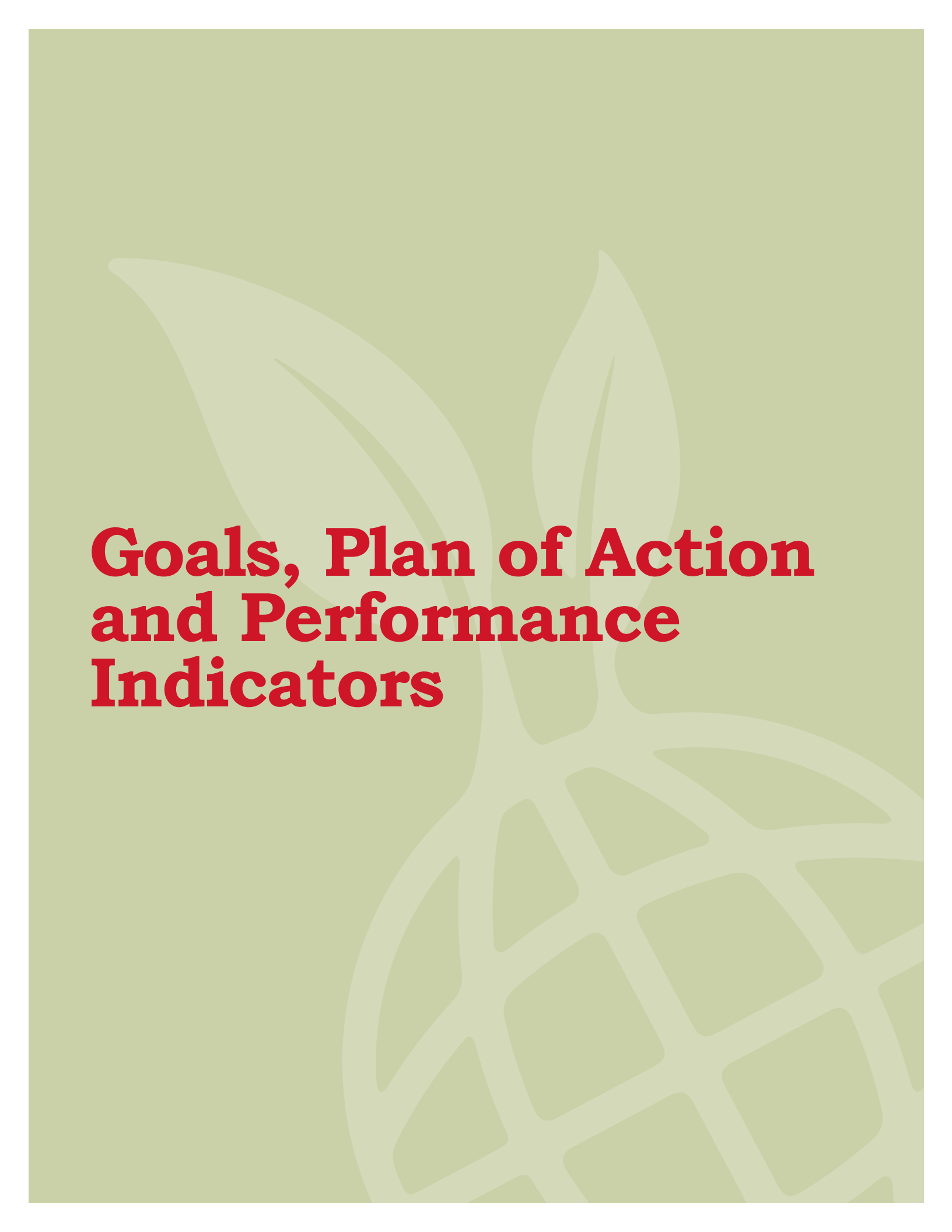
- Funding for conversion of 150 'C' bedrooms to 'A' bedrooms
- Program specialization
- Staff education linkages to technology
- Research and education linkage to Regional Geriatric Program
- Dementia specialization, best practice and research 95 beds
- Ontario Telehealth Network for families, residents' appointments
- Restorative Care
- Healthy Community Initiative
- Municipal capital funding
- LEED designation dementia beds

Threats

- New facilities and potential to recruit experienced staff
- Shortage of health care graduates
- Provincial and municipal fiscal constraint
- Traditional reliance on municipal home for hard to service clients, psychiatric, bariatric
- Increasing acuity



“...a healthy
sustainable
community...”

The background of the slide features a large, stylized leaf pattern in a light green color. The leaves are arranged in a fan-like shape, with the largest leaf at the top and smaller ones branching out. The pattern is subtle and serves as a decorative backdrop for the text.

Goals, Plan of Action and Performance Indicators

Goal #1

Develop specialty areas of clinical care via internal champions, in areas such as palliation, pain management, dementia, wounds, fall and injury prevention.

Plan of Action

- Implement pain management and palliative care program
- Adopt a stronger interdisciplinary team approach to care, with increase in scope of practice for professional staff
- Utilize the Ontario Telemedicine Network (OTN) for staff professional development
- Utilize other practical training modes for skill enhancement in areas of products, equipment, and supplies
- Maximize OTN modalities for specialized medical appointments
- Increase the availability of technology for all staff
- Move to wireless charting
- Smoke-free policy
- Identification and intervention of risk areas
- Establish family committee
- Move to three pods within home wherein the team and staff are consistent in both full and part-time staffing patterns
- Increase communication

Performance Indicators

- Satisfaction surveys
- Prevalence of falls and related injuries
- Wound care
- Serious incidents
- Medication errors
- Development of a Professional Development/Staff Education database to quantify and track development and training initiatives
- Point Click Care Indicators, including, but not limited to MDS CHSRA Indicators for:
 - Accidents
 - Behavioural symptoms affecting others
 - Use of 9 or more medications
 - Incidence of cognitive impairment
 - Prevalence of bladder or bowel incontinence
 - Prevalence of antibiotic / anti infective use
 - Prevalence of dehydration
 - Prevalence of weight loss
 - Incidence in decline of late loss ADLs
 - Prevalence of bedfast residents
 - Prevalence of antianxiety/ hypnotic use
 - Prevalence of daily physical restraints
 - Number of falls per resident population
 - Number of falls resulting in fractures
 - Number of falls resulting in other injuries
 - Number of antibiotic preparations ordered for infections
 - Number of deaths associated with infections
 - Number of outbreaks
 - Number of infection(s)
 - Total number of skin breakdowns
 - Total number of NSAID prescriptions
 - Total Number of medications

Goal #2

Establish leadership and best practice research in dementia care through partnerships with research institutions and providing specialized care in a state-of-the-art 64-bed, dementia designed LEEDs building.

Plan of Action

- Offer research opportunities to Laurentian University and others across the province who have an interest in dementia (RFP)
- Implement new model of care practice within the 95 resident home areas
- Offer opportunities for the NESGS with the newly formed dementia program for best practice development and training
- Evaluate impact of 95 beds specializing in dementia care
- Evaluate environmental impact of LEED dementia designed wing

Performance Indicators

- Research applications and requests
- Referrals to RGP from Pioneer Manor
- Publication of journal articles
- Feedback from educational institutions (through specific surveys)
- Grants
- Partnership with research institutions
- Leadership role in academic initiatives

Goal #3

Upgrade building and equipment to maximize resident and staff safety and building efficiencies.

Plan of Action

- Upgrade laundry equipment
- Pharmacy advanced systems
- Redevelop the loading dock
- Create administrative offices for staff
- Convert "C" beds in courtyard area (KLMRS) to "A" standard beds
- Review opportunity for supportive housing on the site of Pioneer Manor, either through new construction or redesign of existing space
- Accommodate technology, maximize resident safety
- Redevelop Spiritual Rooms
- Complete all roof replacements
- Enhance employees' personal area by installing lockers
- Increase focus on employee rehabilitation and return to work.

Performance Indicators

- Overall resident safety measures, policies and training of staff
- Prevalence of falls and injuries to staff
- Energy efficiency measures
- Satisfaction surveys
- Funding increases and ability to secure funding from senior levels of government for conversion of C level beds
- Point Click Care Indicators, including, but not limited to:
 - Maintenance indicators - number of maintenance requisitions related to safety
 - Housekeeping indicators (number of rooms audited)
 - Laundry indicators (number of complaints)
 - Budgetary tracking and improvement in accommodation costs.

Goal #4

Establish stronger internal controls and accountability to maximize resources and bring increased value to residents.

Plan of Action

- Increase revenue to Pioneer Manor, develop new revenue streams including fees
- Attain an increase in CMI funding through improved charting
- Reduce the carbon footprint and increase efficiency in building services
- Increase communication and understanding of the strategic plan, mission, values and budgetary responsibilities
- Create Family Committee to support residents
- Resident family newsletter semi-annually
- Revise policy modified work
- Accurate budget preparation and tracking across all departments
- Maximize full-time employment
- Move the facility closer to the 60% preferred accommodation threshold of province
- Provide efficient food services including the Bistro
- Utilize volunteers efficiently
- Ensure residents and families feel heard and valued through feedback mechanisms

Performance Indicators

- CMI
- Budget variances
- EE satisfaction surveys
- Resident and family satisfaction surveys
- Staff accountability measured through EE surveys
- Performance indicators in/from KRONOS
- Point Click Care Indicators, including, but not limited to:
 - Financial indicators (payroll and revenue variances, variance between budgeted and actual hours)
 - Number of lost resident days
 - Human Resource
 - Management indicators (Number of modified work programs, number of grievances received, number of sick days / employee)
- Overtime
- Lost time injuries
- Modified work
- Preferred accommodation
- Occupancy rate

Goal #5

Engage the residents of Pioneer Manor and the facility as a whole to work towards specific actions which model and mentor a healthy sustainable community, recognized by the United Nations University.

Plan of Action

- Provide Resident Council with the opportunity to select specific areas, from Healthy Community Strategy and Action Plan based on the interests of the residents
- Generate opportunities for the residents to contribute to the action plan through mentoring, and modelling
- Create a benchmark and best practice model for sharing strategies and successes amongst other long-term care facilities
- Promote active living for residents and their families by establishing a connection to the Trans Canada Trail

Performance Indicators

- Satisfaction Surveys (EE, Residents, Families)
- Feedback / report mechanism for Resident and Family Councils
- Point Click Care Indicators, including, but not limited to:
 - Recreation indicators, such as number of residents participating in programming
 - Number of residents in walking programs
 - Number of volunteers

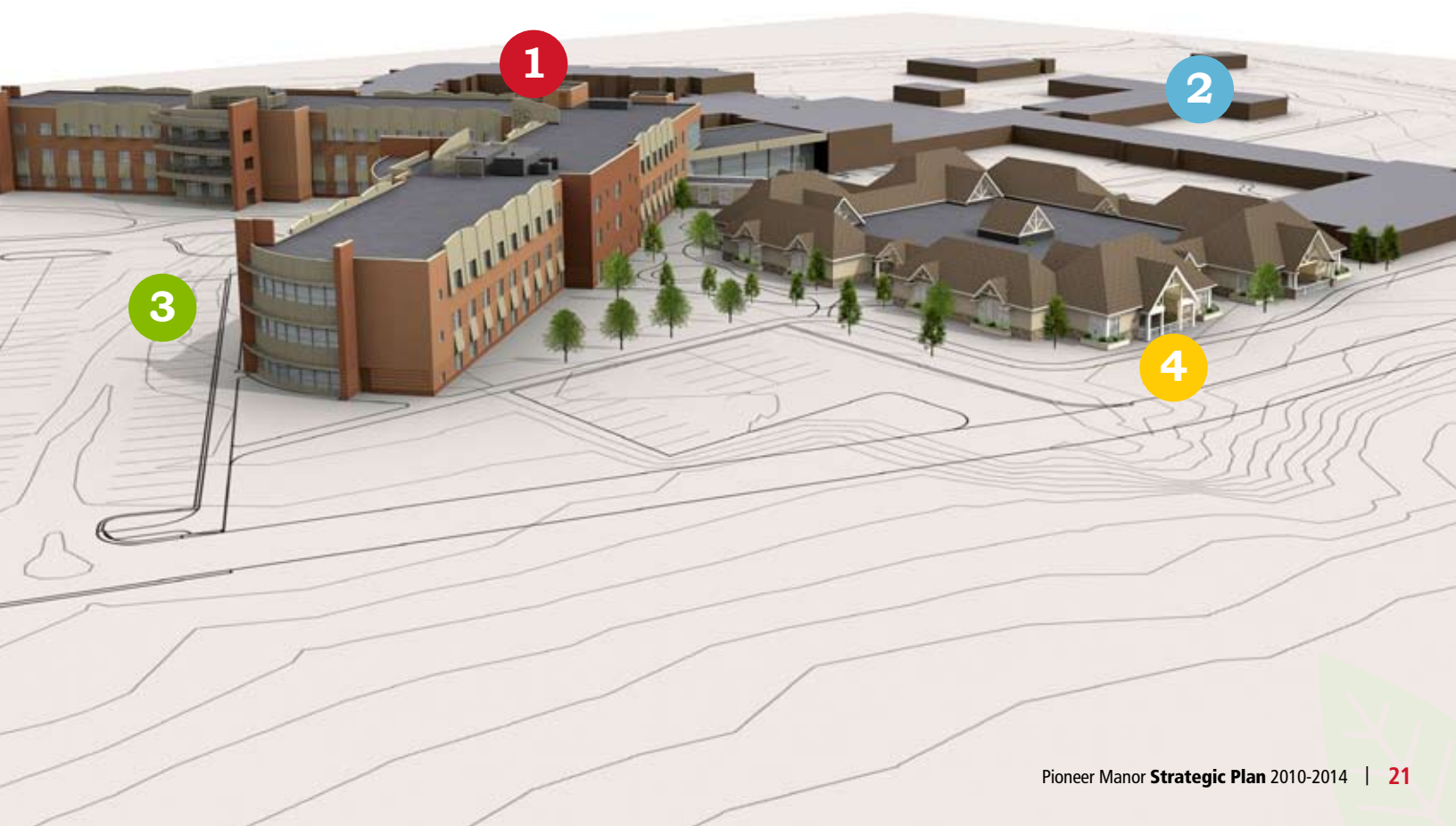
Appendix 1

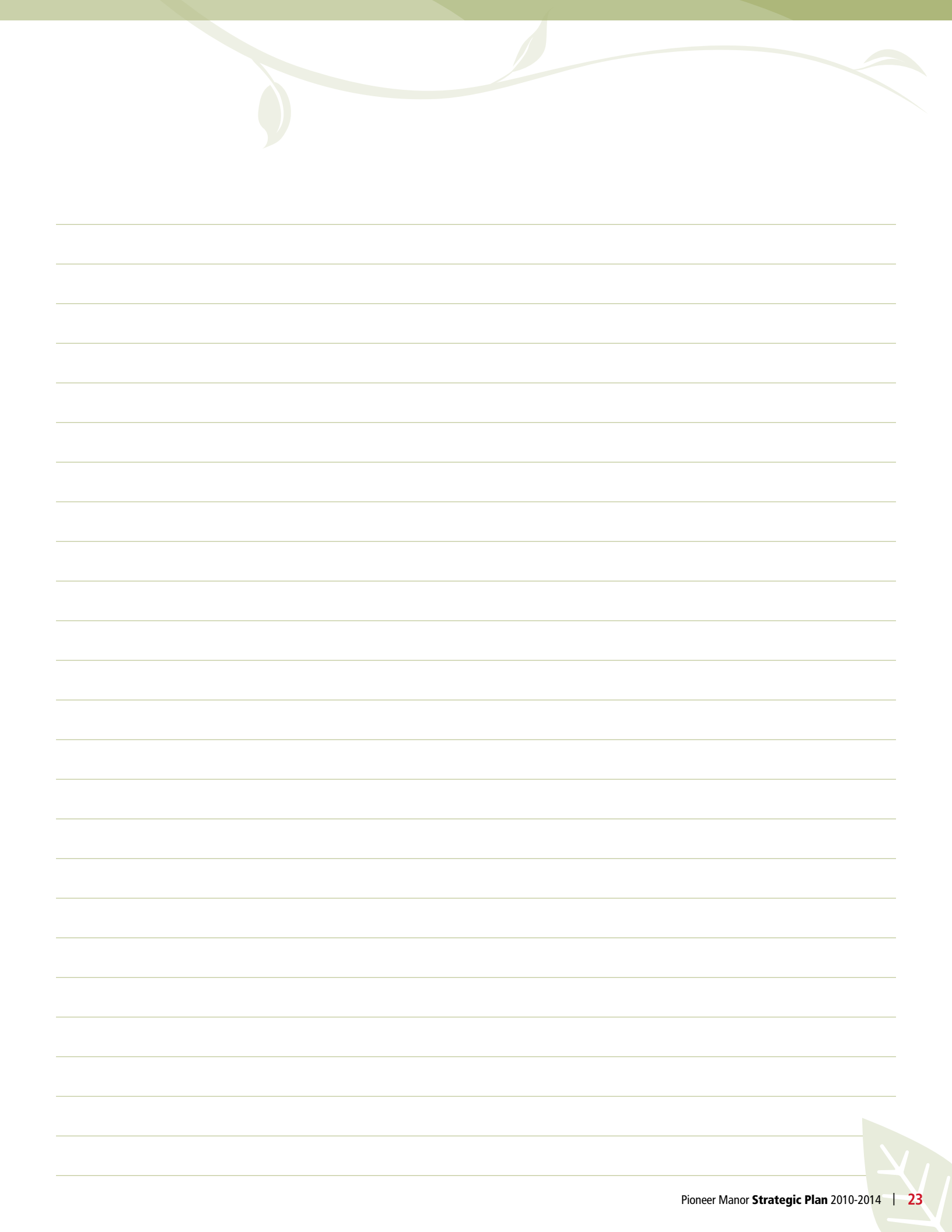
1. Courtyard

2. Park

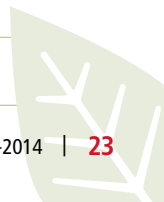
3. Terrace

4. Lodge





Lined area for notes or text, consisting of 25 horizontal lines.



**“Our vision is to be recognized
as a leading provider of long-term care
in the Province of Ontario.”**



Healthy Community Initiative
City of Greater Sudbury