

Grandview Lodge  
Annual Report  
2023

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## Introduction

I am pleased to present the 2023 Annual Report for Grandview Lodge (GVL). This comprehensive report offers insights into the achievements and challenges encountered over the past year, alongside outlining plans for the future. Notably, some of the data included in this report spans a three-year period, serving as a comparative timeline. This timeline serves as a crucial foundation for analyzing our home's past performance, assessing our current situation, and guiding our strategic planning for the future.

In late 2022, Grandview Lodge commenced the planning and development of the Strategic Plan 2023-2026, setting the course for the next four years. This marked the beginning of our journey in formulating a comprehensive strategic plan. To steer us in this process, we sought the guidance of Glenn Pothier from G.L. Pothier Enterprises Inc. Glenn facilitated planning sessions that brought together a diverse array of stakeholders, including residents, staff, families, community organizations, and partners. These collaborative sessions proved invaluable in gathering feedback on the strengths, weaknesses, and opportunities that lie ahead for Grandview Lodge.

The first portion of 2023 was dedicated to transitioning through change in leadership before returning focus to fully develop the strategic plan and its deliverables. The plan was formally communicated in August and we are now well into executing the first items of the strategic plan; I am excited to now unveil our collective vision for the future of Grandview Lodge, in this formal report.

Our mission statement remains devoted: "With comfort, compassion, and care, the Grandview Lodge community supports a meaningful life for residents." our vision however, has evolved slightly. "As a leader in long-term care services and a DementiAbility certified home, Grandview Lodge will focus on aging with independence and self-fulfillment. By embracing multiple philosophies of care, Grandview Lodge strives to create an environment where residents are actively involved in their physical, social, psychological, and spiritual well-being."

The journey in embracing new care philosophies began in 2011, when Grandview Lodge transitioned from a medical to a social model of care. Over the years, Grandview has been commended by Accreditation Canada for its exemplary care and programs for residents living with dementia and younger adults. In May 2014, our dedication to best practices in DementiAbility, Butterfly Model, Gentle Persuasive Approach, and Montessori methods earned Grandview the Innovation and Excellence Award. We are committed in ensuring that all staff members receive training in DementiAbility, as we believe this philosophy will shape the future of long-term care. While this philosophy remains integral to the vision statement, we are also committed to embracing a spectrum of care philosophies that nurture an environment where residents can thrive and realize their fullest potential in life.

Building upon the core principles of: internally strong; resident & safety focused; innovative home; externally relevant; and future ready, we aim to uphold Grandview Lodge's legacy and further enhance this exceptional long-term care home. The "We Will" statements outlined in this report capture the strategic plan in a manner accessible to families, residents, and the wider community.

While the operational plan delves into finer details, we believe it's important to share these overarching commitments with everyone, as we have exciting initiatives planned to drive Grandview closer to its objectives.

Throughout the past year, Grandview Lodge has undergone significant transformations. We have remained committed to strengthening the leadership team, and I am deeply grateful for the unwavering support provided by both our leadership and administrative teams. Their dedication to enhancing the well-being of residents and improving the work environment for staff has been commendable. Embracing innovation, they have consistently challenged conventional norms and sought creative solutions. I extend my sincere appreciation to them for their untiring dedication.

I wish to extend my appreciation to the dedicated staff from other departments within Haldimand County, whose invaluable efforts have significantly strengthened the operations of Grandview Lodge. A special acknowledgment goes to the Human Resources department for their collaborative efforts in devising innovative strategies to attract and retain staff. Their partnership has been instrumental in addressing workforce challenges effectively.

On behalf of the residents and staff of Grandview Lodge, I extend heartfelt thanks to the members of Haldimand County Council and Senior Management Team, for their continuous support and interest in the operations of our Long-Term Care Home. Their ongoing commitment is deeply appreciated and plays a vital role in ensuring the well-being of residents and the success of the home.

Amy Moore, Administrator

## Background

As a not-for-profit, accredited, and unionized long-term care home, Grandview Lodge is operated by the Municipality of Haldimand County in collaboration with the Ontario Ministry of Long-Term Care (MLTC) and the Ontario Health Teams, under the umbrella of the Greater Hamilton Health Network (GHHN).

Throughout 2023, Grandview Lodge maintained its provision of leased space for Hearing Life Canada Ltd. Also, Capability Support Services through the Thrive Group leased space for Maple Grove, a 21-bed senior supportive housing service, with Grandview Lodge providing dietary services to the clients at a cost. In 2023, Haldimand Norfolk Senior Support Services Inc. administration staff, and the Day Away Senior Services, returned to Grandview Lodge and resumed renting the same space as before. We are thrilled to welcome them back onsite as they provide additional resources for the community and contribute to the campus of care model. Despite some underutilized space within Grandview Lodge, efforts to explore alternative uses for this space, including the potential establishment of an independent onsite daycare, are still in the early stages of consideration. Adjustments to the rates for leased spaces were made as necessary and reflected in the 2023 operational budget.

Grandview Lodge has a longstanding practice of welcoming the community on-site including providing access to public spaces like the boardroom and auditorium for events. In 2023, we observed a notable uptick in the number of community groups utilizing these areas, particularly the auditorium. We eagerly look forward to the continued growth of community engagement and anticipate the return of even more organizations in the future.

At Grandview Lodge, the Leadership and Resident Services teams are mandated to comply with numerous regulations, agreements, benchmarks, and laws governing the provision of long-term care services and the overall management of the home. These requirements encompass a wide range of areas, including compliance standards set forth by the MLTC, directives under the Fixing Long-Term Care Act, Ontario Fire Code regulations, public health guidelines, building code requirements, Workplace Hazardous Materials Information System (WHMIS) regulations, and guidelines from various ministries and professional organizations, such as the College of Nurses of Ontario and Accreditation Canada.

Operating in accordance with these guidelines, legislation, and Haldimand County municipal policies and procedures, the leadership team at Grandview Lodge collaborates with staff members and various committees to implement changes as required.

## Strategic Plan

In 2023, Grandview embarked on the implementation of its newly approved 4-year Strategic Plan. This plan encompasses a number of overarching goals, organized into five subcategories. The following outlines our strategic objectives for the period spanning 2023 to 2026.

**OUR MISSION:** With comfort, compassion and care, the Grandview Lodge community supports a meaningful life for residents.

**OUR VISION:** As a leader in Long-Term Care services and a DementiaAbility certified home, Grandview Lodge will focus on aging with independence and self-fulfillment. By embracing multiple philosophies of care, Grandview Lodge strives to create an environment where Residents are actively involved in their physical, social, psychological and spiritual well-being.

**OUR VALUES:** Governance, Respect, Accountability, Nurturing, Dignity, Visionary Leadership, Inclusivity, Excellence, Working together as a team.

### Strategic Plan Pillars:

Internally Strong	Resident & Safety Focused	Innovative Home	Externally Relevant	Future Ready
<ul style="list-style-type: none"><li>• Foster a positive workplace culture, including strengthening staff engagement and morale</li><li>• Foster an inclusive and progressive learning environment</li><li>• Effectively recruit and retain quality staff</li><li>• Foster a cohesive team</li><li>• Ensure staff accountability</li></ul>	<ul style="list-style-type: none"><li>• Further encourage the 'living' of a resident-centered social model of care</li><li>• Create and communicate opportunities for resident and family member engagement that value the resident voice</li><li>• Provide care that supports resident life journeys</li><li>• Maximize resident health and safety</li><li>• Ensure safe medication practices</li><li>• Broaden and strengthen relationships with community partners to best meet resident needs</li></ul>	<ul style="list-style-type: none"><li>• Maintain and improve GVL infrastructure, including the building and grounds</li><li>• Maximize and fully utilize our indoor and outdoor physical space</li><li>• Embrace technology with a view of enhancing resident comfort and participation</li></ul>	<ul style="list-style-type: none"><li>• Build relationships with and enhance our connectivity to the broader community</li><li>• Attract and retain valued volunteers</li><li>• Demonstrate and communicate our value to the community and earn the confidence placed in us</li><li>• Build our relationship with Haldimand County Council and staff</li></ul>	<ul style="list-style-type: none"><li>• Lay the foundation for the coming changes in resident needs- given shifts in demographics, age of intake</li><li>• Respond effectively to changes in the 'care environment'- including new legislation, policies and societal health circumstances</li><li>• Advocate for what is best for our residents</li><li>• Reduce our environmental impact</li></ul>

### Internally Strong

In 2023, significant milestones were achieved within our internally strong pillar, marking notable progress. To bolster internal communication strategies, "The Leadership Connection" was introduced - a quarterly communication tool designed to ensure frontline staff and leadership remain up-to-date of developments within the organization. Collaboration with the Human Resources division yielded productive results as focus was placed on recruiting and retaining staff. This involved active participation in job fairs, streamlining the interview processes, and launching various social media campaigns featuring frontline staff sharing their success stories and expressing their passion for working at Grandview Lodge. Additionally, partnerships were forged with programs such as the Internally Educated Nurses (IEN) program and the Ministry of Long-Term Care's PSW incentive program. Towards the end of 2023, a Social Service Worker was successfully recruited whose role will undoubtedly contribute to the enhanced quality of care for residents. Looking ahead, we're excited about the newly developed website and anticipate its role in enhancing Grandview Lodge's visibility and outreach efforts.

### Resident & Safety Focused

Over the next four years, Grandview Lodge remains persistent in its commitment to resident safety, prioritizing several key initiatives. Staff identified medication safety technology funding which will allow us to introduce Medication safety practices, reinforcing stringent protocols to safeguard the well-being of residents. Additionally, we're dedicated to enhancing mandatory core programs, enhancing training and resources to empower staff with the necessary skills and knowledge. This is an area that the Ministry of Long-Term Care will be focusing on with their newly developed proactive compliance inspections. Embracing data-driven decision-making processes is another focal point, as we seek to leverage insights and analytics to continuously improve our practices and outcomes. We participate in Health Quality Ontario Quality Improvement Plans (QIP) and will be developing our mission scorecard to assist with data driven results. We're devoted to strengthening Grandview Lodge's Social Model of Care, fostering a supportive environment that promotes holistic well-being for our residents. Lastly, our Palliative Care Philosophy will be strengthened, ensuring compassionate and dignified end-of-life care for those under our care.

### Innovative Home

During the past year, we worked closely with County partners, including the Innovation and Technology Services (ITS) division to enhance the digitization of GVL processes and practices, most notably to the scheduling and call-in processes. Efforts also involved revamping current computer stations to allow better access for front-line staff. Additionally, two out of three requests for new/enhanced technology were successfully obtained to be implemented in 2024. First, the Wi-Fi capabilities within the home will be upgraded, allowing for better connectivity for staff, residents and visitors, while also paving the way to introduce the piloted Wi-Fi cell phone calling system. This system will enhance communication on-site and aims to improve/streamline call-in procedures for staff.



We're pleased to welcome back Haldimand Norfolk Senior Support at Grandview Lodge, and continue to tailor our programming to maximize the utilization of space and surrounding landscape and resources. Additionally, Investing in Canada Infrastructure Program (ICIP) funding was secured for phase two of our new Heating, Ventilation, and Air Conditioning (HVAC) systems and controls, ensuring continued improvements to infrastructure.

### Externally Relevant

To enhance our external relevance, we aim to reinforce our marketing and communication efforts directed towards external audiences and develop a comprehensive volunteer strategy encompassing recruitment, retention, and recognition. Strengthening our external partnerships is paramount in our strategic agenda. In 2023, GVL collaborated with Human Resources to promote our recruitment efforts through a targeted social media campaign, yet further efforts are needed to establish Grandview Lodge as a premier workplace for potential employees. Looking ahead to 2024 and beyond, revitalizing a robust volunteer strategy will be a primary focus, especially considering the challenges posed by COVID-19.

We have cultivated a valuable relationship with Norview Lodge, and Administrator Bill Nolan has been instrumental in assisting our home towards success. Moving forward, we are committed to enhancing connections within our community and healthcare system, bolstering our external network for mutual benefit.

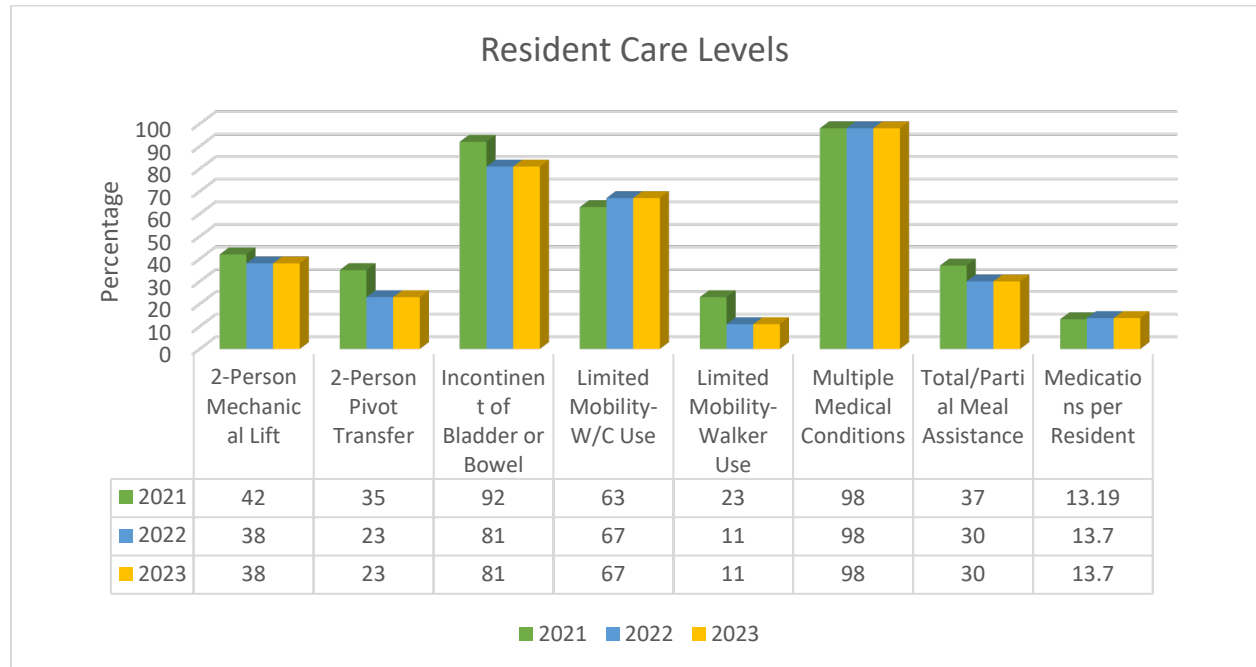
### Future Ready

In 2023, our ability to prioritize readiness for the future was limited. However, in the upcoming years, we are dedicated to building efficiencies concerning equipment and processes to reduce our carbon footprint. Additionally, we recognize the importance of understanding and amplifying the resident voice. It is imperative that in all our endeavors, we actively incorporate the perspectives of those we serve and their families. To adapt to the evolving landscape of healthcare, we acknowledge the necessity of gaining a deeper understanding of the future needs of long-term care. By doing so, we can remain flexible and responsive to the dynamic healthcare environment.

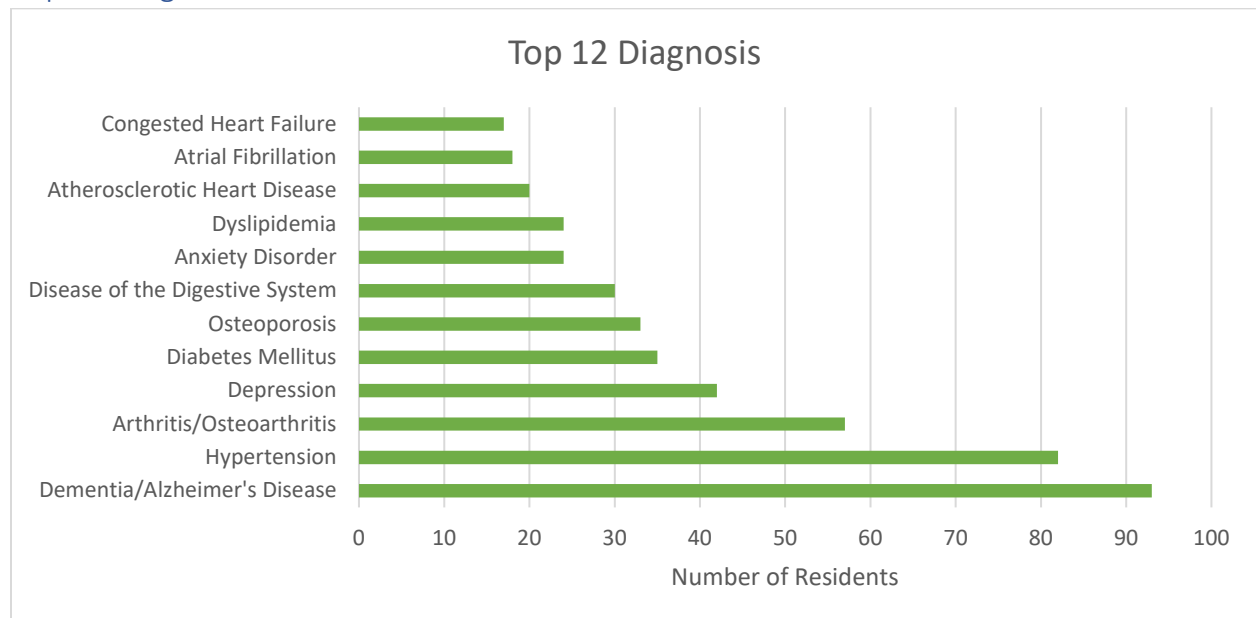
## Resident Focus

The following information/graphs listed below captures additional information about the residents we serve. We compare the last three years of data as we look for trends or areas of concern so that we continually develop our care to the current needs of our resident population.

### Resident Care, Demographics and Resident Outcomes:



### Top 12 Diagnosis:



### Long -Term Care Home Resident Falls

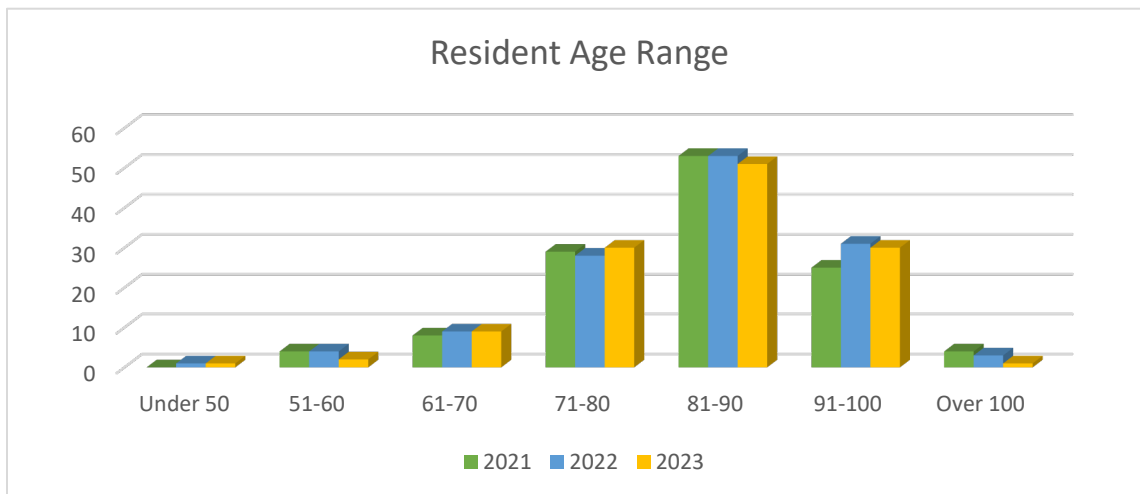
A fall is identified as any unintentional change in position where the Resident ends up on the floor, ground or other lower level. Below is a comparison of falls that took place in the last three years.

Year	At Least One Fall	Fractures	Area of Fracture
2021	72.6%	2	1 Hip 1 Shoulder
2022	55%	12	7 Hip 4 Arm 1 Knee
2023	62%	10	4 Hip 1 Shoulder 1 Ankle 1 Knee 1 Arm 1 Pelvis 1 C1 Vertebra

### Resident Age Range

In 2023, the youngest Resident at Grandview Lodge was 21 years old, while the eldest Resident was 101. The average age for women was 85 years old, and for men, it was 80 years old. Additionally, 6.9% of Residents were under the age of 65. Below, you'll find a breakdown of the number of Residents in each age category for the years 2021, 2022, and 2023.

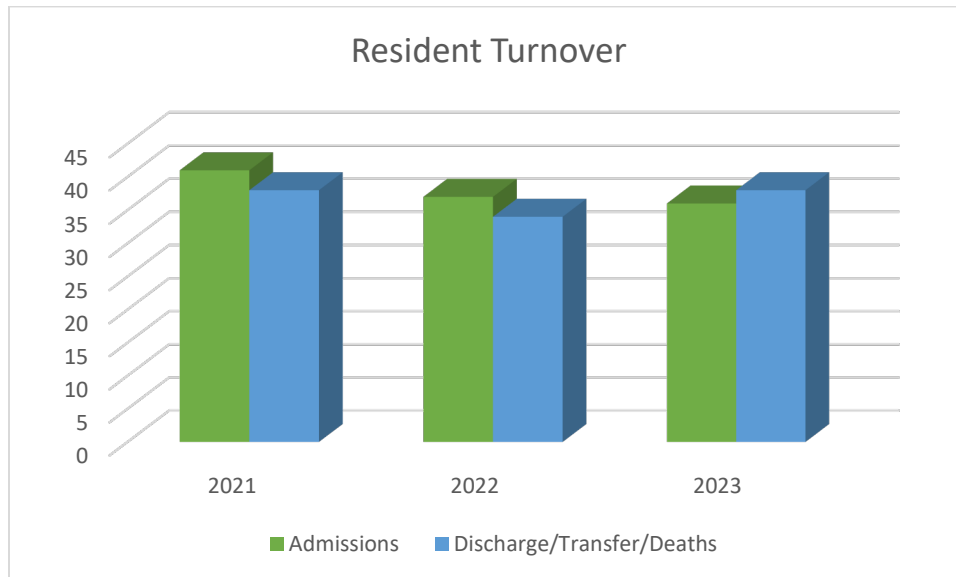
The longest-term Resident moved into Grandview Lodge 27 years ago in 1996; today they are 86 years old.



## Resident Turnover

### Admissions, Transfers, Discharges and Deaths

In 2023, there were 36 admissions and 38 discharges. The following chart illustrates the number of Resident admissions, transfers, discharges and deaths from 2021 to 2023:



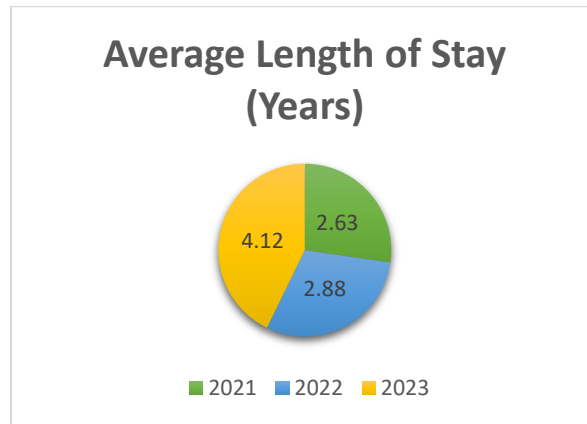
We prioritize timely and respectful occupancy of our beds to support access and flow within the broader healthcare sector. Resident turnover significantly impacts our staff across various departments, leading to increased workloads. This includes, but is not limited to:

- Processing admission agreements promptly
- Facilitating the financial discharge of Residents
- Conducting assessments of Resident needs by direct support staff (Nursing, Dietary, and Recreation)
- Managing the labeling and laundering of clothing and personal items
- Conducting tours of Grandview Lodge for prospective residents and families
- Providing end-of-life care to Residents

Moreover, each time a Resident is transferred, discharged, or passes away, our Housekeeping and Maintenance staff ensure thorough cleaning, repairs, and repainting of the room as needed. This commitment to efficient turnover not only supports our internal operations but also contributes to the smooth functioning of the broader healthcare system by optimizing bed availability and enhancing overall flow.

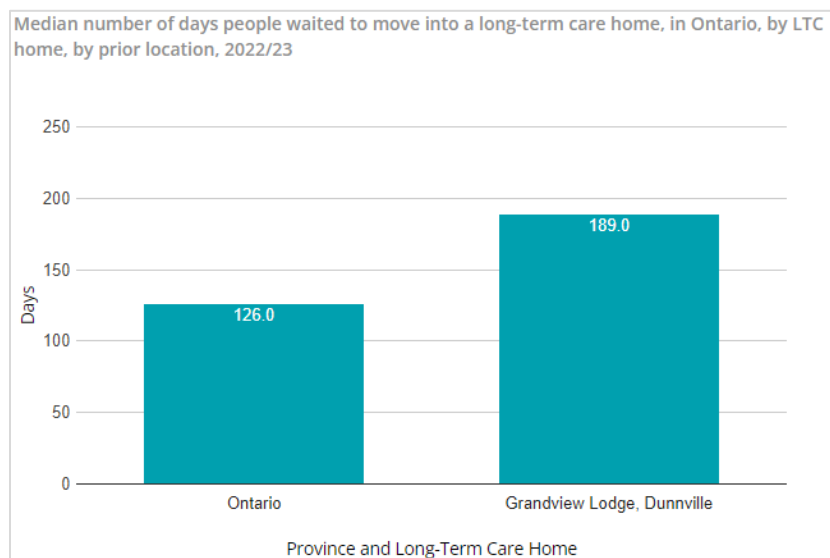
### Average Length of Stay

When reviewing the Resident population turnover, this chart reflects the average stay of Residents over the past three years:



### Wait Times for Long-Term Care Homes

This indicator shows the median number of days people waited to move into a Long-Term Care Home in Ontario. Although Grandview Lodge strives to minimize wait times, some factors impact the rapidity of welcoming new Residents, such as limited number of vacant beds and delayed admissions due to outbreaks within the home. This information is reflected in the below chart:



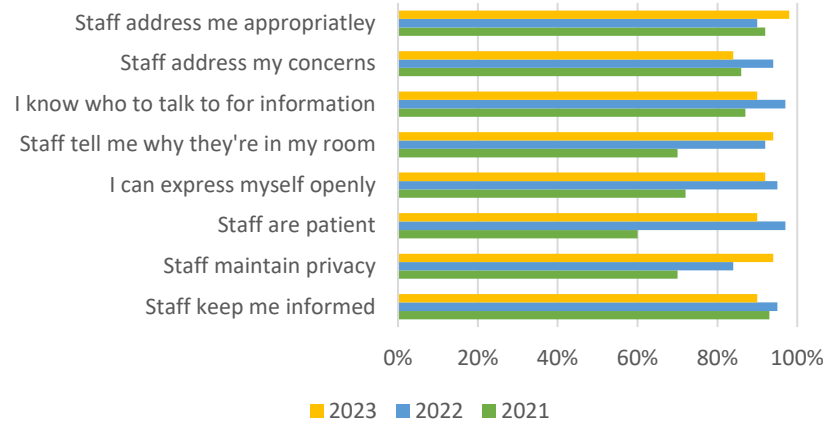
## Resident and Family Satisfaction Survey Results

Receiving feedback from Residents, family members and caregivers plays an integral role in the development and prioritization of goal areas at Grandview Lodge. One avenue where this feedback is obtained from is the annual Resident and Family Satisfaction Survey. Comparing survey results yields data which leads change within the home. For example, questions from the survey which generated higher survey results than previous years; however, we still would like to have the response rate higher.

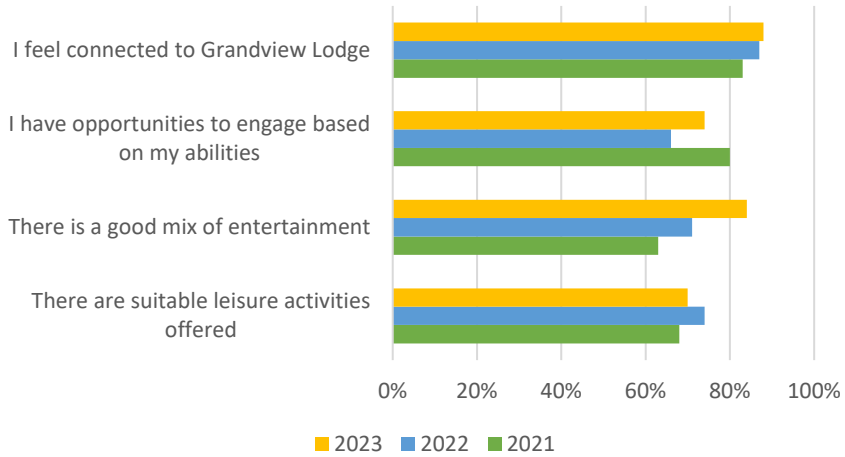
On February 1<sup>st</sup>, 2024, GVL sent out the Resident/Family Satisfaction Survey via MailChimp and had physical copies located at the front desk. Families and Residents were asked to draw on their experience relating back to the year of 2023. In total, GVL received 50 completed surveys; of which 30 were completed by Residents and 20 by family/caregivers. The results are discussed with Residents and Families through Council meetings and a copy of this report is also available for anyone to review. The survey results were shared with Residents Council in March 2024. At the time of survey distribution, Family Council was inactive; however, results will be shared once the committee has been re-established. The following charts reflect the percentage of positive responses from the Resident and Family Satisfaction Survey over the past three years. "Positive responses" include *excellent, very good and good*. In most cases, responses are somewhat similar year after year. Notably, however, we acknowledge decreased scores regarding access to a physician when needed and contributing to care needs. It is anticipated that the new Nurse Practitioner, to be hired in 2024, will have a direct positive impact in this regard.



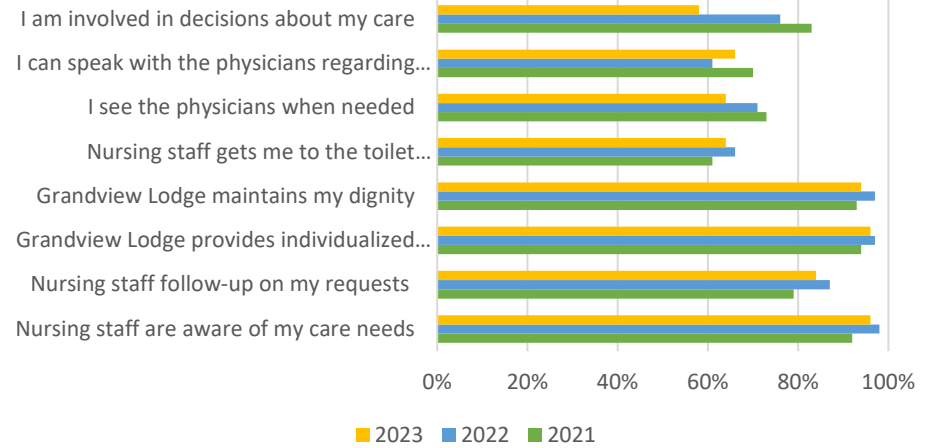
## Communication with Staff



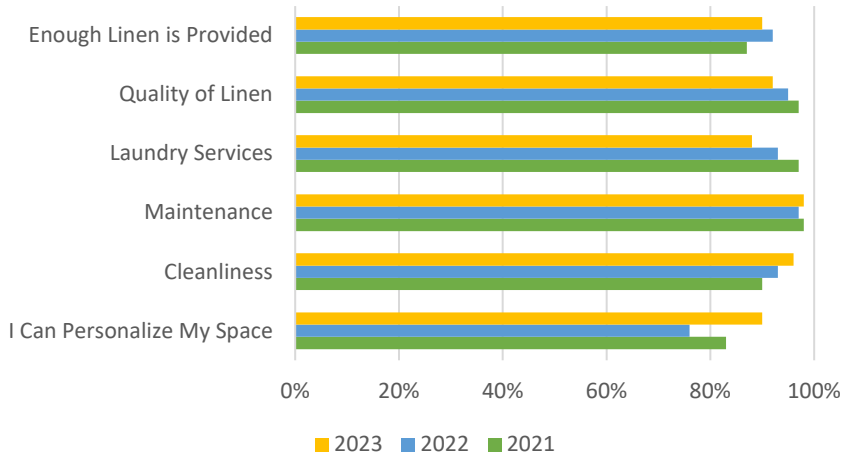
### Recreation & Leisure Activity



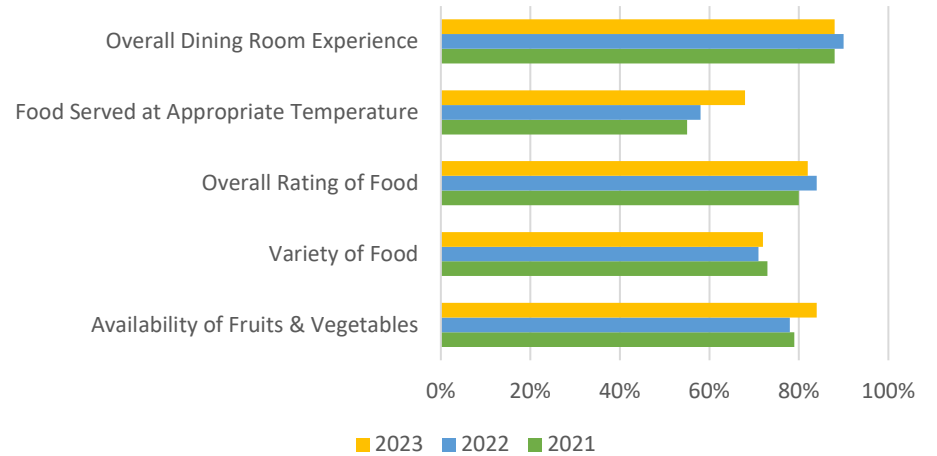
### Resident Care-Nursing Services-Medical Services



### Living Environment



### Nutritional Services

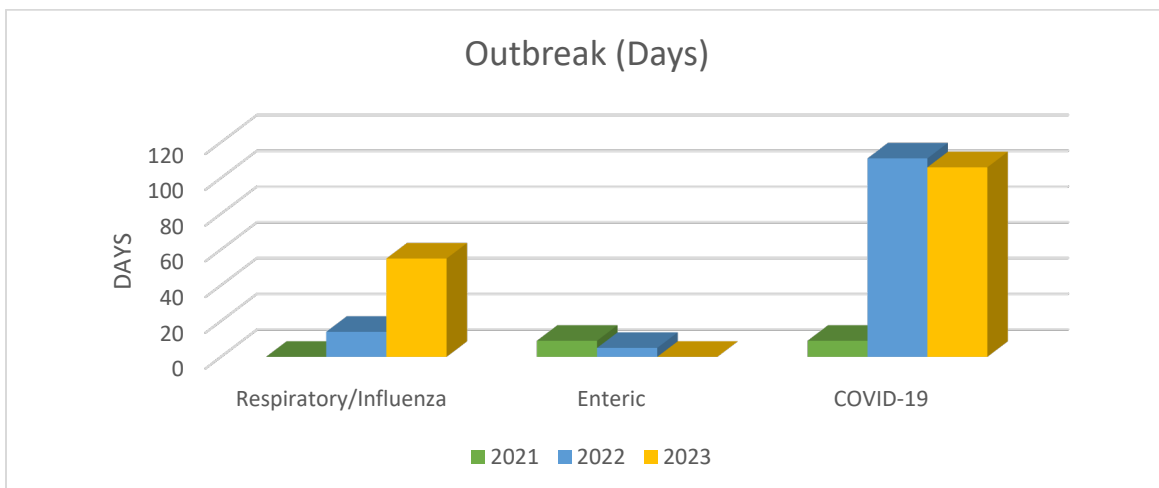




## Infection Prevention and Control

### Outbreak Statistics

The significance of IPAC (Infection Prevention and Control) in long-term care cannot be emphasized enough. IPAC measures play a crucial role in preventing the spread of infections, minimizing the risk of outbreaks, and safeguarding the well-being of both residents and staff. These measures encompass various practices such as hand hygiene, environmental cleaning, disinfection, proper use of personal protective equipment (PPE), vaccination, and infection surveillance. Effective implementation of IPAC practices not only promotes the health and safety of residents and staff but also helps mitigate the avoidable costs associated with outbreaks, such as hospitalizations and increased medication and PPE usage. In 2023, we observed a slight increase in respiratory/influenza outbreaks. Notably, we experienced the first Influenza A outbreak since prior to the COVID-19 pandemic. The flu vaccine remains strongly recommended as a preventive measure across the home. In the event of an outbreak, staff are required to provide proof of vaccination or take Tamiflu, if unable to receive the vaccine. In 2024, the IPAC Coordinator will be conducting a thorough review of the Influenza policy to ensure it reflects the latest protocols and best practices. Given the changes in IPAC measures since the pandemic, we remain vigilant in staying well-informed of new policies and protocols to uphold the highest standards of infection prevention and control.



	2021		2022		2023	
	Outbreaks	Total Days	Outbreaks	Total Days	Outbreaks	Total Days
<b>Respiratory/Influenza</b>	0	0	1	14	4	58
<b>Enteric</b>	1	9	1	5	0	0
<b>COVID-19</b>	1	9	5	111	5	103

In 2023, Grandview Lodge experienced 10 outbreaks, totaling 161 days. During this time, various measures are taken based on the specific circumstances and outbreak type. Measures may include

things such as enhanced PPE, restricted visitors, testing and isolation measures, etc. Such measures require significant efforts from staff, residents and their families and we appreciate the tireless efforts taken by all to respond.

### Staffing Focus and Updates

Grandview Lodge requires various personnel with an array of educational backgrounds and levels of experience across multiple fields to operate effectively.

The following chart is a breakdown of the positions within each departmental area and the relative number of staff as of December 31<sup>st</sup> for the past three years:

Positions	Full Time			Part Time & Casual		
	2021	2022	2023	2021	2022	2023
Personal Support Worker	27	32	34	39	34	36
Registered Practical Nurse	9	12	9	7	7	13
Registered Nurse	2	3	3	5	5	5
Dietary Aide/Cook	6	7	4	10	12	12
Housekeeping/ Laundry Aide	5	6	5	7	12	9
Maintenance	1	3	3	2	1	0
Recreation Programmer	4	4	4	3	4	4
Administrative	9	13	11	3	2	1
<b>TOTAL</b>	<b>63</b>	<b>80</b>	<b>73</b>	<b>76</b>	<b>77</b>	<b>80</b>

In 2023, the following staff transitions occurred:

Positions	External New Hire	Internal Hire Any movement	Internal Departure Left classification	Departure from GVL
Supervisor	3	4		1
Administrative	2	5	3	4
Housekeeping/Laundry Aide	3	26		2
Dietary Aide/Cook	14	27		10
Maintenance	1	1		1
Registered Nurse	4	4	1	5
Registered Practical Nurse	8	3	1	5
Personal Support Worker	34	70	1	20
IPAC				0
Recreation Programmer	1	2	1	1
Scheduler	2			1
<b>Total New Hires</b>	<b>72</b>	<b>142</b>	<b>8</b>	<b>50</b>

In 2023, Grandview Lodge posted the following employment opportunities:

Group	Postings
Non-Union	13
UFCW	151
UFCW—Subsequent Postings	45
ONA	8
<b>TOTAL</b>	<b>217</b>

The above statistics represent all internal and external job postings, including subsequent postings (those created by internal movements of lines). Additionally, there were “open” postings throughout the year to attract chronically vacant positions in the nursing department.

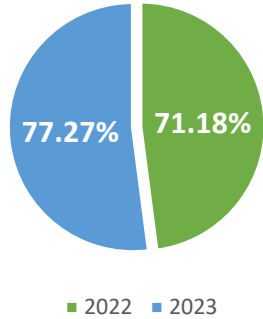
### Grandview Lodge- Staff Work Experience

We have incorporated additional information regarding staff's work experience survey, noting that 88 employees completed the survey, anonymously. This annual survey aims to collect data on various aspects such as work environments, attitudes, morale, the quality of work, inter-staff engagement, and job satisfaction, alongside organizational commitment. Given the evolving landscape of healthcare and the persistent staffing challenges, it is imperative to engage staff more effectively. Understanding what motivates them to come to work and recognizing their contributions to Grandview Lodge's overall success is crucial. These insights enable us to devise strategies for recruiting and retaining high-quality staff.

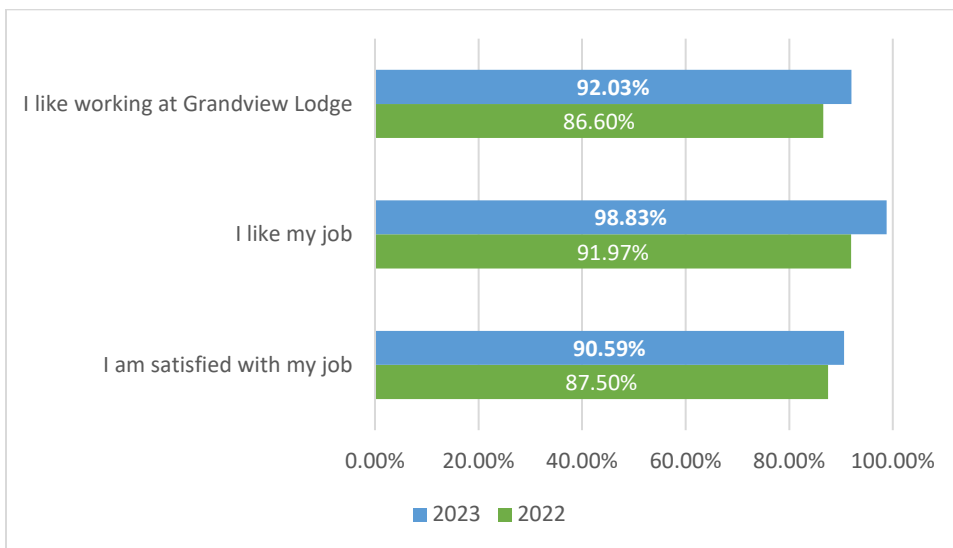
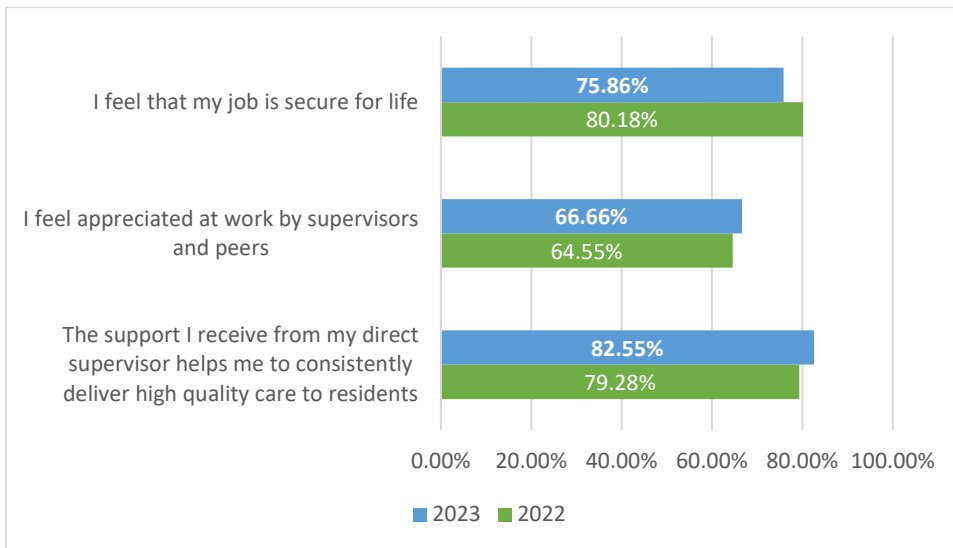
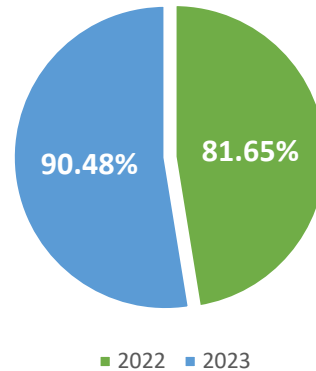
We are pleased to highlight significant improvements observed from 2022 to 2023. Despite facing the challenge of an ever-changing staff environment, where over 46.5% of our staff have been with Grandview Lodge for five years or less, we have made notable progress. However, this dynamic has placed a burden on existing staff who must conduct training more frequently. We have implemented new training and orientation practices, though there is still work to be done in this regard to ensure that front-line staff receive and feel confident with the onboarding process. This has been an area identified as requiring some work and we are targeting implementation by the end of 2024, by establishing a new or enhanced, robust training/mentorship program, in partnership with the UFCW union.

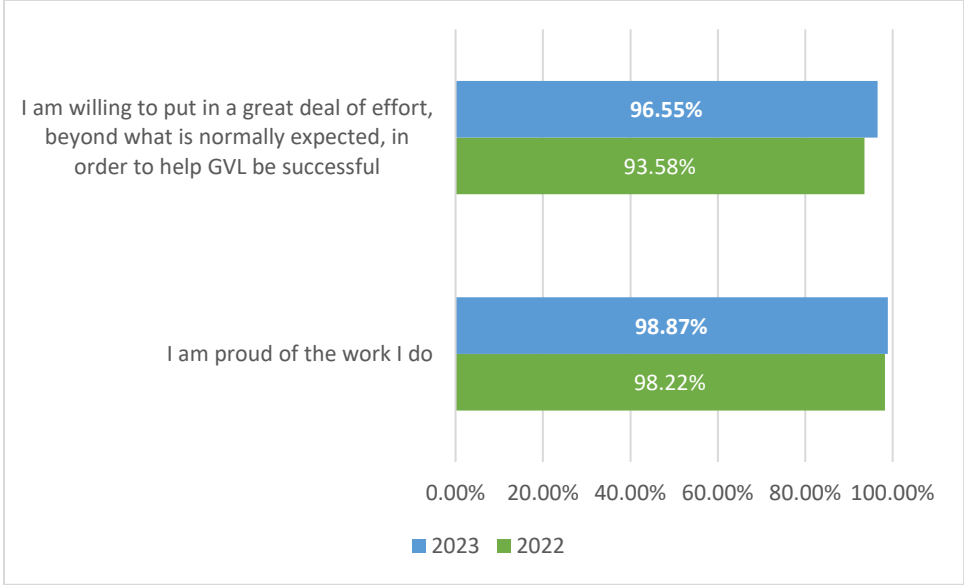
With a positive outlook, 90.48% of our staff believe that Grandview Lodge is the premier choice for long-term care employment, highlighting the quality of our work environment. We will leverage the survey data for accreditation purposes and to formulate action plans geared towards enhancing any areas requiring improvement. Grandview Lodge not only offers an exceptional living environment but also provides a rewarding workplace experience, as evidenced by our survey results below.

Yes, I would recommend Grandview Lodge as a positive place of employment



For me, this is the best LTC Home to work for



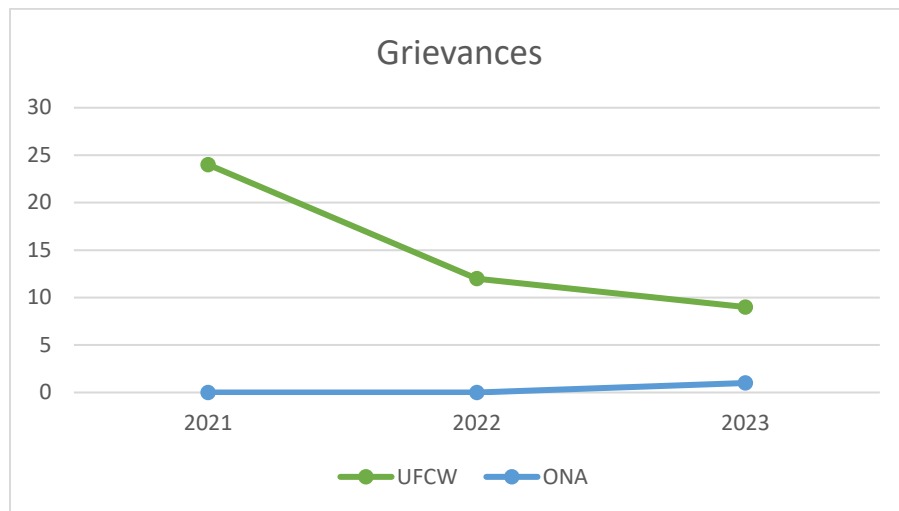


## Health & Safety

Haldimand County's overall 2023 health and safety experience, including Grandview Lodge, was presented to Council via Report HRD-01-2024 in February of 2024. In it, staff identified trends and experience related to incidents, accidents and risk exposure which is continually reviewed by the home's Joint Health and Safety Committee. The chart below recalls the 2021, 2022 and 2023 lost time claims, lost hours and modified work hours.

	2021	2022	2023
Lost Time Claims	6	25	31
Lost Hours	129.25	537	838
Modified Work Hours	630	3678.75	2814

## Labour Relations



Grandview Lodge Leadership and Union Representatives for UFCW and ONA continue to have a strong working relationship and meet in-person on a regular basis. These meetings provide opportunity to proactively discuss issues and concerns identified by the Union and the Employer. Over the course of 2023, there were **9 UFCW Grievances** and **1 ONA Grievance**. By the end of 2023, only one grievance remained outstanding.

## Budget

The operating budget for Grandview Lodge in 2023 was \$14,706,610 and the long-term debt charges were \$1,200,020. The MLTC provides funding under four main envelopes: Raw Food, Programs & Support, Nursing & Personal Care and Accommodations. Grandview Lodge is also eligible for provincial funding related to level of care and Accreditation.

The following table outlines the provincial funding received per resident, per day, for each envelope:

2023 Funding Envelope	Per Resident Per Day (2023)	
	JAN-MAR	APR-DEC
Nursing & Personal Care (NPC)	\$93.41	\$95.62
Raw Food	\$11.00	\$12.07
Accommodation	\$56.16	\$57.28
Programs & Support	\$12.24	\$12.48
Global LOC	\$7.38	\$7.53
Quality Attainment Premium	\$0.36	\$0.37

Additional, supplementary funding is provided by the Province for special initiatives, such as allied health, direct care hours, PSW wage enhancements, etc. Such funding can fluctuate year over year and is reported to Council through special report, and/or through regular budgeting processes.

## Services Provided

Grandview Lodge offers a number of additional services to Residents, through third party service providers or volunteers, such as:

- Physiotherapy
- Hairdressing & Barber Services
- Foot Care
- Dental Hygienist
- Tuck Shop
- Transportation/Appointment Support (based on staff availability)
- Various Entertainment

## Ministry of Long-Term Care Reviews

Long-Term Care Homes in Ontario operate under the regulation and funding of the provincial government, specifically overseen by the Ministry of Long-Term Care (MLTC). Each home receives a license from the provincial government to operate and is obligated to adhere to designated legislation, including The Fixing Long-Term Care Act, 2021 (FLCTA). Recently, there has been an increase in on-site visits by the Ministry, leading to additional inspections and subsequent written notifications and compliance orders. All our inspection reports are publicly available and accessible by clicking [here](#). Moreover, these reports are also displayed within Grandview Lodge and reviewed by the Resident & Family Council.

Recently, the MLTCA introduced new, enhanced measures and resources towards their inspection efforts. Staff continue to monitor these changes and their requirement on the home. A future quarterly report/presentation to the Committee of Management will concentrate on the new proactive inspection process, administrative monetary penalties, and the recently established ten-person special investigation unit, for a more comprehensive update.

## Volunteers and Students

Volunteers and students play a crucial role in enriching the lives of residents in long-term care homes. They contribute to the quality of life by providing companionship, entertainment, and fostering a sense of community among those who may feel isolated. Their involvement extends to assisting with recreational activities, meal times, offering emotional support, and even aiding in administrative tasks. Importantly, volunteers bring fresh perspectives and ideas, enhancing the overall experience for residents. Moreover, they often forge meaningful connections with residents, becoming valued members of their social circles. Their dedication is deeply appreciated and has a profound impact on the well-being of those they serve. We continue to face some challenges with the recruitment of new volunteers but this is an identified goal in the 2023-2026 strategic plan. In 2023, we had total of 22 volunteers and 4 students, plus a specific student PSW program in conjunction with Niagara College. We have a great partnership with Mohawk and Niagara College who provide students from the Therapeutic Recreation, Occupational and Physiotherapy Assistant, and Registered Practical Nursing programs.

## Community Partnerships

Grandview Lodge maintains relationships with various organizations to ensure relevancy within our local community. These organizations include:

- Dunnville Secondary School
- Senior Support Services
- Niagara College and Mohawk College
- The Rotary Club
- The Lions & Lioness Club
- The Alzheimer Society
- Parkinson's Canada
- Brain Injury Services
- Haldimand Abilities Centre
- Behaviour Support Ontario (BSO)
- Region 4 Family Council
- Haldimand Pride
- Centre for Learning and Research Institute (CLRI)
- GHHN Greater Hamilton Health Network

## Affiliations

### Advantage Ontario

AdvantAge Ontario, representing not-for-profit long-term care, housing, and services for seniors, facilitates efficient and respectful care delivery by connecting stakeholders. Their centennial legacy involves advocating government policies, fostering community ties, and upholding rigorous business standards. They advocate for not-for-profit care developed by and for local communities, emphasizing accountability and responsiveness. AdvantAge Ontario keeps stakeholders informed



about changing directives, advocating for funding increases and consistent approaches in pandemic management. Through advocacy and education, they empower stakeholders to understand the benefits of the not-for-profit approach for the future of senior care.

#### Region 4 Family Council Group

The Grandview Lodge Family Council actively participates in this group, which represents over 88 Long-Term Care Homes (equivalent to 10,000 Long-Term Care Residents). These meetings, traditionally held three times a year at various locations, have come back to in-person in 2023. Grandview Lodge is eager to resume hosting these meetings and looks forward to contributing to the collaborative efforts of the group.

#### Ontario Long-Term Care Association

In order to strengthen our ability to attract skilled personnel, GVL opted to join the Ontario Long Term Care Association (OLTCA) in 2022. We have continued this membership into 2023 and 2024. The OLTCA operates as a cooperative entity dedicated to instigating pivotal transformations within the long-term care sector. It serves as a prominent advocate for long term care homes in Ontario, boasting a membership that encompasses 70% of such long-term care homes.

#### DementiAbility

We uphold DementiAbility as our core care philosophy at Grandview Lodge, renowned for our resident-centered approach. We are dedicated to collaborating with Gail Elliot, the owner and educator, to ensure all our staff receive training in this methodology. DementiAbility's primary objective is to unveil the capabilities and potential of individuals living with dementia. Through innovative, evidence-based, person-centered education, along with a wealth of resources, tips, tools, and dementia care approaches, our care team will learn how to support each individual comprehensively. Our aim is to create an environment that fosters success, enabling each person to live with purpose, dignity, independence, love, a sense of belonging, and joy every day.

### Additional 2023 Highlights & Achievements

Here are just a few of our highlights from this past year:

- Developed, recruited and implemented a new, fully funded, Social Service Worker position.
- Completed Phase 3 of enhanced direct care staffing hours, resulting in residents now receiving 3:45 hours of direct care per day.
- Devised, in collaboration with Human Resources, new recruitment and retention strategies.
- Successfully enrolled in the IEN (Internationally Educated Nurses) Program.
- Became eligible to participate in the Provincial PSW (Personal Support Worker) incentive program.
- Continued CLRI PREP funding.
- Contributed to the planning of the redevelopment of Grandview Lodge's website.
- Actively participated in job fairs and streamlining our interview process.
- Revamped and redistributed staff computers for improved accessibility.

- Installed additional wi-fi routers throughout the home.
- Successfully piloted wi-fi calling across the entire home.
- Secured ICIP funding for Phase 2 of the HVAC project.
- Implemented an additional Scheduler position, including realignment of scheduling and payroll duties.
- Significantly enhanced our SSC (Staff Schedule Care) system through updates and process improvements, maximizing its capabilities to the fullest extent.

## Summary

Reflecting on our accomplishments and hurdles throughout 2023, it's evident that Grandview Lodge stands out due to the dedication of its staff, residents, families, and community. Over the past year, we've experienced significant turnover in key leadership positions and welcomed many new frontline staff members. Building a cohesive leadership team takes time, but we're making substantial progress in this regard. Despite facing challenges, our unwavering priority remains the safety, happiness, and overall well-being of residents and staff.

Moving forward, it's imperative for us to continue collaborating to address any obstacles that arise. We aim to build upon current successes, fostering integration and efficiency by working closely with other divisions within Haldimand County. We'll utilize long-term care funding to attract and retain skilled staff, and invest in infrastructure and technology to enhance care delivery.

Through collaborative efforts, we will ensure that Grandview Lodge remains an essential part of the community, providing top-quality care for our most vulnerable members.