



VICTORIA GARDENS
LONG TERM CARE



2024-2027

Meeting Tomorrow's Challenges

STRATEGIC PLAN

Victoria Gardens is a resident focused long-term care centre that nurtures the human spirit and body.
Service is based on Respect, Honesty, Integrity, Trust and Teamwork.

Management Team Participants

Cindy Coyle, RPN, Administrator

Maria Ambroszkiewicz, RN, Director of Care

Tracy Smoke, BASc, Recreation Manager, Environmental Lead

Violet Duran, Business Office Manager, Environmental Supervisor

Therese De Castro, CNM, Nutrition Manager

Micky Morrison, Nursing Support Coordinator

Resident & Family Review Process

Family Council

Resident Council

Continuous Quality Improvement Committee

Professional Responsibility Committee Members

Cindy Coyle, RPN, Administrator

Maria Ambroszkiewicz, R.N., Director of Care

Dr. C. Okorie, MD, Medical Director

Tracy Smoke, BASc, Activity Director

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EXECUTIVE SUMMARY

Victoria Gardens is a 76-bed long-term care facility that has been accredited for over 30 years. The current building is a three story building built in 1995. The building is accessible and equipped with up-to-date safety and security systems. Victoria Gardens is a privately owned facility and is part of a responsive and integrated network of long-term care centres providing a continuum of care to residents that respects individual autonomy and dignity. Victoria Gardens provides resident driven care that nurtures the human spirit and body. Service is based on respect, honesty, integrity, trust, and teamwork. Through the strategic planning process, Victoria Gardens has identified trends that will affect its operation. These include:

Changing Demands of Long-Term Care Services due to older and frailer resident populations requiring more care.

Changing Demand for Service that includes increased competition from public and private health providers, and the demand for more effective sharing of health information, and the diversification of the resident population.

Staffing Challenges that includes increased competition for experienced staff, a multicultural workforce, and the increased demand to create a work environment that balances family and work life.

Infection Prevention and Control to utilize specialized infection prevention control staff, focus on remaining infection free and balance the emerging need to use technology to keep family members connected and informed.

Strategic Directives for 2024-2027

Based on the environmental assessment and internal review Victoria Gardens has identified the following strategic directives for 2024-2027:

Directive 1: Continue to make safety and security a number one priority of all aspects of the operation including residents, families, staff, service providers, and members of the general public.

Directive 2: Focus on being responsive to the holistic needs of the residents to improve the resident experience.

Directive 3: Recruit and maintain competent, committed, and qualified staff who share our vision, mission, service objectives, values, and principles.

Directive 4: Strengthen the relationship between community partners and stakeholders to ensure seamless delivery of care.

Directive 5: Strengthen the viability of Victoria Gardens through continuous quality improvement.

HISTORY

Victoria Gardens is a privately owned long-term care centre. It was built in 1969 on the back corner of the current property. The original building housed 51 residents in a two-story building. Initially, the building was used as a men's residence.

In 1990, the Home became accredited with the Canadian Council on Hospital and Long Term Care Accreditation. Following a needs assessment in 1992, the decision was made to build a new Home. This new building was designed to create a homelike atmosphere for residents while providing up-to-date clinical facilities and a safe and secure environment. In 1995, a three-story brick building for 76 residents was erected on the property and the old building was demolished.

ACHIEVEMENTS

From 2007 to 2009, Victoria Gardens launched an overhaul of its Health and Safety Program. As a result, a new Safety First Focus was introduced that encompassed all aspects of the operation. New safety programs included the addition of lifts in all resident areas, a focus on gentle persuasive approach, and improved safety training for staff, residents, families, and service providers.

From 2014 to 2015, Victoria Gardens continued to focus on enhancing its Quality Improvement Process to meet the new standards of Health Quality Ontario by replacing its elevator.

Achievements during 2016 included the continuation of educating and supporting family members and staff regarding procedures and services available at the Home prior to making transfers to hospital. In 2017, the Home achieved over a 95% resident satisfaction rating in key areas including transparency, communication, and resident's ability to express themselves freely. In addition, interdisciplinary communication and collaboration were enhanced to ensure quality resident care. In response to changing resident acuity, registered nurse staffing levels were increased. During Victoria Gardens' 2018 accreditation survey, a 4-year certificate was achieved. The accreditation status solidified our commitment to excellent care and services. 2019 saw staff focus on enhanced resident safety and infection control practices. In order to meet new design standards and community needs, in 2020, Victoria Gardens submitted an application for development of a new long term care home to the Ministry of Long Term Care. Discussions between the Ministry of Long Term Care and Victoria Gardens are ongoing.

In March 2020, the World Health Organization declared COVID-19 as a global pandemic. With increased Infection Prevention and Control (IPAC) protocols and with staff, resident, and family support, the residents of Victoria Gardens remained COVID free for twenty months. Victoria Gardens remains committed to maintaining optimal IPAC protocols to strive for a safe and infection-free environment.

From 2021-2023, Victoria Gardens updated its website to be more current and accessible. The Home continued to be Accredited by Accreditation Canada with a new four-year Accreditation status. On March 31, 2022, the Home's Administrator retired after 35-years of service with the new administrator seamlessly transitioning into the role. A complete review of Home policies and procedures was conducted and changes made to reflect the Fixing Long Term Care Act, 2021. Upgrades to the Home during this time included replacing all chairs, updating flooring in common areas, replacing all privacy curtains throughout the Home, replacing the nursing stations and updating handrails. The interior of the elevator was also replaced. In 2023, the Home upgraded its lighting and WiFi wiring, replaced its blinds and drapes, and renovated some resident washrooms.

Victoria Gardens' Palliative Approach to Care became a further focus to improve the palliative and end of life care experience for residents and their families. Training occurred for the majority of staff on the palliative care approach. As well, the Home has regular access to a specialist palliative care team for support. In 2023, the Home was nominated for the Dr. Anthony Kerigan Award for Leadership in Integrating Palliative Care in a Long Term Care Home. This is a new annual award from the Division of Palliative Care at McMaster University which recognizes large scale integration of the palliative care approach in a long-term care home.

FUTURE PLANS

Victoria Gardens will continue to focus on a quality recruitment process in order to reduce staff turnover rates and increase staffing stability. The Home is working towards increasing direct care staffing to the provincial benchmark of four-hours per resident per day, as well as increasing resident accessibility to allied health professionals. The Home also remains committed to investing in upgrades to the facility and maintaining optimal infection prevention and control protocols to ensure a safe and healthy environment. Victoria Gardens will continue to fulfill the requirements set by Accreditation Canada.

ENVIRONMENTAL ASSESSMENT

Demographics

As of 2023, Hamilton has a population of 781,000 residents. In 2021, the population increased by 6%, surpassing the provincial average of 5.8%. The U.N. projects that by 2030, Hamilton will have a steady population increase to 828,000 residents. Hamilton's proximity to Toronto and Niagara with accessibility between both places are among the top reasons why people are choosing Hamilton.

There is expected to be a growth of 50-70% in the number of seniors in Hamilton between 2022-2046. There are two times more women than men aged 85 years and older in Hamilton. Hamilton's population of 55 years and older is projected to increase to 260,000 by 2041.

Females are 50% more likely than males to live below the poverty line. Seniors living below the poverty level experience poorer health, greater use of health resources, are less likely to have caregiver support to maintain independence in their own homes, and are more likely to enter long-term care. There has been and will continue to have an increase in resident admissions who are under the age of 65 with little or no community support. These admissions are also more likely to have a mental health diagnosis or a history of substance abuse.

Local Geography

Victoria Gardens is in the boundary of Ward 3 and is known as Hamilton Centre. It is an urban ward situated in the lower city. It is bordered by the Escarpment to the south, Hamilton Harbour to the north, Ottawa Street to the east, and Wellington Street North to the west, connecting the Claremont Access. Approximately one third of this ward comprises industrial and commercial land, including U.S. Steel Canada and ArcelorMittal Dofasco. It is also home to Hamilton General Hospital, St. Peter's Hospital, Tim Hortons Field, and Gage Park.

The most recent Hamilton census reports that there are 41,205 people living in Ward 3. The population has, on average, lower incomes, higher rates of unemployment, and higher use of social assistance compared to the rest of the city. There are also more people new to Hamilton, but not necessarily new to Canada, in the ward and a much higher proportion of Indigenous residents compared to other wards.

Victoria Gardens is situated on a main artery, close to the downtown core and on a bus route. Downtown Hamilton is among one of the most densely populated areas in the country. As a result, Hamilton is exploring options to increase housing, transportation, and infrastructure. The General Hospital and the Barton Street business district are located two blocks north of the Home. The neighbourhood consists of mostly single-family dwellings and is a popular resettlement area. There are large multicultural populations residing in the neighbourhood.

Funding

The provincial government and its health strategies have had a significant impact on the services provided in long term care facilities. Victoria Gardens' revenue is made up of 68% Ministry of Health and Long Term Care (MOHLTC) funding, 30% resident co-payment, and 2% preferred accommodation. The contributions of the MOHLTC to long term care facilities continues to increase. This increase reflects the Ministry's intent to improve the quality of care in long term care by increasing staffing. The Ministry has committed to allocating funding to ensure that residents receive 4-hours of direct care per day by 2025. Additional funding includes: IPAC, Allied Health, resident health and well-being, and supporting professional growth. The increase to the accommodation envelope has not kept pace with rising costs of salary increases and utility expenses.

Health System Changes

The Ministry of Health and Long Term Care's (MOHLTC) intent is to create a continuum of care that respects individual autonomy and dignity. Due to the COVID-19 pandemic, the MOHLTC did a thorough review of the long term care sector. As a result, a revised Act and Regulations were put into place focusing on resident care and rights, as well as infection control. The Fixing Long Term Care Act, 2021, came into effect on April 11, 2022. As a whole, the health care sector experienced a shift in experienced staff leaving the profession due to a variety of reasons, including fear, personal choice, and burnout. Despite this, the Ministry and Victoria Gardens continue to prioritise the health and well-being of its residents.

COMMUNITY PARTNERS

Victoria Gardens endeavours to meet the needs of its residents through effective liaison with other health services and agencies. Victoria Gardens works directly with Ontario Health, the HCCSS, area hospitals, Hamilton Public Health, and other community health providers. The Home's primary focus is how to best serve its residents by providing a continuum of care.

Residents who require additional services are referred to other healthcare partners. Working relationships with other providers have been established to ensure that our limitations do not affect our resident care program. In partnership with a community network of service providers, Victoria Gardens is able to deliver a continuum of long term care.

Community Partners include:

Co-operative Providers:

Hamilton Health Sciences Corporation
 Psycho-Geriatric Services
 Medical Community
 St. Peter's Hospital
 St. Joseph's Hospital
 Behaviour Supports Ontario (BSO)
 Palliative Care Physician and Consultants
 IPAC Hub

Coordinating and Planning:

Ontario Health
 Home and Community Care Support Services (HCCSS)
 Accreditation Canada
 Ontario Long Term Care Association (OLTCA)

Support Groups:

Alzheimer Society
 Mental Health Association
 Family Council of Ontario
 Ontario Association of Resident Councils (OARC)
 Canadian National Institute for the Blind (CNIB)
 St. John Dog Therapy Program

Government Agencies:

Ministry of Health
 Ministry of Long Term Care
 Public Health
 Ontario Health
 Public Guardian Trustee Office

INTERNAL ORGANIZATION SCAN

Changes & Challenges

Victoria Gardens is a small, independent, privately-owned home. Due to its size and structure, it can quickly respond to new changes and initiatives. The current owners have been involved in the delivery of long term care for over fifty years and are committed to the delivery of effective, efficient, and accessible services. Some of the staff have been with the facility for many years and developed a sense of family. Like the owners, the staff are committed to residents and the provision of high-quality care.

Victoria Gardens also recognizes that in order to keep committed and qualified staff, it must respond to the needs of its workers. Victoria Gardens has a multicultural workforce. This presents unique challenges in terms of succession planning, recruiting, and staff training requirements. Responding to the changing needs of residents means constant changes in when and where services are delivered. In the last few years, the industry as a whole, has had a challenge with recruitment and retention of front line staff. This is due partly to declining enrollment, career changes, competitive wages offered by hospitals, and the negative perception of long term care given by the media.

Safety First

The Home's Emergency Plan was updated and revised in 2022. As well, the Home's Fire Plan was revised and approved by the Chief Fire Prevention Officer. Victoria Gardens' IPAC Program is continuously being reviewed and revised based on current needs and best practices.

In 2022, the hand rails were replaced in all the residents' hallways. In 2023, all blinds and curtains were replaced to meet Fire Code regulations. Medication safety continues to be a priority. A portable generator was purchased in 2023 to ensure medication safety can be maintained in a power outage.

While the Ministry of Labour has been focusing on improved worker safety, the Ministry of Health and Long Term Care has focused on improving resident safety. Victoria Gardens has always had an excellent staff safety record and a strong Early Return to Work program.

Staffing Structure

Services are provided by staff, physicians, volunteers, students, and through purchase of service agreements. The Senior Management Team is made up of managers with relevant and current qualifications. The staff is represented by two unions, the Ontario Nurses' Association (ONA) and the Service Employees' International Union (SEIU). Managers are responsible for ensuring that their department is appropriately staffed according to current funding and resident needs. Collective Agreements are negotiated through collective bargaining. Labour Management meetings are held quarterly to encourage open communication between management and the employees.

Medical Personnel

Physicians are licensed by the College of Physicians and Surgeons in the Province of Ontario and are guided by medical staff by-laws and service agreements with the Home. Victoria Gardens' Medical Director meets current requirements of the Fixing Long Term Care Act, 2021.

Students & Volunteers

Student placements come from recognized educational institutions under a signed affiliation agreement. Volunteers with a special interest in the elderly are accepted from schools and the community at large. Mandatory police checks, education, and tuberculosis testing are required for all volunteers and students.

Purchase of Service Agreements

Purchase of service agreements are provided by skilled professionals who meet agreement qualifications. Contracted medical services include pharmacy, physiotherapy, laboratory, foot care, Registered Dietitian, and dental services. Contract building services include fire security, elevator services, HVAC systems, plumbing, electrical, and maintenance.

Staff Deployment

Each position has a written job description that clearly outlines the required qualifications, experience, and registration that is required. Staff qualifications and competency are monitored and evaluated on a regular basis.

Staff Education

One challenge Victoria Gardens faces in the area of staff development is the limited desire by front-line staff to participate in in-services and education. Despite adjustments to schedules and staff recognition for participation, attendance remains low for all non-mandatory training. Mandatory staff training is required by many regulatory bodies, for example, MOHLTC, MOL, and AODA. Training is provided through an online platform (Surge Learning), and direct participant workshops. Staff are paid for mandatory training. Opportunities for ongoing educational and professional development are made available to staff.

Nurturing Environment Focus

At Victoria Gardens we believe that meaningful community life revolves around close and continuing contact with loved ones and pets. Victoria Gardens provides a nurturing environment with access to human and animal companionship and opportunities to give and receive care. Residents receive weekly visits from the St. John Dog Therapy program. In some circumstances, the Home supports and accepts small pets that accompany newly admitted residents.

Quality Improvement Plan

In the provision of its services and programs, Victoria Gardens utilises a resident-centred approach to care to improve resident quality of life. The development and implementation of quality monitoring is the cornerstone of the quality improvement process.

There are four quality improvement dimensions that are used to develop and evaluate programs and services. These dimensions encompass various characteristics. These include:

Responsiveness: The organization anticipates and responds to changes in the needs and expectations of the client and/or community population, and to changes in the environment. (Availability, Accessibility, Timeliness, Continuity, Equity)

System Competency: The organization consistently provides services in the best possible way, given the current and evolving state of knowledge. The organization achieves the desired benefits for clients or communities, with

the most cost-effective use of resources. (Safety, Appropriateness, Competence, Effectiveness, Legitimacy, Efficiency, System Alignment)

Client and Community: The organization strengthens its relationship with the client and community. The organization does this by encouraging community participation and partnership in its activities. (Communication, Confidentiality, Participation and Partnership, Respect and Caring, Organization Responsibility and Involvement in the Community)

Work Life: The organization provides a work atmosphere conducive to performance excellence, full participation, personal/professional and organization growth, health, well being, and satisfaction. (Open Communication, Role Clarity, Participation in Decision Making, Learning Environment and Wellbeing)

Each year as part of the ongoing Quality Improvement Plan process, Victoria Gardens identifies and targets potential areas for improvement. These targets are based on performance indicators and identified deficiencies. The selected improvements are incorporated into the annual goal-setting process. Selected improvements are reviewed by managers with input from community partners, residents, family council, and front line staff. The processes are monitored throughout the year. The quality improvement initiatives are reviewed with staff on an annual basis before new targets are set. The quality improvement plan is now integrated with Health Quality Ontario to ensure that Victoria Gardens meets established provincial standards.

EMERGING TRENDS

Through the strategic planning process, Victoria Gardens identified trends that will affect its operation.

1. Changing Demands of Long Term Care Services:

- a. Shift towards frailer residents with more complex care needs
- b. Increase in the number of residents suffering from dementia, mental health diagnoses, and living longer

2. Changing Demand for Service:

- a. Focus on more effectively sharing large volumes of health information amongst service providers
- b. Remaining competitive with newer Homes
- c. Diversification of resident population and considerations for LGBTQ2S+ and non-binary individuals

3. Staffing Challenges

- a. Aging workforce
- b. Increased competition for experienced registered staff and PSWs
- c. Internal conflict regarding wage disparity as a result of PSW Wage Enhancement Program
- d. Increasing demand for a work environment that balances family and work life

4. Infection Prevention and Control

- a. Utilization of specialized Infection Prevention and Control staff
- b. Focus on remaining outbreak free
- c. Emerging need to use technology to keep family members informed and connected

STRATEGIC DIRECTIVE PRIORITIES

Directive 1: Continue to make safety and security a number one priority of all aspects of the operation including residents, families, staff, service providers, and members of the general public.

Target Outcomes:

- Develop and implement strong IPAC protocols. Revise as necessary as per guidelines.
- Reduce resident or workplace injuries, accidents, and near misses
- Minimize potential risks and hazards to residents, staff, volunteers, and service providers
- Enhance safety features of facility and program components

Directive 2: Focus on being responsive to the holistic needs of the residents to improve the resident experience.

Target Outcomes:

- Improve resident health through health promotion
- Increase opportunities for resident autonomy, self-direction, and the right to choose
- Increase services for behavioural and cognitively impaired residents
- Increase opportunities for multidisciplinary team input

Directive 3: Recruit and maintain competent, committed, and qualified staff who share our vision, mission, service objectives, values and principles.

Target Outcomes:

- Reduce resignations and terminations
- Increase work-life satisfaction (staff survey)
- Decrease sick time
- Increase staff interest in professional development and growth

Directive 4: Strengthen the relationship between community partners and stakeholders to ensure seamless delivery of care.

Target Outcomes:

- Timely transfer of documentation upon admission/discharge
- Increase resident and family satisfaction (resident survey)
- Support residents with access to community services

Directive 5: Strengthen the viability of Victoria Gardens through continuous quality improvement.

Target Outcomes:

- Common and shared information across all services
- Continuous quality improvement with measurable outcomes
- Adherence to best practice
- Maximize resource allocation and increased efficiency
- Maintain compliance with Ministry and public health directives

VISION

Victoria Gardens strives to be part of a responsive and integrated network of long term care centres providing a continuum of care in a safe and secure environment.

MISSION STATEMENT

Victoria Gardens provides resident driven care that nurtures the human spirit and body. Service is based on respect, honesty, integrity, trust, and teamwork.

SERVICE OBJECTIVES

Victoria Gardens shall provide services that:

1. Encourage meaningful interaction with residents, family, staff, and community.
2. Commit to health, safety, and security.
3. Meet the holistic needs of residents including: physical, social, emotional, intellectual, and spiritual.
4. Improve the quality of services through ongoing evaluation and adherence to best practices.
5. Respond to the needs and expectations of our stakeholders.

CORE TEAM VALUES

In delivering services, the resident care team shall adhere to the following core values:

1. Promote optimum functional ability in the residents by restoring the individual to their fullest physical and mental abilities.
2. Ensure attitudes or behaviours of residents do not alter or affect the care they receive.
3. Treat the residents with respect, dignity, understanding, and compassion at all times.
4. Provide residents with choices and involve the residents in decision making.
5. Maintain informed consent. Procedures, treatments, and services will be explained to residents and families, including expected outcomes and possible risks.
6. Develop decisions regarding care and treatment in a collaborative, non-coercive and multidisciplinary approach.

OPERATING PRINCIPLES

Victoria Gardens is committed to the fulfilment of its Mission. To this end we adopt the following standards to guide our operating practices:

1. To recognize that future growth depends on our ability to initiate, facilitate and adapt to change. We will be supportive and sensitive to the challenges initiated by change.
2. Positive staff relationships are characterized by honesty, respect, and trust.
3. Initiative, resourcefulness, and innovation are essential qualities for managers.
4. To recognize the efforts, commitment, and fulfilment of our vision through our employees.
5. Ensure staff shall be part of the decision-making process and we will maintain an atmosphere that encourages ongoing communication.
6. Establish staff developmental plans through ongoing assessment and evaluations.
7. Commit to the continuous quality improvement and safety of the operation.

DIVERSITY, EQUITY, INCLUSION, ANTI-RACISM, AND INDIGENOUS HEALTH EQUITY

Victoria Gardens is committed to creating an inclusive, equitable, and culturally safe environment where every resident, family member, staff member, student, volunteer, and visitor is treated with dignity, respect, and compassion. Through our commitment to Equity, Inclusion, Diversity, Accessibility, Anti-Racism, and Indigenous Health Equity, we strive to eliminate barriers, address systemic inequities, and ensure that person-centred care reflects the unique identities, cultures, values, beliefs, and lived experiences of those we serve.

Our EIDA-R approach was developed through a collaborative process informed by legislative requirements, organizational priorities, resident and family feedback, staff engagement, quality improvement initiatives, and best practice guidance. This work has been supported by the development and ongoing review of policies that promote diversity, accessibility, inclusion, anti-racism, non-discrimination, and Indigenous Health Equity. This ensures these principles are embedded throughout our organization's culture and decision-making.

The home has achieved several successes in advancing equity and inclusion, including:

- Implementing policies that promote diversity, equity, inclusion, accessibility, anti-racism, and non-discrimination.
- Embedding equitable hiring and recruitment practices to support a diverse workforce.
- Supporting the rights, dignity, and inclusion of 2SLGBTQIA+ residents, families, and team members through respectful care and inclusive practices.
- Providing access to translation services to improve communication for residents and families whose preferred language is not English.
- Recognizing and supporting Indigenous health equity by respecting cultural traditions and facilitating access to traditional healing practices, ceremonies, Elders, and Indigenous supports whenever desired by residents.
- Promoting ongoing education for staff on cultural safety, unconscious bias, anti-racism, accessibility, and inclusive care.

While meaningful progress has been made, we recognize that barriers continue to exist. These include challenges in accessing culturally specific services, limited availability of interpreters for some languages, opportunities to further diversify the workforce and leadership, varying levels of staff knowledge and confidence in providing culturally safe care, and systemic inequities that impact access to health services for equity-deserving populations, including Indigenous Peoples.

As part of this strategic plan, the Home will continue to strengthen its initiatives by regularly reviewing policies and practices, engaging residents, families, staff, and community partners, and monitoring progress through quality improvement activities. Through this commitment, the Home will continue to foster a culture of belonging where diversity is celebrated, barriers are reduced, discrimination is not tolerated, and every individual has equitable opportunities to achieve the best possible health and quality of life.