



## **REPORT TO COMMITTEE**

**To:** Chair Rentsch and Members of Health and Human Services Committee

**From:** Brenda Wagner, Administrator

**Meeting Date:** April 28, 2022

**Subject:** **Dufferin Oaks 2021 Annual Report**

### **In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** – ensure transparency, clear communication, prudent financial management

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### **Purpose**

The purpose of this report is to present the 2020 Annual Report for Dufferin Oaks.

### **Background & Discussion**

Dufferin Oaks has prepared an annual report to summarize home operations, accomplishments and program directions. A copy of the 2021 Annual Report is attached to this report.

### **Financial, Staffing, Legal, or IT Considerations**

At this time there are no Financial, Staffing, Legal, or IT Considerations

### **Recommendation**

**THAT** the report of the Administrator of Dufferin Oaks dated April 28, 2022 regarding the 2021 Dufferin Oaks Annual Report be received.

Respectfully Submitted By:

Brenda Wagner  
Administrator

## **DUFFERIN OAKS ANNUAL REPORT**

April 28, 2022

### **Mission Statement**

Dufferin Oaks is a non-profit, long-term care home, owned and operated by the Corporation of the County of Dufferin, dedicated to providing a continuum of the highest quality holistic care for both residents and clients in partnership with the community.

### **Vision Statement**

Dufferin Oaks' vision is to be a centre of excellence for non-profit, long-term care programs and community services.

### **Values Statement**

At Dufferin Oaks, we provide non-profit, long-term care programs and services based on the following values:

- Dignity and wellbeing for our residents and clients
- Respect for each individual
- Multi-disciplinary planning for client focused care
- Quality, cost effective, client centred services
- A workplace focused on team effort and personal growth
- A safe, comfortable home-like environment.

### **Dufferin Oaks**

Throughout the COVID-19 pandemic, Dufferin Oaks continues to be a facility of choice for long term care services in Dufferin County. It operates at full capacity and, as of December 31, 2021, Dufferin Oaks' waiting list was 270 which is the highest that the wait list has been. The Long Term Care Homes Act and Regulations continue to drive work planning and changes in order to meet the many requirements of the Act along with Ministry Directives that have been enacted in the response to the pandemic.

As per our Accountability Agreement in order to receive funding from the Local Health Integration Network, the home is required to undergo accreditation. Accreditation is a process where the home is reviewed by an accrediting body approved by the Ministry of Health. The home is compared to international standards outlining its areas of quality and giving recommendations and suggestions for improvements. Dufferin Oaks worked diligently to prepare to meet the hundreds of accreditation standards in preparation for the survey that was held in January 2020 which resulted in Dufferin Oaks being awarded a three year accreditation.

Dufferin Oaks continues to work with the Local Health Integration Network (LHIN) (which is to be transitioned over to Ontario Health in 2021) and our Association to advocate for changes to support the increasing care levels throughout the home.

### **Dufferin County Community Support Services**

Dufferin County Community Support Services operates under the umbrella of Dufferin Oaks and provides a wide range of services to support older adults and the physically disabled living in the community.

### **McKelvie Burnside Village**

McKelvie Burnside Village is a 22-unit housing program for the physically disabled and frail older adults located in two wings of the Mel Lloyd Centre. It continues to operate at full occupancy. Programs for the tenants continue in partnership with the Ontario March of Dimes.

### **Mel Lloyd Centre**

The following programs provide services in the Mel Lloyd Centre:

- Wellington-Dufferin-Guelph Public Health Unit (satellite office)
- Dufferin County Community Support Services and Adult Day Program
- New Horizon's Seniors Centre
- McKelvie Burnside Village
- March of Dimes Community Outreach Office
- EarlyON-Dufferin
- Service Canada
- Shepherd's Cupboard Food Bank
- Shelburne Centre for Health and Dufferin Family Health Team
- Specialist and Telemedicine Clinics

- Life Labs
- A satellite site for Dufferin County Emergency Services
- Contact North – E-Learning
- Dufferin Employment Resource Centre
- Headwaters Speech Language Pathology
- CMHA (Canadian Mental Health Association)
- Georgian College (satellite office)
- Upper Grand District School Board
- Family Transition Place

Although most programs are currently on hold, the following community groups use the amenity space of the Mel Lloyd Centre: Shelburne Community Indoor Walking Path, Lions Club, TOPS, Abiding Place Ministries and Alcoholics Anonymous.

## **Community Linkages**

Staff are represented in many community and professional organizations ensuring that the needs of clients in Dufferin County are identified and addressed. Staff is currently involved in the following organizations:

- AdvantAge Ontario
- Central Region LHIN committees and meetings
- Shelburne and Area Chaplaincy Network
- Regional Palliative Care Network
- Dufferin Network for the Prevention of Elder Abuse
- Shelburne Area Ministerial Association
- Headwaters and Long Term Care Partners Network
- Dufferin Health Links
- Hills of Headwaters Health Team

## **Pandemic Response**

COVID-19 changed the delivery of service throughout the County of Dufferin with a significant impact experienced in our Long Term Care and Community Support Services department. Community Support Services continued to be provided throughout 2021 in a limited capacity with a gradual return to most in person services by the Fall of 2021.

## Staff Recruitment and Retention

Staffing remains one of the most critical challenges being experienced in Long Term Care. Dufferin Oaks continues to work with partners to ensure Dufferin Oaks remains a preferred employer in within the Long Term Care sector. Ongoing initiatives include the following:

1. Implementation of a scheduling committee in partnership with our labour partner, CUPE. Staff were surveyed in regards to scheduling which resulted in a new PSW schedule developed based on feedback from respondents.
2. Recruitment of a Human Resources Generalist to focus on recruitment at Dufferin Oaks. In 2021 alone, there were 221 job postings (inclusive of both internal and external postings).
3. The reintroduction of on-site placements for both PSW and RPN students.
4. Partnering with several colleges to enable current staff to enrol in the PSW and Food Service Worker program (FSW) which was offered at no cost by the province. Currently, we have had six staff enrolled in these programs.

## Inspections/Reports

### COVID 19 Infection Prevention and Control Audit:

March 29, 2021 – Public Health Inspection with IPAC HUB specialist

May 13, 2022 – Public Health Inspection

August 27, 2022 – IPAC Hub specialist

December 9, 2021 – Public Health Inspection

### Ministry of Long Term Care:

Critical Incident and Complaint Inspection in January which found there were no areas of non-compliance with the Complaint and a reissue of one Order from 2020.

Critical Incident Inspection in March which cleared the outstanding order.

Critical incident Inspection in October which resulted in one written notification that required a voluntary plan of correction.

### Public Health Inspections

2 inspections of Food Services occurred in June and September and no areas of concern were identified

### Ministry of Labour Inspections

There were 2 onsite inspections completed by the MOL with no areas on non-compliance.

## Outbreaks

Dufferin Oaks experienced 1 outbreak in 2021 which was a Covid-19 outbreak that was declared on December 31<sup>st</sup>, 2021.

## Accomplishments/Quality Improvements in 2021

While COVID-19 was the continued focus of 2021, below are just some of our accomplishments and quality improvements that occurred:

- Purchased new equipment for improved resident care including new beds, 30 wheelchair adjustable dining tables, and additional lifts to assist with the provision of resident care
- Successfully recruited for a new Assistant Director of Care position which oversees Infection Prevention and Control
- Installed sprinklers in McKelvie Burnside Village
- Implemented an online booking system for indoor visiting to ensure a safe visiting program was established for our residents
- Partnered with Wellington Dufferin Guelph Public to hold on-site Covid 19 Vaccination Clinics for our residents. We were one of only several homes who were able to train our staff to provide the Moderna vaccine
- Provided space in the New Horizons Room for WDGPH to hold community vaccination clinics throughout the year
- In consultation with WDGPH, was able to return to in person programming with our Adult Day Program Clients
- Introduced a Human Resource Generalist position to assist with recruitment.
- Provide email access to all front line staff to help ensure consistent communication to all staff
- Purchased and installed new equipment in the Laundry department
- Replacement of boilers at Dufferin Oaks
- Managers started training on Diversity, Equity and Inclusion in the Fall of 2021
- Implemented the Home Assistant job classification to assist with the care of our residents
- Through additional funding received to support the transition to four hours of care, the following enhancements were implemented between November 2021 and March 2022:
  - 50.5hrs per day of PSW
  - 7.5hrs per day of RPN
  - 9.5 hrs per day RN
  - 11.5hrs per day Activation/Restorative Care

- Increased Social Worker coverage from 3 days per week to 5 days.
- Through the generous support of the community, gifts were provided to all residents over the Christmas holiday

## **2022 Action Plan – The Highlights**

The strategic plan has 5 key priority areas: Economic Vitality, Inclusive & Supportive Community, Good Governance, Sustainable Environment & Infrastructure and Service Efficiency and Value. Dufferin Oaks' Action Plan flows from and supports the County of Dufferin's Strategic Plan.

### **Economic Vitality**

Continue to explore funding opportunities to support programs for older adults

### **Inclusive & Supportive Community**

Provide education to staff to support Diversity and Inclusion

Revise Admission process, including making it available digitally/virtually for family members

### **Good Governance**

Review of the Homes Mission Vision and Values with Residents, staff and community stakeholders

Preparation for our 2023 Accreditation Survey

Review and implementation of the Fixing Long Term Care Homes Act and Regulations

### **Sustainable Environment & Infrastructure**

Review of security requirements in coordination with other Dufferin County departments

Replacement of DO front walkway and canopy as well as updates to the landscaping

Renovation of the McKelvie Burnside Village tub room

Renovation of bathrooms at the Mel Lloyd Centre

Replacement and upgrade of our Building Automated Control System through Federal and Provincial Infrastructure funding

### **Service Efficiency and Value**

Streamline outreach programs for older adults: Identify programs that would benefit with forming or strengthening collaborative partnerships