

**DUFFERIN OAKS
ANNUAL REPORT
March 28, 2019**

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 well being 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.

Summary

Dufferin Oaks

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, 2018, Dufferin Oaks' waiting list was 177 which is up significantly from last December's wait list of 146 and 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 and to meet the inspection process for homes to ensure compliance. All homes in the province are mandated to receive regular inspections. Dufferin Oaks received one inspection this past summer to follow up on several critical incidents and one complaint. This

inspection process was a three day inspection process completed by one Ministry inspector.

As per our Accountability Agreement in order to receive funding from the Local Health Integration Network, the home is now 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 February 2017 which resulted in Dufferin Oaks being awarded a three year accreditation. 2018 saw Dufferin Oaks continuing to maintain its accredited status with preparation underway for its 2020 survey.

A major challenge for the home continues to be the increasing care needs of our residents including those with responsive behaviours. The upcoming 2019/20 LSAA calls for LTC homes to work collaboratively on not only a Seniors Strategy but a Dementia Strategy as well. Dufferin Oaks continues to work with the Local Health Integration Network (LHIN) and our Association to advocate for changes to support the increasing care levels throughout the home. Another challenge is the Personal Support Worker shortage that is being experienced not only locally but across the province.

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 seniors and the physically disabled living in the community. This program submits a separate annual report detailing service levels and annual accomplishments.

McKelvie Burnside Village

McKelvie Burnside Village is a 22 unit housing program for the physically disabled and the frail elderly 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 Centre continues to flourish providing numerous recreational, social and health care services for residents of the surrounding community. The following programs provide services in the Mel Lloyd Centre:

- The Shelburne Physiotherapy Clinic
- Dufferin County Alzheimer Society satellite office
- Hospice Dufferin satellite office
- 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)
- Family Transition Place

In addition, 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 West 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

Inspections/Reports

Received 1 Ministry of Health and Long Term Care Inspection:
August 8, 9 & 10– an inspection occurred to follow up on 3 critical incidents and one complaint which resulted in 4 written notifications.

Received 3 Public Health Inspections:

1st in Kitchen in March 2018 with 0 issues identified

2nd in Kitchen in June 2018 with 0 issues identified

3rd in Kitchen in October with 0 issues identified.

Accomplishments/Quality Improvements in 2018

Below are just some of our accomplishments and quality improvements that occurred in 2018:

- New wheelchair van was purchased through funding provided by the Central West LHIN - March 2018
- CTV Barrie did a feature story on our Companion Pets program – January 2018
- Received Orangeville Banner's Readers Choice Award for "Best Long Term Care Facility" in Dufferin County – January 2018
- A new Hydration Program for our residents was implemented in May 2018 which included training of all nursing and dietary staff
- A successful Health & Safety week was held in May which involved staff throughout Dufferin Oaks taking part in activities and training. A special thank you to the Shelburne Fire Department for assisting us with our Fire extinguisher training.
- Purchased new equipment for improved resident care including 3 Arjo tubs, 10 new beds, 2 wheelchair adjustable dining tables,
- Successfully completed mandatory fire evacuation scenario as required by Ontario Fire Marshall under approved timelines by the Shelburne Fire Department with the minimum night staffing numbers – November 2018
- Implemented SURGE on line training for all Dufferin Oaks staff – April 2018
- In July, our Tuck shop went green! Plastic straws and stir sticks were replaced with paper
- Resident/Family survey completed with 97% percent of respondents stating they would recommend this home to others and 98% stating they are satisfied with the care provided to their loved one. In total, we received 59 surveys (37% of our residents and their families responded)
- Implemented additional PSW hours for resident care (7.5hrs/day) and 7.5hrs of RPN hours on the night shift– September 2018
- Contracted a new Hairdresser – March 2018
- a request for proposal for pharmacy was posted which resulted in our current provider, Classic Care, being awarded the tender
- A Reading Buddies program was established with the grade 2/3 class of our local elementary school – October 2018
- A funding application was submitted to the Ministry of Health and Long Term Care for *Excellence in Resident Centred Care* training for Personal Support Workers. Funding was received for 4 PSWs to be trained as

- facilitators and 57 PSWs to receive this training from their peers. Training will occur in winter 2019.
- Our volunteers were recognized with a Volunteer dinner catered by the dietary department – June 2018
 - A review of our Quality Risk Management program was completed and recommendations have been reviewed and are in the process of being implemented – March 2018
 - Successfully recruited several new managers - Manager of Dufferin County Community Support Services (March 2018), Manager of Dietary Services (July 2018) and coordinated with the Director of Human Resources to recruit for the new created role of Employee and Labour Relations Manager (August 2018).
 - The Resident & Family Christmas Tea was held in the Home Areas and the Adult Day Program enjoyed a Christmas Lunch catered by the Dietary Department - December 2018
 - A freezer was purchased and installed on 2nd floor (March 2018)
 - 47 rooms were painted at Dufferin Oaks – January – December 2017
 - All common areas (lounges, hallways, dining rooms and nursing stations) including the elevator areas were painted and had new signage installed (July 2018)
 - Several staff attended Mental Health First Aid training
 - Monthly Tenant meetings were implemented at McKelvie Burnside Village which encourages a forum for tenants to discuss ideas and concerns
 - Teepa Snow training (specialized training for staff working with our cognitively impaired residents) was provided to staff by our own Nurse Practitioner, Marilyn Fender, who is a certified Teepa Snow trainer.

2019 Action Plan – The Highlights

The County of Dufferin's strategic plan, adopted in 2015, provides a framework guide actions to support the established priorities of the corporation. The strategic plan has 4 key priority areas: Economic Vitality, Communications and Connections, Good Governance and Service Excellence. Dufferin Oaks' Action Plan flows from and supports the County of Dufferin's Strategic Plan. Below are some of the highlights from the Dufferin Oaks Action Plan for 2019:

Key Priority Area: Economic Vitality

- 1.3. Promote conservation and environmental sustainability –*
- a) Continue to replace all lighting with energy efficient LED lighting.

Key Priority Area: Communication and Connections

- 2.3.2 Collaborate to provide feedback on provincial policy –*

a) To work with local health care agencies and the CWLHIN to develop strategies to meet the needs of an aging population that cannot have their needs met in the community.

b) Participate fully with the CW LHIN in support of the Dementia Strategy.

2.4.1 Maintain positive connections with all staff –

a) Review scheduling systems and ensure system has capability for staff to submit and receive information electronically;

b) Review the current staff performance review system and update for a more inclusive process.

Key Priority Area: Good Governance

3.3.1 Ensure compliance with Ministerial standards and requirements -

a) Ensure all Annual program evaluations completed

b) Review and update Dufferin Oaks *Quality Improvement Plan (QIP)* for submission to the CW LHIN and Health Quality Ontario

c) Participate in the CW Palliative Care Network

d) Review and update Annual Quality Improvement Plan for DCCSS

e) Complete M-SAA 2019-22 as required for LHIN

f) Complete L-SAA 2019-22 as required for LHIN

3.3.2 Review and update current policies and procedures -

a) Complete ONA and CUPE contract negotiations.

c) Conduct annually required mock fire evacuation with new scenario involving local Fire Department to meet Ontario Fire Code Regulations for Care Occupancies.

Key Priority Area: Service Excellence

4.1.3 Develop a facilities, maintenance and capital plan

a) Expand and pave McKelvie Burnside Village Parking lot

b) Upgrade various resident care equipment including beds and lifts.

4.2.2 Ensure inclusive support services that promote safe and healthy living are available to Dufferin Residents.

a) Partner with LHIN and other community providers in Health Links and new sub-LHIN activities to ensure appropriate services are available to residents including psycho-geriatric resources.

b) Complete RFP for Physio services at Dufferin Oaks

4.3.2 Explore alternative sources of funding

a) Apply for one time funding opportunities with the Ministry/Central West Local Health Integration Network