

# GREENWOOD COURT ANNUAL BUSINESS PLAN – APRIL 1, 2018 to MARCH 31, 2019

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<b>RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?</b>			
<b>Objective</b>	<b>Measures</b>	<b>Targets</b>	<b>Initiatives</b>
1. To enhance the Resident admission process in Long Term Care and Retirement areas	<ul style="list-style-type: none"> <li>• LTC Resident and Family survey results 2017</li> <li>• Admission Survey</li> <li>• Family satisfaction at admission care conference in LTC</li> <li>• Verbal satisfaction in Retirement Home</li> <li>• Discharge survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Resident &amp; Family response post admission</li> <li>• &gt;80% resident satisfaction on LTC resident admission audit</li> <li>• 100% review of all admission material including LTC contracts</li> <li>• Complete an audit of Long Term Care resident files by year end</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
2. To continue to enhance Volunteer engagement at GWC	<ul style="list-style-type: none"> <li>• Invite Board Members to participate in GWC events</li> <li>• Connect with present volunteers and celebrate their accomplishments</li> <li>• Participation in the TCMH 50<sup>th</sup> Anniversary week of events</li> </ul>	<ul style="list-style-type: none"> <li>• Offer one large volunteer celebration in April</li> <li>• Redesign the GWC website for ease of volunteer applications</li> <li>• Review and redesign the volunteer policies including on-boarding and handbook</li> <li>• Host a volunteer / employee 50<sup>th</sup> Anniversary event day</li> <li>• Engage and inform our community of the 50<sup>th</sup> Anniversary events</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?</b>			
<b>Objective</b>	<b>Measures</b>	<b>Targets</b>	<b>Initiatives</b>
3. Ensure GWC provides a dynamic work environment and culture of continuous learning	<ul style="list-style-type: none"> <li>• Knowledgeable staff working at GWC</li> <li>• On-going professional development</li> <li>• Flexible scheduling to accommodate the staff members</li> </ul>	<ul style="list-style-type: none"> <li>• Work with IT provider to address staff room messaging – outstanding from 2017/18</li> <li>• Increased staff satisfaction on next employee survey</li> <li>• Evaluation on-boarding program developed in 2017</li> <li>• % completion of employee handwashing audits</li> <li>• On-going staff appreciation initiatives throughout the year</li> <li>• Upload Home policies to new web-based platform</li> <li>• Redesign of laundry and review environmental</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

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		practices and staff process once completed	
4. Excellent people positioning for the future	<ul style="list-style-type: none"> <li>• Continue to provide opportunities for students from colleges and universities</li> <li>• Maintain relationships and connections to support community placements</li> <li>• Ensure career growth opportunities, succession planning and leadership development</li> <li>• Recruit and retain the right people</li> </ul>	<ul style="list-style-type: none"> <li>• Develop innovative strategies for recruitment working with colleges and job grants</li> <li>• Develop capacity within the home through “Surge Learning” for education and policy awareness</li> <li>• Engage in free learning opportunities from stakeholders such as MOH, LHIN, ORCA</li> </ul>	•
<b>INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?</b>			
<b>Objective</b>	<b>Measures</b>	<b>Targets</b>	<b>Initiatives</b>
5. Actively engage in research and apply best practices to achieve quality of life for residents	<ul style="list-style-type: none"> <li>• Uphold mandate for Nurse practitioner funded by the MOHLTC</li> <li>• Participate in best practice engagements through the LHIN and MOH &amp; LTC</li> <li>• Patient First Legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to partner with Nurse Practitioner through Greenwood Court and Knollcrest Lodge</li> <li>• Work with MOHLTC funded Nurse Practitioner to advance GWC best practices</li> <li>• Seek out opportunities for research involving Greenwood</li> </ul>	•
6. To continue implementation of innovative quality care and service for GWC residents	<ul style="list-style-type: none"> <li>• Increased data quality of LTC resident</li> <li>• Increased awareness of BSO and recreation programs (Family Survey 2019)</li> <li>• LSAA Agreements</li> <li>• HQO – Quality Plan 2018-2019</li> <li>• ORCA engagement on member website</li> <li>• Seasons Care resident audits in LTC &amp; RHA areas</li> </ul>	<ul style="list-style-type: none"> <li>• Improved CMI for home</li> <li>• Increased restorative programs for residents</li> <li>• Continue development of Point Click Care system for therapeutic tracking of programs</li> <li>• Number of informed families at care conference by sharing data</li> <li>• Introduce new dementia programs – such as Java Memory Care and Godly Play</li> </ul>	•

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		<ul style="list-style-type: none"> <li>• Use our 2018-2019 QIP submitted to Health Quality Ontario as a living measurement tool for quality. This tool speaks to wound management, resident experience, safe care, and medication safety</li> <li>• Implementation of a LTC hydration program</li> <li>• Investigate menu management programs for food service and menu enhancement</li> <li>• Participation in ORCA knowledge learning center for best practises in Retirement Living</li> <li>• Completion of LSSA commitment of French Language and Indigenous Learning 2018-2019</li> </ul>	
<b>PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?</b>			
<b>Objective</b>	<b>Measures</b>	<b>Targets</b>	<b>Initiatives</b>
7. Meet budget expectations	<ul style="list-style-type: none"> <li>• TCMH Board financial committee approval</li> <li>• Capital budget</li> <li>• Benchmark competitor pricing in Retirement Living</li> </ul>	<ul style="list-style-type: none"> <li>• Review monthly statements and variances</li> <li>• Embark with Financial Department the upgraded PCC system for resident reports (i.e. N3, N1 and Tax notices)</li> <li>• Leadership Team to gain enhanced knowledge of financial systems</li> <li>• Seek opportunities to increase revenues through new programs or services</li> <li>• Efficiency gained through replacement of thermostat's on 1<sup>st</sup> apartment area</li> <li>• Build and develop GWC Laundry Department Spring 2018</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

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## LEGEND

Acronym	Description	Acronym	Description
LSAA	Long-Term Care Home Service Accountability Agreement	RHA	Retirement Home Act
BSO	Behaviour Supports Ontario	OTN	Ontario Telemedicine Network
MOH & LTC	Ministry of Health & Long-Term Care	SWLHIN	South West Local Health Integration Network
QIP	Quality Improvement Plan	PCC	Point Click Care ( <i>computer software used of clinical chart and financial</i> )
HQO	Health Quality Ontario	RAI-MDS	Resident Assessment Instrument- Minimum Data Set ( <i>is the standardized assessment tool for admission, quarterly, significant change in health status and annual assessments for each resident</i> )
NP	Nurse Practitioner ( <i>FYI at GWC we share a NP with Knollcrest as a special funded opportunity</i> )	PAC	Professional Advisory Committee ( <i>Internal committee with Care Partners – Medical Advisory, Pharmacist, Public Health, Dietitian, Restorative and our leadership</i> )