



The County[™]

PRINCE EDWARD COUNTY ♦ ONTARIO

H.J. McFarland Memorial Home Strategic Plan 2018-2020

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INTRODUCTION

Over the next two years there will be ongoing changes in Long-Term Care that will affect the day-to-day operations and the future direction for H.J. McFarland Memorial Home. These changes include:

- Annual inspections by the Ministry of Health and Long-Term Care will become more transparent and increase surveillance of long-term care homes.
- Quality improvement plans (QIPs) that are approved by the Local Health Integration Network that will now become part of the Long-Term Care Home Accountability Planning agreements.
- Community Care Access Centre (CCAC) is refusing fewer applications, which is causing concern among long-term care home providers. Administration must increasingly accept applicants previously deemed inappropriate for services provided at H.J. McFarland Memorial Home. Those applicants include residents with severe cognitive behaviours, younger residents under 50 years of age, residents with complex care needs requiring acute interventions, and residents with severe mental health challenges.
- The amalgamation of the South East Local Health Integration Network (SELHIN) with the South East Community Care Access Centre could result in minor and/or major changes to long-term care homes in the local area.
- The Ontario Ministry of Labour is increasing its surveillance of long-term care homes by introducing new standards and requirements aimed at reducing workplace injuries and getting injured workers back to work as soon as possible.
- Families are increasingly frustrated with how homes and facilities deliver care to residents and staffing levels within the home. Families are communicating those concerns to the operators of the home.

Over the past 10 years, the Residents of Long-Term Care have presented increasingly complex care needs. Funding for staffing provided by the Ministry of Health and Long-Term Care (MOHLTC) has not met the increasing resident care needs.

To address recent significant changes and anticipated challenges over the next couple of years, H.J. McFarland Memorial Home has prepared a strategic plan for 2018-20. The strategic plan encompasses a comprehensive review of the H.J. McFarland operations, as well as input gathered from management, direct care staff, and volunteers.

The strategic plan will be reviewed quarterly with the Continuous Quality Improvement (CQI) team that developed the strategic plan, to ensure H.J. McFarland Memorial Home is meeting its goals. The review will also identify possible changes that could positively affect the day-to-day operations and the long-term direction for H.J. McFarland Memorial Home.

The strategic plan has been developed with a focus on the operational components identified below. The most significant priorities are identified and included in the work plan outlined in Appendix A.

- Customer Service/Communication
- Environmental Development
- Infection Control Program
- Nutritional Initiative
- Partnership-Outside Agencies
- RAI-MDS Program
- Recruitment/Retention
- Staff Development
- Staff Work Life
- Use of Technology

BACKGROUND

H.J. McFarland Memorial Home is an 84-bed not-for-profit Long-Term Care accredited facility, operated by the Corporation of the County of Prince Edward. The home serves residents who are 18 years and older and are in need of daily medical, nursing and personal care services and cannot live in their home any longer. The Home also provides a number of additional services directly through purchase-of-service agreements. Admissions to the home are made through the South East Community Care Access Centre (SECCAC), which determines eligibility of admission to all Long-Term Care facilities and prioritizes the waiting list for admissions.

The South East Local Health Integration Network (SELHIN) is the primary funding agent of the home. The County of Prince Edward, through a tax levy, provides the home additional funding for its operations. The home operates under provincial legislation – the *Long-Term Care Homes Act, 2007* and *Ontario Regulations 79/10*. The home is also bound to operate according to relevant sections of the *Municipal Act* and County of Prince Edward municipal policies and procedures. The MOHLTC sets standards for the operation of the home, and the H.J. McFarland Memorial Home is assessed annually to confirm compliance with these Standards and Regulations.

H.J. McFarland Memorial Home opened its new facility on August 20, 1975, and it was dedicated in the name of Harvey James McFarland, a prominent business man in The County. Overall, administration has maintained the building in a good physical state through a preventative maintenance program. However, there have been system breakdowns in recent years, including heating and cooling systems, refrigeration units, boiler and plumbing work. The municipality has identified the need for upgrades to the home's infrastructure through the operational and capital budget review process.

H.J. McFARLAND MEMORIAL HOME MISSION STATEMENT:

“To provide compassionate, resident-centered care while incorporating freedom of choice, respect, dignity and continuous quality improvement in compliance with the Long Term Care Homes Act”

H.J. McFARLAND MEMORIAL HOME VALUES AND VISION:

“To be the Long Term Care Home of choice in Prince Edward County”

Resident Centered Care –We put residents first

Respect–For everyone connected to the home

Safety– For everyone entering the home

Autonomy – The ability of residents to direct their own care, and make choices regarding their care.

Note: Mission, Vision and Values are currently under review by the CQI Team

CORE BUSINESS

The core business of H.J. McFarland Memorial Home is resident care.

OVERVIEW OF H.J. McFARLAND MEMORIAL HOME SERVICES

The primary focus of service at H.J. McFarland is the provision of medical, nursing, and personal care for its residents. These services are supported by other programs and services to ensure that residents' nutritional, social, and recreational needs are met and that they live in a well-maintained, clean, stimulating, and safe environment. These services are provided by registered nurses, registered practical nurses, personal support workers, recreationists, dietary, housekeeping, laundry and maintenance staff, and four contractors.

In addition, the home purchases, or is provided directly or indirectly, professional services, including dietitian, physiotherapist, physicians, audiology, optometry, dentistry, psychiatry, occupational therapy, massage therapy, and pharmacy. The majority of the residents' professional services are covered through the

Ontario Health Insurance Program (OHIP), with some provincial or professional billing charges paid directly by residents.

The home is required to have a medical director who provides services directly to residents and oversees all medical services offered to the residents. The medical director is compensated through the regular medical billing procedures for physicians in Ontario.

The home has developed effective supportive working relationships in the community with volunteer organizations and individuals who support the internal recreation and socialization programs. Staff carry out the home's administration and business functions, with indirect support from municipal staff with the County of Prince Edward.

Home staff manage the residential environment at H.J. McFarland, including housekeeping, laundry and maintenance, and indirectly through the purchase of services, e.g. plumbing, electrical, refrigeration, heating and ventilation, etc.

To ensure residents stay connected with their community and continue to have access to outside medical appointments, H.J. McFarland provides a transportation service through a county contract. To maintain residents' connections with the community and various outside recreational activities, the home purchases bus and van services to transport the residents.

H.J. McFarland does not allow the residents to smoke within the building. Residents are pre-screened to determine if they can safely smoke without supervision outside the home and in line with rules and regulations set out by Hastings Prince Edward Public Health.

H.J. McFarland includes a secure unit (21 beds) that provides services to residents with a diagnosis of Alzheimer's disease and/or dementia. Residents can wander in this secure environment.

INTRODUCTION TO STRATEGIC PLANNING

This document aims to provide direction for management of H.J. McFarland for the next two years. The strategic plan has identified areas of focus to support the effective and efficient delivery of services to residents and to enhance the physical plant operations.

To develop this strategic plan, administration undertook a comprehensive review of its operations and gathered input from staff and volunteers. The review has taken into consideration the recent significant changes that have occurred over the past three years that have impacted the operation of H.J. McFarland

Memorial Home. The following addresses the significant changes that have taken place:

- H.J. McFarland staff members have an average of 9.45 years of long-term care service, placing many of them at the top of their salary grid with maximum vacation allowances. Costs associated with covering additional vacation allowances have increased. Additionally, the average age of the H.J. McFarland workforce is 45 years of age. The relatively older workforce demographic combined with the demanding work environment has led to staff health issues and increased absenteeism. The home faces higher costs as it replaces absent staff members..
- Management turnover since 2014 has fostered an unpredictable and unstable environment, creating distrust and a lack of confidence among staff in the future of H.J. McFarland. This, in turn, has impacted morale, leading to inconsistent attendance and increased use of sick time. Ongoing recruitment and retention issues have resulted in increased overtime to fill staff vacancies.
- The Ministry of Labour (MOL) has increased its monitoring procedures of Long-Term Care Homes and has recently introduced new standards and requirements for increased workplace monitoring. Also, staff who have been injured inside/outside work are required and encouraged to return to work as soon as possible, often resulting in modified work arrangements for them during their recovery. Although this decreases the WSIB/short-term disability costs and allows for these modified workers to be on the floor assisting, it also increases staffing costs as they cannot carry out their regular duties until they are fully recovered.
- Local Health Integration Networks (LHIN) now oversee all Long-Term Care Homes in Ontario. H.J. McFarland is accountable to the South East LHIN as well as to the Ministry of Health and Long-Term Care (MOHLTC). The introduction of the Long-Term Care Home Accountability Planning Submissions (LAPS) and the Long-Term Care Home Service Accountability Agreement (L-SAA) replaces the current service agreement with MOHLTC. The LHIN must administer the funding for H.J. McFarland based on the levels of care. The LHIN will do this through planning, funding, integration, and performance monitoring. Staff at H.J. McFarland will be expected to provide quarterly reports to the LHIN with respect to its performance. MOHLTC is responsible for ensuring the home complies with its operational standards. The ministry does so by carrying out inspections and conducting enforcement and performance of annual reviews to determine total per diem per bed funding.
- The recruitment of registered staff has been an ongoing concern at H.J. McFarland during the past two years. There are six registered nurses at

H.J. McFarland and the majority of them are over 55 years of age. There is no quick fix to this problem and a recent study commissioned by the Canadian Nurses Association warns that there will be a shortfall of 60,000 registered nurses across Canada by the year 2022. The home plans to work diligently to link with a number of different education institutions to develop a preceptor program as part of the workplace experience that is required for new graduates. This is one way of possibly recruiting future employees.

- One of the significant changes over the past few years was the MOHLTC introduction of the resident care charting documentation system referred to as Resident Assessment Instrument Minimum Data Set (RAI/MDS). Staff are trained to use this new software; however, some registered staff lack computer literacy with RAI/MDS and annual training is essential to ensure documentation is appropriate, consistent, and completed within MOHLTC scheduled timelines.
- MOHLTC is encouraging long-term care homes to open their doors for families and residents to allow them to voice their views and concerns about the quality of care being provided in these facilities. Families and residents are provided with the MOHLTC phone number and website that details how they can voice their concerns. The MOHLTC phone number must also be posted in the home. All concerns can be anonymous and the MOHLTC is expected to follow up on each concern.

The openness concerning the operation and services for the residents is a welcome approach; however, it means greater levels of communication with families and residents to keep them fully informed about changes at the home, new MOHLTC policies and procedures as well as other outside events that may impact on them directly and/or indirectly, and to engage them in the day-to-day operations of the home. This requirement represents additional workload for management and their support staff.

- The *Long-Term Care Homes Act* (LTCH) suggests there be a family council in the home that is made up of a family member of a resident or a person of importance to a resident, and this council is to meet on a regular basis. The councils are to be included in monitoring services and providing advice to management of the home regarding operational issues. The Family Council requires staff support.
- To market the home and to ensure that residents remain connected to the community, there is a need for greater communication and community engagement. administration continues to engage the community through increasing the number of volunteers (individuals, family members, different age groups, and community organizations) in various activities of the home. New approaches will be introduced to increase communication and

marketing of the home. It is well documented that residents in Long-Term Care Homes who remain connected to their families, friends, and communities -- religious and social organizations, for example -- add quality years to their life.

During the forthcoming years, administration will focus on operational issues to build the foundation necessary to ensure the highest quality of resident health-care services possible, and to achieve this through introduction of efficient and effective service delivery and “business” operations of the new home.

The following information provides an overview of key data related to the home’s operations:

STRATEGIC PLANNING GOALS

- To ensure that staff members continue to practice in line with the home’s mission, vision, and values.
- To maintain the home’s commitment to transparency by communicating proactively to residents, families, staff, and stakeholders.
- To provide the residents and staff of H.J. McFarland an opportunity to make use of all of their work and living spaces. The living/work environment will be geared toward encouraging choices regarding the aesthetics and efficiencies within an aging building.

To develop an environment where institutionalization is eliminated so that residents can enjoy a more warm, welcoming and comfortable home and staff have access to a happy, healthy work environment.

- To work toward implementation of MOHLTC Mandated Programs in order to achieve and maintain Best Practice Guidelines for the betterment of residents and employees.
- To develop a Continuous Quality Improvement Program whereby all new concepts, ideas, and improvements can be vetted through a multi-disciplinary approach, and in turn shared with Family Council and Residents Council.
- To ensure all policies and procedures are reviewed and updated by departmental leaders.
- To ensure the admission package and resident/family manual is current, informative, and in line with the MOHLTC guidelines.
- To ensure the Fire, Emergency and Evacuation Plans are current and all staff are educated on these plans.

- To ensure all staff receive education annually, which is in line with the MOHLTC guidelines.
- To expand partnerships with the municipality and local agencies and businesses in order to provide education and promote participation of our residents, their families and our staff in locally offered services and sustain support groups for families and residents.
- To improve RAI/MDS compliance by providing education for staff and developing appropriate quality indicators.
- To develop a plan that will assist in recruitment, orientation, and retention of staff in all positions at H.J. McFarland Memorial Home.
- To enhance the opportunities and support employees receive in order for them to remain healthy and satisfied working in a safe environment.
- To ensure the end-of-life/palliative care process is current and available to all residents and families, and the Palliative Care Room is up-to-date, complete, and resident/family-focused.
- To foster a resident dining experience that is environmentally pleasing, social, and nutritious.
- To ensure the kitchen, in an aging building, is functioning in line with regulations pertaining to Hastings Prince Edward Public Health and the MOHLTC.
- To ensure the Recreation Department staff are continually and creatively looking for new concepts and ideas to keep residents engaged, excited, and purposeful.
- To ensure the Volunteer Program gains momentum and popularity within our community and the orientation process for volunteers, including the Volunteer Manual, is informative and improved.
- To sustain residents' independence through restorative services and the provision of assistive devices/equipment.
- To remain compliant with MOHLTC regulations in order to prevent adverse outcomes among residents.
- To regain the stellar reputation the home was built on in 1975, by creating an open-door, welcoming, and warm atmosphere for both residents and staff.

- To meet the expectations of the MOHLTC in redeveloping a Class “C” Home into a Class “A” Home by 2025.

It is acknowledged that to achieve these goals, Prince Edward County Council must be informed of the direction being recommended and outlined in this strategic plan. The home’s administration will provide progress reports to Council on a quarterly basis.

STRATEGIC PLAN FORMAT

This strategic plan is presented under headings related to specific operational functions of H.J. McFarland Memorial Home. An overview of the specific concerns and issues is provided under each heading that identifies the need for corrective action and/or new initiatives to be implemented.

It is recognized that to achieve some of the desired outcomes it may be necessary to involve and/or seek the assistance of other divisions of the municipality.

STRATEGIC PLAN TASKS

Direct Services

Emphasis in direct care service delivery will be placed on ensuring that staff is appropriately trained to meet the complex care needs of residents. This will require staff to understand expectations and learn new techniques as they arise. Direct care staff has the ability to chart the care they provide using the RAI/MDS and Point Click Care system that is in place for documentation in the home. Accurate, comprehensive and timely charting is essential to ensure that residents receive the care and funding they need. Any documentation is considered a legal document, and is used to convey health information to other medical and nursing team members, essential for consistency and continuity of care. This documentation provides for data collection, which is used to monitor medical treatments, medication administration, and the effects of medications, medical, and nursing services and other care and support needs. Documentation via RAI-MDS is used by the MOHLTC to calculate funding for the home. It is primarily based on resident acuity, so that funds can be allocated to address specific resident needs in the home.

It is important that there is the right mix of direct care staff: registered nurses, registered practical nurses, and personal support workers, as well as administrative support staff to meet the needs of the residents. Staff skills must be complementary and supportive to each other. Staff must be given the tools

and knowledge to carry out their responsibilities in an effective and efficient manner, while working in a knowledge-based and supportive work environment.

The provision of services for residents also includes: housekeeping, recreation, laundry, dietary, and maintenance. The departments work collaboratively together to assist and/or support direct care. Various work options will be explored for these staff to determine whether effective and efficient changes can be made to improve resident services.

Direct Care Services

- Maintain regulations for staffing levels, which include a registered staff present in the home 24/7
- Develop and sustain Mandated Programs such as: Skin and Wound, Pain Management, Continence and Bowel Management, Falls Prevention and Management
- Improve and sustain the Infection Prevention and Control Program
- Improve and sustain the Minimization of Restraints Program
- Continue to promote to all registered staff the importance of the Standards of the College of Nurses of Ontario (documentation, communication, assessments, etc.)
- Continually strive to achieve excellence in the health and safety of residents through the Mandated Programs, audits, and collaboration with other departments
- Promote a Back Care Program for staff in collaboration with the Physiotherapy Department
- Increase staff appreciation events, along with creative ways to reward staff for a job well-done
- Provide in-house educational sessions for nursing staff, which reinforces knowledge and brings forth new Best Practices
- Promote staff involvement in multi-disciplinary decision-making, Mandated Programs and Continuous Quality Improvement
- Encourage open, honest, and transparent communication between registered staff (RN/RPN) and non-registered staff (PSW)
- Promote off-site training for staff with the goal of creating Best Practice Champions in the home related to the Mandated Programs
- Allow frontline staff to have a say in the organization of care for their residents i.e. what works/what doesn't
- Ensure the hiring process for direct care staff allows for the recruitment of properly trained, qualified, dedicated and professional staff

- Gain control of the Attendance Management Program in order to demonstrate the importance of accountability and responsibility to the workplace
- Sustain the Annual Training Program to ensure skills and knowledge are current and based on best practices
- Create and sustain a comprehensive orientation program for new frontline direct care staff
- Continue to encourage direct care staff to practice with the H.J. McFarland Memorial Home's 'mission, vision, and values as their model for care

Willow Wing Initiatives

- Develop and implement an interdisciplinary team that meets weekly to review care planning.
- Ensure that the nursing and recreational staff is educated in the Gentle Persuasive Approach (GPA) and Montessori Program. Develop a Montessori team to promote the philosophy of care.
- Continue to develop the philosophy of care by training additional employees/new hires on the GPA and Montessori Programs.
- Identify employees that are Gentle Persuasive Approach (GPA) trainees to become mentors required to assist in the ongoing development of the GPA.
- Review the direct care staff mix and make necessary changes, including alignment of work responsibilities to identify the best practice and appropriately invested staff for the Willow Wing.
- Support Willow Wing families by organizing an interview format once a year to identify and bring forth any new concepts and concerns that the management team can address, implement, and/or resolve.
- Develop physical environment changes within the Willow Wing unit, which support best practices, enhance social care, and foster independence in people with dementia.

Recreation and Leisure Services

The quality of life for residents at H.J. McFarland is greatly improved by providing them with opportunities to engage in meaningful activities that promote and

support wellness and maintain an enjoyable social life. There are many activities that can be provided directly in the home that allow residents to be actively involved however; residents also welcome opportunities to be passive participants and enjoy entertainment that may be brought into the home.

Residents should also be given the opportunity to remain active participants with organizations (e.g. religious and social clubs) they participated in prior to coming to H.J. McFarland. This outside involvement allows them to stay connected to friends and family who still live in the community.

Initiatives will include:

- Continued development of care plans to meet the needs for each resident concerning the likes and dislikes with respect to social, leisure and recreational activities.
- Using information from the care plans, develop group programs for residents who share likes, while ensuring that unique activities of particular residents are also supported where possible.
- Assisting residents with organizing their own activities to enhance their own interests when staff is unable to organize events for them. This independence will be promoted upon admission.
- Recruit and engage volunteers to assist in organizing and supporting various activities for Residents.
- Ensure that the recreational staff is the lead with the Montessori and the Gentle Persuasive Approach and develop a Montessori team to promote the philosophy of care.
- Ensure that recreational staff is the lead in developing a recognition program for staff and volunteers by residents for a job well done.

- Develop and maintain Health and Safety committee to keep the home in compliance with Ontario regulations and promote environmental safety for residents and staff.
- Update Material Safety Data Sheets (MSDS) binders and keep them in accessible places to all staff for review for best practices/safety when using these materials.

- Promote a “least carbon footprint” approach by providing continuing education to housekeeping, laundry, and maintenance staff for improvements and updates in products.
- Provide and sustain maintenance-specific training to ensure safe working practices and compliance with the Occupational Health and Safety Act.
- Develop, maintain, and store departmental checklists in order to remain compliant with MOHLTC Regulations.
- Encourage open communication and participation within the Environmental Services Department through monthly team meetings and addressing any safety concerns as a group.

Promote team work within the home to help balance workloads and, therefore, limiting potential for injury within the workplace

- Assist new residents and their families by aiding in the setup of residence rooms, with input from the resident, to best achieve their personal preferences.

Environmental Services

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- Assist new residents and their families by aiding in the setup of residence rooms, with input from the resident, to best achieve their personal preferences.

Dietary Services

- Continue to prevent, control, and monitor the most common nutritional disorders among the elderly population by providing nutrient-dense foods.
- Continue to access timely and effective methods for managing most common nutritional disorders by working closely with the Registered Dietician contracted to the home.
- Continue to meet residents' expectations by consistently undertaking resident satisfaction audits.
- Continue to participate in Meals on Wheels production on Mondays and Fridays.
- Involve residents, staff, family, and visitors in the menu planning process and special events such as the Christmas Party and Family BBQ.
- Provide a pleasurable dining experience by continue to improve and upgrade the kitchen areas and dining rooms.
- Upgrade dietary technology to provide an environmentally friendly work environment, i.e. upgraded fridge and freezer systems to eliminate water usage, dietary software to eliminate paper use, implementation of new policies and procedures to provide efficient work environments and staff knowledge.
- Introduce waste audits to assure fiscal responsibility in food production.

- Work closely with the leadership team in maintaining transparency and interdisciplinary communication and ensuring compliance with Hastings Prince Edward Public Health and the MOHLTC.
- Regularly research new techniques, devices, and services in order to position H.J. McFarland as the long-term care home of choice in Prince Edward County. Remain current and educated in the ever-changing dietary field.

Volunteers

Volunteers have been part of the H.J. McFarland operations since the home's establishment. Presently, volunteers provide a wide range of support for residents of the home. This support includes one-to-one companionship, organizing and participating in resident activities, and providing entertainment.

Volunteers play an important part in the lives of residents by helping to keep them connected to their community, by being that extra "helping hand" that enables them to participate in an activity, or just a friendly face to talk to. Administration has adopted a broad definition of volunteers, to include individuals of all ages in our community, family members, community organizations, and groups, as well as Residents themselves.

Initiatives will include:

- Review all groups in the community that presently meet and/or volunteer that may be willing to volunteer with H.J. McFarland Memorial Home.

Targeted marketing efforts such as flyers in order to attract new volunteers.

- Recruit younger volunteers with an emphasis on a long-term partnership with local schools.
- Develop partnerships with universities, colleges, and high schools for co-op and preceptor programs.
- Ensure that there is a wide range of programming, including but not limited to: photography, reading, nail care, computer usage (letter writing, emails, and Google searches), cards and other games, model building, knitting, woodworking, etc.
- Recognize existing volunteers by providing training and celebratory events.

- Continue to inform Family and Residents' Councils about their volunteer role in the organization.

Marketing and Communications

It is important that H.J. McFarland Memorial Home remains the first choice for residents of Prince Edward County should they require Long-Term Care. Maintaining a high occupancy rate is vital for several reasons. The home must keep its beds occupied in order to receive maximum funding from the Local Health Integration Network (LHIN). If the home's occupancy level falls below 97%, the LHIN will reduce its funding, which threatens the long-term financial sustainability of the home. Marketing is necessary to attract new residents.

The taxpayers of Prince Edward County are another major funding partner for H.J. McFarland. Because the home receives taxpayer dollars, there is a reasonable expectation that the home's administration keep the public fully informed about the home's operations. Promoting a transparent organization and inviting the general public, residents, and family members to participate fully in the home will build support for the mission, vision, and values of H.J. McFarland Home.

Initiatives will include:

- Continuing to support the Family Council
 - Educating residents and their families on the role of the Family Council.
 - Ensure that the minutes of meetings are shared internally and posted on the website.
- Develop promotional ideas to encourage potential employees to work at H.J. McFarland Memorial Home.
- Ensuring that the Residents' Council as well as the Resident Dietary Committee minutes are added to the website to ensure access for residents, families, and the public.
- Developing testimonials from residents, staff, and families that encourage others to see why H.J. McFarland is a good choice to live or work.
- Ensuring that the strategic plan is posted on The County/H.J. McFarland Memorial Home website and progress is tracked and reported.

- Ensuring that photo screens/interactive TV's are used to enhance activities.
- Developing an annual social event/open house with emphasis on the achievements that have taken place at H.J. McFarland over the past year.
- Developing in collaboration with Family and Resident Councils an annual newsletter that emphasizes achievements. .
- Reviewing the possibility of mass emails to family members to keep them informed on a regular basis.
- Maintain the monthly newsletter by constantly reviewing and updating information required.
- Ensure that H.J. McFarland's achievements are recognized within the province and with affiliated Associations.
- Engage the media where possible to be involved in activities and events at the home.
- Organize events at the Home that would encourage and foster public participation.

Other Incentives

- Implement a mentor training program for all new employees.
- Maintain a staff attendance program to assist staff who are having difficulty with being able to attend work on a regular basis.
- Explore and implement initiatives that will promote and support staff wellness.
- Promote the Employment Assistance Program (EAP).
- Provide additional training for staff to raise their level of awareness concerning work safety and to help them avoid injuries.
- Maintain the partnership with Lifemark, H. J. McFarland's physiotherapy company, to assist with training staff on 'back safety' programs.
- Maintain the employee performance appraisal system that monitors and assists staff, if required, to improve their work performance.

- Support staff who may wish to return to school to upgrade and/or enhance their existing education. Ensure appropriate language is added to the union contracts to support staff education and annual education.

Health and Safety for Residents, Employees, and Guests

H.J. McFarland staff members continue to work hard, and the work they perform is physically, mentally, and often emotionally challenging. It is important that the philosophy of work is to maintain a safe work environment, to protect the residents as well as the staff. Additionally, it is equally important that staff are healthy prior to coming back to work after being off ill. Staff must be able to fulfill their work responsibilities to the best of their ability in meeting the needs of residents and in supporting their peers. To ensure that the wellness of staff is maintained, support and resources are required.

Residents, their family members who frequent the home and other guests can contribute significantly in maintaining and promoting a healthy and safe environment in which to live or work. Orientation to the home and to its related Health and Safety policies with ongoing support will ensure that everyone is familiar with all of the safety devices and resources that are available.

Initiatives will include:

- Continue to review the orientation for all new employees, ensuring that they have the necessary information and guidance to succeed in their new positions.
- Creation of a “Back Care Team,” enabling the team to be supportive to the staff.
- Ensure all new residents and their families are educated on the home’s safety policies with respect to the residents.
- Create and maintain a “training matrix” that is followed for the residents of H.J. McFarland Memorial Home.

Resident Living Environment

H.J. McFarland Memorial Home strives to offer a living environment that is pleasant and safe for residents. Since their arrival, new management staff have made some minor changes – both inside and out – to make the home more functional and visually pleasant for residents. Staff, family members, and volunteer members have identified additional changes that will further improve the living environment, and thus contribute to improved quality of life for residents. These include:

- Ongoing work to further improve the landscaping of the gardens.
- Ensure that the preventative maintenance program is maintained to keep the living environment safe and clean for the home.
- Wall murals, music in the halls, and seasonal decorating to promote a warm and welcome home.