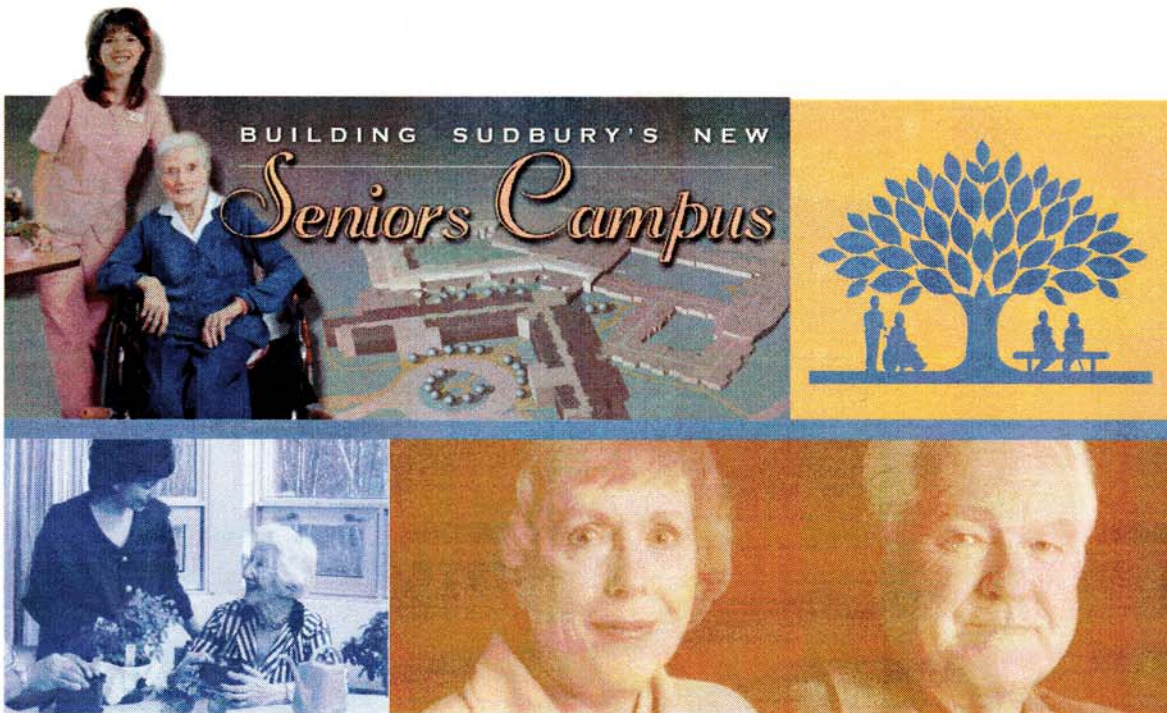




Pioneer Manor *Manoir des Pionniers*

Long-Term Care Facility • Établissement de soins de longue durée

Strategic Plan 2002-2007



The Corporation of the
City of Greater Sudbury

Department of Pioneer Manor

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Pioneer Manor
Manoir des Pionniers

Long-Term Care Facility - Établissement de soins de longue durée



Executive Summary

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

Pioneer Manor is the City's operation dedicated to the care of the Community's frail elderly within a long term care facility and seniors campus. The services provided on Notre Dame Avenue complement the City's vision by bringing together talented and dedicated staff to deliver specialized geriatric programming, research, and care.

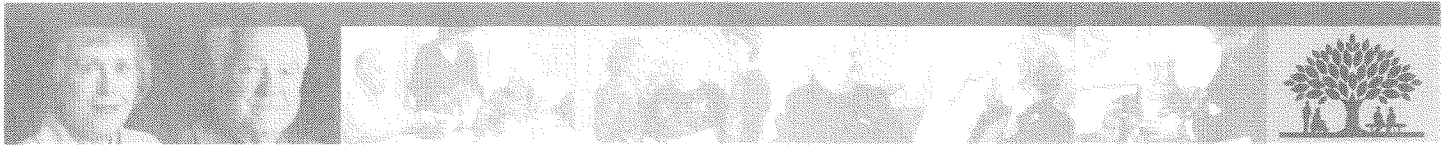
Pioneer Manor, within a municipal governance structure, works closely with a broad range of community partners in realizing the Seniors Campus. Components of the Seniors Campus currently under development include the \$22 million re-development opportunity of a long term care facility on 20 acres of grounds, geriatric research, memory assessment, Alzheimer society services, and supportive housing.

As a municipal Home the direction is clearly to raise the benchmarks within the long term care industry through collaboration with community partners across northern Ontario and provincially. Through excellence in long term care, various publications, and active participation in an association for long term care, those expectations can be fulfilled.

This document outlines the primary strategic direction for Pioneer Manor and the Seniors Campus over the next 5 years. While demographics clearly identify an increasing percentage of seniors over 65 years, the City is now positioned to provide a milieu for quality and stimulating later-years of life to the residents of Greater Sudbury.

The strategic direction for the next 5 years is summarized as follows:

- Action 1:** Create the Seniors Campus development for all of northern Ontario on the grounds of Pioneer Manor by utilizing the expertise, resources and management of other health care and education providers in Greater Sudbury and by attracting additional specialized geriatric resources to this community.
- Action 2:** Promote the Seniors Campus and its area of specialty within the field of geriatrics nationally to raise the benchmark in long term care.
- Action 3:** Ensure that residents are provided with a broad range of health care and professional services above and beyond Ministry of Health standards in long term care.
- Action 4:** Create a "smart" building and ancillary services optimizing technology.
- Action 5:** Improve the indicators of employee wellness and move the employer into the top employer category within healthcare in northern Ontario.
- Action 6:** Provide opportunities for increased family involvement in the Seniors Campus.



Framework

1. GOVERNANCE

Pioneer Manor opened its doors in 1953 as a District Home for the Aged. The district municipalities (Chapleau, Espanola, Noelville, Sudbury and others) fulfilled their legal obligation collectively in the operation of the 121 bed Home.

In 1973, through the creation of the Regional Municipality of Sudbury, the transfer of ownership to the upper tier municipality occurred. Through the years the demand for the services of this Home for the Aged increased and through a series of structural additions, the facility grew in size to accommodate 342 residents.

In 1993, the provincial legislation governing Homes for the Aged changed through the creation of Bill 173 and Pioneer Manor became a regulated long term care facility. Over the next 7 years the business mandate changed completely with requirements to care for a more frail resident, and focus on rehabilitation, resident comfort, long term health care, end of life issues, pain management, palliation, infection control, and risk management. The role of the family and the changing characteristics associated with their demographics saw a need for involving them more directly at the forefront of service delivery.

In 2001, the Regional Municipality endured another governance change through amalgamation of upper and lower tier municipalities moving ownership of Pioneer Manor to the City of Greater Sudbury. Working within the vision of the City's Council - Pioneer Manor recognizes and strives to the following vision, mission and philosophy.

The mission statement and philosophy of Pioneer Manor were developed by staff, volunteers, and residents. They serve as a framework and terms of reference for any new policy, decision or initiative. The focus of all activity at Pioneer Manor is the customer, customer being both the residents served and their families who provide continual support and who are pivotal in the delivery and linking of holistic care.

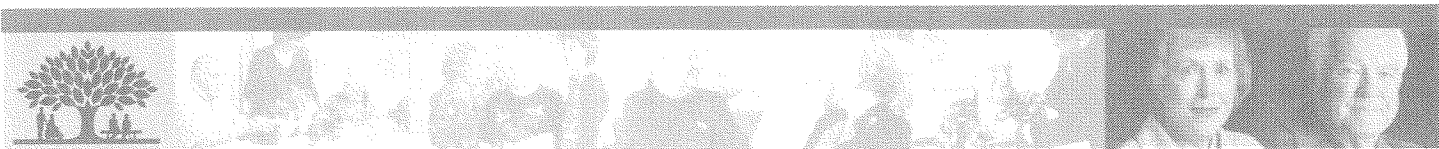
1a. Vision - City of Greater Sudbury

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together. We will embrace the digital revolution to be an attractive location for information and communications technology-based businesses. We will build on our strengths as the center for innovation in mining, health care and education and actively pursue emerging opportunities in the environmental and renewable energy sectors to be recognized as one of the smartest, greenest, most sustainable communities in the world.

Our success in creating jobs and fostering business development will enhance the city's tax base, helping to generate the revenues needed to modernize, maintain and expand our infrastructure and foster human development. This will create a broad range of new opportunities so that our young people will be able to pursue rewarding careers here in Greater Sudbury. It will also lead to a dramatic improvement in the socioeconomic status of our citizens. This will help to brighten the future for our children. Increasing prosperity will also provide greater opportunities to small and medium sized businesses, helping to revitalize our city.

Citizens will have access to quality health care in our community, including a full complement of medical professionals trained in the North for the North. We will excel in providing a safe, caring and stimulating environment for all ages.

People from across North America and around the world will consider Greater Sudbury to be a highly desirable place to live, work, study and play because of our attractive northern lifestyle, vibrant economy, environmental leadership, educational opportunities and excellent quality of life.



1b. Mission Statement - Pioneer Manor

"Our mission is to provide long term care while incorporating high standards of leadership, innovative approaches, research and development in concert with our community partners.

As a team, residents, staff, families, volunteer and students offer residents dignity, respect and care that promotes their comfort and quality of life."

1c. Philosophy - Pioneer Manor

WE BELIEVE that the resident's Bill of Rights as defined in Bill 101 is the integral foundation through which decisions affecting Pioneer Manor will be made.

WE BELIEVE in a holistic approach whereby the efforts of employees, volunteers and support services are coordinated toward a high standard of care.

WE BELIEVE that all contacts with residents, families, staff, support services and the public at large should be in a manner which reflects a positive customer service oriented approach.

WE BELIEVE that the transition of residents to Pioneer Manor should occur with a minimum of disruption and Pioneer Manor should take on an environment with as little institutional resemblance as possible.

WE BELIEVE that Pioneer Manor is a community Home and recognize the importance of a broad range of external services and expertise.

WE BELIEVE that when the diversity of all residents, staff and volunteers in the Home is fully utilized there will be limitless opportunity as a long-term care facility.



Overview of Department Functions and Services

1. BACKGROUND

Providing long term health care to frail elderly and adults with physical disabilities over the age of 18 years is the legislated mandate of Pioneer Manor. Pioneer Manor via the Homes for the Aged & Rest Homes Act, R.S.O. 1990, and Bill 173, 1994, has legislative responsibility to provide facility based services to those adults whose needs cannot be met through in-home services.

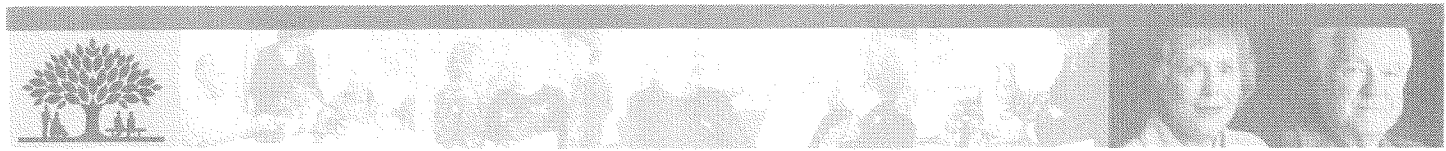
There are currently five long term care facilities in the City of Greater Sudbury: Extendicare York, Extendicare Falconbridge, Hoivakoti, Elizabeth Centre and Pioneer Manor. All facilities operate within the same standards for long term care, all are in the same line of business and all are funded identically by the Province of Ontario. All facilities are monitored by the Ministry of Health and Long Term Care's compliance management (enforcement) unit. One additional facility will open in 2003 bringing the total long term care bed count to 1,212 beds in this community, 28% of which are located at Pioneer Manor.

The Community Care Access Center for the Sudbury/Manitoulin District determines eligibility for admission to all area long term care facilities and prioritizes the waiting list for admission. Pioneer Manor reviews applications for the Home and subsequently provides services to individuals being admitted for long term care 24 hours per day. The facility as a whole works closely with families in the provision of holistic care to the residents (physical, emotional, and spiritual).

Long term care facilities are largely funded, regulated, and accountable both to their owners and to the Ministry of Health and Long Term Care to provide 24 hour nursing and personal care services. This distinguishes long term care from retirement homes, assisted living and other types of services. Much like hospitals, long term care facilities are part of the continuum of the publically funded health care system. A major difference in long term care incorporates a funding partnership between the owner, the province, and the resident.

1a. Who is Pioneer Manor

Pioneer Manor is the only municipally operated facility in the City. In comparison to other geographic parts of the Province, there is a general mix of municipally operated and privately operated long term care beds in Greater Sudbury which is in keeping with the provincial ratio. Pioneer Manor has a clear emphasis towards high quality long term care services for the citizens of the City of Greater Sudbury. Services are provided by 300 staff, 175 volunteers, 24 hours per day and 365 days per year. Pioneer Manor is more than just health care, it is a home for 342 residents, a welcoming place to visit for over 1,030 families and it is a professional environment for staff and volunteers to learn, grow and contribute to the lives of vulnerable people. Being the largest facility in northern Ontario, Pioneer Manor is afforded the opportunity to conduct research into best practices and is positioned well to support and encourage development within other long term care facilities both locally and nationally.



1b. Core Business

The core business component at Pioneer Manor is resident care. Resident care is the service which is provided by Registered Nurses, Registered Practical Nurses, Personal Support Workers, Activation Workers, and Resident Services Aides (front line meal service providers). Resident care is the direct front line care provided to the residents. It is one of the fundamental beliefs of the organization that the residents' primary concern is their personal care, and for that reason continuous efforts are made to ensure that the resources of the facility are targeted to that area.

1c. Ancillary Services

Pioneer Manor is home to 342 individuals. All of the needs of the residents are conveniently provided within the facility. The ancillary services necessary for the residents of Pioneer Manor include:

- health and safety through building services;
- cleanliness through housekeeping services and laundry services;
- nutritional needs through food services;
- planning and management through administrative services.

The ancillary services are necessary to ensure that the residents at Pioneer Manor can be proud of their environment which is both conducive to comfort for themselves and their visitors.

1d. Professional Services

Professional services are organized so residents can conveniently have all of their health care needs provided under one roof.

Professional services include those provided directly and indirectly: audiology, optometry, dentistry, podiatry, psychiatry, medical, occupational therapy, physiotherapy, and pharmacy. The majority of the residents' professional services are covered through OHIP, with some provincial or professional billing charges directly applied to the residents.

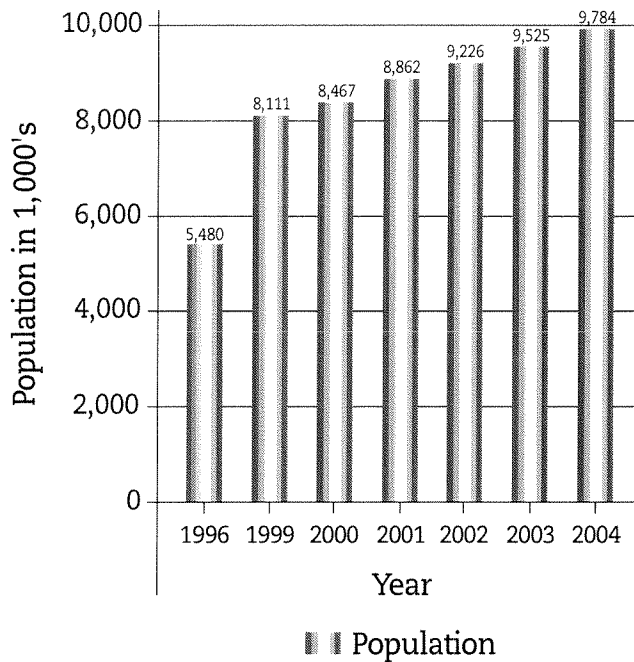
2. DEMAND FOR SERVICES

As of January 2002, there were 122 persons on the waiting list for admission to Pioneer Manor. This number has not fluctuated greatly over recent years even with the addition of new seniors' residences and long term care beds in the community.



The number of persons in the City of Greater Sudbury over the age of 75 years has continued to increase. In 1996, the number of persons 75 years and over was 5,480 with 3,510 being women and 1,970 being men, almost a 2:1 ratio. The projected statistics for 1999- 2004 are not broken down by gender but based on an average life expectancy for women of 81 years and men living to be 75 years.

Statistics Canada indicates that only 8% of persons 65 years and older are living in long term care facilities in Ontario. The graph below starts with 1996 as the base year and then details the projected yearly increases for 1999 to 2004 for residents over 75 years of age in the City of Greater Sudbury. By the year 2011 it is expected that there will be a 40% increase in the number of dementia cases, and a 20% increase in the population over 65 years.



2a. Long Term Care as a Growth Industry

The statistics of the aging population relate to the fact that the long term care industry is in a growth stage of development. In June 1998, the Province of Ontario invested significantly into long term care (1.2 billion over 8 years) specifically to prepare communities for the aging population and the inherent long term care needs they will require. One time funds have been made available for capital improvements to the existing infrastructure, for new facilities, and for increases to the operating budget due to the transfer of more complex care to long term care facilities.

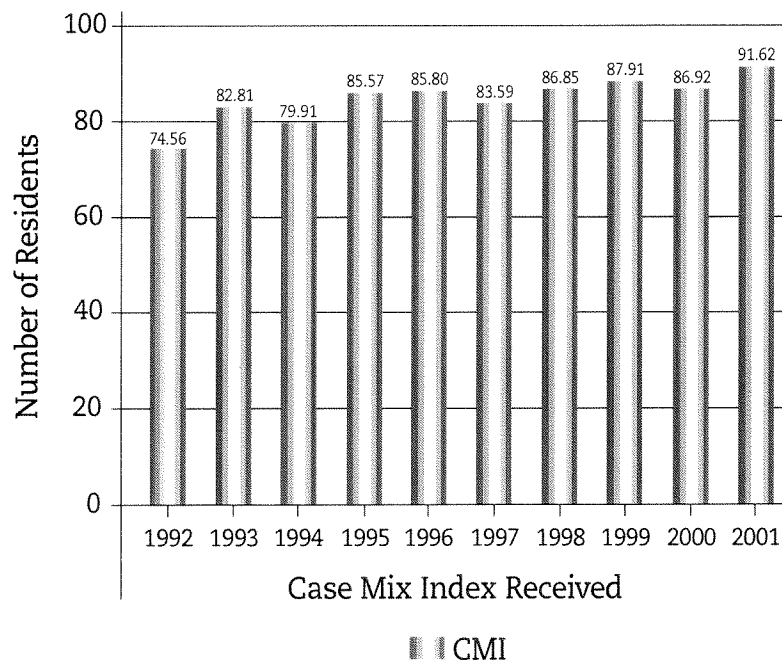
Financial Positioning

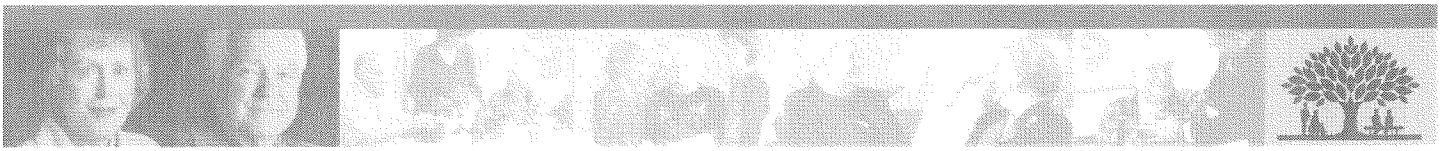
The City of Greater Sudbury has benefitted in two regards with respect to the investment in long term care:

1. OPERATING REVENUE

First, provincial operating revenues have increased each year at Pioneer Manor as the facility witnesses the changing clientele with more complex health care needs. Seven years ago only residents who were able to care for their own health care needs were admitted to Pioneer Manor. In 1993, the legislative mandate changed such that only those individuals whose needs could not be met in the community could be admitted to facilities such as Pioneer Manor. This was a strategy of the Province of Ontario to ensure that the infrastructures which existed across the Province were utilized to their fullest potential by concentrating services to those residents whose needs could no longer be met in the community.

As the clientele of Pioneer Manor through time becomes more frail and requires 24 hour health care services, the level of care provided in the facility increases. The chart below identifies that over the past nine years the level of care, or case mix index, has increased by an average of 1.9% per year. Based on an average increase of 1.9% per year, a case mix index of 100% will be achieved in the year 2006.





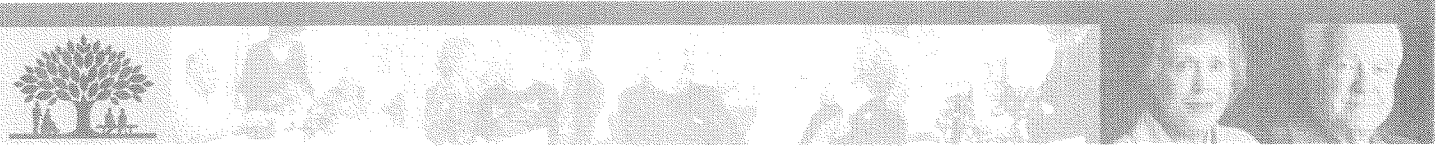
1a. Level of Service Study - Projected Need For Additional Provincial Funds

In 2001, the Ministry of Health and Long Term Care funded a level of service study. It showed that residents in Ontario long term care facilities received 2.04 hours of nursing care per day. This was the lowest of any other Canadian, American, and International jurisdictions studied. The two associations for long term care facilities in the Province of Ontario have undertaken a strategy to seek equity funding through a request for a \$750 million increase in operating funding over the next 3 years. The Associations have identified that this amount is required to correct the gap in the level of service study, and to address increasing resident acuity in long term care.

2. CAPITAL FUNDS INVESTMENT

Second, included in the \$1.2 billion investment by the Province was additional capital revenues to be used by facilities who do not meet the 1972 nursing home standards for structural compliance. Pioneer Manor currently operates 220 beds which do not meet structural compliance as the beds were built in the 1950's and 60's. Consequently, Pioneer Manor qualified for provincial capital funds to recreate those beds to current structural standards. This Provincial investment in capital enables the municipally operated facility to upgrade its accommodation type with major financial contribution to capital provided by the Province.

In June 2001, council for the City of Greater Sudbury committed to a 20 year financial capital program which would see two thirds of the facility rebuilt by winter 2003. Utilizing the opportunity for capital assistance from the Province in the range of \$9 million and with \$13 million invested by the City, capital renewal to the 50 year old building became a reality. The capital investment into Pioneer Manor enabled the facility to actualize the Master Plan for Seniors Services which was adopted by Council in 1994.



Levels of Care

1. CHANGES IN THE CARE PROVISIONS

The Ministry of Health and Long Term Care's measure of the health service and care needs of long term care facility residents found the level of care of residents increasing steadily: 1.4% in 1999, 2.1% in 2000, 2.1% in 2001.

In reviewing the 1994, 1998, and 2001 resident care charts, there are some significant trends which have major impact on levels of care. By example, there are very large increases in the number of residents who require complete assistance in dressing as well as those who require catheter care or are incontinent (both urinary and bowel). There are also increases in the number of residents who have impaired communication skills or the ability to understand others.

The trend to higher levels of care relates to the increasing time required by resident care staff and all other staff in the building in both providing care directly and ascertaining the needs of residents as new admissions are generally older, sicker, frailer, less cognitively aware and less able to care for themselves. It translates to the need for more specialized training for all personnel in order to manage the increasing physical, mental, emotional and spiritual demands of the residents. In keeping with the core business strategy of the organization, there have been decreases in all ancillary services despite the increased demands, to enable significant increases in staffing in the resident care areas.

1a. On average

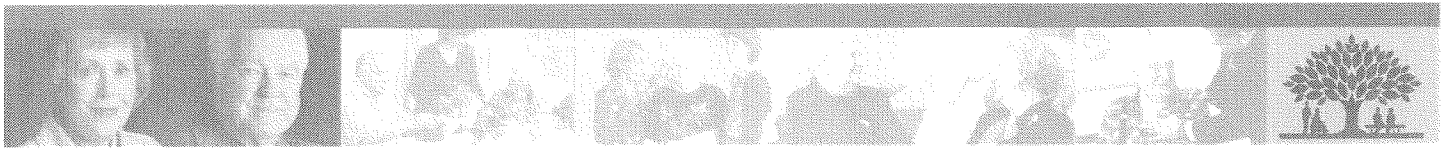
70% of residents are over 80 years of age

95% of residents require assistance to get dressed

94% of residents require assistance to eat

90% of residents are incontinent or need assistance with toileting

63% of residents have some form of dementia



The changes in levels of resident care at Pioneer Manor over a 7 year period are identified in the chart below:

2. PIONEER MANOR 1994 - 2001

Category	1994	1998	2001	Difference in 7 years
Classification F (Highest Level of Care)	15.18%	28.74%	36.14%	20.96%
95-99 Years of Age	3.87%	9.09%	5.72%	1.85%
English Language Preference	22.92%	29.03%	41.27%	18.35%
Mental Problems	39.58%	45.45%	52.41%	12.83%
Musculoskeletal Disabilities	43.45%	52.79%	52.71%	9.26%
Complete Feeding by Another	8.63%	17.89%	20.48%	11.85%
Dressing: Needs Total Assistance	27.08%	49.56%	60.24%	33.16%
Transferring: Requires 2 or more people to lift resident physically	11.61%	15.84%	17.77%	6.16%
Urinary Continence: Requires routine catheter care or is <i>occasionally</i> incontinent	5.95%	21.11%	7.23%	1.28%
Bowel Continence: Requires routine ostomy care or is <i>occasionally</i> incontinent	5.06%	21.41%	8.13%	3.07%
Impaired ability to communicate to others and understand other's communications	24.40%	31.67%	28.01%	3.61%
Frequently refuses treatment but eventually complies	4.17%	10.85%	2.71%	-1.46%

3. STAFFING MODELS

With 83% of the budget ascribed to salaries and staffing hours, efficiencies and optimal staffing models become key to ensuring that residents are provided with the highest value in services. Several optimization models have been introduced into scheduling and deploying staff. One key factor has significantly influenced the decision to hire part time staff in 5 hour positions as opposed to full permanent employees and that has been the high cost of absenteeism at Pioneer Manor. Given the changing labour force in health care which finds scarcity in resources, the policy was revisited in early 2002. City Council approved a staff stabilization model which moved the workforce from a 50/50 model of part time to full time staff to a 40/60 model. It is anticipated that improvements will be seen in retainment of staff, lost time injuries and most importantly continuity of care.

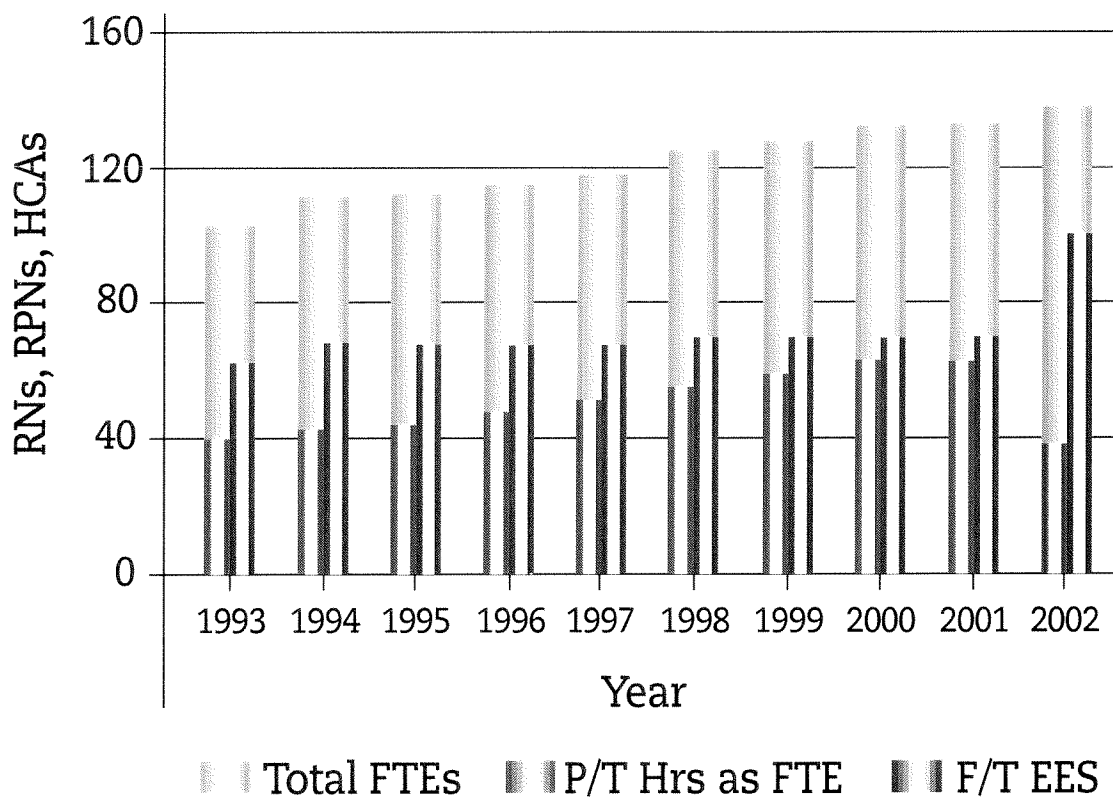
As absenteeism becomes a target for control in 2002, it is anticipated that changes will be made in this regard in future years. As the following chart indicates, there has been a disproportionate amount of part time staff as opposed to full time staff. What is also noteworthy is the increase in resident care staff (103 - 135 FTE's) over the past 7 years while the municipal share has been reduced to less than 4% of the operating budget.

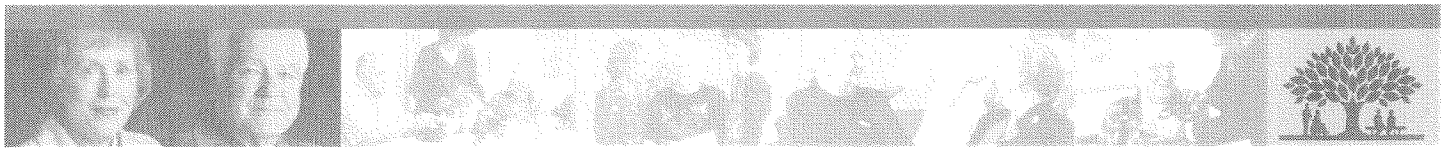


Interesting factors related to absenteeism up to 2001 are:

- the average sick utilization in long term care is 9 days/employee;
- the average sick utilization at Pioneer Manor is 16 days/employee;
- absenteeism of nurses in the province is 16 days per year.

Nursing Staffing Levels





Internal and External Situation Assessment

1. STRENGTHS AND OPPORTUNITIES

- 50 years of service within the City of Greater Sudbury
- Facility of choice amongst citizens in the City of Greater Sudbury
- Core dedicated staff with many years of service
- Municipally governed and operated facility
- Promote best practices within long term care through research and development
- Recognized leader in long term care; Gentlecare model of dementia care, procured food service system
- 20 acres of grounds and green space with potential for walking paths
- Large conference and activity center for residents' special events and professional northern conferences
- Development of the Seniors Campus for northern Ontario
- Economies of scale, lowest cost municipal operator in the Province
- Pioneer Manor is the largest long term care facility in northern Ontario, and the 11th largest in the Province of Ontario
- Actively partakes and initiates research projects
- Broad participation from volunteers and students into the operation of the facility enables local training center for health care students
- Broad community service group participation in activities and events at the facility
- Accreditation
- Large number of residents for socialization and activation
- Large facility draws many special interest groups

2. CHALLENGES

- Maintaining a home-like environment in a large institutional setting
- Developing and maintaining a systems approach to scheduling, policies and procedures, staff development, communication and quality assurance given size of the facility
- Minimizing cost of ancillary services for the purpose of maximizing resident care yet maintaining a balance with a 90% satisfaction rate from families and residents in those regards
- Minimizing the municipal contribution to the operating of Pioneer Manor
- Maintaining the "facility of choice" status given the increase in new facilities with "A" standard accommodations in the City: Hoivakoti, the Elizabeth Center in Valley East (2002), and Sisters of St. Joseph (2003).
- Maintaining physicians (on-call) and recruiting a geriatrician
- Retaining staff within a competitive environment for health care staff



Planned Actions for the Next 5 Years

Action 1: Create the Seniors Campus development for all of northern Ontario on the grounds of Pioneer Manor by utilizing the expertise, resources and management of other health care and education providers in Greater Sudbury and by attracting additional specialized geriatric resources to this community.

Development of the Seniors Campus in collaboration with community partners. Speciality services will include areas such as research, supportive housing, memory assessment, Alzheimer day centre and other initiatives that complement the campus.

Continue working with community partners for the recruitment of a Geriatrician or family physicians with a geriatric interest/specialty.

Explore a mix of accommodations and alternative service provisions consistent with other developers in long term care, and regional demographics.

Utilize 20,000 square feet of the 280,000 square feet complex for alternate uses that would compliment the Seniors Campus.

In the development of the corporate image for Pioneer Manor in 1998, the image of a tree with large leaves was selected. The image was designed to reflect the caring nature symbolized by the tree and the closeness to nature provided in northern Ontario. The strategic plan for the development of Pioneer Manor keeps nature in touch with the residents, the facility and its proposed campus.

Action 2: Promote the Seniors Campus and its area of specialty within the field of geriatrics nationally to raise the benchmark in long term care.

As a municipal facility, particular efforts have been made to raise the standard in long term care through initiatives such as the Gentlecare model of dementia, pain management, and prepared food services. The re-development of Pioneer Manor will enable the facility to embark upon further initiatives in wellness, rehabilitation, wound management, and specialized clinical care. New programs and innovative approaches will be introduced once researched and determined complimentary to the strategic plan for Pioneer Manor.

Opportunities for research, and publication should be sought, enabling the campus to become a centre of excellence in practice and research.

Action 3: Ensure that residents are provided with a broad range of health care and professional services above and beyond Ministry of Health standards in long term care.

2002 marks the first year for the achievement of the highest health care accreditation standards from the Canadian Council on Health Services Accreditation (CCHSA). The Achieving Improved Measurement (AIM) guidelines will serve as the health care benchmarks in the facility's continuous quality improvement program. The City of Greater Sudbury is an active participant in a benchmarking initiative within the municipal sector, of which long term care is a component for measurement.



Action 4: Create a “smart” building and ancillary services optimizing technology.

Utilize information technology to improve resident quality of life, staff efficiencies, and level of care funding. Examples of interventions include noise reduction of call bells, range of call bell transmission, electronic pharmaceutical and doctors' orders, as well as wireless technology.

Create efficiencies and generate continuous availability of information necessary for sound business decisions. Numerous opportunities exist to enable the facility to work smarter and more effectively. These information systems can be applied towards preventative maintenance, on line ordering, and communications.

Action 5: Improve the indicators of employee wellness and move the employer into the top employer category within healthcare in northern Ontario.

Develop benchmarks for employee wellness, and relevant indicators such as absenteeism, lost time injuries, recruitment, and retention. Introduce interventions aimed at improving the indicators of employee wellness.

Create opportunities for employee development and training in specialty areas within the long term care industry as well as practice safety, and healthy lifestyles within the working environment. Invite employees to get involved in campus initiatives and research in long term care.

Action 6: Provide opportunities for increased family involvement in the Seniors Campus.

To date families have become involved in committees at the facility such as the Food Committee and the Resident/Family Committee. With the changing demographics of care givers, families are expected to take on a more vivid role in the facility and opportunities should be provided to enable that to happen.

Research and special events planning are examples of further opportunities for family involvement.

