

## Grace Manor Family Council Meeting MINUTES

|                  |                                   |
|------------------|-----------------------------------|
| <b>Date:</b>     | <b>Tuesday, December 13, 2022</b> |
| <b>Time:</b>     | <b>14:00-15:00</b>                |
| <b>Location:</b> | <b>Virtual - ZOOM Meeting</b>     |

| In Attendance                | Representing                      |
|------------------------------|-----------------------------------|
| Michelle van Beusekom        | FC Chair                          |
| Marc van Beusekom            | FC Co-Chair                       |
| Angie McCrea                 | FC Recording Secretary            |
| Fred Benedikt                | Special Projects & Member         |
| Lisa Alcia (Special Guest)   | HCH CEO                           |
| Tracy Kamino (Special Guest) | HCH VP of Operations              |
| Albert Armah                 | HCH Director of Resident Care     |
| Andrea Berry                 | Member                            |
| Audrey Schreuders            | Fundraising & Friend of FC        |
| Catherine Jotantas           | Member                            |
| Dave Adams                   | Member                            |
| Elisabeth (Lisa) Houston     | Member                            |
| Gwen Veenstra                | Member                            |
| Hank Kuntz                   | Member                            |
| Hennie Visser                | Member                            |
| Joe Schuringa                | Member                            |
| Lisa Stepanic                | Member                            |
| Lynn Vanlieshout             | Chair, Faith Manor Family Council |
| Pat Alblas                   | Member                            |
| Patricia Roelofsen           | Member                            |
| Prakash Dannie               | Member                            |
| Ray Oehrlein                 | Member                            |
| Ron Buschman                 | Member                            |
| Teresa Ponsen                | Member                            |

### Minutes Items

**Welcome and chaired by Michelle van Beusekom**

#### **OLD BUSINESS**

- Welcome to the guests from Faith Manor and special guests (HCH CEO, Lisa Alcia & VP of Operations, Tracy Kamino)
- Acknowledgement on the passing of Lori West. She lived at Grace Manor and was a friend and member of Family Council
- Minutes approval (November 8, 2022): motioned by: Fred and seconded by: Marc
- GENERAL UPDATES:
  - Murals – Progress report
    - Work has been confirmed and contracted.
    - Installation date will be mid to end of January 2023
  - Who Am I posters - Update

---

## Grace Manor Family Council Meeting MINUTES

---

### Minutes Items

- We have been told that all posters have been completed for Grace & Faith Manor. We are awaiting the final tally.
- Missing posters and mounting issues have been reported to Jody and her team.
- Resident/Family Satisfaction Survey
  - Friday, Dec 16th is the deadline to complete the survey
  - POAs of residents who are not able to complete the survey will receive a copy of the survey, contact Loraine if you have not received it. Her email is Loraine.Anderson@HCH.ca
- Prize draw for fundraiser
  - Lead by Audrey & Ann, the draw will be done Friday, Dec 16th

### NEW BUSINESS

#### Special Session with HCH CEO, Lisa Alcia and VP Operations, Tracy Kamino

- Lisa has been in leadership role in healthcare for 20+ years and arrived at HCH in January 2022. Mandate received from the board was “organizational redesign” – ensuring infrastructure matched complexity of the organization. Masters in Health Policy + CPA. CFO and CEO for HCH.
- Tracy graduated from York University. Has worked in LTC for past 35 years in municipal and NFP (Not for Profit) homes. Came to HCH in 2016 as Administrator for Faith Manor. Became VP Ops in 2020. Oversees operational side of Manors and Towers.
- Vision and priorities for Grace and Faith Manor
  - move towards individualized care
  - finishing off the Faith Manor construction
  - working with Board & Executives on planning for the next 3 years; refreshing the vision/mission values as part of the new Strategic Plan
  - concerned with both Manors and assisted living and independent living at the Towers
  - Strategic Plan will be completed for Spring (April 2023)
  - Goal for the next three years is “a plan on planning”
  - Would like to become leaders in an EBC (Emotion Base Care) model, but needs adequate resources (operating and capital funds, proper staff recruitment and time).
  - May vet strategic plan with key partners, but timeline is tight, so not sure if the team will be able to get everyone
  - Family Council and other stakeholders will get a preview of the plan at the end of March 2023.
  - Biggest challenge as the CEO is the under funding of the long-term care sector and bureaucratic obstacles like delays in Ministry of LTC payments.
- Operational context
  - still in COVID environment and with flu seasons making sure residents are safe and maintain best practices for infection prevention and control with limited funding/resources
  - recruitment of volunteers to help with residents (# of volunteers decreased because of covid; are returning but not at same level as before)

### Minutes Items

- recent union vote restored CLAC in a close vote with Steel Workers Union
- negotiating a new collective agreement; existing agreement expired July 2022
- keeping morale, and staying on par with competition for healthcare staff
- have maintained partnerships with schools which helps with recruitment
- tight turnaround to implement frequently changing directives from MLTC
- occupancies – ministry removal of covid isolation beds
- increase of hospital admissions because of new legislation – influx of new residents with higher acuity and more complex healthcare needs– e.g., requiring more care with regards to assessing and managing wounds
- turnover – new residents staying for shorter periods (but complex paperwork is same for everyone)
- food cost – struggle to provide healthy food for residents with \$10.97 per resident/day along with keeping up with Canada’s Food guide, required supplements, etc.
- limited budget
- Staffing
  - Reassignments in April to create more continuity in staffing
  - New hires often require training when they come in
  - Registered staff (RNs and RPNs) – challenging to recruit and retain. Senior nurses are retiring. Those coming out of school might stay a few months for the experience and then go somewhere else where they can get a higher salary (e.g., Hospitals and Agencies pay more than LTC).
  - PSWs – focus is on training and retention.
  - Prior to COVID, agency rate was lower than rate for permanent staff
  - Try to use agency staff for high intensity needs residents (one-on-one-situations); ministry has a special fund.
  - In the past 2 years, Agency rates have increased dramatically – e.g., will charge double for placement on a COVID unit.
  - Goal is to have permanent staff and reduce use of Agency Staff.
  - In some cases, Agencies have been poaching full time staff and then loaning them back to the homes they used to work for at double the cost – situation is being looked at by legislators
- Emotion Based Care (EBC)
  - Residents as Partners (RAP) committee: goal was to see what we can start to shift at an organizational level.
  - Priorities –
    - enhance quality of life and the home environment
    - Accreditation for the Manors is now under CARF – certain deliverables must be met to achieve accreditation
    - Grace and Faith Manor are RNO (Registered Nurses of Ontario) best practice spotlight organizations – requirement is to implement at least 2 best practice guidelines for Long Term Care per year: 2023 focus will be on implementing

### Minutes Items

- Resident/Family Centered Care Best Practice Guideline and Dementia Care Best Practice Guideline
- Also signed up for 2023 Nursing Advantage Program - using clinical support tools to help with decision making process on how we implement and support dementia care and resident/family centered care; this will start in January
  - As required under new Fixing Long Term Care Act - introduced new Palliative Approach to Care and End of Life Care Programs. Have engaged with experts to help develop an action plan to assist with implementation of these programs.
  - Implementing Preview ED (Emergency Department) starting in January – observation tool that will support the PSW to identify health decline of the residents and prevent Emergency Room visits
  - Culture Change Journey assessments have been done for both Manors and will come out in January – will help identify quick wins that promote emotion base care
- Employee Engagement survey conducted – received higher scores compared to industry standards on questions related to alignment of personal values with organizational goals (showed commitment to and love for senior care). Want to improve employee recognition and communication
  - Governance – HCH is a not-for-profit corporation accountable to members. There are 11 directors on the current Board. Role of Board is Governance. Care Committee focuses on compliance – signs off on all agreements. Also focuses on by-laws, policy, and fiscal compliance. No capacity to engage with Family Council or other outside stakeholders. Role is to ensure executive and management team are doing their jobs. Family Council minutes are seen and reviewed by the Board.

### OPEN DISCUSSION

- **Q:** RAP Committee has been underway for 9- 10 months, but we haven't gotten into any transformational changes. Feels like we have just been tinkering around the edges. Emotion Based Care (EBC) models have been around for 20 years. Why do we need to wait so long to implement something that's been around for so long? Why have no resources been allocated with the start of the Rap committee? Lots of no-cost/low-cost suggestions have been made by Grace Manor Family Council, but they weren't followed up. RIA (Research in Aging) made similar proposals with their presentations to RAP.
- **A:** HCH is not funded for these models. As a Not-For-Profit, HCH doesn't have deep pockets. Don't have budget for capital costs.
- **Q:** Capital costs are minimal. Change of mindset is paramount.
- **A:** We need to plan. We are committed to change, but change is not free. Requires planning.
- **Q:** A lot of the changes don't cost money – it's a change of mindset (e.g., promoting interaction with resident vs staff congregating amongst themselves); this was observed at a recent fully certified EBC

---

## Grace Manor Family Council Meeting MINUTES

---

### Minutes Items

model home visit to the Sunnyside Home (Kitchener) EBC models help with staff satisfaction/ retention and reduced training costs.

- **A:** Change needs to be sustainable. That's why RIA has been engaged to support the culture change process and ensure accountability and sustainability.

#### **Home Updates – Administrator & Director of Care**

- Current COVID-19 outbreak – 1 resident under investigation by Public Health; end date will be December 15th if no new cases
- Direct Dentistry is closing permanently on Dec 25<sup>th</sup>; currently working on lining up a new contract from another provider
- Installing a smart tv in the chapel with required educational videos to facilitate process as essential caregivers/visitors wait for their covid test results
- Family Room in the Atrium is available to reserve for family get-togethers; for reservations, please contact Justine or Kristine; a buffet hutch was donated for the room and is supplied with plates, cups, & cutlery

#### **FUNDRAISING / PROJECTS**

- Nothing to report

#### **CLOSING REMARKS/REMINDERS**

- Wishing everyone a very Merry Christmas and Happy New 2023 Year!
- Agenda suggestions, please email [gracemanorbramptonfc@gmail.com](mailto:gracemanorbramptonfc@gmail.com)
- Next meeting: Tuesday, January 10, 2023 at 2:00pm by Virtual Zoom

#### **MEETING ADJOURNMENT**