

## Grace Manor Family Council Meeting MINUTES

<b>Date:</b>	<b>Tuesday, March 14, 2023</b>
<b>Time:</b>	<b>14:00-15:00</b>
<b>Location:</b>	<b>Virtual - ZOOM Meeting</b>

<b>In Attendance</b>	<b>Representing</b>
Michelle van Beusekom (absent)	FC Chair
Marc van Beusekom	FC Co-Chair
Angie McCrea	FC Recording Secretary
Fred Benedikt	Special Projects & Member
Justine Dudziak	HCH Administrator, Grace Manor
Albert Armah	HCH Director of Resident Care
Jody Clarke	HCH Director, Programs & Services
<b>GUEST SPEAKER: Dominique Williams</b>	Research Institute on Aging (RIA)
Eric Buss	Member
Gwen Veenstra	Member
Hank Kuntz	Friend of FC
Patricia Roelofsen	Member
Prakash Dannie	Member
Sue Bland	Member
Teresa Ponsen	Member

<b>Minutes Items</b>
<b>Welcome and chaired by Marc van Beusekom</b>
<b>Old Business</b> <ul style="list-style-type: none"> <li>Minute (Feb 14, 2023) approval – moved by Hank; seconded by Fred</li> <li>General updates: <ul style="list-style-type: none"> <li>Murals – Update <ul style="list-style-type: none"> <li>Completed both installation phases in February (See <b>Appendix A for pictures</b>)</li> <li>Would like to have some general feedback on the results – email to follow in a few weeks</li> <li>Jody will mention request for feedback at the Resident Council meeting next week</li> <li>A big thank you to Fred for all the work done with the project</li> </ul> </li> </ul> </li> </ul>
<b>New Business</b> <ul style="list-style-type: none"> <li><b>Presentation from Dominique Williams from Research Institute on Aging (RIA)</b> <ul style="list-style-type: none"> <li>Dominique has a background as a social worker involved with persons living with dementia. Currently she is the Culture Change Manager where she develops and share Culture Change resources at the RIA. Her main role is to support LTC homes undergoing culture change initiatives by supplying them with resources tools and strategies, as necessary.</li> <li>RIA is a non-for-profit organization, and the goal is to improve the lives of older people living in long term care homes by bringing together research, education and real-world practice made possible by working with strategic partners (such as HCH)</li> <li>The team consists of Research Chairs, Specialists, Research Scientists, and support team members <a href="http://www.the-ria.ca/researcher">www.the-ria.ca/researcher</a></li> </ul> </li> </ul>

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Minutes Items
<ul style="list-style-type: none"> <li>○ <u>What is Culture Change?</u> It goes under various terms such as emotion-based care, relationship-based care, person-centred care, but all mean the same thing – a transformation of older adult services to make them feel at home through real bi-directional relationships. It is a move away from the institutional or medical model to a more social or citizenship model. The goal is to make older adults feel at home wherever they live.</li> <li>○ Culture Change is a continuing process and difficult to measure as relationships are intangible. The relationships and engagement are among all involved: leadership, staff, volunteers, students, residents, and family members. The journey involves re-examining current values, beliefs, attitudes, and policies to create a community where everyone thrives.</li> <li>○ Citizenship models are resident-driven, allowing the residents to be empowered to choose, e.g. when they want to be bathed.</li> <li>○ Consistent staffing is critical for forming relationships – same staff looking after the same residents to ensure continuity.</li> <li>○ Research shows that culture change improves staff retention and the quality of life for both team members and residents.</li> <li>○ Culture change coaching is done through an initial Facilitators of Change assessment survey, followed by a series of workshops and exercises during three phases that can last from 18-24 months</li> <li>○ Each organization’s journey is different, and the RIA will work closely to co-create the ideal future and build capacity for the team to continuously learn, share, and innovate. RIA’s role is to coach, support, motivate and provide suggestions. The approach is for staff, residents, and family members to drive the desired outcome (rather than management), but important for leadership to be onboard.</li> <li>○ Facilitators of Change Assessment was started at HCH in November/December 2022 with surveys of staff at both Grace and Faith Manors. The confidential survey was returned directly to RIA, it gauges current and future person-centred practices, relationships between and among leadership and staff, the organizational climate for change, etc.</li> <li>○ Family members have been invited to participate in a short survey which will feed into a report on how HCH is doing and provide recommendations for what can be done to make living at the home better; the 4<sup>th</sup> question, i.e., willingness to participate in the changes at HCH, for the family &amp; resident of the survey will be added back</li> <li>○ RIA will be interviewing any residents wanting to do the survey on 5 Apr.</li> <li>○ April 2023 is the deadline to wrap up all the information to design the culture change journey at HCH. RIA will schedule a meeting to present the findings.</li> <li>○ Based on the results there will be workshops, and support to address the identified priorities.</li> <li>○ RIA uses an approach called “Appreciative Inquiry” to build from what works well at HCH rather than what does not. This lifts morale and helps create momentum for change and buy-in</li> <li>○ There are several EBC models which all show similar outcomes. HCH will need to review these based on its resources and circumstances. Will the change have the desired outcome? - better resident autonomy? Decreased medication use? Reduced behavioural challenges?</li> </ul>

## Grace Manor Family Council Meeting MINUTES

Minutes Items
<p>Increased staff satisfaction and retention?, better sense of community, etc. No one model is recommended over another – it depends!</p> <ul style="list-style-type: none"> <li>○ See <b>Appendix B</b> for RIA’s presentation deck – <b>RIA HCH Family Councils – March 2023</b></li> </ul> <ul style="list-style-type: none"> <li>● <b>Terms of Reference (ToR) Review</b> <ul style="list-style-type: none"> <li>○ Updated and sent out the redline version to family for any comments or changes</li> <li>○ Minor change to add “(Article 3)” to the following line: “Revision: Adopted at the 14 March 2023 meeting. Revised with Ontario’s new Legislation governing LTC (Article 3)”</li> <li>○ Moved to accept the changes by Hank; second by Fred</li> <li>○ See <b>Appendix C</b> for the adopted <b>Terms of Reference (ToR)</b></li> </ul> </li> <li>● <b>Home Updates</b> - Administrator and Director of Care – Justine &amp; Albert           <ul style="list-style-type: none"> <li>○ Comments made about pictures not being hung at wheel-chair friendly levels in GM, the tunnels and Towers – Justine will follow up               <ul style="list-style-type: none"> <li>▪ Justine’s update (April 11<sup>th</sup>) - Only new art pictures at Grace Manor will be lowered and pre-existing hung artwork will remain the same. We have been working to come up with a creative solution for the bottom of the walls using sticker art so they do not become damaged with residents’ wheelchairs and care carts and that will enhance the resident lived experience in our home. The artwork height in the Towers and hallways around HCH is not a decision of the Grace Manor Team. The Tenant Advisory Committee is the forum for members to bringing that suggestion forward.</li> </ul> </li> <li>○ GM has been under suspected outbreak since March 13<sup>th</sup></li> <li>○ Ministry of Long Care inspector was in from Feb 21-March 6 and waiting for report</li> <li>○ Annual Occupancy Evacuation Fire Drill on March 29<sup>th</sup> at 10AM</li> <li>○ Palliative Education series is available, and info will be posted on the bulletin boards</li> <li>○ April 18<sup>th</sup> at 2PM - Family Town Hall meeting will be held; send any questions in advance; HCH family website has details.</li> <li>○ April 4<sup>th</sup> 9am-3:30pm – Annual CQI meeting which FC Co-Chair will attend</li> <li>○ RIA survey will be sent out with due date of end of April (Secretary’s note – updated return date is 21 April)</li> </ul> </li> </ul>
<p><b>FUNDRAISING / PROJECTS</b></p> <ul style="list-style-type: none"> <li>● Updated financial statement – deferred to the next meeting</li> </ul>
<p><b>CLOSING REMARKS/REMINDERS</b></p> <ul style="list-style-type: none"> <li>● Agenda suggestions, please email <a href="mailto:gracemanorbramptonfc@gmail.com">gracemanorbramptonfc@gmail.com</a></li> <li>● Next meeting: Tuesday, April 11, 2023, at 2:00pm by Virtual Zoom</li> </ul>
<p><b>MEETING ADJOURNMENT</b></p>

Appendix A – Murals pictures on floors

Appendix B – RIA HCH Family Councils - March 2023

Appendix C – Adopted Terms of Reference (ToR) 14 March 2023

# Grace Manor Murals

Installed Feb 2023

# GM 1 South - Flowers





# GM 1 South - Flowers



# GM 2 South - Dwellings





# GM 2 South - Dwellings





# GM 2 North - Seashore



# GM 2 North - Seashore



# GM 2 North - Seashore





# GM 3 South - Streams





# GM 3 South - Streams



# GM 3 North - Pastures



# GM 3 North - Pastures





# GM 3 North - Pastures





# Culture Change - The Journey

Prepared for: Holland Christian Homes, Family Councils

March 14th and 15th , 2023

## Today's Agenda:

- 1 - Welcome & Introductions
- 2 - About the RIA
- 3 - What is Culture Change at the RIA?
- 4- Facilitators of Change assessment
- 5 - Resident and Family Interviews



# About the Schlegel-UW Research Institute for Aging

The Schlegel-UW Research Institute for Aging (RIA) is a charitable, non-profit organization.

**Vision** A world where research is driving innovation to enrich the journey of aging

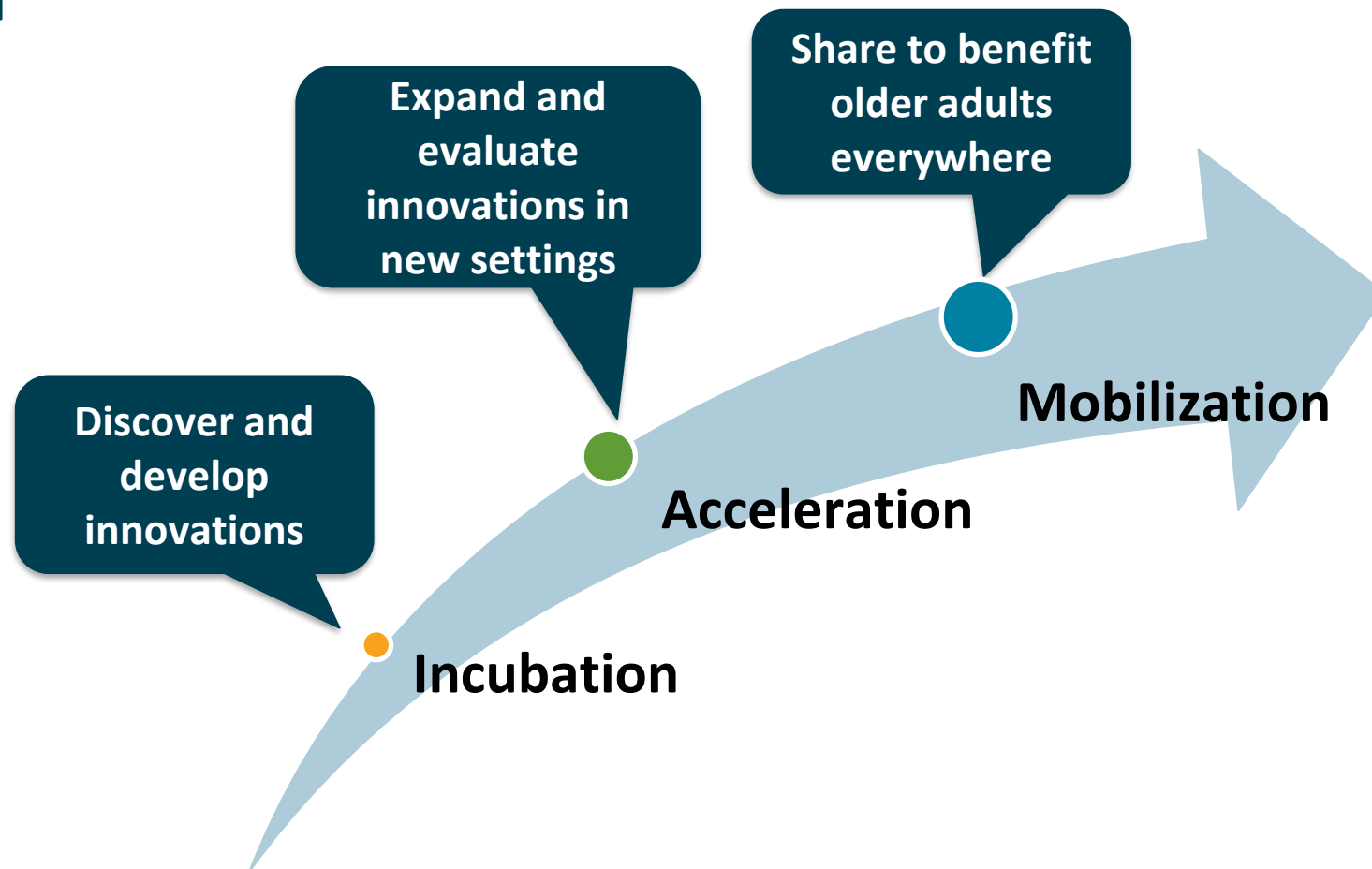
**Mission** To enhance the quality of life and care of older adults through partnerships in research, education and practice

**Values** Excellence, Relevance, Collaboration, Transparency, Inclusion



# RIA's model of innovation

Incubation Acceleration  
and Mobilization (IAM)  
Model

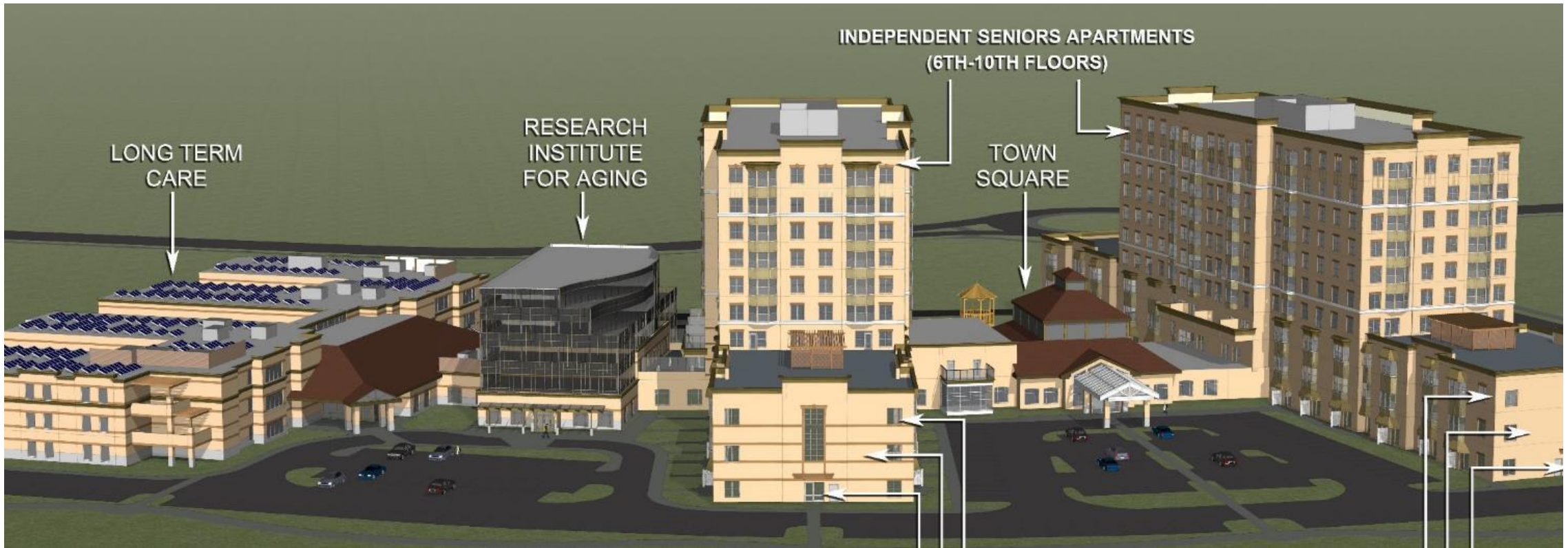




# RIA's partnership approach



# Centre of Excellence for Innovation in Aging



## RIA's Partnership Approach

- Our success in bringing together research, education and practice is made possible by strategic partnerships
- Our team is robust and growing, with 11 Research Chairs, 3 Specialists, 19 Research Scientists and over 30 support team members.
- [www.the-ria.ca/researcher](http://www.the-ria.ca/researcher)



## What is Culture Change?

Culture Change is a social movement to transform long-term care and retirement living towards resident-centered and resident-directed values and practices, where the voices of older adults and those working with them are considered and respected.

Culture Change is a **process**, not a project. This journey involves re-examining current values, beliefs, attitudes and policies to create a community where everyone thrives.



## Why Culture Change?

Research shows that culture change **improves staff retention and the quality of life** for both **team members and residents** in long term care and retirement homes.

Targeted outcomes include:

- Environment and services that support a social model of living, with a focus on emotion / relationship centred care
- Care is respectful and compassionate
- Open communication between leadership, team members and residents
- Engaged team members, residents and family care partners

## Culture Change Coaching from the RIA:

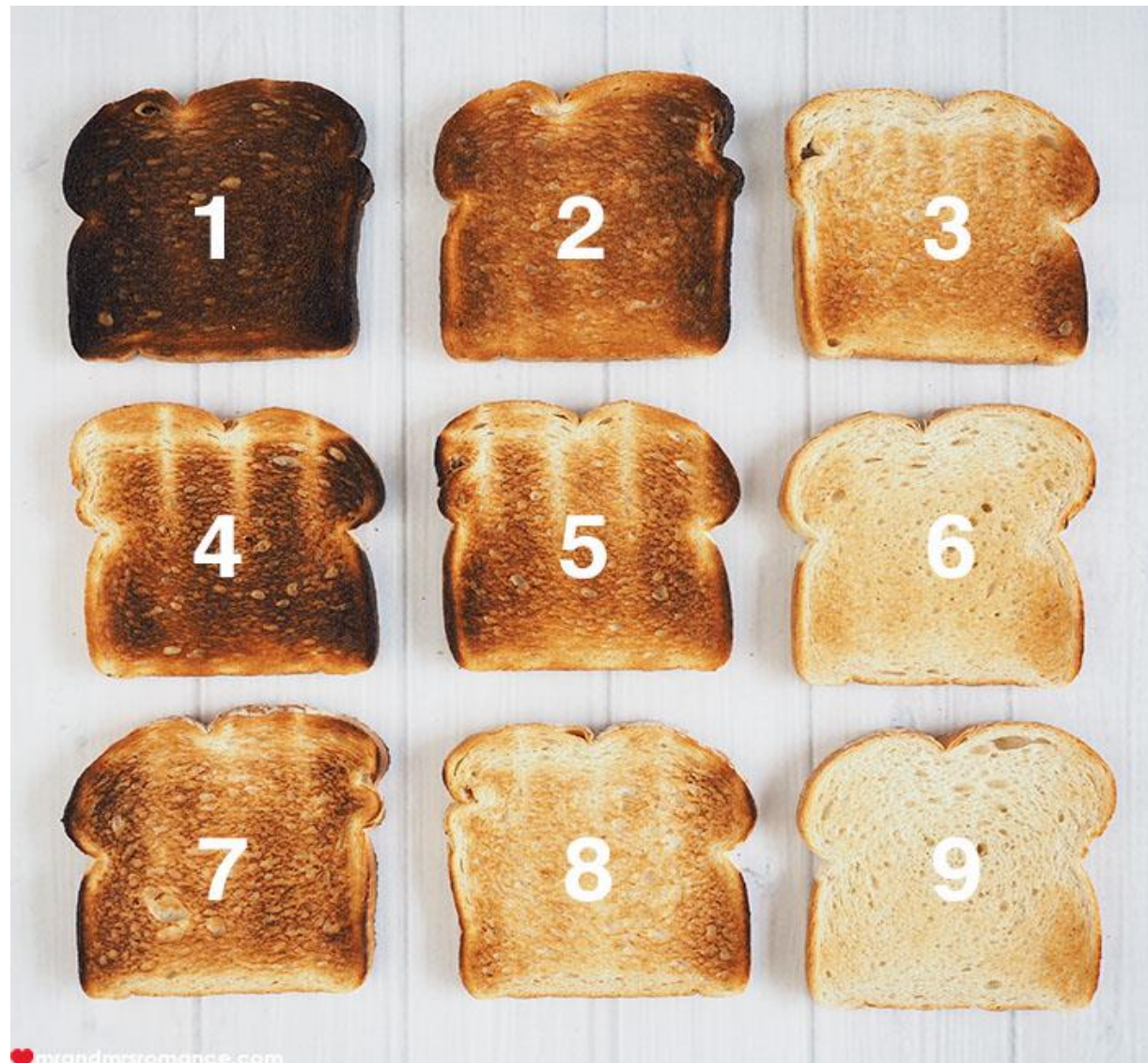


The RIA uses a research-informed approach to support teams who want to build upon their core values and strengths.

This is typically done through an initial **Facilitators of Change** assessment, followed by a series of workshops and exercises during three phases that can last from 18 - 24 months. These can be done independently or facilitated by RIA culture change coaches.

**Each organization's journey is different** and the RIA will work closely with your team to co-create your ideal future and build capacity for your team to continuously learn, share and innovate.

What toast number  
are you?



# The Starting Point: Facilitators of Change Assessment

The **Facilitators of Change Assessment** is the beginning of your Culture Change journey.

- All team members are encouraged to complete a survey. This is anonymous and results are sent to and compiled by the RIA team.
- This measures the current state of your organization, including overall support, motivation, stability of leadership and team members.
- Think of it as a ‘temperature check’, not a test.



## What Happens Next?

Based on your Facilitators of Change report, the RIA will work with you to design your own culture change journey.

- HCH leaders, team members and residents make a collective commitment to the program - participation and engagement is key to success
- The team is guided through **three phases (Getting Started, Moving Toward Change, Celebrating Success)**
- Each phase includes customized workshops and ongoing support from the RIA.





“

Working with the Research Institute for Aging team  
has really opened my eyes to how I want to be with my  
residents at work and how I want to really help them  
make the most of their day and live to their full  
potential

- Team Member, Culture Change client organization

# What Culture Change Journey is Right for Your Organization?

What to consider when thinking about culture change:

- Resources Available (Budget, Team Members, Other Partners)
- Source Material (US, International, Canada)
- Flexibility for Implementation
- Transparency / Ongoing Support
- Personalized vs Prescribed Models
- Desired Outcomes



# What Does a Shift in Culture Change Mean?

There is no 'magic' formula, but generally all models report:

- Enhanced autonomy for residents
- Decreased medication use
- Decrease in personal expressions (“behaviours”)
- Increased staff satisfaction, leading to lower turnover.



“

In short, the mixed evidence does not lead to a recommendation for a single model but rather to a strategy to learn from all the models, adapting promising practices to specific homes and their populations.

- Models for Long-Term Residential Care: A Summary of the Consultants' Report to LTC Homes and Services, City of Toronto (April 2019)



## Resident/Family Questions

- To enhance the information gathered from the Facilitators of Change assessment
- To provide a starting point for the RAP team
- To assist with evaluation throughout the Culture Change journey





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# Questions / Discussion

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## References:

Models for Long-Term Residential Care: A Summary of the Consultants' Report to LTC Homes and Services, City of Toronto

<https://www.toronto.ca/legdocs/mmis/2019/ec/bgrd/backgroundfile-130891.pdf>

Walk with Me Conference: <https://the-ria.ca/conferences/walk-with-me-conference-2022/>

Schlegel Villages Culture Change Journey <https://schlegelvillages.com/culturechange>

Working Together to Put Living First - A Guidebook to Change the Culture of Aging in Long-Term Care (hard copy mailed)





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## Contact:

**Dominique Williams, Culture Change Manager**

**[dominique.williams@the-ria.ca](mailto:dominique.williams@the-ria.ca)**

**519-357-7249**





## APPENDIX C

### Terms of Reference

#### 1. Name / effective date

Grace Manor Family Council

Effective date: 1 September 2021

Revision: Adopted at the 27 July 2021 meeting with a confirmed meeting schedule (Article 6) and amendment to (Article 7) Minutes and Agenda

Revision: Adopted at the 1 March 2022 meeting. Description of Treasurer role amended (Article 7) and date/time for regular meetings (Article 6) amended.

Revision: Adopted at the 14 March 2023 meeting. Revised with Ontario's new Legislation governing LTC (Article 3)

#### 2. Purpose and Goals

Grace Manor Family Council is an organized, self-led, self-determining, democratic group composed of the family members and friends of residents.

The role and purpose of the Grace Manor Family Council is to provide:

An organized voice in the decisions affecting resident's rights, living conditions and lifestyle while living at Grace Manor, Holland Christian Homes (HCH).

- A forum for mutual support, a respectful, caring and safe environment for family members and friends of residents.
- A forum to identify areas needed for improvement and to recommend strategies for advances regarding the care and services that are provided to Grace Manor residents.
- A forum to share and communicate important information about what is happening in the home and any changes in policies, procedures and administration directly related to resident care.

#### 3. Membership

The Ontario Fixing Long-Term Care Act 2021 Section 65 (5) states that a family member of a resident or a person of importance to a resident is entitled to be a member of the Family Council of a long-term care home.

Grace Manor Family Council Membership is open to family members, caregivers and friends, i.e. person(s) of importance, who are in an actively supportive role and wish to participate in improving a resident's quality of life.

## APPENDIX C

Should you no longer have a family member or significant friend in the home, you can maintain your participation. However, you can neither hold an executive office nor vote since you no longer have a direct connection to the home. You will become a Friend of the Family Council.

### 4. Executive Officers and their Duties

Executive Officers of the organization will be the Chairperson, Co-chairperson, Secretary and Treasurer.

The Chairperson will preside over the meetings. In the event of his/her absence, the Co-Chairperson will preside. The Chairperson will set the Agenda for the meetings with input from the Executive Committee.

The Secretary will record the minutes of each meeting and maintain the minutes as a permanent record. Alternately, the Executive Committee may select a Staff Assistant to act as Secretary with the same duties but with no voting privileges.

The Secretary will also be responsible for completing designated forms relating to any requests for HCH Administrative action.

The Secretary will coordinate with Grace Manor Administration to ensure family members/persons of importance of new residents receive information on how to join Family Council.

The Treasurer will coordinate with fundraising volunteers and Holland Christian Homes accounts manager to maintain clear records of income and expenses.

The Executive Committee will consist of the Executive Officers.

Subcommittees will be set up as needed by the Executive Committee.

If an officer can no longer perform his/her duties, the Executive Committee will appoint an interim officer to serve out the remainder of the term.

### 5. Elections

Elections will be held every year in October at the regular Family Council meeting. There will be an orderly transition of leadership.

At the September Family Council meeting, the elections will be announced.

The Secretary or a Nominating chairperson, selected by the Executive Committee, will provide a selection of candidates to the membership for election.

Nominations will be collected verbally during the September Family Council Meeting

Members are encouraged to volunteer on their own initiative to be considered for office.

## **APPENDIX C**

Following their nomination, each nominee will provide a brief written statement (max 250 words) explaining why they wish to hold an executive position.

The list of nominees and nominee statements will be distributed to Council members at least two weeks before the election, so members can consider the choices.

Elections will be by secret ballot (if meeting is held in person) or by zoom poll (if held virtually). The secretary or Nominating Chairperson tallies the votes.

### **6. Meetings**

Regular meetings will be held on the second Tuesday of every month from 2:00pm to 3:00 pm.

Meeting time or date can be changed by a simple majority vote, i.e. 50% plus 1, of the members present to accommodate holidays and a summer recess.

Subcommittees are formed and their meetings are held as deemed necessary.

Time will be allocated during each meeting for members to propose agenda items for future meetings.

The next meeting's notice will be posted on the HCH Website at least two weeks before the meeting.

### **7. Minutes and Agenda**

The minutes, along with the next meeting's agenda, will be distributed via email at least two weeks before the next meeting. They will also be available at the designated bulletin boards in the home.

Approval of meeting minutes' by membership will be a standing item on the agenda to ensure accuracy.

### **8. Fundraising**

Fundraising ideas will be discussed and approved at Family Council Meetings.

The Treasurer will provide monthly account statements. Holland Christian Homes Accounting maintains the monies in a separate Grace Manor Family Council Account.

### **9. Terms of Reference Amendments**

Amendments to parts of these Terms of Reference may be made at any regular or special meeting, by a 2/3 vote, providing the suggested changes were circulated and discussed at the previous meeting. Approved amendments are effective immediately.

## **APPENDIX C**

### 10. Terms of Reference Annual Review

The complete Terms of Reference will be reviewed by the membership every March.



## APPENDIX C

This Appendix is not part of the Terms of Reference

### Membership Resources Appendix

#### [Management Contact Information](#)

<https://www.hch.ca/about-us/management-team/>

#### [Grace Manor LTC Inspection Reports](#)

<http://publicreporting.ltchomes.net/en-ca/homeprofile.aspx?Home=2942>

#### [Ontario Fixing Long-Term Care Act 2021 – Resident Bill of Rights – Section 3](#)

<https://www.ontario.ca/laws/statute/21f39#BK6>

#### [Ontario Fixing Long-Term Care Act 2021 – Family Councils – Section 65](#)

<https://www.ontario.ca/laws/statute/21f39#BK85>

#### [Family Councils Ontario \(FCO\)](#)

<http://fco.ngo/>

#### [ACR Family Council Handbook](#)

<https://www.simcoe.ca/LongTermCare/Documents/Family%20Council%20Handbook.pdf>

#### [RNAO LTC Support: Connecting Families](#)

<https://www.facebook.com/groups/1041669579549676>

#### [Restoring Trust: COVID-19 and the Future of Long-Term Care](#)

[https://rsc-src.ca/sites/default/files/LTC%20PB%20%2B%20ES\\_EN.pdf](https://rsc-src.ca/sites/default/files/LTC%20PB%20%2B%20ES_EN.pdf)