

Strategic Plan - 2022 to 2026



Babcock Community Care Centre is a family owned, 60 bed long-term care home licensed under the Ministry of Health. We provide long term care services to the community of Wardsville and the Four County area - Middlesex, Elgin, Kent and Lambton and beyond.

We are providing long term care for our residents based on each individual's needs.

We have a great staff team that is committed to providing quality services in a friendly, home-like environment.

The government has started to fund the redevelopment of older homes. Our home is currently slated to be rebuilt by 2025. We have already begun planning and preparations to rebuild to the new standards. We will continue to focus on the upkeep of our current building during this process, providing a clean, attractive and safe environment for our residents to call home.



MISSION STATEMENT

Welcoming clients from the Four Counties area and beyond to our extended family to live and work together in familiar surroundings with familiar faces.

VISION

To adapt both physically and psychologically to the changing needs of our clients by providing consistently excellent care and surroundings to work and live in.

VALUES

"Pride in caring"

- As a family owned, community based Long Term Care facility, we are dedicated to providing quality health care to the citizens of the Four Counties area (Elgin, Kent, Lambton and Middlesex) and beyond.
- We ensure a qualified interdisciplinary team approach to care.
- We strive to restore abilities where possible and offer a caring palliative setting where needed.
- We provide a safe and happy atmosphere to work and live in.
- We encourage continuing education and maintain open communication.
- All clients are honoured as individuals and treated with respect and dignity. Ethical practices are observed and confidentiality is maintained.
- We respect and promote our residents' rights to make informed decisions
- We take pride in opening our doors to the community to share our services and we appreciate the advantages offered by our rural setting.



Strategic Directions 2022 – 2026

1. Achieving Excellence in Care

- Review, educate staff, and implement the new standards of care and adjustments to funding currently being developed under the new National Standards for Long Term Care, Fixing Long Term Care Act and applicable regulations
- Monitoring of key performance indicators and the development of plans to address those areas identified as needing improvement
- Increase opportunities for residents and their loved ones to participate in care decisions and provide input into the daily operation of the home

2. Maintaining a Healthy Workplace

- Adapt quickly and educate staff, residents and families to changes in pandemic / outbreak protocols
- Continue improving our Infection Control Program through the use of contracted and internal audits and education of staff, residents and families.
- Develop strategies to further enhance team work in the home
- Strengthen the skills of our employees by providing cost effective and meaningful education for staff
- Evaluate our recruitment and retention strategies to prepare us for the future needs of our organization
- Implementation of initiatives that recognize and support the accomplishments and compassionate care provided by our staff

3. Providing a Safe and Home-like Physical Environment

- Plan and prepare for the redevelopment of our home to the new design guidelines
- Maintaining and upgrading of our current equipment / furniture / surroundings to provide a safe, stimulating, home-like environment for our residents
- Prioritizing upgrades to maximize use of our operating resources
- Monitoring client satisfaction and obtaining feedback on areas that can be improved upon to provide a caring and safe home-like experience for our residents



Our Challenges

- We are admitting older and frailer residents requiring more care
- Funding levels have not kept pace with care needs, environmental challenges, and rising operational costs.
- Extreme shortages of certain disciplines of staff available to work in long term care
- We are seeing an increase in complex care and increased costs to meet their individual care needs
- Increasing government directives regarding mandated services, reporting requirements and performance indicators
- The ability to stay competitive with other larger and newer long term care homes
- As a smaller home, we face challenges in trying to meet all Ministry requirements with a smaller budget, fewer economies of scale and a much smaller management team to juggle the complex demands of our environment.
- Being an older home makes it more challenging to provide a high quality of care for certain resident populations and quality of life for all residents (i.e. resident behaviours, privacy, dining experience, etc.). To advance the redevelopment program for older homes requires the government to provide additional funding, options for top-up beds, design flexibility, and a streamlined, expedited license process to make the program viable.
- Increased expectations of the level of healthcare services provided from the upcoming generation of seniors
- An emerging group of “high needs” clients with psychiatric issues, responsive behaviours due to dementia, drug and alcohol addiction, etc.
- Increased staff training and education to care for “high needs” clients
- Creating a work environment that balances family and work life



Our Quality Improvements and Accomplishments during 2021

Our main focus throughout 2021 was improving our measures to prevent and prepare for the COVID-19 pandemic. Infection control practices and upgrades throughout the home were made a priority.

- All our staff and support workers that work in our home are fully immunized for Covid-19. Policies and education were developed and communicated to staff, families and residents of the home
- We continue to stockpile masks, gowns, and gloves for emergency use and are keeping up to date with all the pandemic direction provided by government
- We created 3 new 8 hour PSW lines, 1 RPN and a FT Activity Aide position line to our current staffing complement. Additional PSW lines had hours added to create some more FT positions. Staffing challenges remain an issue across the province due to shortages of qualified staff. The government is expediting training programs to try and help address this shortage. We continue to advertise for these positions and fill them as more qualified staff become available
- We had IPAC Consulting come to our home and help identify areas that we could improve upon with our infection control program. They completed audits of our infection control policies and routines and provided training materials for us. We have implemented their suggestions throughout the year including:
 - additional infection control signage in the home
 - improved screening practices of staff / support workers
 - increased access to hand sanitizer / disinfectant wipes in various locations
 - infection control audits for staff to complete
 - updated various infection control policies / routines to coincide with the recommendations received and best practices
- We have replaced all the wood shelving in the home with metal wire shelving to improve disinfection procedures and storage of supplies
- We purchased 3 new isolation PPE storage carts to be used when a resident is placed into isolation
- We replaced 2 ceiling lifts in the tub room with newer units as part of our preventative maintenance program
- We had a roofing company complete some preventative maintenance on our roof

- We replaced all our older resident chairs in the home as part of our infection control improvement plan
- We replaced approx 18 mattresses in the home including 3 air mattresses for residents requiring extra wound prevention measures due to their medical conditions
- We replaced another 4 beds with electric beds for our home as part of our fall prevention program and IPAC improvements
- We purchased new soiled linen carts for the home. We also purchased new clean linen carts and covers to ensure clean linen is transported down the halls without becoming soiled or contaminated
- We updated our cleaning supplies with new microfiber cloths and mops
- We purchased a new bladder scanner for nursing use
- We replaced the sun shelter on the north wing patio to help better accommodate outdoor visits during sunny periods
- We purchased a new 2 door freezer to replace an older model in the kitchen
- We purchased a new tv for the dining / sitting area
- We replaced older desks and chairs with new ones to increase the ability to properly disinfect the surfaces
- We upgraded our electrical system and installed window a/c units in every resident room and updated our heat risk policies and procedures
- We upgraded our Electronic Medication Management Software to the latest edition available. This update included increased safety measures and documentation improvements for the distribution of medication in the home
- We upgraded several computers in the home and purchased additional ipads for staff charting and activity use
- We collected suggestions/ ideas to incorporate into our new home once we start developing the plans. We received many suggestions from staff, residents and family members. We will be consulting with a professional architecture firm that has experience designing long term care homes to meet the most recent standards in place by the government

We feel our dedicated staff and our on-going commitment to quality improvement have helped us succeed in providing a caring, safe environment for our residents.



Our Ongoing Priorities and Commitment:

1. To provide a safe environment for all residents, visitors and personnel.

- Resident care and safety is our top priority. Prevention of abuse and neglect is upheld through our zero tolerance policies and on-going education to our employees / volunteers.
- Maintain our Occupational Health and Safety Committee with department and administration representation.
- Maintain a Back Care Program focusing on proper lifting techniques and precautions for the safety of all staff and residents.
- Maintain an effective and ongoing preventative maintenance program.
- Continue to improve upon Infection Prevention and Control Practices in the home through ongoing audits, education and review of best practices.
- Provide a mechanism for the regular and prompt reporting to deficient and / or unsafe conditions and acts.
- Provide and promote safe medication management practices in the home through training, positive reinforcement of medication error reporting, and auditing.
- Promote the importance of recognizing resident responsive behaviours and provide education and support for staff on how to appropriately handle these behaviours.

2. To provide for each resident's physical, social, emotional, spiritual and intellectual needs, such that self help, independence and self esteem are facilitated.

- In conjunction with the physician, provide support services of a therapeutic, vocational and spiritual nature.
- Recognize and promote health equity for all the different cultures of our clients and employees by providing education and direction as required.
- Encourage residents to become more involved in resident's council, in-house and community events and to accept responsibilities where desire is indicated.
- Encourage an active pastoral program, supplemented with individual attendance at local religious facilities when possible.
- Actively seek involvement by educational bodies for the purpose of providing and stimulating resident's intellectual needs.
- Provide a quiet area in the facility for individual visitation and reflection.

3. To provide an environment which meets the assessed needs of each resident.

- Create opportunities that encourage resident involvement in the area of activities of daily living and functioning.
- Establish, maintain, revise and review all programs regularly so as to meet the resident's assessed needs.
- Implement, maintain and revise as needed, the nursing process with input from all associated disciplines and bodies to the resident care plan.
- Ensure our Continuous Quality Improvement program is applied to every aspect of client care.

4. To provide support, dignity and self-respect in life and in death.

- Maintain an effective and ongoing Palliative Care Team.
- Provide counseling to each resident at his request or at any time as may be deemed necessary by the care team.
- Respect the right to privacy of each resident.
- Respect, encourage and promote each resident's individual need for independence so long as this independence does not jeopardize the resident's health and safety.

5. Maintain a positive liaison with all personnel, resident, family members, community agencies, jurisdictional bodies, etc.

- Maintain positive and prompt correspondence with all bodies, personnel and family members.
- Maintain prompt response to all queries, complaints and suggestions provided by the above noted bodies as well as our Family Council.
- Maintain a high profile with regular attendance at meetings, social affairs, committees and business functions conducted locally, provincially or nationally where such functions deal with the home's interests.

6. To create an environment which provides all personnel, residents, families and associated personal growth.

- Provide a comprehensive orientation program that establishes a sound base for a thorough understanding of each position.
- Provide remuneration for services rendered which allows personnel a reasonable income consistent with marketplace conditions.
- Perform regular performance appraisals for all personnel so as to reestablish individual goals and rectify any deficiencies.
- Provide support and encouragement as required.
- Maintain effective communication of pertinent information to all personnel through inservices, 1:1 conversations, team meetings and communication books.

7. To improve the knowledge of geriatrics for all personnel, resident, families and associated disciplines.

- Regularly assimilate and distribute research that has been conducted elsewhere to all appropriate bodies.
- To provide inservice and orientation regularly with encouragement for participation for family members to attend when feasible to do so.
- In addition to a thorough orientation program and regular performance appraisals, provide regular multidisciplinary team conferences.
- To encourage professional upgrading of staff by keeping staff informed of any available educational opportunities and resources.

8. To encourage, promote and expand volunteer service (when pandemic restrictions are lifted).

- In conjunction with the Activity Director and other interested parties, provide a stimulating environment for all volunteers.
- With the aid of the above noted parties, conduct formal and informal meetings with community based groups so as to solicit their assistance in the maintenance of volunteer activities in the home.

9. To ensure the financial stability and continued operation of the home is maintained.

- Maintain controls over the financial functions through constant and ongoing monitoring,
- Ensure that all supplies purchased are necessary for the continued operation of the home in keeping with the home's goals and objectives.
- Ensure staffing patterns are maintained in balance with the needs of the residents and within funding guidelines.
- Participate in advocating for the sector when funding levels are not keeping pace with the demands of the industry.

10. To retain the commitment to high quality of care by striving for Continuous Quality Improvement within the home and maintaining the standards established by the Ministry of Long Term Care and other regulatory bodies.

- To review best practice guidelines and standards and other regulatory bodies directives on an ongoing basis. Implement systems in order to establish and maintain those standards.
- Strive for Continuous Quality Improvement throughout the facility by monitoring indicators, seeking input from clients, families and staff on ways to improve the services we offer, making improvements where needed and evaluating the success of the changes made.