



JOHN NOBLE HOME

Love. Care. Dignity.

John Noble Home

Strategic Plan

2015-2018

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Strategic Plan 2015-2018

Introduction

John Noble Home (JNH) is a leading provider of senior care in Brantford and Brant County. It has a proud and long standing care-giving tradition.

Herein, is our Strategic Plan of 2015-2018 which will guide John Noble Home's direction for the next three years by setting priorities for future investment and growth.

This Plan will outline a recommended roadmap for how the organization will further achieve its mission and vision. It will also help support our daily operations through the development of new operating plans and quality initiatives which will measure how well we as an organization are meeting the changing needs of the community, our clients and their expectations of care and service, over time.

Why Plan?

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular courses of action.

For John Noble, there are important and key reasons for the development of our plan.

- It is a requirement by our funders at the Local Health Integration Network (LHIN) under our Local Service Accountability Agreement for Long Term Care (LSAA-LTC) and Multi-Sector Service Accountability Agreement for the Day and Stay Program (MSAA-Day Program)
- It is a requirement of Accreditation Canada
- It is a good business practice
- It helps us with planning of resources and identifies emerging or unmet needs
- It helps to inform our Board, the City/County and taxpayers about what we are doing and allows us to be transparent
- It allows us to strategize on how to best fill and address emerging community needs and develop internal and external spaces

For example, the Home's Strategic Plan of 2001 identified the following key points and opportunities for growth:

- The need for affordable housing for seniors in the community

- A growing number of seniors with a dementia diagnosis
- Long term care as an industry has been chronically under funded
- John Noble has ample and vacant internal and external space to be utilized, including a vacant unit and 12 acres of undeveloped land deeded to John Noble Home

In response to this former plan and its recommendations, John Noble slowly began to undertake some new initiatives and changes in its operations. Interestingly, we can see how many of these past recommendations are still relevant and remain a priority.

Our Guiding Principles

An important aspect of our strategic plan was to briefly revisit our mission, vision and values and determine if they were reflective of our current operations.

With the addition of the Day Program and our apartments for independent seniors, some adjustments were required of our former mission, vision and values. Furthermore, there was a need to affirm our commitment to “safety” as this principle was missing from our former mission statement.

To help everyone adapt to the change in our guiding principles, the Home used the following philosophy to help guide us through the process: *We will operationalize a plan that “respects our history, recognizes our present and will strive to meet our future challenges”.*

Our refreshed mission, vision and values are stated below and are more representative of recent changes to our care campus as well aligning us better with dealing with the future changes in our community’s health and social service needs.

Our Mission

Working together to enhance the quality of life for those we serve, by providing LOVE, CARE, and DIGNITY within a safe home-like environment.

Our Vision

As leaders, we strive for continued excellence, now and in the future.

Our Values

To further support and facilitate the growth and development of exemplary housing, care and services within our caring community of Brantford and Brant County.

Measuring Success

The Home's quality program will adjust to build on these changes over the next couple of years and help us measure successes through its balance scorecard themes of:

- **Internal Processes- Safe and Quality Operations**
- **Financial Accountability/Responsible Use of Resources**
- **Continuous Education, Growth, Innovation and Technology**
- **Customer Satisfaction**

Note: Using the themes of the balanced scorecard, an operating plan will be prepared to follow up on our strategic recommendations. It will be updated regularly to track progress over the next three year.

Our Campus of Housing, Care and Services for Seniors

There are several different quality programs devoted to senior housing, care, and services that operate within the care campus of John Noble Home. All are expected to meet and serve the needs of both Brant County and the City of Brantford and their respective constituents as we are a municipally operated and governed facility. A brief description of each program area follows:

Long Term Care:

Long term care at John Noble Home consists of 156 beds which includes three priority Veteran beds. Long term care continues to be the most recognized and core function of the organization.

Long term care as an industry is a highly regulated and prescriptive environment due to set Ministry of Health and Long Term Care regulations and standards. Funding is predominantly based on accommodation type and resident care needs. Often, long term care requires additional funding support through the City and County to help ensure stable quality care and to offset changes in provincial funding and other external cost drivers (i.e. inflation, arbitrations awards).

Our long term care staff is a group of highly skilled professionals. They work around the clock, even on weekends and during holidays. In addition to providing medical, nursing, restorative and/or palliative care, staff are also responsible for the personal care and other administrative, recreational and support services within the Home. Everyone has the primary goal to facilitate the independence of each resident within a supportive, safe and home-like environment.

Long term care staff are long standing employees, who work within unionized environments (three unions of SEIU, ONA, IOUE) to provide quality resident care. Many

are approaching retirement and/or at an age where health issues can be problematic driving up sick time and absenteeism.

To remain competitive, several renovations have been undertaken, including the upgrade of 51 beds (Davis and Mohawk) in 2009 and the recent redevelopment of 105 beds (Grand Terrace, Cockshutt Place, Brant Terrace and Costain Court) completed in 2013.

John Noble Home has the most up to date and modern facility within Brantford and Brant County. Currently, we enjoy a long waitlist but that puts pressures on our community and hospital partners as there is a growing demand for long term care beds due to the aging population. Access to long term care requires residents and caregivers to apply through the Community Care Access Centre.

The following is a snapshot of our current residents within long term care:

- Average age 82 years
- More females (66%) than male
- Current age ranges:51-106 years of age
- Average length of stay:2.5 years
- Most require assistance with mobility -use a mobility aide (walker/ wheelchair)
- Some smokers, some require special diets and ethnic food
- Catholic or Christian based religion
- Most users have basic accommodation rates (subsidy)
- 76% of residents require extensive or total assistance and care
- 43% of residents have health instability (high medical care needs)
- Cognitive impairment common & multiple diagnoses and complex care issues are prevalent

Bell Lane Terrace- Seniors Apartments:

Besides long term care, Bell Lane Terrace, a 26 unit senior's apartment, opened in 2007. This initiative was in response to the need for more affordable housing for seniors in the community back in 2001. At that time, consideration to build life-lease units and condominiums was also briefly explored but did not come to fruition. To date, opportunities to build additional senior housing options still exist as there is 12 acres of vacant property.

There is 1 bachelor, 21 one-bedroom and 4 two-bedroom apartments. Eighteen (18) units are rent-geared-to-income and subsidized by the City of Brantford.

Here is a current profile of tenants at Bell Lane which was obtained this past year through a tenant survey:

- Length of stay is 6 years or longer
- Most tenants are 60- 69 years of age. The next largest age group is those who are 70-79 years of age

- Some have pets (cat or dog)
- Most do not smoke
- Most very satisfied with their unit and its maintenance
- Some drive, most dependent on others for transportation, including bus/others
- Most are physically well-Several receive home care services through CCAC or help from others
- Want independence. More exercise/ recreation. Will pay nominal fee for services
- Some use computers and internet

Applications to these senior apartments are overseen by the City of Brantford's Housing Department. There is currently a wait list for tenants at Bell Lane Terrace for any senior who is 60 years of age and older. Priority is given to spouses who have their loved one placed in long term care at John Noble Home.

Day and Stay Program:

The other seniors' service at John Noble Home includes our Day and Stay Program. In 2011, the Day Program expanded its service model to serve more clients and their caregivers with dementia. This program is in demand and continues to grow. It includes overnight respite and door to door transportation to and from the program. Because of the growing community need for dementia care, an afternoon program for clients with more complex behaviors was added last year. This program works closely with other community and social services devoted to dementia care.

Housed within John Noble Home, the Day and Stay Program is designed and built for individuals with dementia. It offers exercise, socialization, cognitive stimulation and recreation activities, snacks and a meal. There are different programs that clients can sign up for including:

- Weekend/Overnight program (Fri-Sun) 6-10 clients.
- LEAD program – support group with Alzheimer Society of Brant for early onset of dementia (8-10 clients).
- Responsive Behaviour's Therapeutic and Education program with Alzheimer Society of Brant –new afternoon program (6-8 clients).

A current snapshot of clients using the program is as follows:

- Average age is 80 years.
- More females (61%) use the Program than male.
- 6 clients are under the age of 65.
- Average length of stay within the Program is 16 months. Those who discontinue it do so because they pass away or move to long term care and often they choose John Noble Home.
- The majority of clients live with his/her spouse at home, followed by living with an adult child.

- Caregivers have expressed an increased risk of depression and other health issues.
- Transportation to/from the program is essential; however, the bus ride is as long as 60- 80 minutes now that wait list are managed by CCAC. The biggest group impacted by this shift by CCAC managed wait lists are the County clients as they live further out from the program.
- All of the Day and Stay programs as well as the overnight respite are always full and there is always a waitlist.
- There is pressure to charge more user fees. There has been no increase in funding over the past 3 years and no funding expected in the next 3 years. The program receives its core funding through the LHIN.

Senior's Hub:

Last year, John Noble Home leased space to organizations such as the Alzheimer Society of Brant. This move began our initiative to establish a seniors' hub initiative which allows other community partners to join our campus and further enhance senior care and services. This sharing of space is quite common in communities across Ontario and Canada as well as sharing of other functions such as back office functions (i.e. finance, payroll, HR, reception).

There is vacant space both internally and externally at John Noble Home (Jointly operated by the City of Brantford and County of Brant) which can be used to further grow this initiative and others. We also leased space to a retirement organization last year to assist them when they were displaced from their facility due to a flood.

We are still only in the early stages of further developing our campus and hub of senior agencies and services. Here are some details about this initiative so far:

- Total site is 25 Acres with 12 Acres of Undeveloped Land
- Two leases have been in place this year in the old decommissioned unit of Bell Court (Riverview Terrace and the Alzheimer Society of Brant)
- Two other organizations have leases (and aging buildings and infrastructures) on the back 12 acres which will end in 2032
- Previously a working farm, the back property includes forestry for harvesting. Trees are still very much a part of the property and need maintaining
- Location of previous "House of Refuge" is associated with these lands
- Zoned Institutional Use
- Topographically challenged-not shovel ready yet
- Previous initiative to build housing by developers did not proceed, some preliminary plans still exist
- Dollars to flow back to John Noble Home as part of St. Joseph's funding reversal, starting 2015. These could provide some initial seed funding to develop a proposal

Now that there is a basic understanding of our core businesses and operations, it's important to receive feedback internally and externally about our strengths, weaknesses and areas of opportunity.

Consultation Process:

This past year, John Noble Home undertook a number of surveys with staff, tenants, Day and Stay clients, long term care residents, and focus groups with our family council, resident council, and the accreditation committee to get a better understanding of our successes and areas of opportunity.

Consultation with key external community stakeholders was also undertaken at a half day forum this past spring.

Over 70 people attended this forum, including members of City and County Council as well as members of the Community Care Access Center, the Hospital and consultants



from the local (Hamilton Halton, Niagara and Brant) Local Integrated Health Network (LHIN).

The goal of these inquiries was to help the organization to re-establish its mission vision values, and priorities over the next three to five years. As part of this review, confirmation of strengths, weaknesses, opportunities and challenges of each operational area was explored focusing on three key themes: reputation, current care and services and future direction.

To ensure the success of our evaluation, we used outside community leaders to facilitate our discussions about each of our program areas related to long term care, Day and Stay Program, Senior's Housing and a community hub. We had already received feedback from other surveys with our internal stakeholders (tenants, staff, and clients) who provided us with important demographic information and other topics of discussion. In total, there were eight breakout groups (2 for each program: Long Term Care, Day and Stay Program, Seniors Apartments and Community Hub) who at the end of their discussions voted on the new strategic directions and topics of importance. The groups also identified the group consensus on a subject by using a "Dot-Mocracy" approach. Each person in the group was able to select a theme of importance and by using a dot selected the theme that best captured their level of importance. For each summary, the group's feedback with the highest number of dots- areas of most importance are presented in "**bold**" and identifies the group's preferences based on priority along with others brought forward during the discussions and information sessions.



Everyone at the forum was impressed with how successful the day was and how passionate everyone was about helping to decide our next steps for John Noble Home's different programs and the importance of senior care. Appendix A presents the presentation slides of the day. Appendix B is the list of participants from the strategic planning forum. Appendix C is a list of different Staff Survey's results that were completed this year.

The Home had a number of themes to help generate enthusiasm about our strategic planning process and to help guide the home through our own internal review of our mission, vision and values as part of our accreditation preparations.

Strategic Planning- Long Term Care

The following summary refers to our Long Term Care operations and is based on feedback we received from our consultations with staff, the community, our residents and their families.

Reputation: Overwhelmingly, John Noble Home is seen as a leader of excellent care for its long term care operations. Feedback from our staff, resident and family surveys and our community consultation day support this sentiment that our long term care is a place of exceptional care with compassionate staff. Threats to our reputation were seen as having staffing shortages and not being able to attract top level candidates when we are filling positions. A key recommendation related to personal support workers, who as



a group are undergoing industry changes as the government is trying to bring them under a regulated or licensed body so their credentialing is something that become registered and licensed under a governing body similar to what other regulated health care professions currently have including Registered Nurses, Dietitians, and Physiotherapists.

Fear of “long term care” (and the aging process) is not unusual in our industry. This sentiment can impact a Home’s reputation along with a past association of being the

local “poor” House. Every Ontario municipality had a poor house in the past which is why every municipality continues to be mandated by the provincial government to run a long term care facility. This past association to the “poor” house is something to embrace and not be ashamed of or fear. Some community organizations and members of the general public may still hang onto this sentiment but it is starting to fade. As an organization we must help them to get in touch with our current day operations by improving communication and promote ourselves and stress the positive aspects of our facility.

A key area to promote, beyond providing excellent care, is our state of the art and new design standards associated with the recent renovation of our long term care facility. Most local long term care homes are dated and are not as current as John Noble Home.

Because of our recent renovation, we are a “facility of choice”. Unfortunately, long waitlists are also a reality in long term care and within our community. This issue is not something we alone can deal with as it is a broader system issue. For us to increase our capacity, we would need to acquire additional licenses for a fee and add them onto the existing license of 156 beds as well as maintain Ministry standards associated with long term care, a heavily regulated and costly venture. The opportunities to build on our reputation are by improving our respite, marketing, outreach, communication, other services and partnerships with others in the community.

Long Term Care- Reputation Matrix

Strengths	Weakness
<ul style="list-style-type: none"> • Staff service and quality are exceptional • Staff provide exceptional care • New building & renovations – People have seen over the last few years the changes that are taking place to the outside of the building and the new construction. This helps reinforce that reputation of the 'poorhouse' is a historical event. This building is the NEW JNH and we are very impressive • Visibility- We are in an area of town where there has been lots of new development with lots of new families that are not necessarily from town. They won't know our history. • Our Wait List is proof that we are overcoming that historical reputation of the poor house. • Affordability • Accommodating–staff & services offer more than the basic everyday things. • Safe, Clean, hygienic, Day & Stay referrals, municipally funded which allows for extra programs to be offered, • Feels like home not an institution • "A" standard rooms not wards • Superior food quality • Make families feel welcome • Day and Stay with JNH/use of their bus • JNH lives up to their logo Love, Care and Dignity • Have a vision for continuous improvements and future endeavors 	<ul style="list-style-type: none"> • Standardized training for PSWs. There are too many different schools offering this course and have different standards and PSW's end up delivering different quality of care. Home needs to screen this on hiring, have a high standard of education and expectations to have a better quality of staff. Only hire :“The best” • Staff shortages. Often staff are busy and do not get to spend much time with residents due to workload, charting. Also need to make sure staff show up for work and not off all the time. (monitor attendance) • Wait list issues and navigating the system. The system can prevent people from being admitted here. Can't get on the waitlist too early (if healthy). Might have to go to another choice first while waiting for JNH bed. • Historical, LTC stigma, Fear of historical reputation & loss of independence associated with LTC • Only one bus for outings, more residents would like to go out on the trips • No respite beds • Not enough recreation staff • More physio time, new government rules and not sure if they are working
Opportunities	Threats
<ul style="list-style-type: none"> • More respite beds and other services • Utilizing community resources/having a community hub on site, more outreach services • Networking – Offering our facility to other community partners for functions and hosting meetings, and professional events to bring people in the door and become familiar with JNH • Communication & marketing to community • Have more of these gatherings to get community involved, community input, let community know how great JNH is • Continue to be a leader in dementia, Alzheimer's care/expand and accommodate for future needs in these areas • More training and education for staff on quality care to continue to meet high standards • Funding for more staff 	<ul style="list-style-type: none"> • Recruitment of good staff • Not enough staff or resources to accommodate future needs of residents • Work Balance- all staff to have a balance between work and spending time listening to residents- too much time spent on things other than priorities of the home and its betterment. Too much paperwork/ documentation • If we don't maintain standards and get lots of Ministry findings, our reputation will be affected • Lack of availability of beds • Negative media linked to LTC • If there is poor management or supervision (no accountability of staff), the care and reputation will go down • Lack of training are threats to be aware of in any business

Service Quality: Having a good reputation as a long term care provider is important. Understanding what we excel in and need improvement is also important. The following summary highlights key themes that were recommended through our consultative process.

Identified key strengths associated with our long term care services include; leadership, innovative programs and staff caring treatment of residents.



Weakness identified with our current services stressed the need for additional marketing and sharing of information more broadly as there is a lack of knowledge or understanding of what our long term care operations do or what is available within our own organization. Again this is not a trend that is uncommon within our industry as consumers don't think about long term care or are aware of it and how to access it until they need it and often this is during a crisis or stressful event.

Understandably the opportunity to improve awareness about our quality services in long term care comes from marketing ourselves more, spending more time networking and attending other community forums or being involved in more partnerships. The only threat to continued quality services is a lack of funding or shortfalls in funding which is an ongoing concern for all long term care homes, not specific to John Noble Home.

Long Term Care- Service Quality Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Staff treat residents like family- good care • Innovative programs due to great leadership • Renovations – The standard Room design at JNH the standard room feels like private room making it more desirable than other facilities • Strong leadership • Quality Food exceeds the expectations of residents and family members. Food at events also impresses people from in the community • Renovations/updated facility • Wait list • Continued growth • House of refuge is a positive thing/don't look at this as a negative promote as a positive • Recognition of quality care and end of life Palliative care • Volunteer base is huge and volunteers are recognized/families come back to volunteer • Active with homes for the aging • Good support system/city, county 	<ul style="list-style-type: none"> • Community awareness of what JNH is, stands for and the services available • Communication with community partners/agencies/transition from community to LTC • Not promoting self enough or showcasing itself more • Convalescent care, respite care and other types of care which is more complex- there is a need that isn't met at JNH and we could expand and do more care services • More attention to palliative care, not just at St. Joes, we could do a hospice as well. Big demand but would need more funding • Advanced care planning – People that want to make plans and hope to come to JNH cannot just call up CCAC and be put on the list. Some people prefer to have all their plans made ahead of time. This is a systemic issue
Opportunities	Threats
<ul style="list-style-type: none"> • Promote new home, "A" standard, embrace past, take a different approach and have a different outlook on JNH's past as a refuge house • Enhance partnerships with CCAC. Community agencies, smoother integration process/transition • Promote as a "Place to live" • Enhance marketing, focus on a place to live not die and how residents can enjoy their remaining years • Volunteer base – We have a great volunteer program and it also doubles for us as community networking. It allows us to better meet the needs of our residents/families but also provides us with an opportunity to get our 'New' reputation of quality service out to the community • Family council • Staff to resident ration better than most homes 	<ul style="list-style-type: none"> • Funding – Limits everything and supports everything. It costs to just maintain the quality of services that we offer. Funding is limited • Poor house" stigma • Not getting the word out about what JNH is now • Future growth and building/what new issues will arise? • Where will funding come from for future growth?

Future Direction: The future direction of long term care was the next area of discussion which was explored as part of strategic plan. Our partnership with other community agencies such as the Alzheimer Society of Brant, Registered Nursing Association of Ontario, and the Parkinson's Group is a strength to continue to build on and supports the continued development of our Senior's Hub initiative. Likewise, we have room to grow, including vacant land and there are several suggestions on what else to continue to do and expand on including enhancing services, adding more technology and exploring other opportunities for services. These suggestions allows us to further

enhance long term care services through the development of other support and care services needed by our community. The threats identified to achieving our future goals is the lack of funding and political instability or lack of vision by different government levels often due to competing needs and limited funds.

Long Term Care-Future Directions Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Partnerships/Alzheimer's Society on site, RNAO, BSO, Parkinson's • Room for growth/land 	<ul style="list-style-type: none"> • MOHLTC not increasing beds to LTC in Ontario prevents future growth of JNH • Not communicating successes or ideas with other LTC homes or community • Availability of Doctor to meet with residents when requested • No WIFI/Internet access for families and visitors • Recreation programs geared towards one age group/not enough variety for all ages as younger residents are now being admitted
Opportunities	Threats
<ul style="list-style-type: none"> • Expansion on apartments or vacant land • Land-opportunity to expand but need to look at what revenue it will bring in to be able to continue to thrive and meet everyone's needs • Fundraising (are we able to fundraise)? • Build more partnerships/community hub • More supportive housing • More technology and computers for residents and families, including WIFI, SKYPE • Offer greater variety of programs and services • Communicate successes with community and other LTC homes continue to promote how JNH is the Best and that JNH follows Best Practice • Educate public on JNH services offered, future • Behavioural Unit – There is a need for this in our community and we have the space to start and grow a project like this • Complex Care – There is a need for this in the community • Respite Care – an opportunity to generate income and it gets people in the door and potentially on our waitlist • Outreach Services – To rent to or expand JNH to offer these services • Hospice and strengthening palliative care • Other-market to younger, families, • Use more of the clinic space for Dental services, hearing services. This makes money • Daycare program- more kids visiting the home and seniors can mentor them like afterschool or how to read. Liaise with SKIP (seniors and Kids intergenerational program 	<ul style="list-style-type: none"> • Lack of funding and allocation of money, capacity limits growth • Changing government and politics (locally and provincially). Lack of vision or support due to other priorities not consistent with senior issues or at JNH. • No WIFI for residents, families visiting • Can't fundraise • Red tape to get anything done • Client to PSW ratio needs to be lower

Strategic Planning- Housing

The following summary refers to our affordable housing program for seniors at John Noble Home. What are presented are the themes and ideas that are based on feedback we received from our consultations with staff, the community and our tenants.

Reputation: John Noble Home and its Bell Lane Terrace Apartments for seniors are both seen as being a leader in providing affordable housing for seniors. Having the housing units attached to our other services for seniors, including long term care, there is a continuum of care which helps seniors and their family's transition from one care level to another. It also assists seniors with a loved one in long term care to be independent as they are given priority to live in the affordable units and support their loved ones in Long Term care while still maintaining a life outside of that relationship.



The use of land for affordable housing fits well with our history. It also fulfills an important need within the community and is seen as a positive association with our reputation.

Threats to our reputation as a senior housing leader require that we manage the stigma of being associated with long

term care and having been the former poor house. As stated earlier in our discussion about long term care, there are still some community agencies and members of the general public who fear or don't fully understand long term care and/or the aging process. The other bias is only poor people live there which brings up the negative association with the "poor" house. Poverty is something that should not be ignored and may be a broader issue locally as affordable housing should not be seen as a bad place to live.

Opportunities to enhance and build on our reputation identified are to improve our marketing, outreach, communication and partnerships with others in the community. The main threat to our efforts would be a lack of funding and overturning the negative perceptions associated with affordable housing and poverty.

Housing- Reputation Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Deep in history • Strong community presence (current) • Leadership and innovative thinking • Publically funded & managed • Non profit • Resident involvement in care (empowered) • Forward thinking – meeting community & resident needs • Positive spin– facility welcoming and bright • Open space • Never hear complaints • Has a wide variety of supports and services • Welcoming and comforting • City and County Council supports • Historical context • Waitlist • Happy customer (seniors) • Variety of services and programs 	<ul style="list-style-type: none"> • Stigma – perception that it is a low income facility – poor house • “Last stop in road” (before you die) • If the perception is bad because its affiliated with a long term care some people will not come or visit – deterrent • General perception that long term care homes are unsafe and abusive from the media so who wants to be attached to one • Perception that there is a waiting list - ? not sure how long • Perception- historical • Need to raise awareness of services • Waitlist
Opportunities	Threats
<ul style="list-style-type: none"> • Outreach and connection to services to enable people to stay at their home • Transitional support from apartments to LTC • Senior hubs/services • To change to become a place to live and have experts • Change perception of an Institution to a Home • To be perceived as an active partner with organizations and community members (volunteerism) • Centre of Excellence for Aging • Senior to senior communication • Natural progression of support services 	<ul style="list-style-type: none"> • Money – cutbacks on services and programs • Outbreaks and health threats can damage reputation • Negative publicity resulting from behaviour of residents due to dementia or possibly staff (i.e. abuse)

Service Quality: Having a good reputation as a leader of affordable housing for seniors is important. Understanding what we do to improve our services is also important. The following summary highlights key themes that were recommended through our consultative process about service quality associated with the senior housing unit of Bell Lane Terrace and affordable housing for seniors, more broadly.

Identified key strengths associated with our housing services include accessible, allows for continued independence as a senior, everything is self contained and it offers a transition to long term care. There are opportunities to offer more services and program to our tenants and increase their connectivity to the internet.

Like our long term care services, there is a need for additional marketing and sharing of information about the apartments. We need to get the word out more that we also provide affordable housing for seniors. The only perceived threat to our housing services is a lack of funding or shortfalls in funding. Currently, there is no reserve funds set aside for our housing units.

Housing- Service Quality Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Self sufficient – everything is in house • Access for everyone – equitable in the City and County • Allows for independent living. Fills a need in the community and for seniors only • Transitional support from apartments to LTC • Programs offered – good quality and frequent • Homelike environment • Variety of activities and programs • Sense of protection • Connection with city and county councils • Accessibility 	<ul style="list-style-type: none"> • Not enough known about services provided • Surveys suggest tenants want more recreation/exercise services • Coordination of service in the community – partnerships coordinate activities. • Have more variety of services available for tenants and more information about what is available in the community • No Meal programs and when there is a need as caregivers who visit in LTC
Opportunities	Threats
<ul style="list-style-type: none"> • More programs and services • Opening up programming to neighbourhood • Social media and website and Information Technology • Add community hubs – don't segregate into seniors only (mixed population) • Bottom up approach to programming and services • Food and meals for seniors in apartments • Community advocacy in planning and services etc. • Provide education on all issues related to population • Bring partners together • Reorient health services to meet needs of the marginalized populations i.e. LGBTQ • More affluent seniors can pay for their own services (mix) • Offer Retirement facilities here as a source of income • Internet services • More apartment group activities • Meal program for caregivers • Residence council • Implement minimal fee for service 	<ul style="list-style-type: none"> • Provincial funding • Competition for funding • Private sector impact – competition • Population growth of seniors • Keeping up with the demand as needs increase • Reduction of government funding (or holding of funding) • Increasing needs of residents

Future Direction: Opportunities to expand our housing services and offer more affordable housing with varied support services was favoured by all those involved in our consultations. There were some downsides identified to expanding and adding more housing. Although we do have additional space and land to build on, the addition of more housing doesn't necessarily assist County seniors unless they wish to move to

John Noble Home. Transportation is also a weakness and a need for independent seniors but this issue is part of a much larger need within the community and for seniors who need assistance with transportation. Fortunately John Noble Home has a bus but it is mostly used by our Day Program so seniors can either use their own means of transportation or use public transportation such as the city bus, taxi or Brantford Lift.

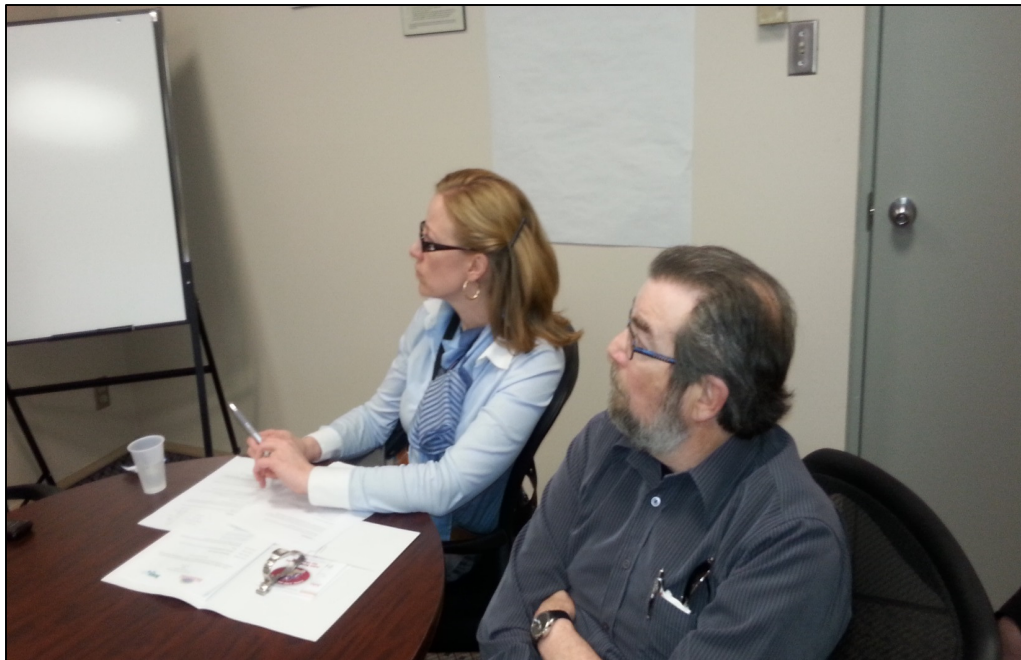
There are also opportunities to expand services and generate income which would help offset operating costs. Various fees for services could be added to our existing services and would assist with keeping independent seniors living longer in their own units as opposed to going to long term care. Again there are threats to expanding services as we need to find funds to initiate new capital projects and funding would have to be secured to do this with approval by both the City and County.

Housing- Future Directions Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Expand land for coming need • Expand to offer more affordable homes • Natural environment • Space to bring in partners • More involvement in all facets of the community • Hub for seniors activities/programs 	<ul style="list-style-type: none"> • Need for increased communication/marketing • Seniors in the county –housing • Transportation for county residents • City and county housing and transportation alignment (lack of)
Opportunities	Threats
<ul style="list-style-type: none"> • Income generation through rental space • Sell in home services for seniors (i.e. housekeeping, foot care) • Fee for services – grocery shopping • Technology – Skype, Granny Cam • Develop an Accreditation Service for Seniors care in the community to assess services • Technology – Skype, Granny Cam • Increase access to technology for staff and residents (and education) • Expanded fee for service meal program • Ways for residents and community to interact • Celebrate nation Seniors Day –Oct 1, education and supports • Services that meet “No Go”, “Slow Go” and “Go Go” Seniors • Expansion –Need • Ensure business plan stays focused 	<ul style="list-style-type: none"> • Funding • Two tier health care • Demands – heavier care needs – people staying at home • Compressed Aging • Private sector competition – pressure on the public sector • Competition with for profit organizations • Waitlist- limits money available

Strategic Planning- Day and Stay Program

The following summary refers to our Day and Stay Program and is based on feedback we received from our consultations with staff, the community and our clients involved in the Day Program.

Reputation: John Noble Home and its Day and Stay Program have a positive reputation. It is seen as an innovative and highly regarded community based service for people with dementia. The program fills a much needed gap in our community, especially with its overnight respite program on weekends. It is also a feeder program to our long term care services.



Weaknesses for the Day Program and its reputation are that it is not well marketed or well known by the public and clinicians. People sometimes confuse us with the Alzheimer Society of

Brant and so there is an opportunity to further market the program and promote it more widely within the community and within the health and social service care continuum. Another drawback we face is that with limited awareness within the community we don't receive as much credit as we deserve when we are competing for limited funds. There is a huge stigma associated with dementia and more education and outreach is required to help address this issue, working closely with our community partners such as the Alzheimer Society of Brant will help bridge this gap.

Day and Stay Program –Reputation Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Great program • Caregivers positive • Strong education links and development • Strong Supports • Safe • Leadership strong • Staff skill set and application of knowledge (dedicated and caring) • Build for future capacity • Overnight program • Unique early stage program • Loving, caring environment • New building • Care with dementia • Care center, Good workplace • The home talked about more in the community 	<ul style="list-style-type: none"> • Marketing this program • Need to highlight benefit of Program • People don't know about it • Not all primary care physicians aware of program • Not aware of university partnership (MAREP) • Minimal staff resources • Disconnect between Social and Health sector • Confusion with Alzheimer Society • Old folks home • Poor house • Wait times • Not big enough, need more space physically • Just old people
Opportunities	Threats
<ul style="list-style-type: none"> • Market more • Expand the program • MAREP (Waterloo University) • (Show case partnership already developed) • Open houses to showcase • Private donations • Partnerships for e.g. food • Increase the number of clients at Day Program • Specialize in Dementia create a medical hub • Need to customize areas in the Day and Stay to better meet physical needs of clients • Create transition plan for Day and Stay clients to enter into Long Term Care and the John Noble Home • Create different cognitive functional levels in the Day and Stay Program so that groups of clients can be matched up with other clients that have similar cognitive skills 	<ul style="list-style-type: none"> • Alzheimer's society in competition for donations • Stigma of Dementia • Aging population • Larger number of clients • When wait lists are too long this may effect reputation because people may be frustrated and just give up

Service Quality: The Day Program's services are well received and fill a huge need within the community. The respite program and the provision of door to door transportation service are both seen as very important aspects of the Program. There are current weaknesses with the Program in that there is such a demand for dementia services that we are not able to offer enough to fill the gap. There is a waitlist and we cannot manage all clients, especially those with more advanced dementia or those with highly responsive behaviors as it would put our staff and our clients at risk. We also have limited physical space to run the program but are looking to expand in the future should the desire and availability of space and funding permit.



In addition to the opportunity to expand the Day Program, there is a consensus that all of the Day Program services could be enhanced by offering additional complementary services (i.e. bathing program). The only threats to our future operations include a lack of transportation (i.e. bus breaks down and the cost to service the bus is too high) and a lack of funding from the provincial government to help us keep up with demand and expand our program. The stigma of dementia and the competition for dollars may also leave us in a shortfall situation and prevent us from continuing our existing program and services.

Day and Stay- Service Quality Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Meets a gap • Caring/quality staff • Transportation- Bus • Caregiver respite • Initiates entrance to services needed • Open 7 days a week • Stimulation • Caregiver respite • Entertainment • Social programming • Inclusion of family in the process • Excellent Facility • Transportation for clients is provided which helps families • Excellent service 	<ul style="list-style-type: none"> • Not equipped to manage more challenging responsive behaviours • Long wait list • Lack of staff • Lack of space (program and respite) Current location, county • Many providers providing support for population • Not equipped to deal with different language needs/ethnicities • Navigating the system • Transitioning from different programs (mild to mod to severe cognitive impairment) • Progressive programming (need next step to be enticing) PARTY!! • Caregivers need more frequent follow up by CCAC • Transportation to meet all needs • Ride is long (> 1 hour) • Staff not there if bus is late • Weekends have too many part time staff that are not as familiar with the clients they serve • There is no ability for clients with acute concerns to be able to transition into Day and Stay or return to Day and Stay if they have more complex medical concerns with their dementia • The groups of clients at the Day and Stay do not look at the stage of the disease or the functional level and try to create groups that are similar in stage and function • Transportation is in jeopardy. • the long ride for some of the clients • LHIN underserved in this area of care • County and City have limited funds • Lack of skill to manage responsive behaviours • Lack of Geriatricians locally and province wide • Lack of psycho geriatric practitioners locally and provincially
Opportunities	Threats
<ul style="list-style-type: none"> • Expand the program • Hands on food prep with clients • Higher level activities (e.g. crafts) to leverage strengths • Expanding diverts from LTC, hosp and at home (premature admission, ED avoidance) • Reduce care giver stress • More preparation to enter program • Awareness to clients of the journey/progression of illness (education) • Transportation • Ability to manage responsive behaviours • Duo diagnosis program/Mental illness program 	<ul style="list-style-type: none"> • Stigma • Aging population increasing • Not enough transportation – Bus breaks down and can't be repaired • LHIN underserved in this area of care • County and City have limited funds • Lack of skill to manage responsive behaviours • Lack of Geriatricians locally and province wide • Lack of psycho geriatric practitioners locally and provincially • Some City Councilors and partners think we can use local transit instead of the specialized bus service

<ul style="list-style-type: none"> • A program to expand in County • Create better relationships with the families of the clients to better meet clients care needs • More training for staff to increase their knowledge around dementia and approach • Provide more client focused care that has more flexible routines and schedules that will better meet the needs of that specific client • Orientation for staff that supports and encourages more client centered care • Increase overnight respite to 7 days a week 	<ul style="list-style-type: none"> • As the service the Day and Stay Program grows there will not be enough transportation spaces available with a reasonable travel time that is not too long for dementia clients • No increase in funding by LHIN • Can't expect County and City to fund • Only in Brantford- not a physical location in the county
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Future Directions: The Day Program has the desire to expand not only its existing program but to add additional services and extend its respite program. Weaknesses are its inability to keep pace with demands locally, not being able to afford overhead costs and not having enough transportation to carry on the existing program. Through further community and client consultation (and additional marketing and fundraising), the Day Program hopes to gain enough momentum to overcome identified obstacles and expand its program onsite and possibly elsewhere in Brant County. The threats to future expansion includes lack of funding and transportation as well as not being able to accommodate all of the needs within the community appropriately as client's care is too heavy or too many people on the waitlist.

Day and Stay- Future Directions Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • We have a bus. Look into other funders (i.e. Nissan Canada) who offers free buses • Clinical Connect (connects all agencies/providers) • Going above and beyond and will continue-very motivated • Very popular • Growing tsunami of dementia and need for more 	<ul style="list-style-type: none"> • Cost of service (user fee) • Not user friendly to access • Will not be able to keep up with demand • Not enough funding already • Lack of specialists locally and provincially • Only in the City transportation
Opportunities	Threats
<ul style="list-style-type: none"> • Expand • Survey care givers in community • Advocacy to government • Flex to adjust population • Capitalize on technology changes • Taxable benefit • Reduce trip time (second bus) • Expand the program to meet the needs of clients with disease processes other than dementia 	<ul style="list-style-type: none"> • LHIN funding: not sufficient to meet need • Not enough transportation • Funding • Not being able to adapt to meet higher care needs • Wait list that is too long

<ul style="list-style-type: none"> • Provide more care giver and extended family support and training and education on managing the person • Have cooking lessons to provide caregiver support and social outlet for the caregiver • Use some of the space that is available at the John Noble Home to create more senior supported living. This would create a path that clients could easily transition through as their condition required • Share the resources that Long Term Care has to offer more complex levels of care due to medical acuity for your clients • Provide higher levels of care that accommodate things like ALS, TPN and Trachea • Create a Geriatric Community based service for medical care to be delivered , like a satellite site, in collaboration with CCAC, CHC , BCHS • Declare a Specialized unit for Dementia • Create a Centralized Senior Assessment Center • Create a partnership with post secondary schools that would allow for co op opportunities and also residency at the JNH • Create some more areas that could be used by the community for meetings and workshops for revenue generation for the home • There is a large commercial kitchen liaison with post secondary school to create a co-op program around dietary services • Create more secure, beautiful , outside space for the clients to wander freely • Expand the Day and Stay Program Create a satellite county site that would serve a greater area without transportation issues • Utilize Brantford Lift • Use more volunteers to ride with dementia clients on the bus for support • Collaborate with other LTC providers to provide more respite beds • Create an outreach program that goes to clients homes and provides support for meal prep, shopping appointments 	
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Strategic Planning- Community Initiatives/Seniors Hub

The following summary refers to the senior's hub initiative at John Noble Home which proposes to continue to add to our continuum of care, other service providers involved in senior's care from the community. For example, the Alzheimer Society of Brant is already located in a portion of our facility and there are several strong partnerships already in place with Parkinson Society, Crossing All Bridges, SKIP and other community groups who regularly host meetings or run events at John Noble Home.

The following summary refers to the feedback about the senior's hub which we received from our consultations with staff, the community and our clients involved in the different program provided at John Noble Home, including long term care, Day and Stay Program and tenants of Bell Lane Terrace.



Reputation: John Noble Home and all of its existing services for seniors (i.e., Day Program, and affordable housing unit) are positively regarded within the community and the addition of senior's hub also is seen as progressive and fulfilling a gap. A weakness with the Hub concept is that it isn't clearly defined and John Noble Home's past history of strictly being long term care and the former 'poor house" does present some drawbacks. The "Hub" is seen as a positive addition to legacy of care that John Noble Home has been involved in and is seen as supporting other not for profit organizations in the community. The biggest obstacle to bringing forward this initiative is the fear of other organizations feeling a loss of identity or control over their organization and may feel it may impact their ability to run their own operations or may not be able to compete with others for operating dollars.

Community Initiatives/Seniors Hub –Reputation Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Progressive • Finding its role in the Community • Very ``Outward Looking`` • Excellent care and services- proven record open to collaboration • ``Hub`` is a solution to a gap in community • Day Program is a strong positive • Liaison Nurse with LTC • Transportation-Day and Stay • Spouse having priority in the apartments in spouse admitted to LTC • Seen as a progressive organization • Have had great success in accessing funding for special projects and capital • Very willing leadership • Seen as cutting edge in long term care • Very well thought of in the Province and high provincial reputation with provincial stakeholders • Excellent care and services- proven record • OANHSS affiliation with Not-for-profit municipal leaders • Come a long way, historical role, leader • One of only two not for profits in community • Municipal home adds strength to reputation as home of the “taxpayer” 	<ul style="list-style-type: none"> • City run Nursing Home only for 20 years • Lack of clarity about hub • Lack of information awareness about the JNH and what it offers • Image-`` poor house`` • No transportation for the LTC • Outside people confuse RH and LTC • Keeping up staff education with complexity of incoming Residents • Not well marketed • New residents to Brantford community are not familiar with past so this can be seen as a positive and negative • Need to look at more ways of marketing • John Noble Home still thought of by 50+ age group as “poor house” • Stigma of past • Not reaching younger generation and not well represented in community (absent) • Not capturing earned media
Opportunities	Threats
<ul style="list-style-type: none"> • Open collaboration and partnerships • Cost effective for non profits • Strength in numbers • Student perspective- get positive experience and mentoring • Collaborate with Colleges • Can further liaise with hospital “Liaison Nurse” permanently and expand on it • Improve the image of JNH to the older population • Use Programs from the community to involve younger people to JNH-High Schools and SKIP Program (one comment was that the younger generation are the future users of the JNH. They will be responsible for their parents and perhaps themselves in the future) • Marketing Position/Public Relations Position • Organize an Open House-Make it purposeful and invite the community, tap into community events to promote the JNH • Chance to market services and changes that have been made • Opportunity to form new partnerships with other community agencies through use of vacant space • Can do outreach/tours • Community projects – idea of rebranding – need 	<ul style="list-style-type: none"> • Seniors Hub not clearly defined • Fear by others- don’t want to lose identity or control of their operations/compete \$ • Expansion of LTC beds-due to aging population • Timely expansion of beds • Complexity of clients coming in to LTC • Ongoing battle of being lumped in with the vision of nursing homes • History can be good and bad depending on perception of user • Seniors threatened by being placed in long term care • Seen as an institution – fear for client • Feeling of separation and previous stereotypes • Systemic issues • CCAC gatekeeper and issues to access/services • Other reputations in the business can threaten good reputations • Ageism

<ul style="list-style-type: none"> • more pictures • Look at wellness/community programs both in house and externally to market and get information out • Do more networking • Make the “client” the champion in dissemination of information • Promote/promote/promote • Attend more seniors clubs • Use of social media • Do more health promotion 	
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Service Quality: The Hub is seen as filling a gap within the community and offers a one stop solution to those seniors and their loved ones requiring a location to obtain a number of different services within the continuum of care. Being situated within a well respected organization that is modern and has a welcoming and open environment are all identified strengths of the Hub initiative. Weaknesses are concerns over funding, the need for independent governance and not wanting to be associated with John Noble Home as an organization. Another consideration that can impact the success of the Hub’s efforts are gaining access to different programs as this is the responsibility of the Community Care Access Centre. There is more positive feedback than identified weaknesses or concerns associated with the Hub. Future direction is considered in the next set of discussions.

Community Initiatives/Seniors Hub- Service Quality Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Use of JNH facilities by other community organizations already happening Atmosphere is friendly, nice place to walk into • Room to grow • One stop shopping idea • Great meeting rooms • Open to reaching out in the community • Welcoming environment-Food and Service (the representative from SKIP made this comment about the Program and how successful it is with the Residents) • Staff • Day and Stay Program Staff • Best at Partnerships • Staff to resident ratio high • Employer of choice • Higher pay rates create stable workforce • Users of service very pleased • Smiling staff • Clean and odour free • Very caring environment • Need to streamline into pathways • Went after the money and created “A” standard facility 	<ul style="list-style-type: none"> • Lack of funds to pay for services • Complexity of residents are increasing and higher demand for services • Some community partners don’t want to share space or come to JNH • “Cat”-keep focus on the clients “This is their Home.” (the comment regards the fact the there is no cats allowed in the Home due to a severe cat allergy by a staff member) • Seniors not visible in common areas/outside • Not performing outreach • Not doing enough marketing • Not getting the word out • Not focused on community development

Opportunities	Threats
<ul style="list-style-type: none"> • Land and space to expand • 12 acres of available space • Strength in numbers • JNH will rise above what is legislated AND doesn't need to be just LTC re: resident: staff ratio (limits the family from paying for extra care) • Promotion of services all levels • Explore "fee for service"-Day Program • More recreation Programs with Resident input • Need to see more of John Noble Home i.e. Rooms, residents, etc. • Chance to capture preferred accommodation revenue • More women. Will they have funds to pay? • Specialize for complex units and fill gaps • Outreach services • Be a diversion from higher cost services such as bed blockers in hospitals • Look at other populations such as the aging developmentally delayed 	<ul style="list-style-type: none"> • CCAC control (too much control) Staff mobility/shortage in industry • Funding and tighter constraints for funds in all areas including municipalities • Increased operational costs with provincial funding not keeping pace • Low income community • Creating special comes with higher risks • Ministry regulations and increased demands • Overworked staff • Not having right staff doing right job • People have no input into the funding resources controlled by CCAC

Future Directions: Several not for profit organizations have expressed a desire to expand the Hub at John Noble Home and extend the number of different community



partnerships and services available on site. A key strength and opportunity of this initiative is that there is already physical room to grow internally and externally. Weaknesses of the initiative are that it doesn't physically provide services

inside the County boundaries and that transportation to and from this site may be problematic as we don't have a regional transportation system between Brantford and Brant County. However, there is an opportunity to grow a number of different community and social services for seniors as long as other issues or concerns can be overcome such as apprehensions of whether or not the Hub is right for John Noble Home and its neighbourhood. Further investigation into the initiative needs to be undertaken and address whether or not the land could be developed and if appropriate funding be found.

Community Initiatives/Seniors Hub -Future Directions Matrix	
Strengths	Weakness
<ul style="list-style-type: none"> • Land and space to expand • 12 acres of available space • Willing to embrace technology • Willingness to look at additional revenue streams and practical solutions for meeting community needs • Established Leader of care and services • Historical role in social services • Have both City and County support 	<ul style="list-style-type: none"> • Are enough services offered in the County? • Transportation issues • Accessibility and wait lists • LTC model not changing with times – not following other countries example • Transportation issues • Accessibility and wait lists
Opportunities	Threats
<p>Continue to develop flexible living parameters</p> <p>Group Agreed that JNH needs to increase:</p> <ul style="list-style-type: none"> • Housing Support • Social Support • Day and Stay • Recreational Programs • Drop in medical service • Full Circle Living-transitional housing and integrated living (the group members agreed that there should be a place to go from apartment living to some supportive housing (including the Day Program) then to LTC without a person having to make a number of moves. If it was all available in one place it would be better for the person and their family) • Offer short term respite care • Community to collaborate to make systemic change • Marketing outside community • Have CCAC workers and other agencies in the Home (the comparison was that the hospital has CCAC workers working there) • Work with the younger generation to build careers in LTC • Food service be available to the community (social component) (the group member said that people in the community could come in for a meal on the off times the residents are eating) Also meals for tenant, staff and visitors • 12 acres lots to develop • Drop in medical services/community programs • Outreach services • Centre of “care” in one facility • Physical activity/nutrition programs for community • Embrace technology, Skype, etc. • Community art/gardening/use what you have 	<ul style="list-style-type: none"> • Neighbors have not been open to development in the past. Now West Brant is wanting more recreational , shops and services • Finding capital funding • Topography • Vision of seniors • Scarce ministry dollars available

<ul style="list-style-type: none">• WIFI• Look at estates/donations/revenue generation/ be creative• Co-location opportunities• Be Ambassadors• Focus on earned media• Wellness Centre – Drs/clinics/programs• Form partnerships• More short stay convalescent care/rehab• Specialized units	
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Next Steps:

The feedback from both our internal and external stakeholders has been quite rigorous and extensive over the past year. This feedback will be used to develop our strategic directions.

Here are the key findings from our consultations and key strategic recommendations for each of our program areas over the next three to five years:

Long Term Care:

- Continue to build on our reputation and demonstrated capacity as a leader in long term care locally and across the province.
- Continue to maintain or enhance the physical environment (internal and external).
- Increase the marketing and promotion of our successes, care and long term care services more using a variety of methods, reaching a wider variety of audiences.
- Enhance education about long term care, the aging process, health and wellness and John Noble Home's services to the general public, community social and health services, to caregivers and members of the business community.
- Look for and pursue opportunities to enhance long term care and complimentary services.
- Increase the use of technology for both staff and consumers and caregivers to ease access, work and understanding of the industry.
- Continue to pursue customer satisfaction initiatives.
- Add revenue generating opportunities (i.e. physio clinic, medical clinic, eye clinic and other support services).
- Continue to operate as a safe and quality organization.

Housing:

- Continue to maintain and uphold the pristine conditions of the current operation, internally and externally, including its gardens and parking spaces.
- Build on our reputation and demonstrated capacity as a leader in affordable housing for seniors locally and across the province.
- Increase the marketing and promotion of our successes and housing services more using a variety of methods, reaching a wider variety of audiences.
- Enhance education about housing, the aging process, health and wellness and John Noble Home's services to the general public, community social and health services, to caregivers and members of the business community.
- Continue to be a transitional hub to long term care and the Day and Stay Program.

- Continue to build on transitioning independent seniors into long term care and offer more support services so independent seniors can live longer in their apartment units.
- Provide more outreach and support services to seniors in the apartments at John Noble Home and locally.
- Make available more program and services (i.e. cooking, meals preparation, shopping, recreation, respite, exercise, home care and consider fee for service based initiatives to help cover costs.
- Consider additional housing options from income generating ideas to not for profit.
- Increase affordable housing at John Noble Home.
- Offer more shared services or access to shared services (i.e. physio, recreation, meals).

Day and Stay Program:

- Continue to build on our reputation and demonstrated capacity as a leader in demential care locally and across the province.
- Continue to maintain or enhance the physical environment (internal and external).
- Increase the marketing and promotion of our successes, using a variety of methods, reaching a wider variety of audiences.
- Enhance education about Dementia, Alzheimer's Disease, the aging process, health and wellness, respite care, and John Noble's services to the general public, community social and health services, to caregivers and members of the business community and in collaboration with other community partners such as the Alzheimer Society of Brant.
- Continue to offer door to door transportation in addition to other transportation options. Ensure appropriate capital dollars are raised or made available to ensure no disruption of services. Review fundraising policies and opportunities as well as donations and grant programs. Pursue other private and public partnerships to preserve this essential aspect of the program
- Continue to explore opportunities to expand the Day and Stay Program, its respite services and other support services based on feedback of the consumers, government and community partners and reduce wait lists.
- Explore technology and other mediums to help clients and their caregivers cope with dementia and its progression and maintain their dignity and independence for as long as possible. Work in partnership with others and consider research opportunities.
- Consider expanding respite program and services for caregivers.

- Explore the addition of fee for service programs and initiatives to help meet rising costs.

Community Initiatives- Seniors Hub:


- Assess and map out the property and existing structures, establishing an appropriate capital plan.
- Consult other communities with senior friendly hubs and campuses of cares.
- Continue to work with other community partners to further establish, build and create a senior friendly campus of care at John Noble Home.
- Use vacant lands for a variety of means, including affordable housing, assistive living, life lease, senior's recreation centre, health and wellness centre and also invite other community partners to co-exist.
- Continue to maintain or enhance the physical environment (internal and external) which promote therapeutic, healing and leisurely environments (i.e. lavender gardens).
- Consider revenue generating or private/public partnerships to fund future projects and meet the growing needs of our aging population.

Conclusion


The staff and administration of the John Noble Home are committed, as individuals and an organization to grow and evolve as we move into the future. We are committed to taking the input outlined in this strategic plan from our staff and community partners to develop an Operational Plan that will meet the changing needs of our community and the people we serve. We will remember our obligation to be fiscally responsible to the community and health care system that supports us.



Appendix A: PowerPoint Presentation

Slide 1



Strategic Planning Session:
Friday April 4nd, 2014
John Noble Home, Noble Hall,
97 Mount Pleasant Street
8:15am-12:00pm


JOHN NOBLE HOME
Love, Care, Dignity.

Slide 2



Welcome

Special Greetings from Councilor Shirley Simons, Chair of the John Noble Home's Committee of Management

- * This is our community consultation session.
- * We have over 75 attendees today from all walks of life and have an interest in senior issues and/or are connected to John Noble Home.

Slide 3

Today's Theme- Our Future Vision:

Together,
we will further support and facilitate the
growth and development of exemplary
housing, care and services for seniors,
in Brantford and Brant County.
Now, and in the future!

Slide 4

Strategic Planning- Definition

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular courses of action.

Generally, strategic planning deals with at least one of three key questions:

- "What do we do?"
- "For whom do we do it?"
- "How do we excel?"

Source: Wikipedia

Slide 5

Why ?

- Requirement by our funders at the LHIN under our LSAA (LTC) and MSAA (Day Program)
- Requirement of Accreditation Canada
- Good business practice
- Helps with planning of resources and explains emerging or unmet needs
- To inform our Board, the City/County & taxpayers
- Space to grow (a vacant unit & 12 acres of undeveloped land deeded to JNH)

Slide 6

John Noble Home- History

Key Highlights:

1881- 1901-1959 1949- 1961 to 1990- 1970s- 2000 - 2005-2007 - 2007 - 2009 2011- 2008-2013 - 2013- 2013/14	<p>House of Refuge for the Aged, Infirm, Homeless, Orphaned and Vagrant. 45 acres of land purchased for public housing</p> <p>A working farm until 1954. "Inmates" lived here- poor, homeless, mentally ill</p> <p>City Councillor John Noble advocated JNH to be a Home for the Aged</p> <p>JNH grew through various additions. At it's peak 410 bed Home for the Aged. Later renovated completed which decreased bed to 361 with 7 home areas</p> <p>City and County leased out some the JNH property to two community agencies. These leases end in 2032</p> <p>City of Brantford & County of Brant entered into a partnership agreement with St. Joseph's Health System to transfer 205 Class "D" long term care beds to their organization.</p> <p>Transfer of residents/beds took place in 2004. This left four wings (two buildings) empty at JNH.</p> <p>Bell Lane Terrace built after converting one building (2 wings) into 26 affordable apartments for seniors.</p> <p>Davis Court and Mohawk units renovated</p> <p>Day Program moved & expanded to serve more clients, includes overnight respite</p> <p>Province initiated capital upgrade program for remaining 105 "B" and "C" beds. Upgrade LTC to class "A" standard. Renovations of Grand Terrace unit & a new 3 storey tower. John Noble Home now a state of the art long term care facility. All residents in new beds as of February</p> <p>Two previous wings demolished. One unit (Bell Court) left vacant for future use</p> <p>Alzheimer Society of Brant partnership to become tenant at John Noble Home site in the vacant Bell Court unit. Seniors Hub initiative introduced</p>
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Slide 7

Demographics/Health Profile

Brantford/Brant County: An Aging population Source: 2011 Census

- 2020: Increase in 80 yrs+ :10% -will continue to grow
- 2036-30% will be 65 yrs+
- Lower income group when compared to Ontario (may need help with money management)
- Growing number of frail seniors/couples who will need help with Activities of Daily Living and/or unable to care for self or their spouse. Lower income when compared to Ontario.
- Shortage of formal caregivers/ chauffeurs -traditionally female workers/wife or adult children live out of town
- Increase of seniors as food bank users

Slide 8

Health System Data:

- Lower life expectancy than Ontario (79.8); lower level of physical mental & physical health than Ontario average (self reported)
- Higher incidence of arthritis, asthma and mood disorders than Ontario; High blood pressure was lower than the Ontario average; Diabetes rates similar compared to Ontario.
- Approximately 44% of Brantford/Brant & Six Nations' highest users of emergency departments, acute care or urgent care centers are 75 yrs +
- Primary diagnoses included COPD, heart failure, heart attack, type 2 diabetes, pneumonia, atrial fibrillation, and urinary tract disorder.
- 12% of high users were discharged to a continuing care setting. Majority were discharged home, with or without home support s

Slide 9

Future Impact: Health or Community Resources and Services

- Rising demands: growing number of 75 yrs + with complex chronic conditions, age-related disability and disease (i.e, dementia)
- More diverse /educated consumers. Preference for independent living, autonomy & choice. Want accessible, affordable and home-like services
- Growing importance of social networks, communities, technology, informal caregivers.
- Shift toward person- centered care, choice, autonomy. Want to be involved in care decisions. Respite important due to caregiver burden and burnout.
- Continuing efforts to curb health care spending. Less \$ for hospitals & long term care homes- more performance based funding.
- Move towards more home -based or community-based solutions (less costly)
- Shortage of health professionals (geriatricians) or local services. Some will need to travel to larger centres for care/services and/or wait or go without

Slide 10

Focus Groups

2 Sets of Focus Groups for each Program at JNH

- * Long Term Care
- * Day and Stay Program/Wellness Centre
- * Housing – Bell Lane Terrace
- * Community Initiatives/ Seniors Hub

Each group has a unique mixture of community agencies, end users, professionals, and representatives from the City/County.
(A collection of diverse opinions!)

Slide 11

Long Term Care- 156 Beds (3 priority veteran beds)
Most modern facility: "A- Standard" under Ministry Classification System

Application via CCAC (Wait lists)

Must have medical/care needs

Medical/ interdisciplinary care team

Therapeutic recreation, exercise & physio available

6 Home areas ranging in size: 22 – 29 residents.

- * 44 Private Beds, 20 Semi-Private Beds, 92 Standard/Basic Beds.
- * Rates – Private \$2,361.55, Semi \$2,011.76, Standard/Basic \$1,707.59

Not retirement living- modest furnishings- infection control

Palliative care carts / IVs- pain/symptom management

Current Resident Profile- 2014

Average age 82 years

More females (66%) than male

Current age ranges:51-106 years of age

Average length of stay:2.9 years

Most require assistance with mobility -use a mobility aide (walker/ wheelchair)

Some smokers, traditional food and diets

Catholic or Christian based religion

Most : basic accommodation rates (subsidy)

76% of residents require extensive or total assistance and care

43 % health instability (high medical care needs)

Cognitive impairment common & multiple diagnoses and complex care issues

Slide 12

JNH: Day and Stay Program /Welcome Centre

Current Client Profile- 2014

Housed within John Noble Home designed and built for individuals with dementia

- * Day program offers exercise, socialization, cognitive stimulation and recreation activities, snacks and a meal. Respite relief to caregivers - transportation included
- * Weekend/Overnight program (Fri-Sun) 6-10 clients
- * LEAD program – support group with Alzheimer Society of Brant for early onset of dementia (8-10 clients)
- * Responsive Behaviour's Therapeutic and Education program with Alzheimer Society of Brant –new afternoon program (5-6 clients)

Average age: 80 years.

More females (61%) than male

- * 6 clients under the age of 65.
- * Length of stay: 16 months: Most move to LTC (JNH) or pass away.
- * Majority of live with spouse at home, followed by living with an adult child.
- * Caregivers have an increased risk of depression & other health issues.
- * Transportation to/from the program is essential. Bus ride as long as 60- 80 minutes now that wait list managed by CCAC. County clients impacted the most.
- * All programs & overnight respite always full – wait lists
- * Modest user fees, otherwise funded by LHIN- no program increase for 6 years

**JNH: Bell Lane Terrace:
26 Affordable Seniors Housing Unit**

Current Tenant Profile- 2014

<p>Independent Living 60+</p> <p>Priority access to spouses of those placed in JNH- LTC</p> <p>1 Bachelor, 21 one-bedroom & 4 two-bedroom apts.</p> <p>18 units are rent-geared-to-income & subsidized -City of Brantford</p> <p>Rates: Bachelor \$558.14, One-Bedroom \$675.60, Two-Bedroom \$821.11</p> <p>Includes utilities except phone & cable.</p> <p>* Wait list for these units!</p> <p>Positive relationship with JNH's and its other services</p>	<p>Length of stay: 6 years+</p> <p>Most 60- 69, followed by 70-79 age group.</p> <ul style="list-style-type: none">* Some have pets (cat or dog)* Most do not smoke* Most very satisfied with their unit and its maintenance* Some drive, most dependent on others for transportation , including bus/others* Most physically well-Several receive home care, CCAC or help from others* Want independence. More exercise/ recreation. Will pay nominal fee for services* Some use computers and internet
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Slide 15

**JNH: Seniors Hub /Community Services
Vacant Spaces**

Bell Court Unit is vacant
Current rental to Alzheimer Society of Brant

- * Still additional space available
- * Temporary housing for 16 displaced retirement seniors from Riverview Terrace – contract ending shortly
- * Lots of interest to use space by several not for profit groups and would fit with a senior hub initiative.
- * Day program also interested in expanding
- * Lease of space is convenient, Need a plan on how to repurpose space and renovate. Several groups have \$ or can apply for funds for renovation

Total site is 25 Acres with 12 Acres of Undeveloped Land

Two leases in place with community agencies . Leases ending 2032.

- * Previously working farm includes forestry for harvesting
- * Location of previous “House of Refuge”
- * Zoned Institutional Use
- * Topographically challenged
- * Previous initiative to build housing by developers did not proceed
- * Dollars to flow back to JNH as part of St. Joseph’s funding reversal, starting 2015

Slide 16

Focus Group Instructions

- * **Breakout into focus groups- Rooms are assigned**
- * **1 ½ hours to discuss, (Stay Focused on JNH)**
- * **3 main questions and themes:**
 - Reputation/Service Quality/Future Directions**
- * **SWOT:**
 - Strengths/Weaknesses/Opportunities/Threats**
- * **Dot Mocracy to Determine Priorities**
- * **Reconvene and Summarize Priorities**

Focus Group Summaries

- * Each group to summarize their themes and findings
- * Did you learn anything new.
- * What were the top three issues at the end of the Dot-mocracy exercise?



Our wonderful volunteer facilitators from the community helped us with our community consultations. Here they receive a gift of thanks from the John Noble Home.

Slide 18

Special Acknowledgement:
Our Volunteer Facilitators




Steve Boudreau, Sherry Lewis,
Joanne Dubois, Sarah McVanel,
Mark Laferrier, Mary Kawolski,
Jamie Stephens,
Sue Evenden and Sherry Haines



Slide 19

Note Takers

Mary Cox, Lisa Clarkson,
Barb Midgley, Danielle Halinski,
Sarah McCuish, Shelly Proux,
Frieda Hannam
& special assistance from Mary lou Pizzey





Our Note-Takers for the Day of our Community Consultations from John Noble Home.

Slide 20

In appreciation of your
time and participation today
we have a DRAW-2 lucky winners
Congrats to:
Kerri Embelin, Alzheimer Society of Brant
Nancy Giles, Seniors' Resource Centre





Thank you!!

Please remember to fill out your evaluations!!



The bottom of the slide features three logos. On the left is the Brantford logo, which includes a circular emblem with a figure and the text 'THE CORPORATION OF THE CITY OF BRANTFORD' and 'BRANTFORD'. In the center is the John Noble Home logo, featuring three green leaves above the text 'JOHN NOBLE HOME' and the tagline 'Love, Care, Dignity.' On the right is the County of Brant logo, with the text 'COUNTY OF Brant' and the tagline 'Simply Grand'.

Appendix B: Strategic Plan Focus Groups

1. Jean Kincade, Council on Aging
2. Lori Santilli, ARTC
3. Heather Mifflin, County of Brant
4. Joe Anne Holloway, Park Lane Terrace
5. Lori Broughton, Brantwood
6. Lucy Marco, Council on Aging
7. John Utley, Councilor
8. Richard Carpenter, City Councilor
9. David Miller, County Councilor
10. Jo Atanas, City of Brantford
11. Marguerite Ceschi-Smith, City Councilor
12. Kelly Reicheld, County of Brant
13. Stacey Ellins, County of Brant
14. Carol Howarth, Educator
15. Jan Mills, Senior Care Advocate
16. Julie Thorpe, LTC Liaison, BCHS
17. Fran Myers, LTC Liaison, BCHS
18. Leslie Cox, SKIP
19. Liz Martorana, SKIP
20. Victoria Armstrong, Tenant
21. Martin Van Aalten, Tenant
22. Mary Kowolski
23. Karen DeWinter, Tenant
24. Lori Schiapa, CCAC
25. Bernice Baird, Caregiver
26. Arlene Jeffrey, Caregiver
27. Cindy Ernest, Caregiver
28. Joe Sej, Caregiver
29. Bill J., Day & Stay Client
30. Robert H., Day & Stay Client
31. Sherry Kerr, Participation House
32. Shirley Simons, County Councilor
33. John Wheat, County Councilor
34. Sarah McVanel, BCHU
35. Kathryn Poirier, Council on Aging
36. Peter Szota, GRCHC
37. Janis Giftopolous, CNIB
38. Kerri Emberlin, Alzheimer Society
39. Duran Witterburn, City of Brantford
40. Peg Purvis, CMHA
41. Darlene Gedney, CCAC
42. Michele Bedard, BCHS
43. M. Lafferiere, Laurier Brantford
44. Bev Thompson, BCHS
45. Sue Eveden, City of Brantford
46. Nancy Giles, Senior Resource Centre
47. Brian Coleman, County Councilor
48. Marian McGeein, Council on Aging
49. Peggy Wickham, Council on Aging
50. Barbara Davis, Council on Aging
51. Wes Rennie, Resident Council
52. David Morrison, Resident Council
53. Eleanor Gecas, Resident Council
54. Susan Gibson, LHIN
55. Heather Mangione, Family Council
56. Deb Dignan-Rumble, City Councilor
57. Elaine Calvert, RNAO
58. Dan Temprile, City of Brantford
59. Larry Kings, City Councilor
60. Mr. McCormick, Family Member
61. Helen Mulligan, LHIN
62. Randy Papple, Brant EMS
63. S. Boudreau, Eagle Place Community
64. Jamie Stephens, City of Brantford
65. Barb Midgley, Dietitian
66. Mary Cox, Associate Director of Care
67. Lisa Clarkson, Day and Stay
68. Shelly Proulx, Finance Manager
69. Sarah McCuish, Staff Educator
70. Donna Michaels, Administrator
71. Janet Beachey, Recreation Manager
72. Danielle Kennedy, Restorative Care
73. Frieda Hannam, Quality
74. Sherry Lewis

Appendix C: Staff Survey Results

Introduction:

Consultation with staff was undertaken as part of our accreditation and strategic planning preparations. Staff from both Long Term Care and the Day and Stay Program completed a survey which reviewed key areas of interest related to our mission, vision and values; our current operations and future opportunities for change and/or growth. Although response rates from both groups were not high, we were able to glean some feedback which can be added to our discussions about current and future operations and opportunities for growth. Below is a summary of the staff's feedback and survey results.

1. Should we continue to use the motto Love, Care and Dignity

- Long Term Care Staff - Majority (90%) said yes
- Day and Stay Program staff - Majority (87%) said yes

Based on staff feedback, the motto of Love Care and Dignity will continue to be used by John Noble Home as part of our over arching philosophy.

2. Which Logo do you prefer? The existing one or the new mock up.

- Long Term Care Staff - Just over half (56%) liked existing logo versus the mock up
- Day and Stay Program Staff- Just over half (57%) liked mock up logo versus the existing logo.

There is no real clear decision on which logo best suits our needs at this point in time as there is no overwhelming majority in favour of either logo. More consultation is needed. In the interim there is an opportunity to use both logos and see how things progress over time as we start to look at our marketing and refreshing of our website.

3. What is the reputation of John Noble Home in the community?

- Long Term Care Staff - Majority (88%) said yes it's positive
- Day and Stay Program staff – 100% said yes it's positive

Staff confirmed the overwhelmingly positive reputation of our organization and this fits in with the community, resident and families perceptions of John Noble as well.

4. What key strengths or positive aspects do you associate with John Noble Home as a provider of long term care services for seniors in Brantford & Brant County?

Staff from both areas had lots of positive points about what we do well as an organization which they introduced and commented about below. Staff do acknowledge, celebrate and are very proud to be part of an excellent organization and the team that works here.

Long Term Care Staff	Day and Stay Program
<ul style="list-style-type: none"> • Great staff • Current facility is modern • Leader in initiatives • Owned by the City & County excellent reputation • Excellent reputation in our field • Best place to live. Modern Facility, Clean rooms, Keep residents active • That we are caring understanding, companionate and professional care providers • Dedicated and caring staff • Home like atmosphere. Great activity programs. Staff who care. Excellent services (physio, restorative care, nursing, dietary, on site laundry, maintenance, housekeeping and hairdressing.) • Excellent front line staff • Very positive environment for the seniors and the community. • Nice property • Historical • Our caring dedicated staff. Our need to always improve and implement best practice. Resident focused care • Exemplary care to residents Modern updated facility • Non profit, owned by the City and County. No corporation making a profit • Admittance of more basic accommodation residents, allowing those without the ability to pay the preferred rate to live in a state of the art home • Consistent delivery of quality care for over 50 years • Community minded in building partnerships with other organizations • Innovative in offering a variety of services: Day & Stay Centre with transportation, apartments for seniors, extensive in-house services (value added services), strong volunteer component • Our recreation dept provides excellent activities to keep our residents engaged and active Pub night is a HUGE success and our residents LOVE it! • The staff at John Noble Home empathize what care and dignity are about. John Noble Home is an integral part of Brant County and Brantford in caring for the elderly • We strive as a home to better our care through education and in-services for our staff • Staff work together to ensure that our residents receive quality care • Provide a variety of activities, weekends, and evenings. Care provided for our seniors is good pleasing facility and a warm homelike environment, staff are very friendly and accommodating • Excellent care being provided and the care givers really care about the residents and their well being • Staff goes above and beyond for their residents. Showing them love, care and dignity • Excellent care for the dying • Socially resident's activity programs very good at involving all who wish to participate • Excellent nursing care. We provide a multidisciplinary care outline for complex long term care which is not easy 	<ul style="list-style-type: none"> • Activities the program offers, positive attitude of the staff. • I think our strengths are that we not only provide safe, quality care and a fun environment with other seniors for our clients. We provide respite for their loved ones to take time to recuperate • Transportation and great staff. • Compassionate staff • The day and stay program also does overnight weekend respite which is a major help to care givers in the community. The center also has a social service worker to work with the clients and their family. • Well versed and trained staff • Fees kept as low as possible • The staff are very creative which is a strength in developing programming for the evolving client. The respite also serves as a strength as it is a good entry point to accessing LTC. Lastly, the bus is a large strength to this program as many families may not be able to get to program without it • Education • Respite Care • Programs • Activities • Recreation • Artistic Enhancements • Fitness of both mind and body. • The program is positive, it encourages the clients to socialize, to move and to be motivated in a positive manner. Some clients may not receive the encouragement or rehabilitation that the program offers. • It's a program that allows families to bring their loved ones too, so they can also go out and enjoy a night out. The clients are actively involved in games and exercises that keeps them happy and healthy • Nutritious meals • Socialization for individuals • Socializing with peers • Great staff, great environment, great care and good rapport with the caregivers • Independence • Dignity • Restorative care • A sense of belonging • Stimulation

<ul style="list-style-type: none"> • The staff are well trained in supporting individuals with dementia and the facility utilizes and has partnerships with community partners who also help in supporting those with dementia • Excellent care, Home like atmosphere, Resident areas are well maintained. The John Noble Home is staffed for Resident care at a higher ratio than most the nursing homes in the area • A key strength would be that there is no lack of equipment or care products. Everyone has the opportunity for excellent care and to be taken care of well • Progressive, Leader in the industry, Home like environment, friendly/caring staff, employer of choice, clean and beautiful facility • The extras, like NP, full time physio, social work, access to a bus for programs • Extra funding for projects b/c of city and county funding • Our new facility and the renos have made a significant improvement. The residents and staff are really enjoying it • Good food • Adequate supplies for provision of care • Technology innovator with respect to client care. Upgraded facilities has resulted in much better client care. Staff who demonstrate a true commitment to the home. Training and Education have been excellent! • New building with new equipment • We are best organization in town and better than St. Joes! 	
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5. What weaknesses or less than positive aspects do you associate with John Noble Home as a provider of long term care services for seniors in Brantford and Brant?

Staff from both areas were also able to comment on what weaknesses or less than positive aspects were associated with the organizations. The care industry is a stressful and challenging environment and staff were able to express their concerns about having sufficient staffing levels and enough time to do their work and stable funding. These are common concerns across the care continuum provincially and will continue as Health Transformation is very much alive and well and a mandate of the Provincial government to address the needs of an aging population.

The staff also comment on areas associated with the past and how they have been impacted by changes, including the rebuilding process and the separation of staff/residents who went on to St. Joseph’s Lifecare Centre. The past association with being the Poor House and negative press in the media along with unhappy clients are also concerns as they too can have a negative impact on our reputation and the community’s perception of long term care. Despite these issues, there are also recommendations on how to improve ourselves which include better communication, more services and expansion of different programs so that we can better serve our clients and their needs.

Long Term Care	Day and Stay Program
<ul style="list-style-type: none"> • The history of the poor house • Rushed atmosphere. Too many sick call ins disorganized, Should call in 4 hours before shift. Should not be the RN used as a staffing clerk • Things that are being reported sometimes only going so far because we lost all of our unit managers when we split with St. Joes • The fact that everyone states it's team work, it seems that it's mainly the frontline staff that are team players; but then again not all frontline workers help each other, it depends on if the person likes you or not • Management/ government changes • Too many government regulations, not enough workers to do the jobs correctly • Needs to have a better coffee shop/ tuck shop or food to eat at the nook right now it's very limited and doesn't meet visitors, family or staff needs • Staff stuck in the past or always pushing union issues instead of what is best for the residents or the growth of the home and other things we can do • No marketing dated, out of date materials, website, logo • Still in the shadow of St Joe's • Medical director is not always around or is very much on her own terms • Unstable funding • Difficulty filling staffing absences at times. A lot of part time workers who have several jobs • Over the years past employees and family members of residents that were not happy with the Home spread these thoughts far and wide. Being in the community for a long time creates a certain amount of familiarity within the population and often these poor reflections outweigh the good work that has been done • The ongoing negative press about Long Term Care naturally blankets all providers as being less than adequate. The Expositor should be more positive as a news organization • THE JNH NEEDS A NEW AND IMPROVED WEBSITE!!! It LOOKS so outdated and should be easier to navigate. It should have more photos, preferably of the new look of the facility; along with new updated pictures of staff and residents... It would be much more attractive • Not enough staff so loved ones are watched carefully • Not enough staff to provide quality care at all times of the day or night or weekends • Lots of documentation which in turn takes us away from our residents • Physician needs to take a resident hands on approach • Staffing issues / management issues always need improving • Not enough staff to care safely on the dementia ward, Incidents have increased and a concern. Causing increase need for 1:1 staff. Need regular staff on this unit. Need to teach staff how to approach potentially violent residents and training of staff how to release themselves from a violent resident who has grabbed them • Weaknesses? Well I would think the JNH is one of the strongest providers of long term care in the community • I am not sure I can comment on this as I am fairly new • We need more financial support government way to provide better services such as physio and more programs activity wise to keep our residents involved • Weakness would be the staff, in that the dedication to 	<ul style="list-style-type: none"> • 24 hour respite program should be offered during the week. • I think our weakness is that we do not have enough room for the many seniors who need our service both through the week and weekends, during the day and night • Not enough restorative care and programming • Wait list is long and unable to accommodate as many • The weakness may be budget does not allow for more regular team meetings, which I feel are important in order to support clients who may have behaviors. I think a weakness is also not having a subsidy available. Also there are some dementia friendly elements that are not in place due to cost and policy. Lastly, sometimes the bus ride is too long for those with dementia and as the program fills in order to mediate this only certain days are offered to those in the county of Brant • Lack of funding for more respite care and funding for extra staff to provide it • No respite during the week • That the individual's location is considered for a specific day of the week, rather than their social, cognitive abilities or even a more person centered approach when looking at appropriateness for a specific day with existing clients • Not enough availability for the number of clients that could benefit from our program • Not enough physical space • More staff are needed • More funding to service the area in a more effective way • Not enough staff at some point

<p>the job or even teamwork is lacking in some area, or at times and this effect the care we can give to the residents</p> <ul style="list-style-type: none"> • History of long term care in the province whereby individuals entering were assessed for rates according to their assets has many seniors still feeling that the spouse in the community will lose their home if coming to LTC. Seniors afraid of nursing homes in general and what it means when entering care not specific to JNH • Staff complaining of being overworked all the time. We have more staff than elsewhere • We have unhappy staff for whatever reason. Possibly because some staff want to do things their way instead of looking at the big picture • Our inability to retain good, well qualified new staff. People who have been hired and has not stayed with us for the lack of opportunity to obtain a job with a permanent part time or full time position. Our own union rules are an obstacle to retain new people 	
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6. What opportunities are there to improve our quality services at the John Noble Home as a long term care provider and as a provider of Day and Stay Program?

Staff from both areas had a number of excellent comments on how to improve our quality services. Education, enhancing staff skill sets or responsibilities, use of improved or increased technology, better communication and dialogue internally and externally, more marketing of our services and expanding into new frontiers or enhancing program or services we already have are all identified below and will be considered as we look at our operational plan over the couple of years. Some recommendations are already being addressed such as the addition of reception on evenings and weekends. These recommendations will prove beneficial to future discussions about what we can do to improve our existing services. Below is a summary of the staff’s feedback on what opportunities there are to improve our quality services.

Long Term Care	Day and Stay Program
<ul style="list-style-type: none"> • More involvement from the community, schools, and higher learning institutions • Front line staff involvement with discussions that would improve services. Nursing meeting • More education for the staff in current cutting edge of aging theories and best practices • Be proactive instead of reactive to any growth or development • Need a more staff when residents are prone to aggression. We only get someone after an incident. How is that right? Ministry has it all wrong. Not safe for staff • Evaluating and surveying for self-improvement • To listen to what the community wants and needs • I think that every floor should have to rotate through the building to every floor so that they understand that the floor that they are on is not the only floor that has difficulty with the residents. This would be good for the residents and the staff to see how and what the other floors are coping with • Education, new services or programs that offer something new not the same old recreation activities but something new • Education programs/in-services 	<ul style="list-style-type: none"> • To grow and expand so that we can provide our quality care to more seniors that require our services • Increase staffing for better programming • Increase Respite Care during the week and on weekends • Expand services to a satellite in the County • Expand respite overnight to reduce wait list • Offer services into the community such as respite in persons home • Continuing to seek accreditation and modifying the centre to be dementia friendly in hopes to make it a leader in the community. Continuing to develop programming that is client centered and innovative • Grants • Bequests • Fund Raisers • All staff working here should be trained and educated specifically in dementia and communication skills when dealing with cognitively impaired. Having said that, 1/2 day courses are not enough in depth for this

<ul style="list-style-type: none"> • Continue to ask residents / families / staff for input • Better medical services (more approachable physician with regular hours) • Have staff stop calling in sick or no shows • Review the CMI process so we get more stable funding • Have an evening manager • Extend reception to evening and weekends as there is no one at the desk or front entrance • Better phone system • Palliative care room or hospitality room for overnight guests • Better staff room • Full time staff educator, Full time social worker • Full time restorative care and physio therapist • Better control over IT • New website and intranet which is accessible through home • WIFI everywhere and all the time. More IT and things like SKYPE and better phones for staff • Fix up Grand and Mohawk. I.e. dining rooms and long halls are not good • Community information hub and additional opportunities for education of the community • More education to families regarding capacity and Advanced care planning • Increase public awareness to the services provided within the organization. Positive PR • Change Board structure to include public representation. Establish more openness and public awareness. Get families more involved • Advocate for improved access to Geriatric Medical and Psychiatric Services locally and not out in Hamilton • Provide transportation for tenants of apartments • Expand Day Centre • We need more volunteer feeders on weekends, & to have activity staff or others to help feed regularly on all units. • Sick calls on weekends should have to call in 4 hours before their shift • Increase in education to the staff. New staff coming will need increased guidance and education to continue to provide the care needed in this setting • Try to have more staff per shift for better quality of care and staff to resident ratio • Better communication between management & front line staff. • Improved support for staff at the care level • Continue to provide educational opportunities for the staff so they can develop their confidence in supporting various types of dementia. • Bathing programs • I think families need counseling services as families admitting their loved ones do not understand about the admission, home resident routines. In many cases we give tours and try to answer their questions, but it often is the adjustment to residents change in status that families are unable to cope with. Perhaps group therapy for the families. Perhaps with Alzheimer's society close by maybe they could give more support or family council could do it • Look at more respite services for those in the community not just focusing on clients with dementia outreach programs supportive housing and services to those who want to remain in their home longer development of vacant space • Hire someone to do marketing and promotion and apply for grants that will benefit or add to the services we provide • Continue to educate staff in the new LTCH Act • Create opportunities to upgrade skills of staff • Continue to grow the staff as a team • Review of strategic plan to refine the programs we provide • Offer more training and education for families. Maybe open it up to community members as a form of networking and building a better reputation 	<ul style="list-style-type: none"> • If there is no funding increases -services cannot be expanded. I would like to see CCAC fund a PSW to come into the Program daily. This would allow a bathing service and perhaps an increase to the number of clients • Staff would have more time for recreation programs if we had more funding • More staff. Lower number of clients in a group • Have the LHIN fund more as we are trying to do more
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<ul style="list-style-type: none"> • Provide more community services such as respite, outreach programs, specialized care for dementia or a drop in senior's Centre 	
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7. What possible barriers could prevent John Noble Home from offering quality services?

Staff from both areas had a number of excellent comments on barriers which could negatively impact and prevent us from offering quality services. Lack of funding, fear of change, lack of appropriate staffing levels, lack of staff training and proper education, poor communication or morale, lack of information or understanding by family members, negativity by the media, the burden of paperwork and being over regulated, all were seen as potential threats to providing quality services. This feedback is helpful and will be areas to keep in mind as we consider how to improve current operations. Below is the staff's summary about barriers to improving our quality services for Long Term Care and the Day Program.

Long Term Care	Day and Stay Program
<ul style="list-style-type: none"> • Lack of marketing, old brochures and dated website. These need to be updated and get a big electronic sign out front that announces information to the public • Lack of current innovative thinking. Stuck in the past too much or fear of change • Ongoing staff training from outside trainers • Lack of funds • Poor morale • Lack of team approach and understanding of all that each other offers on the units, not just nursing • Financial • Not enough staff • Lack of communication and explanations • Budget needs to be increase for nursing envelope. • Money, limited number of rooms • Language and customs of all residents • Staff/managers that do not have a positive outlook for the future. Union too! • Not enough front line staff • Too much government rules and not enough money from them • Lack of internet availability to residents and their families • Lack of skilled workers • Ministry of Health and LTC Funding to cover more education and to increase staffing levels • Encouraging all health care providers to advocate for improved geriatric service • Funding for transportation • Lack of communication in general within all department • Operating with minimal staff does not allow residents the full attention and time they deserve for care. Care/meals is rushed • We have to share the Nurse Practitioner with other homes. She should be ours only • Staff morale • Need more feeders • Need family involvement to alleviate need for constant 1:1, very difficult to cover for all the breaks, and get their own work done 	<ul style="list-style-type: none"> • I think we already offer quality service • We already offer quality services, it could just be more • Not in the budget, or not enough funding. • Funding and space • Staffing • Cost of services • Transportation in remote areas • Policy being a barrier in developing client centered programming. • Staff not having enough, or proper dementia training. • Nowhere to expand the environment. • Having to be associated with long term care. Several who don't know what we do or treat us like we are not part of the organization? • Limited support from City or County for funding as we are not long term care. • Limited awareness of us in the community

<ul style="list-style-type: none"> • Allowing families to intimidate staff because they can threaten to call the Ministry. Too much emphasis on regulations, paperwork and not enough on care • John Noble Home depends heavily on funding that is not always available • The size of the home • Funding from the MOH, City of Brantford, and Brant County. When MOH reduces the funding in the middle of a budget year it is hard not to cut services. John Noble always has to wait for both the city & county budgets to see if approved. This can affect services • Lack of funding available • Lack of understanding the QI methodology and what is required to monitor and make improvements. It takes time for staff to implement ideas and update the current culture. Some out of touch with current trends • Managers and staff who've been here too long and waiting for retirement • Staff not taking pride in working in our home • We need motors for all our mechanical over bed lifts. This would increase our productivity related to time saving • Lack of new qualified staff to work and grow with us. Too many leave and few stay • Not enough activities for the residents • Union contracts hindering flexibility of ability to staff the building • Very large building costly to maintain or repair • Diversifying too much from the core business • Resistance to change, Budget restraints 	
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8. In the future, what services can John Noble Home offer to seniors in Brantford and Brant County as a long term care provider or Day and Stay Program provider?

Staff input on what services we could add to our campus of care was also considered and explored as staff have a good understanding of what we currently do and what might help to improve our existing services and improve the needs of all seniors within the community. Below is a list of different services or enhancements to existing services that staff recommended we explore in the future.

Long Term Care	Day and Stay Program
<ul style="list-style-type: none"> • Day program without transportation • Education series for spouses for caregivers • Medical clinic on site • All inclusive including eyes, dental, Dr's etc. • Expand day programs not just weekend respite; also have during the week. Expand JNH with our empty acres • The understanding of all groups of people their belief's religion and customs • Community Centre where services are available here at the JNH do not have to travel in to the community. • Special care areas (Peritoneal Dialysis, IV's, Stroke wards, Psychiatric care) • More physio rehab services / improve daily menus • Meals for staff, visiting families, the tenants • Services for younger people who need care. • Full time NP not shared with others • Add more staff to evening or have an evening manager • Extend reception to evening and weekends as there is no 	<ul style="list-style-type: none"> • Longer hours • Exercise Programs • Classes and Workshops for Various Therapies (Physio, Art, Horticulture, Music, etc.) • In the future the program may be able to increase respite offered. I also see the afternoon program developing into a one of a kind program and leader in this time of programming in the area • Depending on the cognitive abilities of the client, perhaps more outings • 24/7 respite care during the week and on weekends. • Bathing Program • Foot care Program • Seniors could come in for a meal • A restorative exercise program • Overnight 7 days a week. More emotional support to families • In the future that day and stay will continue to have

<ul style="list-style-type: none"> • one at the desk or front entrance • Palliative care room or hospitality room for overnight guests • Better staff room • Full time staff educator, Full time social worker • Full time restorative care and physio therapist • New website and intranet which is accessible through the home • WIFI everywhere and all the time • Add a coffee shop and tuck shop that we can eat anytime and buy things • Fitness room or classes for staff or relaxation room • Meals, respite, bathing program, specialized dementia care, more Senior apartments with supportive care offered, senior recreation centre • More beds • Community outreach programs by developing the JNH site as a hub of services for West Brant ... meals on wheels, wheels to meals, therapy, recreation/ exercise. Perhaps this is where transportation for the tenants could be developed • A bus of their own instead of borrowing from day program. • Maybe more physio and better selections of food services • Should have a public phone for resident use • Need a social worker to help with families. Pastoral care is important. Front line palliative care becoming more of a need. More computers and education • In home assessments and homecare • Short term respite beds for weekend/ longer period stays. • More recreational activities for the seniors • Dementia program • I think in the future we are going to see younger disabled or mental challenged residents being admitted as the care givers for these residents are no longer capable of caring for their loved ones in their homes • Respite program like when Riverview was here, some kind of transitional beds • Partnership with a day care possibly • It would be nice to have a room that can be booked for overnight guests at a reasonable charge. Also a place where family could buy reasonable priced meals • Bathing program 	<p>transportation which is a major component of the program. The program would also expand to longer period respite program</p>
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9. If other housing, care, services or programs or events could be offered in the future to compliment our current long term care operations and Day Program, what would they be?

This question is similar to previous question about enhancing existing services. Staff's input on additional services to enhance our existing services already a part of our care campus is helpful and reaffirms what we as an organization feel comfortable taking on in the future and see as a growing need within our community. Below is the list of ideas staff presented as future opportunities to undertake to complement our existing set of services.

Long Term Care	Day and Stay Program
<ul style="list-style-type: none"> • More housing for the seniors in the community • Include these seniors into our JNH community for events and services but will need more staff • More diverse programming, intergenerational • More outdoor events involving families. • Increase beds, purchase a second bus to be more involved in the community also able to provide more trips • Big electronic sign out front with tips about care or how to access services. Also more information monitors that flashes information and education one inside on each floor and over at the apts • Respite beds, more services directed towards managing behaviours and dementia. • More respite /more activities / physio & rehab • More affordable housing for seniors, life lease units, wellness units like Tabor Manor • Expand the day program with overnight respite, other consultation services or other community partners (senior's hub), recreation centre for seniors, congregate dining, psw who go out to the community like home care, clinics, retail stores, another bus, cruise trips for the residents or camping trips tourism, being a elderhostel for learning . a destination for all seniors and their families, a school or afterschool program, increase art classes or sell art by residents, improve the gardens and make our surroundings more beautiful that people want to come here and make it more like a community centre or destination where you can come for the whole day or stay overnight.... like a hotel or something. • Life lease, supportive housing, • More opportunity for outings of residents • Day trips to markets and other events within our community, such as a play at the Sanderson Centre. • Day care for the staff that have little children. Would make babysitting a lot easier. • Improved number of staff nursing dept. • In home services • Perhaps more supportive type housing i.e. retirement or respite care. • Short term respite stays for seniors. • Retirement home. Many family members would like to be near their loved ones, but do not need nursing home care and are not able to live in the apartments. • Bathing /Foot care program would be another option. Many residents cannot access their tubs/showers in their own homes and this may be something that will help them stay in their own homes longer • Supportive housing redevelopment of vacant land with possible more affordable housing for seniors outreach • More apartments would be good • Overnight accommodation for out of town guests • Be able to offer nursing services similar to a medical floor in a hospital. • Bathing program • More Medical clinics for seniors/ residents • Host more community events/meetings • Health clinic. Meals for apartment tenants. • Increased respite services beyond those in Day and Stay program • Community outreach through onsite clinics/resources 	<ul style="list-style-type: none"> • Entertainment. • Workshops for various therapies • Workshops for Various Therapies (Physio, Art, Horticulture, Music, etc.) where they could come during the day or in the evening for a 2 hour workshop to help delay the disease process. (Restorative) • Increased Responsive Behaviours Program • Expand program into the community to teach caregivers about how to cope • Expand programs into the individuals home supportive programs • 24/7 respite during the week and one weekends. • Housing couples with one cognitively impaired member needing the day program and the family member getting respite not far away. This would be like a retirement community where support would be offered to caregiver and cognitively impaired person would get the socialization of being a part of the program freeing up the transportation end of the program. That would be accomplished by adding housing to the back end of our location by possibly constructing an apartment multilevel building. • Spa day packages for persons in community that is made to look like a spa / relaxation centre offering bathing, nail, hygiene care for persons. • Outing and funding for community events. Example bowling and bingo. Perhaps another bus for transportation. • Offer more respite time (longer). • Support groups for care givers as well as education • Electronic signage at the front announcing events of the day

Staff from both Long Term Care and the Day and Stay Program had an opportunity to answer several questions related to current operations and opportunities for future growth. They also were able to comment on the reputation of the Home's current operations and barriers to growth. Overall the staff from both programs has insightful and helpful suggestions on what we as an organization can do to enhance existing services and what other programs and services we should consider as part of our future. All of their recommendations will be considered and combined with others put forth as part of our strategic review and preparation of future in-house quality initiatives and operational plan.



What's Your Passion Winners- Our staff from our Housekeeping Department won the poster contest of what their passion is about John Noble Home!

Appendix D: Bell Lane Apartments- Tenant Survey

The first tenant survey was completed for the Bell Lane apartments this past Spring. The survey's response rate was high in that 86 percent of the tenants completed the survey.

Highlights of the survey findings are as follows:

- 70% have lived in the building 6-10 years
- Majority of tenants are between 60 to 79 years of age
- Over 85 % of tenants are satisfied/very satisfied with their units and external environment
- 83% of tenants had reported a repair within last 12 months
- 95 % of tenants were satisfied/very satisfied with routine maintenance or repairs
- 60.9% of tenants do not have pets
- 87% of tenants do not smoke
- 91.3 % of tenants reported they knew what to do in an emergency situation (Note: follow up is being done with the 2 tenants who responded they didn't)
- 65.2% of tenants use pre-authorized payments
- 77% are receiving some form of assistance in their home such as CCAC or homecare
- 30% of tenants use their car to get around of town/41% are dependent on others or public transit
- 52% of tenants use a computer at home/34.8 % use the internet
- 95% of tenants feel John Noble Home has a positive reputation in the community
- 91% of tenants would recommend Bell Lane as a senior's apartment to others
- 61% of tenants would pay a nominal fee for more activities/programs

This information assisted us with profiling the clients who live in the apartments. It also allowed the tenants to self-identify who wanted to participate in our community consultation day which included a review of John Noble Home care and services, including the topic of affordable housing for seniors.

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
Long Term care						
1	Continue to build on our reputation and demonstrated capacity as a leader in long term care locally and across the province.	City/county /council JNH COM Administrator Sr. Management Team	To continue to maintain the reputation within the community and provincial as a “facility of choice”	To inform and education the incoming elected officials on John Noble Home services	To continue to educate and advocate the LHIN, Board and community through reporting of emerging trends and issues in long term care specifically related to JNH	Administrators monthly report to COM Attendance at LHIN, Board and Provincial Committees
2	Continue to maintain or enhance the physical environment (internal and external). Add more signage including an electronic signage at the front of facility	City/County council JNH COM Administrator Sr. Management Team	To continue to review facility assets to ensure 10 year capital plan is reflective of the on-going environmental needs and upgrades required within the facility	To engage in the professional services through a tendered process for a facility asset review To update the 10 year capital needs budget to reflect the outcome of the facility asset review	To implement the capital improvements required as a result of the facility capital asset review and to continue to maintain the physical environment at an “A” standard	Compliance with MOHLTC standards for physical environment Maintained costs in repairs and maintenance Accountable/appropriate use of financial resources available through the capital reserve fund
3	Increase the marketing and promotion of our successes, care and long term care services more using a variety of methods, reaching a wider variety of audiences.	City/County JNH COM Administrator Sr. Management Team	To continue to develop strategies that enhance the image and promote the services provided by utilizing various methods (eg. Technology, community forums)	To develop a marketing and communication plan for the Home that engages a variety of audiences and methods	Fully developed marketing and communication plan	Increased attendance at community forums Enhanced community profile
4	Enhance education about long term care, the aging process, health and wellness and John Noble Home’s services to the general public, community and social and health services, to caregivers and members of the business community.	City/county JNH COM Administrator Sr. Management Team	To continue to develop strategies that enhance the image and promote the services provided by utilizing various methods (eg. Technology, community forums)	Investigate/establish local links and synergies with other health service providers and businesses within the community	Continue to participate in opportunities with local educational institutions, health service providers and business community that enhance knowledge transfer	Promote and increase opportunities for delivery of on-site educational opportunities
5	Look for and pursue	City/county	Investigate and explore	Explore opportunities to	Implement additional	Additional enhanced

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
	opportunities to enhance long term care and complimentary services.	JNH COM Administrator Legal	sources for increased independent living	receive additional funding sources that would enhance LTC services and consider “fee for service” areas	complimentary services that provide increased funding	services and possible ‘fee for services’ provided at the Home
6	Increase the use of technology for both staff and consumers and caregivers to ease access, work and understanding of the industry.	City/County JNH COM Administrator Sr. Management Team	Participate in the “Smart Community Initiative” to promote wireless technology for all staff, public, caregivers, etc. within the community. Incorporate into IT Plan.	Implement WIFI accessibility in the Home. Incorporate into IT Plan.	Be an active participant in the initiatives that are brought forward through the smart community feasibility study being performed	Smart Community initiatives established
7	Continue to pursue customer satisfaction initiatives.	City/County JNH COM Administrator Sr. Management Team	Continue to engage customers in processes that measure satisfaction	Implement initiatives that are brought forward through the measurement of the customer satisfaction survey	Full implementation of customer satisfaction initiatives	Increased customer satisfaction Healthy Wait List
8	Add revenue generating opportunities (i.e. physio clinic, medical clinic, eye clinic and other support services).	City/County JNH COM Administrator Legal	Investigate and source revenue generating opportunities	Conduct a feasibility study and business plan to generate funds from vacated and community space within the facility	Additional revenue generating sources made available to offset LTC	No unused vacant space within the Home
9	Continue to operate as a safe and quality organization.	City/County JNH COM Administrator Sr. Management Team	To continue with the Quality Improvement Program and update as necessary	Continue to comply with all legislation including MOHLTC, MOL, Public Health, Occupational Health and Safety, WSIB, etc.	Continue the Quality Improvement Program to achieve and maintain results above provincial benchmarks in Key Performance Indicators	No compliance issues or findings
Housing						
1	Continue to maintain and uphold the pristine conditions of the current operation, internally and externally, including its gardens and parking spaces.	City/County JNH COM Administrator Environmental Service Manager	To continue to review facility assets to ensure 10 year capital plan is reflective of the on-going environmental needs and upgrades required within the apartments	To source funds and develop reserves that are reflective of the ongoing capital and maintenance needs of the housing complex	To implement the capital improvements required as a result of the facility capital asset review and to continue to maintain the apartments in pristine condition	Maintained costs in repairs and maintenance Customer compliments
2	Build on our reputation and	City/County	To continue to maintain the	Educate and promote	Build and strengthen	Healthy Wait List

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
	demonstrated capacity as a leader in affordable housing for seniors locally and across the province.	JNH COM Administrator	reputation in the community as a leader in affordable housing both locally and provincially	incoming elected officials on Bell Lane Terrace services	partnerships with other municipal housing providers both locally and provincially	
3	Increase the marketing and promotion of our successes and housing services more using a variety of methods, reaching a wider variety of audiences.	City/County JNH COM Administrator	Participate in the “Smart Community Initiative” to promote wireless technology for all staff, public, caregivers, etc. within the community	Implement WIFI accessibility in the Home	Be an active participant in the initiatives that are brought forward through the smart community feasibility study being performed	Smart Community initiatives established
4	Enhance education about long term care, the aging process, health and wellness and John Noble Home’s services to the general public, community social and health services, to caregivers and members of the business community.	City/county JNH COM Administrator Sr. Management Team	To continue to develop strategies that enhance the image and promote the services provided by utilizing various methods (eg. Technology, community forums)	Investigate/establish local links and synergies with other health service providers and businesses within the community	Continue to participate in opportunities with local educational institutions, health service providers and business community that enhance knowledge transfer	Promote and increase opportunities for delivery of on-site educational opportunities
5	Continue to be a transitional hub to long term care and the Day and Stay Program.	City/County Administrator Sr. Management Team	Continue to educate and inform tenants of the apartments about available services	Review and enhance promotional documentation and information about care and services in LTC and housing	Updated and enhanced documentation available	Increased admissions to JNH/Day and Stay from tenants
6	Continue to build on transitioning independent seniors into long term care and offer more support services so independent seniors can live longer in their apartment units.	City/County JNH COM Administrator Community Partners	Investigate and explore sources for increased independent living	Conduct a feasibility study on the operational needs associated with additional support services to tenants. Trial new services.	Implement the initiatives that are brought forward through the feasibility study for additional services.	Supportive services being offered to tenants
7	Provide more outreach and support services to seniors in the apartments at John Noble Home and locally.	City/County JNH COM Administrator Sr. Management Team	Investigate and explore sources for increased independent living	Conduct a feasibility study on the operational needs associated with additional support services to tenants	Implement the initiatives that are brought forward through the feasibility study for additional services.	Supportive services being offered to tenants
8	Make available more program and services (i.e. cooking, meals	City/County JNH COM	Investigate and explore sources for increased	Conduct a feasibility study on the operational needs	Implement the initiatives that are brought forward	Supportive services being offered to tenants

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
	preparation, shopping, recreation, respite, exercise, home care and consider fee for service based initiatives to help cover costs.	Administrator Sr. Management Team Community Partners	independent living	associated with additional support services to tenants	through the feasibility study for additional services.	
9	Consider additional housing options from income generating ideas to not for profit.	City/County JNH COM Administrator St. Management Team	Investigate and explore income generating ideas for vacated land that promotes “campus of care”	Conduct a feasibility study on the capital and operational needs associated with the development of vacant land	Implement the initiatives that are brought forward through the feasibility study	Overall increased development into the “Campus of Care”
10	Increase affordable housing at John Noble Home.	City/County JNH COM Administrator St. Management Team	Investigate and explore income generating ideas for vacated land that promotes “campus of care”	Conduct a feasibility study on the capital and operational needs associated with the development of vacant land	Implement the initiatives that are brought forward through the feasibility study	Overall increased development into the “Campus of Care”
11	Offer more shared services or access to shared services (i.e. physio, recreation, meals).	City/county JNH COM Administrator Sr. Management Team	Investigate and explore for shared service opportunities	Explore opportunities to receive additional funding sources that would enhance housing and consider “fee for service” areas	Implement additional complimentary services that provide increased funding	Additional enhanced services and possible ‘fee for services’ provided
Day and Stay Program						
1	Continue to build on our reputation and demonstrated capacity as a leader in dementia care locally and across the province.	City/county /council JNH COM Administrator Sr. Management Team	To continue to maintain the reputation within the community and provincial as a “program of choice”	To inform and education the incoming elected officials on John Noble Day and Stay services	To continue to educate and advocate the LHIN, Board and community through reporting of emerging trends and issues in community support services specifically related to Day and Stay	Administrators monthly report to COM Attendance at LHIN, Board and Provincial Committees
2	Continue to maintain or enhance the physical environment (internal and external).	City/County council JNH COM Administrator Sr. Management Team	To continue to review facility assets to ensure 10 year capital plan is reflective of the on-going environmental needs and upgrades required within the facility including the Day and Stay area	To engage in the professional services through a tendered process for a facility asset review To update the 10 year capital needs budget to reflect the	To implement the capital improvements required as a result of the facility capital asset review and to continue to maintain the physical environment	Maintained costs in repairs and maintenance Accountable/appropriate use of financial resources available through the capital reserve fund

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
				outcome of the facility asset review		
3	Increase the marketing and promotion of our successes, and the Day and Stay Program more using a variety of methods, reaching a wider variety of audiences.	City/County JNH COM Administrator Sr. Management Team	To continue to develop strategies that enhance the image and promote the services provided by utilizing various methods (eg. Technology, community forums)	To develop a marketing and communication plan for the Day and Stay in conjunction with the Home that engages a variety of audiences and methods	Fully developed marketing and communication plan	Increased attendance at community forums Enhanced community profile
4	Enhance education about Dementia, Alzheimer’s Disease, the aging process, health and wellness, respite care, and John Noble’s services to the general public, community social and health services, to caregivers and members of the business community and in collaboration with other community partners such as the Alzheimer Society of Brant.	City/county JNH COM Administrator Sr. Management Team	To continue to develop strategies that enhance the image and promote the services provided by utilizing various methods (eg. Technology, community forums)	Investigate/establish local links and synergies with other health service providers and businesses within the community	Continue to participate in opportunities with local educational institutions, health service providers and business community that enhance knowledge transfer	Promote and increase opportunities for delivery of on-site educational opportunities
5	Continue to offer door to door transportation in addition to other transportation options. Ensure appropriate capital dollars are raised or made available to ensure no disruption of services.	City/County JNH COM Administrator Sr. Management Team	Explore fundraising opportunities and sources of capital funding for transportation	Increase donations towards purchase of new bus	Capital Asset replacement plan for transportation needs established	New bus purchased
6	Review fundraising policies and opportunities as well as donations and grant programs. Pursue other private and public partnerships to preserve this Program	City/County JNH COM Administrator Day and Stay Coordinator	Review charter and status of Day & Stay Program and P & P’s associated with municipal fundraising	Establish venue able to raise funds through initiatives, grants and private/public partnerships	Enhanced fundraising	Fund established and revenue generated
7	Continue to explore opportunities to expand the Day and Stay Program, its respite	City/County JNH COM Administrator	Explore provincial sources for new and enhanced day programs and services	Apply to all initiatives that are made available through provincial funders	Ongoing application for initiatives that expand and enhance day program	Successful grant applications for expansion

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
	services and other support services based on feedback of the consumers, government and community partners and reduce wait lists.	Day and Stay Coordinator			services	Increased opportunities provided to the community
8	Explore technology and other mediums to help clients and their caregivers cope with dementia and its progression and maintain their dignity and independence for as long as possible. Work in partnership with others and consider research opportunities.	City/County JNH COM Administrator Day and Stay Coordinator	Increase partnerships with other like agencies and health service providers Establish linkages with local research experts	Investigate/establish local links and synergies with other health service providers and businesses within the community that provide like services	Continue to participate in opportunities with local educational institutions, health service providers and business community that enhance knowledge transfer	Promote and increase opportunities for delivery of on-site educational opportunities
9	Consider expanding respite program and services for caregivers.	City/County JNH COM Administrator Day and Stay Coordinator	Explore provincial sources for new and enhanced respite programs and services	Apply to all initiatives that are made available through provincial funders	Ongoing application for initiatives that expand and enhance respite program services	Successful grant applications for expansion Increased opportunities provided to the community
10	Explore the addition of fee for service programs and initiatives to help maintain costs.	City/county JNH COM Administrator	Investigate and explore for complimentary service opportunities Trial some services to start.	Explore opportunities to receive additional funding sources that would enhance programs and consider “fee for service” areas	Implement additional complimentary services that provide increased funding	Additional enhanced services and possible ‘fee for services’ provided
Community Initiatives- Seniors Hub						
1	Assess and map out the property and existing structures, establishing an appropriate capital plan.	City/County JNH COM Administrator	Conduct facility/site capital asset review	Engage professional services to conduct capital and site review and report on condition and possibilities of expansion to existing site and buildings	Develop business plan	Business plan developed
2	Consult other communities with senior friendly hubs and campuses of cares.	City/County JNH COM Administrator	Start consultation process	Explore and communicate with communities who have developed similar projects	Expand on possible partnerships	Learn from others who have developed liked initiatives
3	Continue to work with other	City/County	Participate in the Master	Establish link with agencies	Continue to create	Fully accessible/ senior

	Strategic Goal	Accountability	Action(s)	Next Year’s Target	Three Year Target	Measuring Outcomes
	community partners to further establish, build and create a senior friendly campus of care at John Noble Home.	JNH COM Administrator	Aging Plan Process for the Community	involved in and creating and promoting the Master Aging Plan	supports and systems within the site that are senior friendly	friendly site
4	Use vacant lands for a variety of means, including affordable housing, assistive living, life lease, senior’s recreation centre, health and wellness centre and also invite other community partners to co-exist.	City/County JNH COM Administrator	Conduct facility/site capital asset review	Engage professional services to conduct capital and site review and report on condition and possibilities of expansion to existing site and buildings	Develop business plan	Business plan developed
5	Continue to maintain or enhance the physical environment (internal and external) which promote therapeutic, healing and leisurely environments (i.e. lavender gardens).	City/County JNH COM Administrator Sr. Management Team Day and Stay Coordinator Environmental Services Manager	Conduct facility/site capital asset review	Engage professional services to conduct capital and site review and report on condition and possibilities of expansion to existing site and buildings	Develop business plan	Business plan developed
6	Consider revenue generating or private/public partnerships to fund future projects and meet the growing needs of our aging population.	City/County JNH COM Administrator	Conduct facility/site capital asset review	Engage professional services to conduct capital and site review and report on condition and possibilities of expansion to existing site and buildings	Develop business plan	Business plan developed