

JOHN NOBLE HOME STRATEGIC PLAN



2020-2025

A roadmap to support a vision for the future

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Situated on the banks of the Grand River in the City of Brantford, the John Noble Home is a 156 bed Long Term Care facility owned and operated by the City of Brantford and the County of Brant. It has a proud tradition of caring dating back to 1881. Conveniently located on approximately 25 acres of land on Mount Pleasant Street in West Brantford, its grounds include two beautiful courtyards and access to outdoor space for all residents. The Home proudly takes its name from John Noble, a City Council Alderman who served on Brantford City Council between the years 1937 and 1958. Alderman Noble was a pioneer in Long Term Care and was best known as the driving force behind expanding and enhancing the Brantford Home for the Aged. He played a leading role influencing the Province, City of Brantford and County of Brant to fund this much needed long term care facility. Much has changed in both the Long Term Care sector landscape and the John Noble Home itself since its humble beginnings as the Home for the Poor and Infirm. As the number of seniors increases exponentially and their care needs become ever more complex, the John Noble Home must be ready to face whatever challenges the future brings. Through this renewal of the Strategic Plan, we crystalize our priorities based on the needs of the residents and the community that we serve. Foremost in mind is the beautiful mission, vision and values of 'Love, Care and Dignity' which pervades all we do.

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

Together as leaders we will further facilitate the growth and development of exemplary services within Brantford and Brant County.

LOOKING TOWARDS THE FUTURE

As a strategic priority, the John Noble Home is committed to integrating quality improvement throughout the organization. The Quality Improvement Program is continually evolving and growing with a commitment to provide higher quality care for residents and a safe working environment for staff. This focus on quality can be seen with the Home's acceptance to become a Best Practice Spotlight Organization (BPSO) designate through the Registered Nurses Association of Ontario. This designation recognizes the Home provincially and sees the Home implementing three best practice guidelines within the scope of three years. As an RNAO Best Practice Spotlight Organization, the Home will provide mentorship to other homes as leaders in long term care and agents of change in this ever evolving health care environment.

Another long standing priority, providing resident centered care, is reflected in initiatives such as the Noble Journey project which is driven by a focus on a social model of care rather than a medical/institutional approach. This research based model of care reduces responsive behaviours and enhances the resident care experience. Programs such as music therapy using Ipods loaded with resident specific music, engage and awaken, scent therapy and sensory equipment soothe and relax. Fidget blankets to occupy busy hands handcrafted by caring staff members can be found on each home area. Wall murals provide interest and a diversion for exit seeking residents. Roving carts filled with Montessori activities provides this advantage on each unit. This resident centered approach to care in a homey environment is the hall mark of the John Noble Home.

With this focus on reducing responsive behaviours and caring for those with dementia, the Home was accepted through the Aging with Confidence call for beds to develop ten additional long term care beds in a vacant unit of the Home. This unit provides the ideal location for a behavioural unit specifically designed to care for those residents with behaviours who find it difficult to integrate into a regular long term care unit. This home area will provide an all-encompassing care experience which will provide a safe, engaging environment geared to those with behaviours due to dementia. The unit will not carry the trappings of an institution- there will be no laundry carts and food trolleys, no medication carts or laundry chutes, a cleverly designed service hallway keeps the mechanics of facility life from view, leaving in its place a warm, safe atmosphere where gentle music and scents of cookies and blueberry pie emanate from the eating area. In this unit, the resident has space to wander and explore. Staff specially trained in dementia will activate residents focusing on what's most important, the residents care experience. The behavioural care unit will be located adjacent to the John Noble Home Day and Stay program.

The Day and Stay program is a community based adult day program specializing in programming for those in the community with dementia. The program provides socialization for the client and respite for the caregiver. Transportation to and from the day program is provided by the Home in an accessible bus allowing participation for those in the community who may have found transportation a barrier. This program functions at capacity every day, serving an obvious need within the community.

Both the Long Term Care and adult day program were fully accredited through Accreditation Canada in 2017 for a three year term reaching the Accreditation with Commendation status.

The Home is also the site of 26 units of affordable housing for seniors, Bell Lane Terrace, as well as a 56 unit seniors housing complex on land adjacent to the Home, through the City of Brantford and the County of Brant. As a hub in the community, the Home is the venue for various community groups. In addition to these activities, the Home supports a thriving volunteer program which provides extensive opportunities to volunteer throughout the Home, providing benefit to both resident and volunteer alike.

Integral to success is a consummate communication strategy. Daily huddles, regular staff meetings, and an open door policy keep staff informed. In addition to the webpage, a monthly newsletter 'Happenings at Home' and the volunteer newsletter are a favourite of family members as well as the interactive Facebook page which gives families and friends a glimpse into life in long term care.

In this ever changing health care environment the 2020-2025 strategic plan allows the John Noble to further develop its programs and services to meet the needs of the community, face the challenges of an ever changing health care sector and to be poised to confidently enter the future.

Executive Summary

In 2019, the John Noble Home went through a vigorous strategic planning process. Input was sought from various groups including residents, family members, staff and community stakeholders. Recommendations from these groups, along with an analysis of the Home's Strengths, Weaknesses, Opportunities and Threats were utilized to form strategic goals. As the Home began to embark upon a new strategic plan journey, an environmental scan and an analysis of current state acted as a first step to inform new goals and directions, to realize gaps and celebrate accomplishments. Throughout the process the Home firmly held the following strategic planning objectives in mind.

- Identify future needs and opportunities for growth
- Identify gaps in services
- Plan for resources for emerging needs

The Home sought stakeholder feedback through a variety of methods including focus groups with Family Council, Resident Council, Committee of Management and Senior Management. Action teams and a SWOT graffiti board garnered front-line staff input. An on-line survey sought service provider feedback and a visioning board gathered feedback from family members and caregivers. The results were analyzed and collated into themes. From the resulting ten strategic themes, strategic objectives emerged.

Strategic Objectives

Provide Excellence in Care: As experts in the care of Seniors and those with responsive behaviours, the John Noble Home will continue to provide excellent care for those we serve by living our mission of Love, Care and Dignity, through inclusivity, advocacy and sensitivity.

Be Leaders in the Industry: As an employer of choice, the John Noble Home will provide industry leadership through staff engagement, community partnerships, and provide the model of best practice for senior care in both the Brantford/ Brant area and provincially.

Foster an Environment of Education and Innovation: The John Noble Home will create an environment of innovation to spark creativity and develop new ideas in senior care. Through the use of technology the Home will increase productivity and enhance quality of life. As educators the Home will include knowledge translation in every facet of enterprise, increasing community awareness and building a knowledgeable, expert workforce.

Practice Prudent Stewardship of Resources: The John Noble Home will practice careful asset management to maximize potential and maintain the excellent state of its resources both human and physical.

Excellence in Care

As experts in the care of Seniors and those with responsive behaviours, the John Noble Home will continue to provide excellent care for those we serve by living our mission of Love, Care and Dignity, through inclusivity, advocacy and sensitivity.

This shall be accomplished by:

- a) Continued development of a ten bed behavioural unit in the vacant Bell Court area to meet community need for behavioural beds
- b) Staff training and engagement in cultural sensitivity including staff engagement activities and theme days, education sessions, staff support and mentorship to create an inclusive safe environment for all
- c) Act as advocates for long term care through participation in community groups and advocacy groups, be a strong voice in the development of an Ontario Health Team for the area
- d) Promote the image of long term care through example, word of mouth, positive media and promotional materials



Leaders in the Industry

As an employer of choice, the John Noble Home will provide industry leadership through staff engagement, community partnerships, and provide the model of best practice for senior care in both the Brantford/ Brant area and provincially.

This shall be accomplished by:

- a) Successful completion of the RNO Best Practice Spotlight Organization designation
- b) Continued promotion of staff engagement activities and the 'positivity plan'
- c) Participation and leadership in long term care through involvement in sector groups such as AdvantAge Ontario and the Long Term Care network.
- d) Seek and develop community partnerships



Innovation and Education

The John Noble Home will create an environment of innovation to spark creativity and develop new ideas in senior care. Through the use of technology the Home will increase productivity and enhance quality of life. As educators the Home will include knowledge translation in every facet of enterprise, increasing community awareness and building a knowledgeable, expert workforce.

This shall be accomplished by:

- a) Staff engagement activities to drive creativity and garner new ideas
- b) Further development of an IT plan to guide acquisition of technology
- c) Completion of new payroll system and software
- d) Further upgrades to dietary menu suite to form integrated meal delivery system
- e) Participation in knowledge fairs
- f) Continue to seek grants and funding for education opportunities and training



Stewards of the Environment

The John Noble Home will practice careful asset management to maximize potential and maintain the excellent state of its resources both human and physical.

This shall be accomplished by:

- a) Development of an asset management policy and plan for the John Noble Home in conjunction with the City of Brantford and the County of Brant
- b) Development of a working agreement with the John Noble Apartments and Brantford Housing for site maintenance for JNA
- c) Participation in recruitment fairs and the holding of an annual job fair to increase staffing compliment



THE WAY FORWARD

The John Noble Home has long been a fixture in the community and has touched countless lives. From the residents who call the John Noble, home, to the volunteers who selflessly give of themselves and receive in return. From the dedicated employees who work tirelessly to see the job is done right, the Committee of Management for strong leadership and to the family members who feel that unexplainable feeling when they come in the door, all form the fabric of what the John Noble Home is and will become in the future. With respect to rich traditions and a diverse culture with energy to greet the future, the John Noble Home seeks to represent all that is good in seniors care and provide exemplary service to the community for years to come. To those who have taken the time to provide input to this plan, through thoughts and feedback, we thank you, we have listened.



Visioning Board



Senior Management Strategic Planning Retreat

