

Request for Decision

CGS Pioneer Manor Strategic Plan 2010 to 2014

Presented To:	Policy Committee
Presented:	Wednesday, Feb 17, 2010
Report Date	Wednesday, Feb 03, 2010
Type:	Presentations

Recommendation

Whereas the 2003-2007 strategic plan has been completed in its entirety resulting in the North East Centre of Excellence for Seniors' Health; and

Whereas the long-term care facility is primarily comprised of resident accommodation areas meeting the highest standard of long-term care; and

Whereas partnerships with the Sudbury Alzheimer Society, City of Lakes Family Health Team and the North East Specialized Geriatric Services are now in place expanding services at the facility; and

Whereas the 2010-2014 Strategic Plan sets direction for the facility for the next four years,

Therefore be it resolved that the 2010 – 2014 Strategic Plan be received and supported by the City of Greater Sudbury Council.

Signed By

Report Prepared By

Catherine Matheson
General Manager of Community
Development
Digitally Signed Feb 3, 10

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Feb 3, 10

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 4, 10

Background

The Strategic Plan is a guide to creating synergy between the organization's mandate, mission, environmental pressures, opportunities, threats and assists in identifying key actions, objectives and goals for a period of time. It is a document which requires endorsement of the governing body, and serves as a point of guidance in establishing annual work plans. The strategic plan identifies a niche or area of expertise for an organization. To achieve a strong strategic plan, it is necessary to go through a series of analytical steps. This report highlights the 2010-2014 strategic plan for Pioneer Manor.

Pioneer Manor has been in operation since 1953, marking its 57th year of service. While the facility has grown from a 121 bed Home for the Aged to a 402 bed long-term care facility, what has remained the same is continued focus on best practice in resident care. Significant milestones in the planning of the facility have been achieved over the past several years. In 1993, the Master Plan established the vision and direction for redeveloped long term care beds and the creation of the seniors campus. In 2003, city council adopted the facility's strategic plan for the next 4 years and the direction for:

- Implementation of the seniors campus for northeastern Ontario
- Attracting specialized geriatric resources to the community
- Promoting the seniors campus within field of geriatrics
- Offering broad range of health care beyond standards in long term care
- - Creating a “smart technological” building
- Improving indicators of employee wellness
- Increasing involvement of families in seniors campus
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2010 – 2014 Strategic Plan

A series of steps were undertaken in the development of the Pioneer Manor strategic plan for the years 2010-2014. An operational review which engaged all staff on all shifts at the facility was conducted in 2009 in preparation for the development of a new strategic direction for the home. The input of all staff and professional service agencies was gathered and formed the foundation for the new strategic direction. A team of managers at the facility was brought together in December to begin to formulate the recommended strategic direction. Input from the management committee and significant others was gathered to create the 2010 – 2014 Strategic Plan.

While the new strategic plan is circulated under separate cover, key facts and goals are listed below. This strategic document will also have a series of performance measurements from which to guide and monitor the development.

Vision

“Our vision is to be recognized as a leading provider of long-term care in the Province of Ontario

Mission

“Our mission is to provide long-term care while incorporating high standards of leadership, innovative approaches, research and development in concert with our community partners. Working as a team; residents, staff, families, volunteers and students offer residents dignity, respect and care that promotes their comfort and quality of life”.

Key Success Factors

- High quality services and practices
- Accreditation with Accreditation Canada
- Resident, family, and employee satisfaction
- Fiscal responsibility
- Research and modeling of best practices in long-term care
- Open and transparent communication and feedback

The goals to achieve the strategic direction are as follows:

- 1) Develop specialty areas of clinical care via internal champions, in areas such as palliation, pain management, dementia, wounds, fall and injury prevention.
- 2) Establish leadership and best practice research in dementia care through partnerships with research institutions and providing specialized care in a state-of-the-art 64 bed, dementia designed LEED's building
- 3) Upgrade building and equipment to maximize resident and staff safety and building deficiencies.
- 4) Establish stronger internal controls and accountability to maximize resources and bring increased value to residents.
- 5) Engage the residents of Pioneer Manor and the facility as a whole to work towards specific actions

which model and mentor a healthy sustainable community, recognized by the United Nations University.

The Management Committee for Pioneer Manor is composed of three appointed members of City Council. The Committee is composed of Councillor Ron Dupuis (chair), Councillor Jacques Barbeau and Councillor Ted Callaghan. The Committee meets regularly to ensure the strategic direction of the facility is in keeping with Council's vision and to ensure the activities of the Manor are reflective of the expectations of City of Greater Sudbury Council and the community as a whole.