

A photograph of the Pioneer Manor building, a multi-story structure with a mix of red brick and light-colored vertical siding. The building features several windows, some with light-colored awnings. A large, stylized leaf sculpture is mounted on the upper part of the building. In the foreground, there is a paved walkway with a series of concrete pillars supporting a roof structure. A person is walking on the path. The sky is blue with some clouds.

# Pioneer Manor Strategic Plan

2010-2014





# Vision

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



# 57 Years of Experience

- 402 residents
- 450 employees and service providers
- 1000+ families of residents
- 100+ volunteers
- Average age of 86



# Governance

**1953**

District home for the Aged per legislative requirement of 121 beds. Managed by board of directors.

**1973**

Transfer of ownership to Regional Municipality of Sudbury. Growth to 342 beds Managed by Regional Council.

**1993**

Legislative mandate changed from Home for the Aged to Long Term Care. Managed by Regional Municipality of Sudbury - Reporting to the (MOHLTC).

**2001**

Amalgamation - change in owner to City of Greater Sudbury.

- Management Committee:
  - Councilor Ron Dupuis (Chair)
  - Councilor Jacques Barbeau
  - Councilor Ted Callaghan

# Achievements 2002-2009

- 3 national health care accreditations
- ↓ infection outbreaks
- ↓ resident fractures
- 70% of all resident rooms exceed 'A' standard LTC guidelines
- 40 million capital investment
- 80 interim long-term care beds
- NE specialized geriatric services
- Recruitment of Dr. Joanne Clarke





# Achievements 2002-2009



- Family health team
- Expanded Alzheimer Day services
- Reduced emergency room visits due to increased post incident management

# The Strategic Plan

- Link excellence in resident care mandate to conditions of environment and market
- Provides direction for next 4 years
- Requires approval of City Council

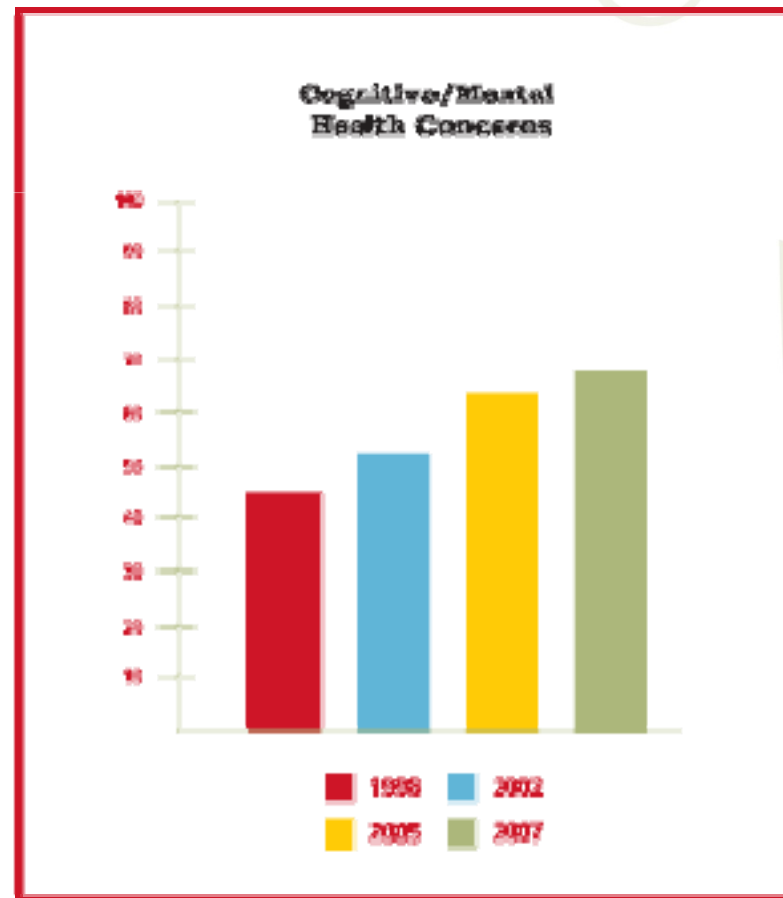


# Community Pressures

- Ongoing crisis in alternative level of care beds places additional stress on long-term care providers.
- Premature admission to long-term care is therefore increasing
- 400+ waiting list
- System unsustainable and requires other community solutions i.e. supportive housing



# Resident Service Requirements



# Strategic Position

## **High Environmental Stability**

- Barriers to entry

## **High Financial Strength**

- Capital and operating
- Leverage capacity

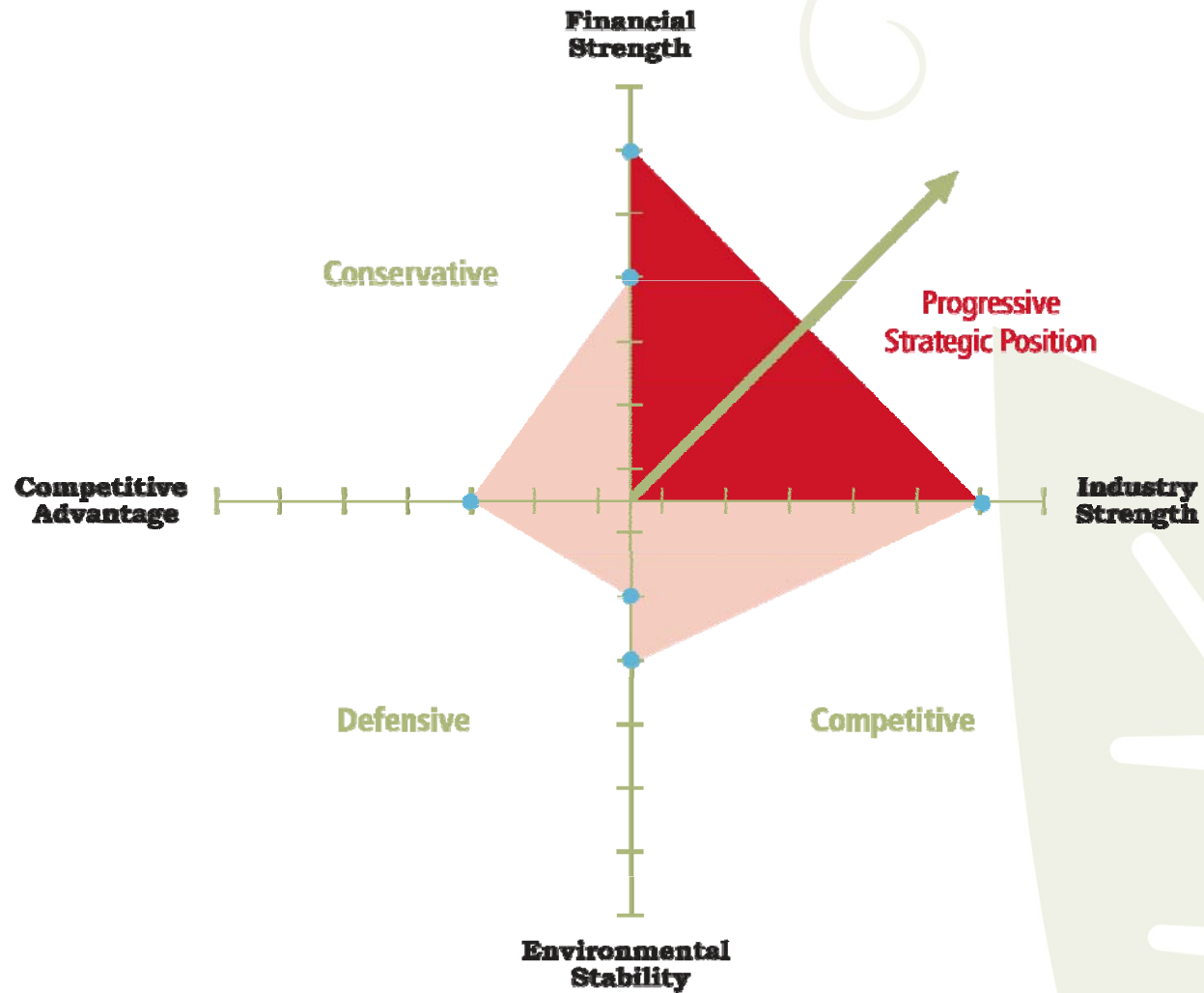
## **High Industry Strength**

- Financial stability
- Capital intensity

## **High Competitive Advantage**

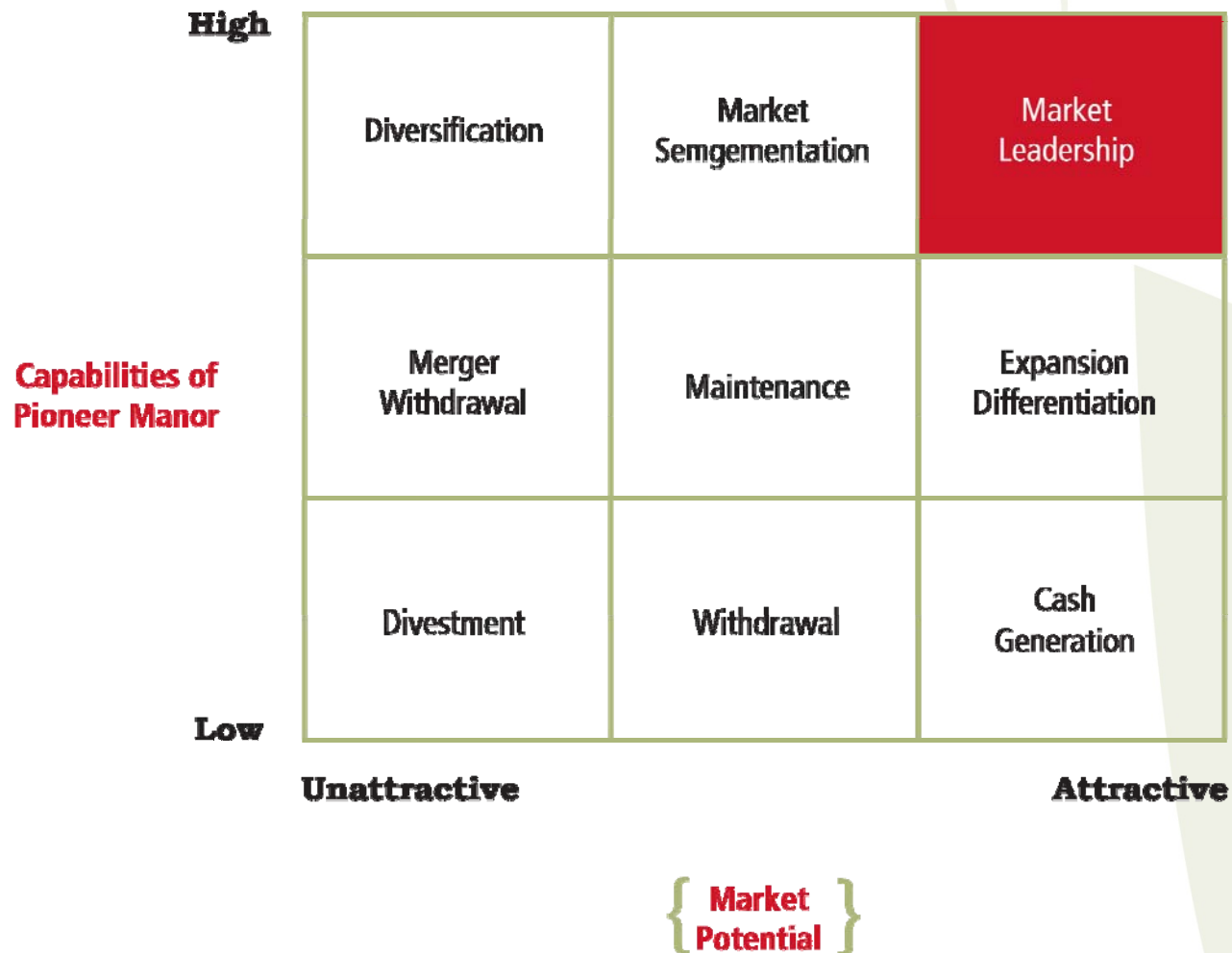
- Market share large
- Quality services
- Customer loyalty

# Strategic Position





# Directional Policy



# Goal #1

Develop specialty areas of clinical care.

## Plan of action

- Pain management
- Palliative care
- 3 pods within Home
- Dementia
- Wounds
- Fall prevention



## City of Greater Sudbury

