

**LONG-TERM CARE HOMES AND SERVICES DIVISION
ACHIEVEMENT OF 2008 OPERATING OBJECTIVES
Castleview Wychwood Towers**

Objective	Success	Indicators of Achievement
Governance		
1. To prepare for a division-wide 2009 survey under the Qmentum program.	Achieved	<ul style="list-style-type: none"> • Provided input into planning and activities to prepare for 2009 division-wide survey, with steering committee and working groups for the standards areas; reviewed all applicable standards, questionnaires, indicators and instruments; • Provided education to the Home Advisory Committee, Family Committee, Residents' Council, managers, all staff re the new accreditation program and approach; • Fully adopted and incorporated all ROPs into day-to-day operations; • Success verified re ROPs through Home Management Committee; • Enhanced and expanded work related to ethics policy and ethics management; • All managers and supervisors received the City of Toronto approved module of ethics education.
2. To strengthen leadership, integration and enhancement of health services within the City of Toronto, through collaboration with the 5 LHINs, SS&HA, TCHC, TPH, PF&R and EMS.	Achieved	<ul style="list-style-type: none"> • Monitored, planned and responded to provincial legislative change, including LTCH Act, Aging in Place Strategy, Retirement Home legislation, in a way that protects the City's interest and responds to community need, i.e. IHSP submission, 1 unmet criteria in compliance review (annual); • Building linkages and partnerships with other organizations to maximize and support interdisciplinary teamwork across the continuum, i.e. Bellwoods Independent Living, St. Joseph's Health Centre, University Health Network; • Continued to advocate to government at all levels for improvement in the healthcare continuum and enhancements to funding, resources and standards of LTC, i.e. LTLD. • Continued to present at various venues and submit presentations (e.g. PSQF, etc.) i.e. Behavioural Support to SJHC, Convalescent Care to CCAC and UHN.
3. To explore options to reduce the City's net contribution and expand partnerships, integrations and collaborative models of care, reporting to the GM prior to the 2009 budget deliberations.	Achieved	<ul style="list-style-type: none"> • Identified the current barriers/impediments that might be eliminated or reduced, i.e. LTLD, increased short stay occupancy and convalescent care occupancy. • The Home Management committee to guide the process. Risk and opportunities addressed at Home Management.

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		<ul style="list-style-type: none"> • Explored options, considering MOHLTC funding opportunities, LHIN opportunities, etc., i.e. IHSP submission. • Evaluated the options, i.e. IHSP, Health care proposal. • Reported back to GM on a quarterly basis.
<p>4. To continue to enhance the culture of safety related to workers, residents, clients, families, volunteers and the general public through a team approach.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Trained from a manual related to <i>How to Manage Workplace Injuries</i>. • Provided initial H&S training for all new managers within 3 months of hire. • Reinforced to all managers the need for ongoing diligence and positive response to H&S issues in the workplace as they occur. • Reported on the revised document for the structure and functioning of JHSCs; informed JHSCs of the impact on committee functioning. • Provided additional training re RCA. • Used the JHSC networking to transfer health and safety learning between homes. • Reported, monitored, analyzed and made improvements related to sick time and WSIB. • Reviewed the findings of the workplace violence survey(s); provided Preventing Workplace Violence staff education. • The CWT pilot project related to MSD prevention is ongoing and developing a division-wide strategy to reduce the severity and frequency of MSDs. • Promoted <i>Respect in the Workplace</i> at all levels of the organization. • Planned and delivered two home-specific resident/client/family education activities based services focused on safety, i.e. safe smoking, Health & Safety Week. • Planned and implemented falls prevention policy. The CQI project is ongoing. • The care conferencing system includes teachings related to safety. • Continued sharing of MoL orders, MOHLTC results, lessons learned and good practices related to safety, i.e. reports reviewed at JH&S, library resources revised.

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Resident Care and Services		
5. To continue to implement the psychogeriatric and mental health services framework to maximize successful admission placements and strengthen collaboration with both the CCACs and Psychogeriatric Outreach Teams (POT).	Achieved	<ul style="list-style-type: none"> • Continued to train new behavioural response nurses. Explored ‘train the trainer’ program with PRCs, U-First and Fox learning. • Assessed education needs and developed a plan to deliver identified training to unit teams and nursing staff. • Maintained and monitored indicator reporting within Toronto LTCHS related to dementia care and MH. • Conducted an evaluation of the implementation of the Mental Health Framework. Will finalize by May 2009.
6. To have each care team implement and evaluate enhanced falls prevention strategies that reduce the risk of and the number of injuries from falls by a minimum of 10% in 2008.	Partially Achieved	<ul style="list-style-type: none"> • Completed a root cause analysis for falls • Developed risk reduction strategies based on the root cause findings and leading practices • Developed some indicators to measure effectiveness. These will be revised by April, 2009 • Involved the interdisciplinary resident care team in implementation and evaluation of strategies • Evaluated strategies on an ongoing basis to identify trends, cause(s), and degree(s) of injury • Implemented continuous improvement to falls prevention strategy based on ongoing evaluation
7. To analyze clinical risks in the home and identify one focus for QI to improve resident outcomes.	Achieved and Ongoing	<ul style="list-style-type: none"> • Analyzed the population at risk re: palliative care through root cause analysis. • Completed the continuous improvement process for risk reduction/prevention in palliative care. • Evaluated strategies and revised plan as required. The project is ongoing and will be finalized by December 2009.
8. To develop strategies in order to sustain the RAI-MDS program in the home.	Achieved	<ul style="list-style-type: none"> • The home runs test reports ensuring accuracy. • Completed audits and evaluated same. • Identified frequently required opportunities for improvement by discipline. • Identified best practices for identified need, desire. • Taught staff how to access care plans and individualize.

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Environment		
9. To develop a ten-year capital renewal plan for the division that supports resident safety and comfort, and promotes a safe work environment for staff.	Achieved	<ul style="list-style-type: none"> • Clarified the impact of the financial and logistical details for the MOHLTC's Capital Renewal program. • Contributed input as needed to land, capital and resource requirements and considered potential operational impacts. • Contributed to the preparation of a process to maintain a 10-year capital demand plan on an on-going basis with periodic building condition assessment (BCA) validation and JHSC involvement. • Updated 5-year Capital budget and plan.
Human Resources		
10. To develop a plan that will enhance volunteer involvement of youth and the 55+ age group cohort.	Partially Achieved	<ul style="list-style-type: none"> • Convened stakeholder working group. • Reviewed and recommended improvements to volunteer recruitment strategy. • Enhanced orientation program and general understanding of volunteer opportunities. • Reviewed resource allocation of supervisory staff for volunteers upon and after placement. • Found and will continue to find innovative ways to recognize volunteer contribution within program. • Building upon Youth Summit, identified programs of interest. • Ensured space and supplies are available as required for youth offered programs. • Tracked and evaluated growth of youth involvement at CWT. • Conducted a volunteer satisfaction survey. The response was low and will be redone in April 2009. • Utilized results of volunteer survey to improve and grow volunteer service within the home. • Volunteer Service Plan and 2009 implementation schedule will be presented to Home Management in June. • Became a member of 55+ cohort working committees.