

**LONG-TERM CARE HOMES AND SERVICES DIVISION
ACHIEVEMENT OF 2008 OPERATING OBJECTIVES
True Davidson Acres**

Objective	Success	Indicators of Achievement
Leadership & Partnership		
1. To maintain the relationships TDA has established within the Central Toronto LHIN boundaries and to foster new relationships and programs that will continue to enhance the home and ensure it is recognized within the LHIN.	Achieved	<p>The Administrator sat as a member on the Back Office Council of the Toronto Central LHIN until late fall 2008, when the Council disbanded the Back Office group as tasks completed.</p> <p>The home established 4 new relationships/partnerships during 2008: Muldoon's Coffee, East York Diners Club, and 2 Funeral Homes who are utilizing some catering services from the home.</p> <p>There are a total of seven (7) partnerships/relationships in place at year end 2008 compared to the 3 at year end 2007.</p>
2. To successfully meet the compliance standards of Ministry of Health during the annual inspection.	Partially Achieved	The Annual was conducted during November 2008 and the home had two (2) unmet standards in nursing and no unmet standards in Programming and Recreation, Dietary, Education, Support Services.
3. To maintain occupancy rates at greater than 97% for the year 2008 and increase the occupancy of the short stay beds to above 60%.	Achieved	The home has maintained occupancy greater than 97% throughout the entire year.
4. To increase revenue generated by the dietary department throughout the year 2008.	Achieved	The home produces approx. 120 meals/day for meals-on-wheels compared to an average of approx. 60/day during 2007. The partnership with East York Diners Club has generated approx. 30 meals/month for Diners Club during 2008. We average approximately 13% greater revenue than budgeted for throughout the year 2008.
5. To increase the preferred accommodation rate to 60% during 2008.	Partially Achieved	True Davidson Acres has increased our preferred accommodation rate to approx. 53%. This has been achieved without complaints or issues and the target which will be carried to 2009 is 60%. Our average during 2007 was approx. 43%.
6. To plant the trees on the property as identified in 2007 as one of the Mayor's priorities.	Deferred to 2009	The community organization which was going to plant trees on the property has deferred the planting to spring 2009.
	Achieved	TDA secured money through a beautification grant and planted 25 rosebushes and approx. 50 Chinese elm to increase the ground cover of trees

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		which assisted in meeting the target for 2008.
7. To meet the revenue target of the True Revue in partnership with the Advisory.	Achieved	True Revue was a success with 24 residents and 5 staff attending the event held on Oct. 28, 2008. These tickets had been purchased by a variety of organizations and provided to our residents free of charge by the companies. The event sold approx. 350 tickets, had a very successful Silent Auction and met the fundraising target.
8. To support the Mayor's "20-Minute Makeover" and promote cleanliness and order throughout the TDA property.	Achieved	Approx. 23 volunteers came on 2 different days to assist with yard cleanup. Staff and managers completed the 20-minute makeover during April 2008. A community volunteer group came to TDA on a Saturday and assisted to clean the Valley area to make sure the area looked neat for viewing.
9. To promote a workplace free of harassment, bullying and violence.	Partially Achieved	Workshops re Violence in the Workplace have been conducted with the assistance of the Educator and Co-chair of OH&S. Human Resources H&S has assisted with in-house education re this topic. A strong initiative with a Consultant is booked for 2009 for staff and managers.
10. To continue to educate the LGBT concepts to staff, students, volunteers and the general public and be identified as an LGBT-friendly home to be admitted to.	Achieved	TDA has conducted 2 'lunch and learn' sessions for knowledge during 2008 for staff, residents and the community. The managers have attended a session at Fudger House. During 2008, TDA has membership on the committee which has completed the LGBT toolkit which is now ready for release to other homes.
11. To continue to promote a volunteer mentorship program for new immigrants in concert with community volunteer agencies.	Achieved	TDA Volunteer Co-ordinator attended a workshop in our community regarding this topic and has utilized skills and opportunities learned to recruit. She has attended four (4) sessions at the local recruitment centre in our area. TDA has individuals from the immigrant community working in the Bistro and several activity programs.
12. To continue to ensure a culture of safety is practiced throughout the home in dealing with all aspects of resident care and staff safety.	Achieved	The H&S Committee and the Wellness Committee meet monthly. The H&S Committee analyze all incidents and accidents which occur within the home and look at safe options for the staff to utilize. The education and Bulletin Board postings are always available to the staff. The

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		education really assists to develop the staff's attitude/culture towards safety. Resident safety is a key concept in the home and a variety of related in-service topics are provided to Residents' Council, Family Circle, and our Volunteers.
Human Resources		
13. To continue to recruit qualified staff and volunteers to meet the human resource needs of the home, residents and team.	Achieved	Recruitment has been ongoing throughout the past year and most positions are presently full. Continue to await 3 full-time positions which will complete the needs of the home and these will be addressed in the new year.
14. To promote succession planning through the nurse managers trainee program.	Partially Achieved	Three (3) staff have gone from the home to the corporate offering of management training. Staff reported many positive comments as a result of their attendance. The candidates have been interviewed for positions.
15. To continue to develop and grow the management staff to enhance the operations of the home.	Partially Achieved and Ongoing	Continued coaching, mentoring, teaching being done with each manager – dietary, nursing, education, programming, environmental. Four (4) will require ongoing management.
16. To continue to expand the role of the Health & Safety Committee within the home.	Achieved	Committee meets monthly at TDA and has become very powerful re their program. Staff and managers are identifying the committee with safety in the home. The committee feels positive regarding their role in the building. The Committee has attended the divisional offerings to further share their experiences and to learn from others.
Resident Care and Services		
17. To successfully implement the MDS-RAI program.	Achieved	Initiated early 2008 and is ongoing. Totally involved at this time. Co-ordinator and back up have all information inputted and reports have been forwarded to MOH quarterly.
18. To improve resident care information: inter-shift communication and documentation.	Partially Achieved	Requires ongoing monitoring and strategizing re this need. Our Educator has provided sessions to the charge staff but enhanced education continues to be required to promote improvement as well as continued analysis of all processes in use.
19. To continue to expand the knowledge of all staff and especially the second floor staff re the care of the cognitively impaired residents.	Partially Achieved	Education has been provided to this group and especially 2 nd floor east, but behaviours demonstrated will require further education to demonstrate proficiency and improvement. TDA educator has provided communication skills re

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		Gentlecare. Staff have had access to the Fox Network program and six (6) received their certification. The Psychogeriatric specialist has continued to speak to the staff and provide support and education.
20. To further improve the efficiency and safety of medication administration through monitoring of the delivery of medication.	Achieved	FMEA conducted early 2008 re medication reconciliation and showed low risk with the existing practices. Continue to analyze the existing practices throughout 2009.
21. To promote the falls prevention strategies within the home.	Achieved	Following the guidelines of City of Toronto, RNAO Best Practices.
22. To maintain an "Outbreak-free" environment during 2008.	Achieved	0 outbreaks declared during 2008.
Support Services		
23. To maintain compliance with MOH, MoL, Public Health, MOE during 2008.	Achieved	The department incurred no unmet standards during compliance visits.
24. To practice at least one emergency code each quarter throughout 2008.	Achieved	Code Red, Code Black, Code Yellow and fan out conducted as MOCS during the outbreak.
25. To introduce a social committee to the home, generated and operated by staff during 2008.	Partially Achieved	Multiple discussions have occurred. Environmental Manager has taken the lead in this initiative. Approx. 15 people interested in developing this committee. First meeting set for January 2009.
26. To maintain and build the profile of the Health & Safety Committee within the home.	Achieved	Profile has become strong in the home and the membership is well responded to. All the staff know who the H&S Committee and are willing to bring issues and or concerns to them to be dealt with at the monthly meeting.
Programming & Recreation		
27. To continue to develop and deliver innovative new programs at a variety of day and night times and weekends to the home's population.	Achieved	New programs have been developed throughout the year. Programs are offered morning, afternoon and evening as well as on weekends. TDA has partnered with Harmony Hall to provide ongoing transportation for the bowling program as well as the shopping groups, both new programs of 2008.

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28. To continue to promote the growth and development of the LGBT program at the home.	Achieved	M. DuBarry from the LBGT community visits the home approx. monthly for specific programs.
29. To grow the size of the volunteer program at TDA.	Achieved	TDA continues to recruit the younger volunteers whenever possible and supports the local schools through positions for volunteers. Many of the volunteers from the neighbouring cultural community are recruited to ensure diversity. Approx. 200 volunteers at year end 2008.