

**LONG-TERM CARE HOMES AND SERVICES DIVISION  
ACHIEVEMENT OF 2009 OPERATING OBJECTIVES  
BENDALE ACRES**

Objective	Success	Indicators of Achievement
<p><b>1. Fall Reduction</b> To achieve a reduction in the number and severity of outcomes for resident falls.</p>	Partially Achieved	<ul style="list-style-type: none"> <li>• Reduction in the incidence and severity of outcomes of falls as identified in indicators for 2009.</li> <li>• QI Plan submitted for public reporting to be fully implemented with plan for reduction of 50% by September 2010.</li> <li>• 2 managers trained as Best Practice Champions, limited input due to multiple responsibilities and completing priorities for 2009.</li> <li>• Best Practice guidelines utilized to submit QI plan for falls.</li> </ul>
<p><b>2. Resident Safety Plan</b> To promote active engagement of residents in maintaining personal and environmental safety and security within the home.</p>	Achieved	<ul style="list-style-type: none"> <li>• Division Resident Safety plan implemented as required.</li> <li>• Home-specific Safety Plan developed.</li> <li>• Safety related inservices provided for Resident Council, Family Committee.</li> <li>• Implementation of locked drawers for all residents.</li> <li>• Community Service on site for inservices on safety for elders.</li> </ul>
<p><b>3. Joint Health &amp; Safety</b> To continue to enhance the function and leadership of the Joint Health and Safety Committee in the promotion of a culture of safety in all aspects of the operations of the home.</p> <p>To promote knowledge, learning and individual support through the implementation of clear consistent, responsive feedback and communication on safety within the home environment.</p>	Achieved	<ul style="list-style-type: none"> <li>• Improved systems for the distribution and receipt of information on Health &amp; Safety in the home.</li> <li>• Revision of home committees to include health and safety on all meetings.</li> <li>• Introduction of new health and safety notes attached to pay stubs for key information and events.</li> <li>• Home-specific plan to address Violence in the Workplace currently being reviewed by JHSC.</li> <li>• Development of promotional material to address: <ul style="list-style-type: none"> <li>○ Slips &amp; falls</li> <li>○ Wellness</li> <li>○ Infection Control</li> </ul> </li> <li>• Home-specific Pandemic plan developed to support and coordinate with the Divisional Plan.</li> <li>• Plan for the continuation of education and development of strategies to manage and reduce bullying on the workplace for review and implementation through JHSC.</li> <li>• Use of entrance screens and postings to message out immediate safety issues, infection control</li> </ul>

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		<p>and outbreak measures.</p> <ul style="list-style-type: none"> <li>• Assessment of areas and initial discussion for the implementation of a full Home Watch program.</li> <li>• Partnership with U of T engineering students to look at opportunities for improving safety in the work areas and external areas of the home.</li> <li>• Identified areas for expansion of security measures through out the home.</li> <li>• Due to staff and management changes, 100% certification to be completed in 2010.</li> </ul>
<p>4. <b>MOHLTC Standards</b> To achieve compliance with MOHLTC standards and to resolve previous unmet standards.</p>	<p>Partially Achieved</p>	<ul style="list-style-type: none"> <li>• Unmet standards in environment identified in annual review February 2009. Environmental review identified additional areas to be addressed.</li> <li>• Changes to work routines, staffing assignments completed for Building Services. Additional plans for work redistribution scheduled for 2010.</li> <li>• Furnishing upgrades purchased. Longer term plan to be developed for 2010 and beyond.</li> <li>• Painting and deep cleaning of serveries, dining room and kitchen in progress.</li> <li>• All previous unmet resolved.</li> <li>• Noted approval of the comprehensive documentation in programs and services.</li> </ul>
<p>5. Resident Safety</p>	<p>Achieved</p>	<ul style="list-style-type: none"> <li>• Prospective analysis completed and on file for 2008. 2009 for resident care and ADP program.</li> <li>• Discussion and implementation of Root Cause Analysis at the departmental level. All information located in a central file for managers.</li> <li>• Education on adverse events, near misses and sentinel events completed. Noted progress in staff understanding and utilization of terminology.</li> <li>• Hand sanitizers installed across all areas.</li> <li>• Increased education on hand washing with written and visual information.</li> <li>• Reports completed but distribution and utilization to be addressed in 2010 more effectively.</li> <li>• ROPs in place for survey according to Divisional strategies and implementation plan.</li> </ul>

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<p><b>6. Accreditation Canada Surveys</b> To promote achievement of full accreditation for the Division through the preparation and readiness of the home and ADP program.</p>	Achieved	<ul style="list-style-type: none"> <li>Established central location for the posting of all Survey information.</li> <li>Roadmap developed and posted to increase visibility.</li> <li>Pay stub tickets and attachments for updates and divisional information.</li> <li>Meetings to present flags and request volunteers to develop action plans.</li> <li>Home acted as a site for ADP preparation and for survey with positive outcomes.</li> <li>Workplace Wellness Committee activated fitness fair and wellness information days.</li> </ul>
<p><b>7. Community Needs</b> To develop strategies to enhance the role of the home in meeting unmet community needs in a time of economic downturn.</p>	Achieved	<ul style="list-style-type: none"> <li>Seniors drop-in strategy implemented with minimal participation.</li> <li>Seniors Meal program has some growth. Plan for enhanced marketing and outreach to continue in 2010.</li> <li>Met with Scarborough Support Services to determine opportunities for congregate dining program.</li> <li>Development of South Asian Meal Menus. To look at possibilities to incorporate into the Seniors Meal Program</li> </ul>
<p><b>8. Volunteers</b> To enhance the role of Youth Volunteers and develop a revitalized role for the 55+ age group.</p> <p>To expand the role of young volunteers and promote their ongoing involvement in the home.</p>	Not Achieved	<ul style="list-style-type: none"> <li>Limited progress due to reassignment of new Coordinator during prime recruitment time and limited support and supervision on site.</li> <li>Some recruitment completed by other managers with little success in retention.</li> </ul>
<p><b>9. Continuous Quality Improvement</b> To build on previous years' work to embed a culture of CQI into the daily operations of the home.</p>	Partially Achieved	<ul style="list-style-type: none"> <li>In-home Quality Fair held prior to Survey.</li> <li>Quality Plan for 2009 developed.</li> <li>Participating in public reporting with submission of quality improvement plan for indicators.</li> <li>Projects limited due to significant management changes in areas projects identified.</li> </ul>

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<b>10. Required Organizational Practices</b> To ensure that ROPs are embedded into the daily work of staff and managers and the outcomes achieved reflect knowledge application.	Achieved	<ul style="list-style-type: none"> <li>• Review conducted pre survey and gaps identified.</li> <li>• Action plans in place to resolve all within the capacity of the home.</li> <li>• Internal reporting systems to be fully implemented in 2010.</li> <li>• Year-end reports to be submitted by end of 1st quarter 2010.</li> </ul>
<b>11. To support the Divisional efforts to achieve accreditation.</b>	Achieved	<ul style="list-style-type: none"> <li>• Implementation of Divisional Home Specific Quality Roadmaps for red flags 7 high yellow.</li> <li>• Provided leadership to ADP for preparation and actual survey visit.</li> <li>• Extensive education on Sentinel and Adverse Events.</li> <li>• All required documentation prepared and on site for survey.</li> <li>• Profiled QI with Quality Fair information available for survey post fair.</li> </ul>
<b>12. Communications</b> To continue the process of developing effective means of communicating essential information and promoting activities and achievements in the home.	Achieved	<ul style="list-style-type: none"> <li>• Installation of main entrance TV screen to profile activities, events and other essential immediate information such as flu clinics, outbreak precautions, hand washing, etc.</li> <li>• Replaced information display cases for display of current information only at entrances and in elevators.</li> <li>• Staff assignment boards available on each unit for families with assigned rooms etc.</li> <li>• Monthly special events displayed in the main lobby.</li> <li>• Posting wall for residents' council and family council for ease of access to minutes.</li> <li>• Created standardized health safety information brochures, infection control as well as standardized postings for use in outbreaks, heat alerts, smog alerts, etc.</li> </ul>
<b>13. LGBT Services</b> To implement the leading practices in LGBT Services at Bendale Acres.	Partially Achieved	<ul style="list-style-type: none"> <li>• Steering committee developed.</li> <li>• Purchased some of materials as recommended in the Tool Kit.</li> <li>• Presentation to Home Advisory for support.</li> <li>• Presentation to Residents' Council for support.</li> <li>• Presented in General Staff Meeting.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Additional education to be developed for 2010.</li> <li>• Participation in the Pride Parade 2009.</li> </ul>
<p><b>14. Cultural Diversity</b> To increase opportunities for involvement of our cultural community partners to influence the care and services at Bendale.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> <li>• Feasibility report on the introduction of Hallal meat completed.</li> <li>• 2009 plan to increase cultural meal availability to Meals-on-Wheels and cafeteria service.</li> <li>• Continued recruitment of French-speaking volunteers.</li> <li>• Increasing numbers of volunteers reflect the cultural and religious diversity of our community: i.e. South Asian, Tamil, Filipino and Chinese.</li> <li>• Programs &amp; Services continue to provide special events profiling various cultures and dietary choices.</li> <li>• Expansion of Spiritual and Religious Care events to be more inclusive of all religions. Multi faith day held in the home with wide representation from all faith groups.</li> </ul>