

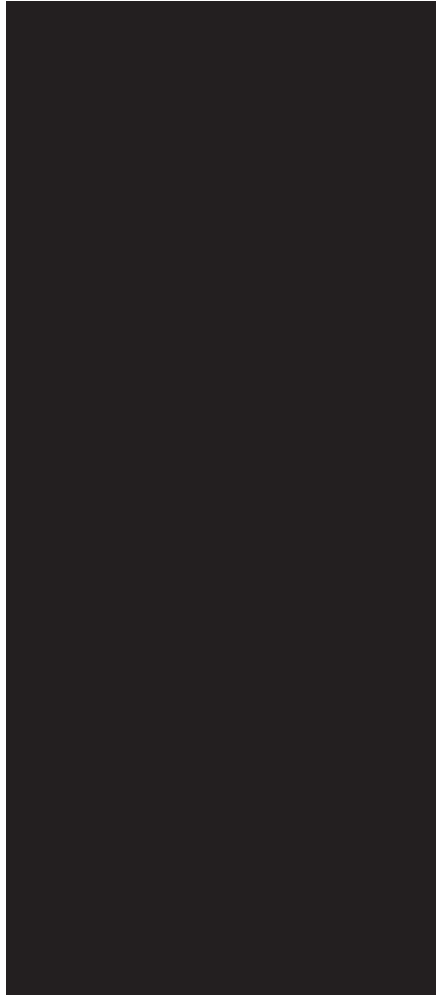


Creating a Seniors' Village



A **Strategy** for independent and dignified living

Perley Rideau



“These banners represent the two communities served by the Perley and Rideau Veterans’ Health Centre. The banners profile veterans through the army, navy and air force, and the community through the silhouette representing the diversity of the Ottawa community. The poppy represents veteran residents and the tulip represents community residents.”

“The poppy, as a symbol of remembrance, is a trademark of The Royal Canadian Legion. It is used here with the kind permission of the Legion.”

EXECUTIVE SUMMARY

Health care delivery is changing.

The Perley and Rideau Veterans' Health Centre – home to 250 veterans of World War II and the Korean War plus 200 community residents – has a long and successful history of recognizing changes and challenges and responding with innovative solutions to ensure seniors live in dignity and comfort.

Once again, we are faced with changes that require creative responses to ensure the Perley Rideau remains sustainable and relevant to the community it serves. New technologies, refocused government policies and an aging population that includes fewer war veterans are changing the way we deliver health care, particularly to seniors.

In response, the Perley Rideau has developed a bold new vision for a seniors' "village" to better deliver health care services to veterans and community members.

The village concept will support most needs of the elderly, including affordable housing, nutrition, safety, companionship and opportunities for social activities and learning. The village will continue to offer the long-term care home, the Guest House (for short-term respite care), the day program for seniors affected by dementia, and convalescent care, but will expand to include supportive housing, community programs and sub-acute care. Within the village, we will also develop commercial activities, a Centre of Excellence in dementia care, a Geriatric Training Centre for health care workers, and an applied research centre in dementia care.

All these village services will support both residents and surrounding community members, allowing seniors to retain their health and remain in their homes as long as possible.

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Our vision, which fits within the goals of the Ministry of Health and Long-Term Care and the Champlain Local Health Integration Network, will be phased in over the next 15 years.



THE CHANGING HEALTH CARE ENVIRONMENT

Global, national and regional trends paint a very different health care picture in 15 to 20 years than we have today. The status quo is not sustainable, and it's clear to us that continual change will be an integral part of the Perley Rideau's future.

By 2030, Canada will have double the number of people over age 65 than it has in 2010. That places more pressure on the health care system, especially on demand for long-term care, which is already overloaded. We will see more chronic health conditions such as Type 2 diabetes and dementia. Indeed, it is forecast that, by 2030, more than 90 percent of long-term care (LTC) residents will have some level of dementia, requiring increasingly complex care by staff members. We will also have increasing diversity among seniors, requiring culturally focused services, as well as changing government policies that reflect demographic trends, such as the Ontario government's Aging at Home Strategy.

Already, the overall health care system in Ontario is changing. We no longer have the relatively simple health care model of the family physician, the local acute care hospital and the occasional retirement home.

One of the biggest demographic changes to affect the Perley Rideau is the major decline in the numbers of WWII and Korea war veterans, particularly from 2015 to 2020. In addition, Veterans Affairs Canada (VAC) will focus more on supporting veterans within the community and closer to family. The result will be far fewer veterans at the Perley Rideau. Replacing all of them with Canadian Forces veterans is not possible and, because of higher VAC funding,

replacing them with community residents will mean reduced revenues.

Against this backdrop, we will increasingly see government funding falling short of demand, charitable donations reduced, governments demanding best value for money, shortages in health care workers and informal care-givers, and communities placing greater emphasis on care choices for seniors. Already, the overall health care system in Ontario is changing. We no longer have the relatively simple health care model of the family physician, the local acute care hospital and the occasional retirement home. Today we see a complex range of care options with many health care providers who are increasingly specialized and seeking efficiency. This situation will continue to evolve as more demand and less money force new approaches to care, such as preventative care and home care.

The LTC sector is underestimated by many who see it as the poor cousin of the health care system, comprising an essential but perceived unglamorous, “end of the road” care provider. However, LTC homes – particularly the Perley Rideau – have the potential, with their basic infrastructure and expertise, to meet a significant part of society’s growing health care needs through far less expensive solutions.

Most of the Perley Rideau’s provincial funding is used for day-to-day operations, leaving nothing to spend on our buildings. This challenge will grow as our buildings age, health care costs rise and the number of veterans declines. At the same time, we will be expected to provide increasingly complex health care for more people.

The status quo is clearly not sustainable and we can ill afford to wait for others to act. We must be pro-active and look for ways to shape our future. Accordingly, the Perley Rideau has devised this long-range vision, with a strategy to make it happen.

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CREATING THE PERLEY RIDEAU SENIORS' VILLAGE

The Perley Rideau's long-term vision and strategy is to establish a village that will support most needs of the elderly, including affordable housing, nutrition, safety, companionship and opportunities for social activities and learning. The village concept will be developed to encompass the long-term care home, short-stay programs offering convalescent and sub-acute care, supportive housing and community programs. The village will include health care, social and commercial activities. All these village services will support both residents and surrounding community members, allowing seniors to remain in their homes as long as possible.

In short, the village concept will offer care along a broader continuum than today, ensuring we maximize the Perley Rideau's inherent capabilities and better meet the changing needs of the aging population.

At the same time, the health centre will become a Centre of Excellence in dementia care. We will establish a Geriatric Training Centre for health care workers who will see elder care as an exciting profession requiring leading-edge skills. This expertise will allow the Perley Rideau to engage in selective applied research in dementia-related areas and, ultimately, to establish an applied research centre.

Credibility and Core Values

Our credibility – with governments, the community, families and residents – and our core values will guide us as we bring our village vision to reality. (Our core values are described on the inside back cover of this document.)

THE PERLEY RIDEAU LONG-TERM VISION:

“An Advanced Health Centre for Seniors which will be a valued, sustainable centre for quality care, serving the elderly and their families. Building on our traditional expertise in Long-Term Care, we will expand the programs and services offered, along the continuum of care, in order to meet the evolving needs of the seniors' community, to enhance residents' quality of life and to support aging at home. We see the Perley Rideau as a leader in the treatment of dementia, offering opportunities for the training and development of health care professionals and workers. In time, this should present opportunities to engage in selective applied research in dementia-related areas. In adapting to the demands of a changing health care environment, we will seek innovative solutions while honouring our Veterans and the community we serve.”

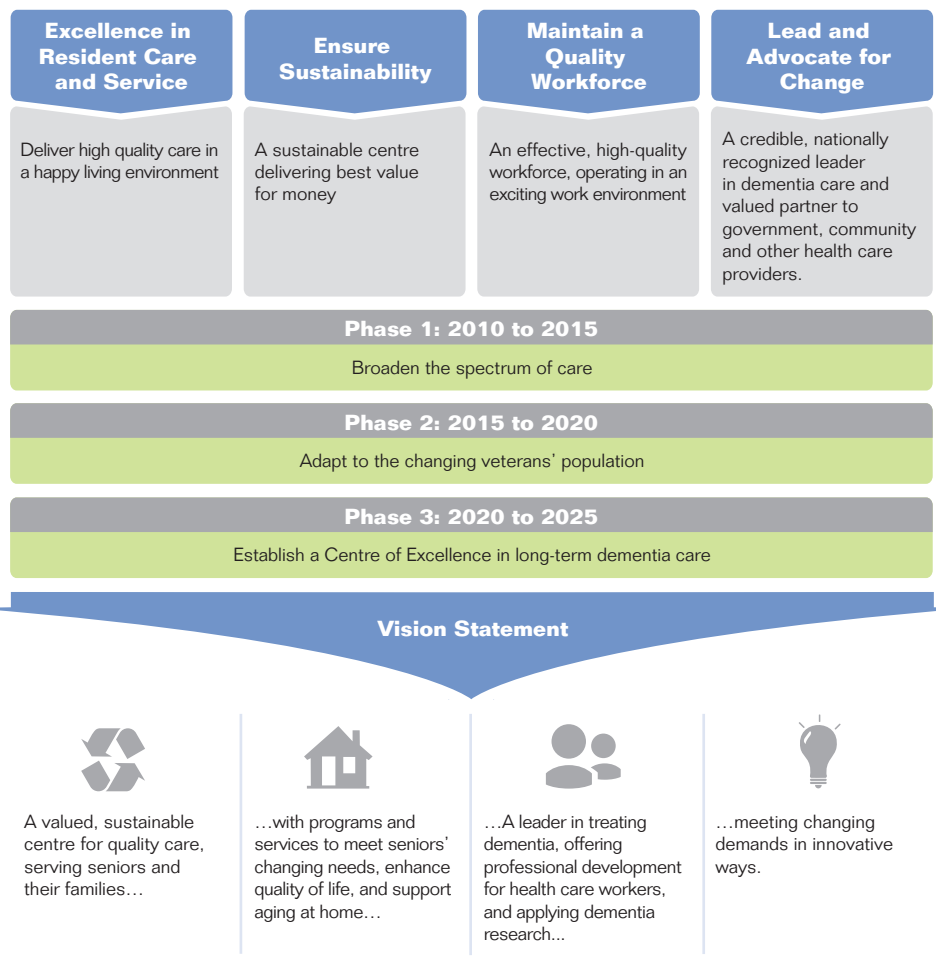
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THE STRATEGIC FRAMEWORK

The Perley Rideau vision for a Seniors' Village aligns neatly with the goals of the Ontario Ministry of Health and Long-Term Care as well as the Champlain Local Health Integration Network's integrated health services plan. To achieve our vision, we will pursue four major strategies.

Excellence in Resident Care and Service. The Perley Rideau is, first and foremost, our residents' home and we will provide them with excellent care and a happy and stimulating living environment. It is particularly vital to keep our residents as our central focus as we undertake this significant transformation. We will provide culturally focused services to accommodate the growing diversity among residents, and we will continue to honour our veterans and their families and friends.

Figure 1. Strategies and Objectives



Ensure Sustainability. To achieve our vision we must ensure the Perley Rideau is sustainable as an institution and provides value to government and the community it serves. The foundation of the health centre's sustainability strategy will be the continual pursuit of organizational efficiency, ensuring we spend every penny provided by government or private donation wisely, but also making key investments in areas which will ultimately lead to greater efficiency returns. This must include sound capital reinvestment. We must also seek an increase in revenues by creating new business opportunities, increasing donations and advocating to government for fair and reasonable funding. Ultimately we will assure sustainability of the health centre by delivering high value for money.



Maintain a Quality Work Force. Fewer health care workers means the Perley Rideau will compete for the quality professionals essential to operate the health centre. To solve this problem, we will pursue a strategy of maintaining an effective, quality work force, operating in an exciting, high-quality work environment. This will require a long-term recruitment and retention strategy, to ensure the supply of quality staff and to meet the health centre's changing diversity requirements. To make the Perley Rideau more attractive, especially to graduating workers, we will increase clinical placements and ultimately establish a training centre. To keep staff, we will focus on staff development, maintaining a quality environment where people want to work, and establishing well-being

and staff recognition programs. Equally important, we will keep our recruitment and retention of volunteers as a priority.

Lead and Advocate for Change. To realize its vision, the Perley Rideau will take a leadership role and advocate for change in health care, particularly in the long-term care sector. We will strive to become a credible, nationally recognized leader in dementia care and a highly valued partner within health care, particularly long-term care. Key to this strategy, we must have effective communications with all stakeholders to ensure a sound understanding of our vision and strategy. We must also work closely

with these stakeholders. This means collaborating with all levels of government to ensure the Perley Rideau remains an integral part of the health care system. It also means building staff-union partnerships, maintaining community support, especially with volunteers, and developing alliances and partnerships, particularly in the clinical, training and research domains.

Strategic Objectives & Goals

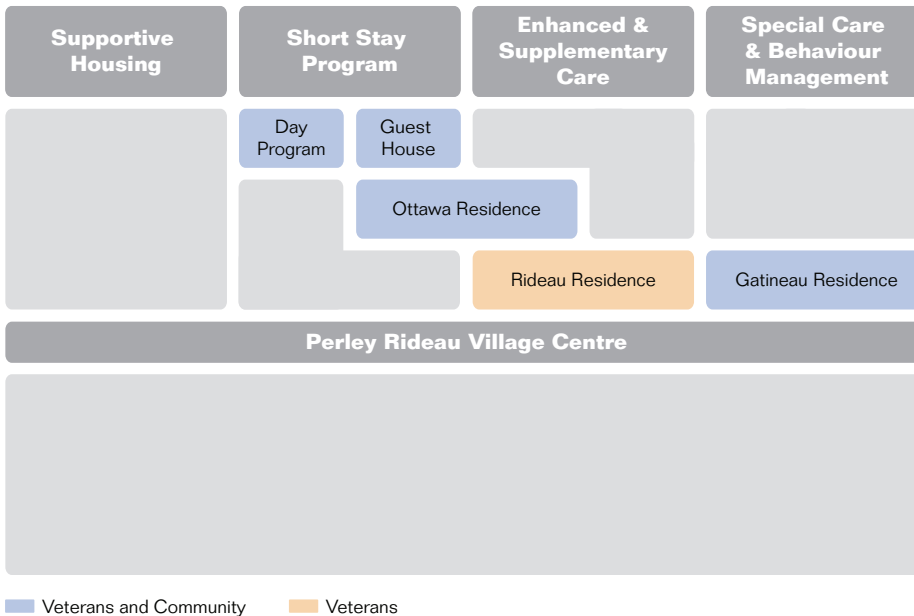
We will phase in the Perley Rideau Seniors' Village over time.

The Perley Rideau Today

Opened in 1995, the Perley and Rideau Veterans' Health Centre is home to 450 residents: 250 veterans and 200 community members. The Guest House – developed in partnership with the Alzheimer Society of Ottawa and Carefor Health and Community Services – is a respite bungalow for people in the early- to mid-stages of dementia. The Day Program – operated through a contract with Carefor – offers socialization to seniors with dementia who live in their own homes, allowing family caregivers to have time off. The Rideau Residence, Ottawa Residence and Gatineau Residence offer various combinations of long-term supplementary, enhanced, special care and behaviour management, and short-stay respite and convalescent care.

Phase 1: (2010-2015) Broaden the Spectrum of Care. During the first phase, we will restructure the Perley Rideau to broaden the spectrum of care, moving towards

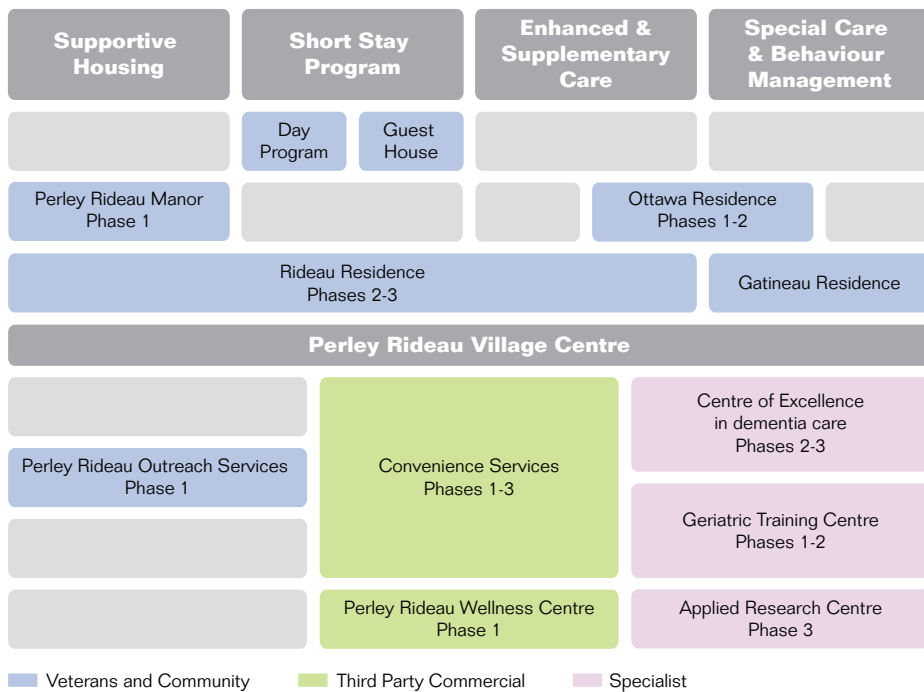
Figure 2. The Perley Rideau Today



a village setting. We will diversify our services and support Ontario’s Aging at Home Strategy. We will also begin to establish the various elements of the Centre of Excellence. The specific supporting goals include:

- ▶ **Establish supportive housing.** An affordable and supportive housing residence – the Perley Rideau Manor – is a key element of the proposed village. This will be linked to programs and services that promote healthy aging.
- ▶ **Provide outreach services.** The village will offer a range of “healthy living” programs to seniors living in the surrounding neighbourhoods who wish to “age” successfully at home, including supportive outreach services to seniors’ homes. As a core element of these services, the Perley Rideau will also collaborate with the South East Ottawa Community Health Centre to establish the Perley Rideau Wellness Centre, which will have a primary care physician and health professional services on site to support seniors in the surrounding neighbourhoods.
- ▶ **Increase short-stay care.** To reduce the pressure on other health care facilities, the Perley Rideau will increase its capacity for convalescent care and other forms of sub-acute care for seniors in the Rideau Residence. We will support aging at home by providing additional respite care to lighten the load on informal care-givers.

Figure 3. Phasing in the Perley Rideau Seniors' Village



- ▶ **Enhance behavioural programs** throughout the village to respond to the increasing needs of people with responsive behaviours due to their dementia and to increase our expertise in dementia care.
- ▶ **Develop an enhanced clinical placement program** to improve training and development for our health care workers. This will ensure a logical progression towards establishing a full training centre.
- ▶ **Increase commercial services.** More commercial convenience services will increase revenues and the “village” feel.

Phase 2: (2015-2020) Adapt to the changing veterans population. We expect to see the greatest decline in numbers of War Service Veterans during Phase 2. We will focus on making the transition to a post-veteran population. The specific details will be negotiated with VAC and the Ontario health ministry, but we intend to diversify our service offerings. We will also take more steps towards becoming a Centre of Excellence in dementia care. This phase will see the greatest change in structure and service offerings. The specific supporting goals include:

- ▶ **Veterans transition plan.** This plan, developed after preliminary discussions in Phase 1, will guide the transition from the veterans’ population to a higher proportion of community residents. It must be approved by VAC, the Champlain LHIN and the Ontario Ministry of Health and Long-Term Care.

- ▶ **Institute effective sub-acute care.** The concept of sub-acute care recognizes that patients who don’t need acute care should not be in an acute-care hospital. With agreement from the Champlain LHIN and the Ontario Ministry of Health and Long-Term Care, the Perley Rideau will institute sub-acute care at the Rideau Residence to help alleviate the strain on acute care hospitals.



- ▶ **Convert Rideau Residence into supportive housing for dementia care.** With fewer veterans, some or all of the Rideau Residence will become available for other uses. Long-term care will be sustainable only if revenues, the largest source being the provincial government, are increased to cover high wage costs at the Perley Rideau. Converting part of the Rideau Residence to supportive housing for dementia care would allow people to maintain a degree of autonomy when they're not quite ready for long-term care. The Ontario ministry must approve such a conversion. Converting beds from LTC to sub-acute care is another option.
- ▶ **Enhance behavioural programs.** We will continue to enhance our behavioural programs as we evolve into a Centre of Excellence in dementia care.
- ▶ **Turn supplementary care beds into special care and behaviour management beds** for residents with dementia.
- ▶ **Increase leadership for learning in the dementia care network.** As our expertise in dementia care grows, we will increase our contribution in the dementia care network to share best practices and insights.



- ▶ **Establish a Geriatric Training Centre.** We will build on the clinical placement programs to establish, with partners, a Geriatric Training Centre.
- ▶ **Adopt a more relevant brand.** As the Perley Rideau evolves into a Seniors' Village and a Centre of Excellence in dementia care, and we serve fewer veterans, we will consider rebranding ourselves.

Phase 3: (2020-2025) Establish a Centre of Excellence in dementia care. In the third phase, we will establish a Centre of Excellence in long-term dementia care. The overall goals of Phase 3 include:

- ▶ **Develop leading medical partners in gerontology and dementia.**

The Centre of Excellence will require expert staff in a variety of gerontology and dementia disciplines. We will pursue partnerships with appropriate medical agencies.

- ▶ **Take leadership role in dementia care.** As our expertise in gerontology and dementia develops, we will take a national leadership role to advance the interests of people with dementia.
- ▶ **Establish applied research centre.** After the Centre of Excellence is established, we will consider undertaking selective applied research in dementia, which could lead to establishing an applied research centre.

Supporting Goals to Guide all Phases.

- ▶ **Effective communications** will ensure all stakeholders understand and share our mission, vision, objectives and goals, the strategies for achieving the vision and the rationale for these changes.
- ▶ **Shared vision.** To implement this strategy, key stakeholders must share the Perley Rideau's vision. Achieving this shared vision will take considerable effort by management and the board and will be the principal focus of the communications plan.
- ▶ **A veterans transition strategy**, outlining the move from predominantly War Service Veterans to mostly community residents, must be clear to all stakeholders and approved by VAC.
- ▶ **Approval by Champlain LHIN and the Ontario ministry** of the overall strategy is essential and will require careful preparation.
- ▶ **An effective performance monitoring system** will help guide the strategy.
- ▶ **An effective integrated management information system**, put in place before making major changes, will increase efficiency.
- ▶ **Establish commercial services as a separate business line**, with its own supporting management structure, to help achieve success.
- ▶ **Develop a financial policy for services, fees and commercial activities** to ensure transparency and fairness to all stakeholders and a consistent approach through a period of dynamic change.
- ▶ **Harmonize the Perley Rideau's donor strategies and goals with the Foundation's** to achieve best possible results.
- ▶ **Develop a long-range human resources strategy and plan** to ensure the right people are available, with the right skills, when we need them.
- ▶ **Develop a veterans' marketing plan.** While fewer veterans is a certainty, the Perley Rideau will remain an important centre for veterans' care. The strategy envisages maximizing our veteran identity and appealing to a significant Canadian Forces veterans' population. We need a marketing plan to guide us.

To implement this strategy, key stakeholders must share the Perley Rideau's vision.



SUMMARY

Change, as well as being inevitable, can also bring challenging opportunities. The Perley Rideau has developed this solid plan for a Seniors' Village as an exciting new way to embrace the future and provide the top-quality care that our seniors deserve.

Based on this strategy, the Perley Rideau's management team will develop plans to put the Seniors' Village into effect, adjusting the details and timing as required and keeping in mind three key issues. First, this vision requires an investment of money and people. Second, the Perley Rideau must remain sustainable, despite periodic strains as we undergo more change. And third, we must manage the risk that naturally comes with change.

As we move forward with our strategy and plans, the philosophy behind the Perley Rideau's motto will keep us focused on the vital work that we do.

“Together we improve the well-being of the people we serve.”



OUR CORE VALUES:

- ▶ **Resident-Focused Care** – We believe everything we do is for the well-being of our residents and community clients. We recognize and respect their individual needs, which are reflected in their plans of care;
- ▶ **Quality Care and Excellence** – We believe we must provide the highest-quality care practicable. Caring staff pursue excellence and continuing improvement;
- ▶ **Unique Responsibility** – We are committed to fulfilling our unique responsibility of caring for both veteran and community residents;
- ▶ **Environment** – We are committed to providing a safe, comfortable and friendly environment in which to live and work;
- ▶ **Teamwork** – We believe that teamwork and a spirit of cooperation are vital to achieve our common goals;
- ▶ **Communication** – We believe that ongoing and open communication is essential;
- ▶ **Trust** – We believe that trust, integrity and fairness are essential to quality care;
- ▶ **Respect** – We believe in and respect the uniqueness, diversity and dignity of each person. We treat each other with honesty and compassion;
- ▶ **Conflict Resolution** – We believe that we have the right to express and the duty to hear different points of view in a way that respects individual dignity and self-esteem;
- ▶ **Recognition** – We believe that personal recognition fosters a spirit of pride, self-esteem and dignity. Each individual's contributions are valued, acknowledged and rewarded; and
- ▶ **Responsibility and Accountability** – We believe that we are all responsible for the efficient and effective use of time and resources. We are accountable to each other and are responsible for living our Core Values.





Perley Rideau

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