



## PLEASANT MANOR AND TABOR MANOR

serving seniors with excellence, love and dignity

2016-2019

STRATEGIC PLAN



## Introduction

The Pleasant Manor and Tabor Manor Board of Directors developed this plan, through a process involving the engagement of internal and external stakeholders, including long term care residents, apartment tenants, families, volunteer and employees, the HNHB-LHIN, OANHSS, Niagara Health System, Brock University, McMaster University and the Ontario Conference of Mennonite Brethren Churches. Also, information derived from the completion of an internal organizational diagnostic tool, the HNHB-LHIN's Integrated Health Services Plan – 2016-2019 and other relevant governmental reports, was used to guide the Board's work in creating this exciting three year plan.

Pleasant Manor and Tabor Manor are located in Niagara on the Lake and St. Catharines, respectively. Together, we provide supports to approximately 605 senior citizens through accommodation, Supportive Housing, and Long Term Care services.

The average age of the approximately 270 residents and tenants who live at Pleasant Manor is 82.4. At Tabor Manor the average age of the approximately 335 residents and tenants who live there is 83.2. Both the age of people we support as well as their level of acuity of care, continues to increase.

### ***Waitlists are growing and people are getting older.***

The waitlists for apartment accommodation at Pleasant Manor and Tabor Manor represent 693 and 940 individuals. That is growth of 39.4% and 49%, respectively, in the past three years.

People 80+ represent 29.5% and 38.9%, respectively. The people on our waitlists are getting older, with 50% of the people on Pleasant Manor's waitlist over age 80 and 44.6% on Tabor Manor's list over 80.

Demographically, approximately 70% of the 270, or so people who live at Pleasant Manor belong to the Mennonite constituency. At Tabor Manor, approximately 68% of the 335 seniors are members of the Mennonite constituency, representing a change of 17% in the past three years. 48.2% of the people on Pleasant Manor's waitlist and 28.4% on Tabor Manor's list are indicating their readiness to move to the homes, representing a 2.3% and 8.6% increase, respectively, over the past three years.

### ***The number of people ready to move into the homes has increased over three years.***

Currently, waitlists held by the HNHB-CCAC for Long Term Care for Pleasant Manor and Tabor Manor represents 50 and 218 people, respectively, representing a 178.2% and 194.7% increase over three years. There are many people who live in our homes who are not members of the German Mennonite community, but who share a common Christian faith.

### ***Local community need for accommodation, community support services and long term care services continues to grow.***



Seniors are the fastest growing population in Niagara with 18% of the population greater than 65 years of age, compared to the provincial average of 14.6%. In Niagara on the Lake, 26.9% of citizens are over the age of 65, a full 11.1% greater than the provincial average. That number increases to 50% for people 50+.

In all, the demand for accommodation and support services at Pleasant Manor and Tabor Manor continues to be strong.

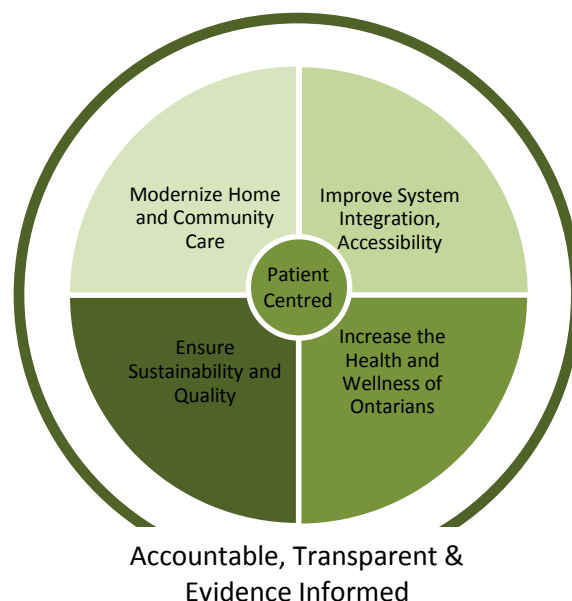
The provincial government is seeking ways to mitigate the predicted high cost associated with the provision of care to the elderly, particularly as it relates to the shifting demographic. Attention will be paid to innovative solutions, which will afford the health system greater integration, efficiency and quality through innovative partnerships. In essence, our homes have an obligation to approach our work in a manner supportive of “Triple Aim Initiatives” that seek to improve the patient experience of care, improve the health of populations and reduce the per capita cost of health care.



Aligned with the province and HNHB-LHIN’s strategic priorities for 2016-2019 through *Patients First: Ontario’s Action Plan for Health Care*, Pleasant Manor and Tabor Manor will endeavor to provide faster access to the right care, deliver better coordinated and integrated care in the community, provide education, information and transparency people need to make right decisions about their health and

protect the public health care system by making decisions based on value and quality.

To assist in achieving this ambitious endeavor, it will be imperative for our homes to support provincial initiatives around capacity planning in accountable, transparent and evidence-based ways and that hold the person at the centre, regardless of whether and how they currently access the system, to improve understanding of population health needs specifically at the local level now and into the future, to align capacity planning activities across the health care system to focus on common objectives and to consider innovative models of care to effectively and efficiently meet current and future needs.





## VISION STATEMENT

We will be a leader in senior's support services. Continued development in accommodation and program services is seen as an integral component to achieving this. The strength of our staff is based on continued professional development. This, together with our heritage, Christian philosophy, and embodying a Christ-like love in our actions, will provide a unique form of service that will give our homes a competitive edge in recruitment and care.

## MISSION STATEMENT

To provide with excellence, love, and dignity a full continuum of affordable housing and services to senior citizens. We serve the Mennonite constituency and others who wish to live in a community of Christian faith.

## CORE VALUES

### Love

We demonstrate love in our homes by choosing to act lovingly in each interaction and treating others the way we would want to be treated and by placing other's needs ahead of our own. Love demands action!

### Respect

We demonstrate respect in our homes by acknowledging individuals and their opinions for who and what they are, for what they can teach us, and what we can learn from one another. We speak, act, and listen with respect!

### Quality

We demonstrate quality in our homes by being accountable to God in how we do our jobs.

### Excellence

We demonstrate excellence in our homes by striving for continuous improvement through education, attention to detail, and putting forth our best effort. We assess and review our performance against ambitious benchmarks and always seek to raise the bar.



## **Faith, (Mennonite)**

We live out our faith on a day-to-day basis as we find in our theme verses. Our Mennonite roots embody servanthood and fellowship with other believers.

*Then the King will say, 'I'm telling the solemn truth: Whenever you did one of these things to someone overlooked or ignored, that was me—you did it to me. Matthew 25:40 (The Message Bible)*

*Right now, therefore, every time we get the chance, let us work for the benefit of all, starting with the people closest to us in the community of faith. Galatians 6:10 (The Message Bible)*

## **Community**

We demonstrate community in our homes by strongly encouraging a sense of belonging. We accomplish this by maintaining a home-like atmosphere that provides warmth and support.

## **Empathy**

We demonstrate empathy in our homes by being understanding and sensitive and expressing a genuine concern for the welfare of others.

## **Accountability**

We demonstrate accountability in our homes by acting responsibly with our resources and by openly communicating to our stakeholders. We foster an atmosphere of learning from one another.

## **Community Leadership**

We demonstrate community leadership in our homes by being involved in regional and provincial organizations that serve seniors. We are involved in our community and share best practices with those around us.



## OUR STRATEGIC DIRECTIONS

*This section summarizes our three strategic directions and provides us with the long-term guide to ensure our homes remain financially strong, address constituent and community need for affordable accommodation and support services and position our homes in a leadership role within the community. Within each strategic direction, we have identified key goals and objectives. Our annual companion document to the 2016-2019 Strategic Plan, “The Pleasant Manor and Tabor Manor Business Plan/Balanced Score Card”, provides further detail on each strategic direction, is used to identify specific work priorities associated with the attainment of the stated directions and is used as a performance measurement tool to monitor work progress.*

1. Relational Excellence and Cultural Preservation
2. Innovative Growth and Partnerships
3. Specialization in Dementia and Palliative Care



## Direction

## 1

# Relational Excellence and Cultural Preservation

## Trends and Challenges

*The core business of our homes is relational service. Relational service occurs at all levels within and outside the organization. Particularly sacred to our homes is the direct relational service between people providing care and support and those receiving it. But, it extends beyond that. Relational excellence transcends the care relationship to include how individuals working at the homes relate with employees, families and volunteers and how these same stakeholders relate with individuals within the homes. Relational excellence radiates from the homes into our local community as we interact with other organizations and entities within the broader health system and business community. The appeal of our homes to better understand the concept of relational service over the coming three years is rooted in our core values of excellence, quality and accountability. Our stakeholders have been clear in their requisition for leadership that is loving, responsive and holds people to account in achieving the vision and mission of the homes. In doing so, we will achieve measurable success toward dramatically improving our clients' experience.*

## Key Goals and Objectives

- Develop a quality construct of relational excellence that is driven by stakeholder engagement and is based on tangible, measurable behaviours.
- Integrate and spread the quality construct of relational excellence throughout organizational systems to ensure visional and missional alignment, (e.g., recruitment and hiring, performance management, praise and reward systems, orientation, etc.).
- Continue to focus strongly on mandatory frontline education and training and management and senior level leadership development in tangible and measurable ways.
- Preserve the cultural aspects of community and Christian faith.
- Preserve the organizational culture of the homes as progressive, responsive leaders in the sector and broader health community. We are leaders in care in Niagara!



## Direction

## 2

## Innovative Growth and Partnerships

### Trends and Challenges

*In alignment with the province and LHIN's interest to remove barriers and create a seamless continuum of care through sub-regions within the HHNB-LHIN, the homes will actively seek ways to become involved in innovative and collaborative approaches to development and redevelopment of community-based housing, services and Long Term Care. Both homes are well-positioned to serve a broader purpose within their immediate communities, particularly as community hubs and wellness centres. In the coming three years we will seek ways to further promote and leverage the strengths of both properties in responding to current and future needs, to the extent this can be measured and predicted.*

### Key Goals and Objectives

- Build a state-of-the art long term care home at the Virgil site.
- Include contemporary and leading edge design considerations within Pleasant Manor's new long term care home that will best meet the needs of residents with dementia and who are actively dying, striking a balance between capability, capacity and economic feasibility.
- Investigate opportunities for collaboration and partnership in the context of long term care redevelopment at Pleasant Manor that leverage strengths of the entrepreneurial and commercial community, the academic and scientific community and the church community, while still remaining true to our founding objects of incorporation, (e.g., affordable housing and charitable status).
- Ensure all levels of staff and governance are educated and trained to perform best during a period of marked growth, without sacrificing organizational culture.





## Direction

## 3

# Specialization in Dementia and Palliative Care

## Trends and Challenges

*60% to 70% of the 77,500 residents living in Long Term Care in Ontario present with some form of dementia. For our homes, this represents approximately 120 of our 169 Long Term Care residents. With a provincial moratorium on adding new Long Term Care beds into the sector, together with the proportion of people 65 and over expected to double within the next two decades, it seems reasonable to expect that increasing numbers of seniors with dementia will live within their own homes or other forms of community-based congregate living for seniors. Also, it is uncommon for residents in Long Term Care Homes to move elsewhere. Instead, people are choosing to actively die within our homes. For these reasons, it is absolutely imperative for our homes to ensure our environments and resources are positioned to best support these very distinct areas of specialization, respecting economic and programmatic feasibility.*

## Key Goals and Objectives

- Complete training of 100% of our employees in Montessori Method of Dementia Care.
- Implement learnings from Brock University/McMaster University and Tabor Manor 2 year palliative care research study into culture of care at Tabor Manor.
- Assist in transferring knowledge from Brock University/McMaster University and Tabor Manor 2 year palliative care research study into culture of care at Pleasant Manor and the broader long term care sector.
- Explore prospective design and programmatic considerations in Pleasant Manor's plan for long term care redevelopment that will better support residents with dementia and those who are actively dying.
- Explore prospective programmatic considerations in Tabor Manor's long term care home that will better support residents with dementia and those whom are actively dying.



# APPENDIX

## Tabor Manor and Pleasant Manor Board of Directors

Glen Unruh, President  
Dr. Les Neufeld, Vice-President  
John Krause, Secretary-Treasurer  
Shannon Peters, Director  
John Dyck, Director  
Hal Klassen, Director  
Dorothea Enns, Director  
Dennis Dick, Director  
Dr. John Hay, Director

## Tabor Manor and Pleasant Manor Senior Management

Timothy Siemens, Chief Executive Officer, Pleasant Manor and Tabor Manor  
Robert Sutherland, Director of Finance, Pleasant Manor and Tabor Manor  
Christine Leonard, Director, Tabor Manor  
Judy Willems, Director, Pleasant Manor

### Acknowledgements

- As part of the strategic planning process, the mission statement has undergone review as per the requirements of the Long Term Care Homes Act, 2007 and Regulation 79/10. Our stakeholders were clear in expressing that no changes to our mission of the homes was needed.