

# The Perley Rideau's Strategic Direction

## “Serving the Communities Evolving Needs”

*Together...*we improve the well-being  
of the people we serve



**Perley Rideau**

The Perley and Rideau  
Veterans' Health Centre

# Friends and Family Council Presentation

Why did we develop the strategy?

What caused us to review and change the strategy?

What is the strategy today?

What are the implications for the Friends and Family Council?



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# Developing the Strategy - Background

- 2008: started a Strategic Planning Process;
- 2010:
  - Published the Strategy “Whither the Perley Rideau”;
  - Implementation of Phase 1 of the strategy.
- 2015: Conducted a review to identify potential changes to the strategy;
- 2017: Published Revised Strategic Plan “Whither the Perley – Version II”.



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# Perley Rideau Strategic Planning Objective (2008)

To complete a full strategic planning cycle, in order to develop an updated/new strategic plan which will:

- guide the Perley Rideau in the ongoing development of best practices in long-term care;
- focus development and implementation of a broad range of care and services to meet evolving community needs; and
- meet resource needs for long term sustainability of the Perley Rideau, in accordance with an achievable philosophy of care.

***What kind of Perley Rideau; for what kind of population, in what kind of Ottawa?***



# Environmental Scan

## Dominant Trends & The Case For Change

Cause	Effect	The Case For Change
<b>Demographics</b> Trends driven by falling birth rates, rising life expectancy and immigration.	Growth in the aged population (Doubling of over 65 group in next 20 years) Growth in Chronic conditions & Dementia	<b>Increasing Health Care Demand (Quantity &amp; Complexity)</b>
<b>Economics</b> <ul style="list-style-type: none"> <li>• Prolonged softening of the economy</li> <li>• Uncertainty in energy costs</li> <li>• Aging Infrastructure</li> <li>• Increasing cost of Health Care</li> </ul>	Declining Government Resource Flexibility	<b>Lagging Health Care Supply (\$\$ &amp; People)</b>
<b>Demographics</b>	Lower percentage of younger people	
	Shortage of workers in all sectors (Increased competition and cost for Health Care Workers)	
	The decline in Informal Care Givers	
	The decline in War Service Overseas Veterans	<b>Changing Demand</b>
<b>Government Response</b>	New Government Policies (Aging at Home)	<b>Requirement for good governance and increased innovation to ensure the compliance and sustainability of the Perley Rideau</b>
	Increased Government focus on value for money (accountability) in the health care system	

# Perley Rideau Strategic Planning Review (2014)

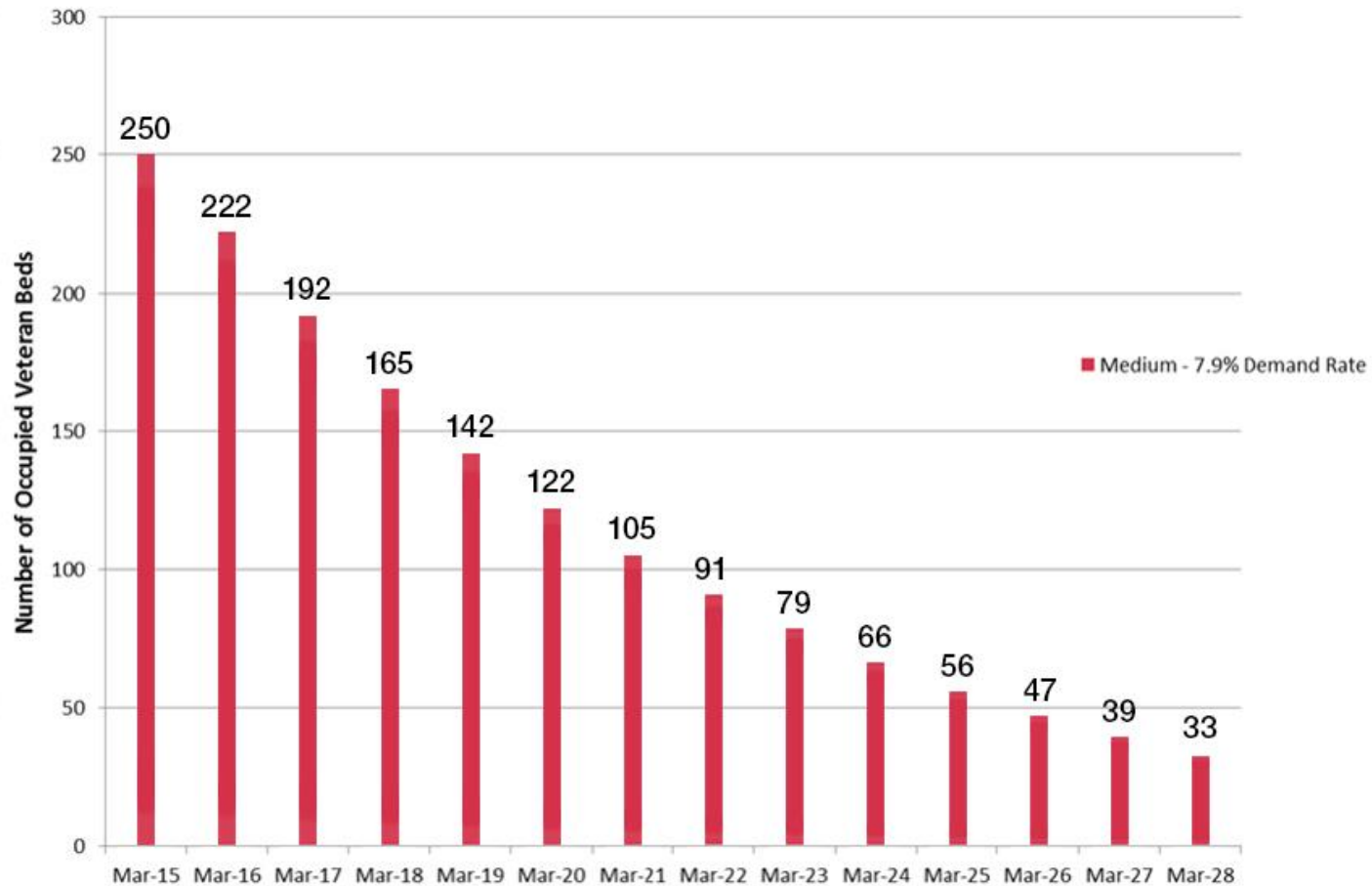
## Jun 2014 Board formed a SPWG to:

- Recommend as needed refinements to update the vision and long-term strategic plan of the Perley Rideau as outlined in the Strategic Plan: "Whither the Perley". including providing recommendations for strategic objectives of Phase 2 and 3;
- Address issues consequent to the drawdown in the Perley Rideau's War Service Overseas Veteran (WSOV) population receiving long term care and to develop negotiating options with Veteran's Affairs Canada for Board consideration;
- Develop a range of options for alternate uses of the current 250 WSOV beds measured against do-ability and financial sustainability for Board consideration.



# Beds: War Service Overseas Veterans

Veteran Bed Occupancy: Sensitivity Analysis



*Together...we improve the well-being of the people we serve*

# **The Revised Strategy**

**“Whither the Perley Rideau -Version II”**

**2017**





# The Essence of the Strategy

## Increase Health Care Relevance (Value)

- Expand capacity along the Continuum of Care (supports government policy to reduce costs)
- Specialize in care of frail seniors (meets growing demand)

## Improve Sustainability

- Increase revenues
  - Ensure continued support from Government
  - Increase Non-Governmental Revenues
- Decrease costs
  - Improve efficiency
  - Invest in long term cost savings



# The Perley Rideau Vision

Leading innovation in frailty-informed care to enable seniors and Veterans to live life to the fullest.

## ***Frailty***

*A physiologic syndrome characterized by decreased reserve and resistance to stressors resulting from cumulative decline across multiple physiologic systems and causing vulnerability to adverse outcomes.*

*Successful aging includes the pillars of mobility, function, cognition and community; if there is declining mobility functional dependence, dementia and social isolation – frailty then exists.*



# The Perley Rideau Mission

To achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person centred and frailty-informed care and service. .

## ***Person and Family Centered Care***

*Organizes services with and around the person respecting their right to choose health care interventions.*

*Focuses on the whole person, not just his or her medical conditions....shift in focus away from the biomedical approach; emphasizes social, mental, emotional and spiritual needs, as well as individuals strengths, weaknesses, preferences and values*



# The Perley Rideau Core Values

**Compassion** is to understand the condition of others, and to commit oneself to the caring necessary to enhance health and quality of life, and to relieve suffering. We commit to:

- Providing a safe, comfortable, caring and friendly environment, and ensuring a good quality of life;
- Maintaining flexibility and adaptability in relationships;
- Displaying empathy, tolerance and forgiving in all interactions.

**Respect** is the basis of all of our relationships. Accordingly, we commit to:

- Taking a person- and family-centered approach to care;
- Respecting cultural, social, gender, class, spiritual, and linguistic differences;
- Maintaining respect for our unique responsibilities to both Veteran and community residents;
- Respecting privacy and confidentiality;
- Respecting all members of the team – their contributions and views are valued, acknowledged and rewarded;
- Valuing ongoing and open communication.

**Integrity and ethical practice** must permeate all actions of the Perley Rideau. We commit to:

- Honesty and trustworthiness in all that we do;
- Being accountable and responsible for all of our actions.

**Excellence.** The Perley Rideau is dedicated to achieving excellence in all that we do and commits to:

- Excellent quality of care;
- Employing caring, engaged staff committed to excellence, innovation and continuing improvement;
- Taking pride in what we do.



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# Strategy Framework - Strategies

**Excellence in  
Resident Care  
and Service**

**Ensure  
Sustainability**

**Maintain a  
Quality  
Work Force**

**Lead &  
Advocate  
for Change**

## End State Objective

A valued, sustainable centre for quality care, serving the elderly and their families.

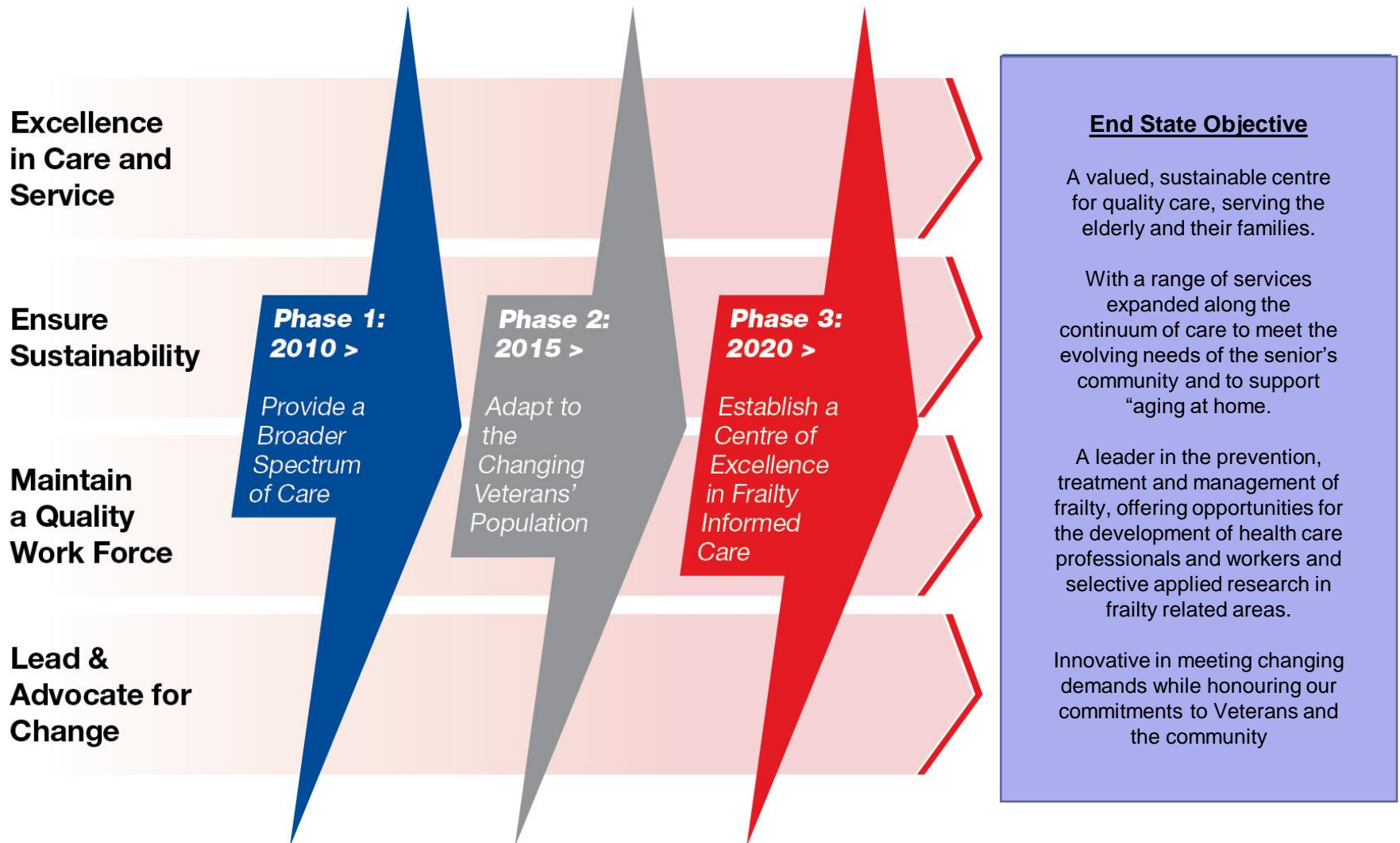
With a range of services expanded along the continuum of care to meet the evolving needs of the senior's community and to support "aging at home."

A leader in the prevention, treatment and management of frailty, offering opportunities for the development of health care professionals and workers and selective applied research in frailty related areas.

Innovative in meeting changing demands while honouring our commitments to Veterans and the community



# The Strategic Framework



# The Strategic Framework

## Phase 1 - 2010

*Provide a Broader Spectrum of Care*

Establish Supportive Housing

Provide Outreach Services

Increase Short Stay Care

Develop Enhance Clinical Placement Programme

Increase Commercial Services












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# Perley Rideau Programs Today

								
Long Term Care	Convalescent Care	General Respite Care	Guest House	Day Program	Assisted Living Services for High-Risk Seniors	Health Services	Seniors Housing	Convenience Activities
250 Vets, 160 Community	34 beds	6 Beds	12 Beds	75 Spaces	90 Spaces	Physio, Dental, Audio Clinics, Etc.	139 Apartments, 1200 Solar Panels	Cafeteria, Pub, Barber, Hair Dresser, Etc.
Publicly Funded						Ancillary Operations		





# The Strategic Framework

## Phase 2 - 2015

*Adapt To The Changing Veterans' Population*

Veterans Transition Agreement

Alternate Bed Use

Growth

Support for Other Qualified Veterans and Modern Veterans

Enhance Behavioural Programmes

Establish a Learning Network for Frailty Informed Care

Establish a Geriatric Training Centre











Adoption of a More Relevant Brand



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# Recently Approved Initiatives

Project	Description
 <p>Integrated PSW Training Programme with Algonquin College</p> <p><b>ALGONQUIN</b> COLLEGE</p>	<p>A milestone agreement with Algonquin College in 2017 establishes the PSW Living Classroom onsite. The partners will also collaborate on the delivery of educational programs, clinical services and research initiatives.</p>
 <p>Specialized Veterans' Beds</p> <p>Canada </p>	<p>In 2017, the Perley Rideau established a 25-bed Specialized Veterans Unit (Other Qualified Veterans) in partnership with Veterans' Affairs Canada (VAC) and the Province of Ontario. Prior to the agreement, VAC provided priority admission to long-term care only for Veterans who served overseas during the Second World War or the Korean War.</p>
 <p>Palliative and Therapeutic Harmonization (PATH)</p> <p></p>	<p>A project to introduce PATH to the Perley Rideau to help patients and families choose a blend of therapeutic and palliative measures that will best preserve an individual's quality of life in their remaining time.</p>
 <p>Specialized Behavioural Support Unit (SBSU)</p> <p> </p>	<p>In 2017, the Perley and Rideau Veterans' Health Centre received approval to open a 20-bed Specialized Behavioural Support Unit (SBSU). The addition of the SBSU supports the Perley Rideau's long-term plan to become a Centre of Excellence in frailty-informed care, complemented by a Geriatric Training Centre.</p>
 <p>Sub Acute Care for the Frail and Elderly (SAFE Unit)</p> <p>Supported by:</p> <p></p>	<p>The Sub-Acute Care for Frail Elderly (SAFE) Unit is an innovative pilot project that promises to improve the health and well-being of hospitalized frail elderly patients thus reducing their stay in hospital while increasing capacity in long-term care. Starting in 2018, patients will transfer from an acute-care hospital to the special 20-bed unit at the Perley and Rideau, where they can access the medical and rehabilitative supports needed to recover fully and return home.</p>

# The Strategic Framework

## Phase 3 - 2020

*Establish a Centre of Excellence in Frailty Informed Care*

Achieve Excellence in the Care of the Frail Senior

Establish an Integrated Learning Centre

Conduct Applied Research



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## The Strategic Framework (Detailed)

Creating a Seniors ‘ Village – 15 Years PRVHC Strategic Vision				
Strategies	Sub Strategies	Phase 1 (2010>)	Phase 2 (2015>)	Phase 3 (2020>)
		Strategic Objectives		
		Provide a Broader Spectrum of Care	Adapt to the Changing Veterans Population	Establish a Centre of Excellence in Frailty Informed Care
		Strategic Goals		
Excellence in Care and Services	<ul style="list-style-type: none"><li>•Person and Family Centred Care</li><li>•Quality of Care</li><li>•Quality of Life</li><li>•Safety</li><li>•Honour our Veterans</li><li>•Support for Other Qualified Veterans</li></ul>	<ul style="list-style-type: none"><li>•Establish Supportive Housing</li><li>•Provide Outreach Services</li><li>•Increase Short Stay Care</li></ul>	<ul style="list-style-type: none"><li>•Veterans' Transition Agreement</li><li>•Alternate Bed Use</li><li>•Growth</li><li>•Support for Other Qualified Veterans and Modern Veterans</li><li>•Enhance Behavioural Programmes</li></ul>	<ul style="list-style-type: none"><li>•Achieve Excellence in the Care of the Frail Senior</li></ul>
Ensure Sustainability	<ul style="list-style-type: none"><li>•Optimize Efficiency</li><li>•Achievable Re-Capitalization</li><li>•Increase Business Revenue</li><li>•Increase Donations</li><li>•Sustain Revenues from Government</li><li>•Environmental Sustainability</li><li>•Support Health Care Reform</li></ul>	<ul style="list-style-type: none"><li>•Increase Commercial Services</li></ul>	<ul style="list-style-type: none"><li>•Adoption of a more relevant brand</li></ul>	
Maintain a Quality Workforce	<ul style="list-style-type: none"><li>•Effective Long Range Recruitment and Retention</li><li>•Effective Staff Education &amp; Development</li><li>•Attractive Quality Work Environment</li><li>•Effective Volunteer Programme</li></ul>	<ul style="list-style-type: none"><li>•Develop Enhanced Clinical Placements Programmes</li></ul>		<ul style="list-style-type: none"><li>•Establish an Integrated Learning Centre</li></ul>
Lead & Advocate for Change	<ul style="list-style-type: none"><li>•Innovative Culture</li><li>•Effective Communications</li><li>•Collaboration with Government</li><li>•Staff/Union Partnership</li><li>•Maintain Community Support</li><li>•Develop Alliances and Partnerships</li></ul>		<ul style="list-style-type: none"><li>•Establish a Learning Network for Frailty Informed Care</li><li>•Establish a Geriatric Learning Centre</li></ul>	<ul style="list-style-type: none"><li>•Conduct Applied Research</li></ul>
Supporting Goals				
<ul style="list-style-type: none"><li>•Effective Communications</li><li>•Shared Vision/alignment with key stakeholders</li><li>•Maintain an Effective Performance Management System</li><li>•Maintain Effective Information Management System</li><li>•Maintain a Third party services business line</li><li>•Maintain a long range HR strategy and plan</li><li>•Develop a Veterans Marketing Plan</li></ul>				

# What does the strategy mean for the Friends and Family Council?

- **Knowledge** – FFC plays an important role in ensuring friends and families understand the Perley Rideau's vision and its implementation;
- **Managing expectations** – FFC is vital to manage friends and family expectations on the speed of change;
- **Ensuring Change is Positive** - Maintenance of the FFC's advocacy role by ensuring change does not erode residents quality of life or the Perley's atmosphere of compassionate care and support.



# Questions

