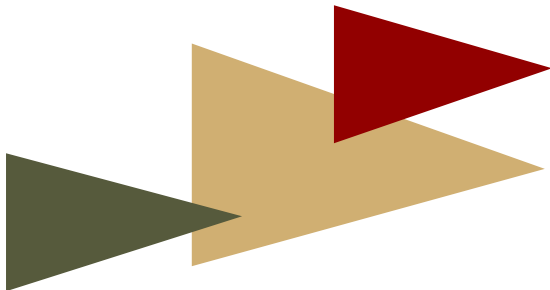


County of Renfrew Long-Term Care Homes
Bonnechere Manor and Miramichi Lodge

Strategic Plan

2025-2030



County of Renfrew Long-Term Care Homes
Strategic Plan 2025-2030
Produced October 2024



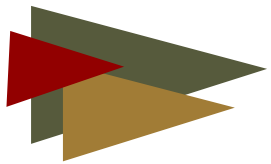
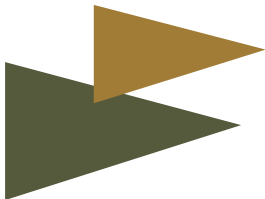
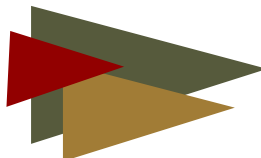


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Facilitated by: Erik Lockhart
President, Lockhart Facilitation and Associate
Director Queen's University Executive Decision Centre



Message from the Director of Long-Term Care



We are excited to unveil our new 5-Year Strategic Plan, 2025 to 2030 for our County of Renfrew Long-Term Care Homes (COR LTCHs), Bonnechere Manor and Miramichi Lodge! This plan is a roadmap for our future, designed to enhance the quality of care we provide, strengthen our community ties, and foster a culture of compassion and innovation.

Stakeholders that included residents, families through Resident and Family Councils, along with our elected officials, volunteers and staff were encourage to complete surveys and provide their input through facilitated strategic planning meetings.

Building upon the success of our previous strategic plan 2018 to 2024, this plan will enhance and expand our commitment to our residents, families, volunteers and staff with the continued commitment to focus on emotional needs-based principals of person-centered care. This strategic plan will also encompass some new and unique opportunities for our COR LTCHs to actively support and develop our staff while modernizing our infrastructure. As we continue to enhance our services, we will work within our community of partners for collaborative opportunities for a Campus of Care concept.

As we embark on this journey together, your input and collaboration will be vital. We encourage you to share your ideas and feedback as we implement this plan.

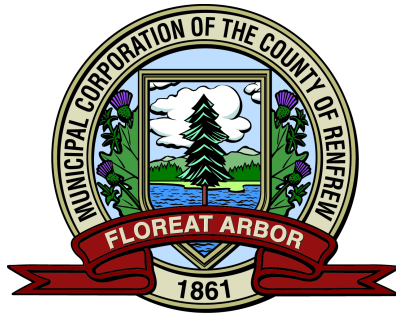
I would like to thank everyone that participated in the development of this new 5-year plan and together, we can create a nurturing and vibrant environment for all our residents.

Warm regards,



Mike Blackmore,
Director of Long-Term Care





Mission

With a person-centred approach, Bonnechere Manor/Miramichi Lodge is a safe and caring community to live and work



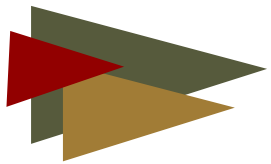
Philosophy of Care

In 2019, the County of Renfrew Long-Term Care Homes adopted the Butterfly Approach Model of Care as the philosophy and decision-making framework for our resident focused model of care commencing with one resident home area (RHA) per Home. The Butterfly Model of care is an emotion-based model pioneered over 20 years ago in the United Kingdom by Meaningful Care Matters, and now has taken flight within our walls thanks to the dedicated support of staff, family, volunteers and our elected.

This past year Miramichi Lodge received Butterfly Accreditation for the “Homestead” RHA as one of only four long term care homes in Canada to achieve “Outstanding” status. This treasured accomplishment for our Butterfly Homestead represents the pinnacle of our ongoing pursuit of care delivery that is truly person centered.

Bonnechere Manor also well underway toward achieving Butterfly model of care accreditation in the coming year having recently completed Chrysalis program training in preparation for the resumption of Butterfly model accreditation pathway.





Key Initiatives 2025 – 2030

Butterfly Approach Model of Care

Emotion-based models of care such as Butterfly Approach enhance resident well-being by fostering a compassionate environment and addressing emotional needs promoting a higher quality of life.

Employer of Choice

Competition for scarce Health Human Resources (HHR) demands an innovative and attentive approach to recruitment and retention.

Clinical Best Practice Leader

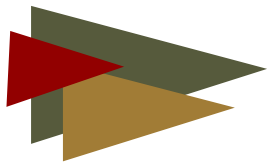
The increased complexity and acuity of resident care needs are best supported by evidence based best practice programs

Safe, Appealing & Technologically Innovative Home Environment

A Home that is a welcoming, modern, safe space for residents, family & staff enhances resident quality of life.

Campus of Care

A continuum of care services for seniors promotes independence and a sense of community while ensuring access to comprehensive care as needs change.

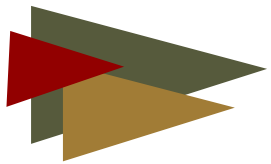


GOAL #1

Butterfly Approach Model of Care

Emotion-based models of care such as Butterfly Approach enhance resident well-being by fostering a compassionate environment and addressing emotional needs promoting a higher quality of life.

Actions to Achieve Objectives	Champions
Butterfly Approach Home Certification - Bonnechere Manor: <ul style="list-style-type: none">Complete necessary training and environmental enhancements to transition Pinnacle North Resident Home Area from Chrysalis Approach to Butterfly Approach certification over the next year.	Administrator
Expansion of Butterfly Model of Care – Miramichi Lodge: <ul style="list-style-type: none">Spread critical elements of Butterfly Approach model of care from The Butterfly Homestead to neighbouring Resident Home Area 1B for 2025.	Director of Long Term Care

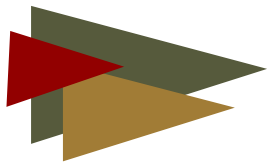


GOAL #2

Employer of Choice

Competition for scarce Health Human Resources (HHR) demands an innovative and attentive approach to recruitment and retention.

Actions to Achieve Objectives	Champions
Attract the Best People: <ul style="list-style-type: none">• Continue to maintain collaborative relationship with Algonquin College / University of Ottawa in support of clinical placement / consolidation opportunities.• Ensure that all provincial funding opportunities are leveraged as they materialize in support of HHR hire incentives.• Promote County of Renfrew Human Resource initiatives such as flexible work arrangement, employee recognition, flexible scheduling options etc.• Maintain sector competitive wage and benefits.• Continue to promote County of Renfrew long term care homes via opportunities such as career fairs, County of Renfrew open house, advertising, social media etc.	Administrators
Foster Staff Retention: <ul style="list-style-type: none">• Complete the newly revised Accreditation Canada HSO Global Workforce Survey examining working conditions and the physical, psychological, and safety culture within each Home.• Action plan and execute for response deficits as identified from survey results.• Continue to expand upon improvement realized in the past year regarding the orientation process to ensure staff feel supported throughout the process.• Track and assess departmental retention statistics for trends and opportunities for improvement.	Director of Long Term Care



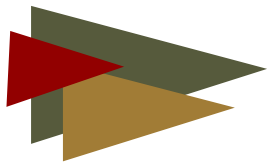
Actions to Achieve Objectives	Champions
<ul style="list-style-type: none">• Ensure annual completion of “Rounding” and Departmental “Stop Light Reports”. Ensure “Stop Light Reports” capture feedback received and relevant supervisor responses.• Annual revision of “rounding” document queries ensuring opportunity for meaningful engagement and recognition of front line staff.• Continue with departmental and individual staff recognition initiatives and events throughout the year.• Introduce more in person staff training and development opportunities.	
Promote Equity, Diversity, Inclusion & Anti-Racism Within the Workplace: <ul style="list-style-type: none">• Expand upon Surge Learning enhance education to include in person training opportunities.• Explore implementation of training opportunities such as those identified within the Indigenous Primary Health Care Council (IPHCC) Ne’iikaaniganaa (All our Relationships) Toolkit.	Social Workers

GOAL #3

Clinical Best Practice Leader

The increased complexity and acuity of resident care needs are best supported by evidence based clinical best practice programs.

Actions to Achieve Objectives	Champions
Registered Nurses Association of Ontario (RNAO) Clinical Pathways for Long-Term Care Homes: <ul style="list-style-type: none"> Implement RNAO Clinical Pathways based RNAO Best Practice Guidelines (BPG) and supported by PointClickCare Nursing Advantage Program. Adopt of one of three RNAO BPGs required for RNAO Best Practice Spotlight Organization (BPSO) designation by 2026. Leverage Nurse Practitioner resources to assist with collaborative approach to BPG adoption. 	Directors Of Care/ Resident Care Coordinators/ Nurse Practitioners
Accreditation Canada: <ul style="list-style-type: none"> Maintain Exemplary Status Rating 2025-2027 Prepare action plan / evidence document for submission September 2026 Participate in completion / submission of ongoing annual Q-Mentum program requirements culminating in 2027 survey. 	Bonnechere Manor Administrator
Inter Home Policy and Procedure Alignment: <ul style="list-style-type: none"> Continued amalgamation of Bonnechere Manor and Miramichi Lodge policies and procedures through collaborative efforts of respective department heads. Implement Surge Learning Policy Professional to facilitate access and maintenance of Home policies. 	Bonnechere Manor Administrator
Innovative Recreation Program Technologies <ul style="list-style-type: none"> Explore recreation programming activities leveraging latest technologies. 	Client Programs Supervisors



GOAL #4

Safe, Appealing & Technologically Innovative

A Home that is a welcoming, modern, safe space for residents, family & staff enhances resident quality of life.

Actions to Achieve Objectives	Champions
Expand Wifi Capacity to meet Growing Resident Demands: <ul style="list-style-type: none">• Consult with IT department regarding expansion options.• Explore two tiered resident internet 1) High speed pay per use 2) Free lower band width.	Environmental Services Supervisors
Continued Exploration of “Green Initiatives”: <ul style="list-style-type: none">• Continue to expand upon green initiative opportunities such as LED lighting conversions etc.	Environmental Services Supervisors
Standardize / Maximize Nutrition Software Platform Usage Between Homes: <ul style="list-style-type: none">• Evaluate / select preferred software platform to facilitate function and efficiencies such as automated resident meal nutritional analysis and projected menu costs etc.	Food Services Supervisors / Assistant Food Services Supervisors
Enhance Homelike Environment: <ul style="list-style-type: none">• Post pandemic restoration of Home areas / furnishing / paint / décor.	Administrators



GOAL #5

Campus of Care

A continuum of care services for seniors promotes independence and a sense of community while ensuring access to comprehensive care as needs change.

Actions to Achieve Objectives	Champions
<p>Execute County of Renfrew resolution to leverage Miramichi Lodge and Bonnechere Manor property in support of Campus of Care builds:</p> <ul style="list-style-type: none">• Leverage Advantage Ontario advocacy efforts to expand seniors supportive housing throughout Ontario as a much needed, affordable alternative to long term care placement.• Consult with Advantage Ontario content experts regarding recent campus of care builds / potential contacts.• Revisit / update former County of Renfrew Seniors Housing Plan for potential submission.• Coordinate in person tours / consultation with project leads for recent Ontario campus of care builds.• Seek / participate in delegations with Minister of Housing / Minister of Seniors & Accessibility / Minister of Long Term Care at upcoming Association of Municipalities of Ontario (AMO) and Rural Ontario Municipal Association (ROMA) conferences.• Scan for existing and potentially upcoming funding opportunities.• Explore option 3P (private-public partnership) funding opportunities including mix of market Value properties.• Conduct necessary site plan review / surveys for shovel ready implementation.	<p>Chief Administrative Officer / Director of Long-Term Care</p>