



## **Administrative Report**

### **Office of the Administrator, Sun Parlor Home**

**To: Warden McNamara and Members of County Council**

**From: Jayne Brooks-Keller  
Administrator, Sun Parlor Home**

**Date: Wednesday, July 17, 2019**

**Subject: Operational Review of Sun Parlor Home**

**Report #: 2019-0703-SPH-002-JBK**

---

#### **Purpose**

The purpose of this report is to provide County Council with an update and information on the operational review that was conducted at the Sun Parlor Home.

#### **Background**

The Home participated voluntarily in an operational review conducted by Extendicare Assist. The goal of the review was to acknowledge successes, identify potential financial risks and identify opportunities to improve the value of our services. The review was completed over several months in 2018 and the final report was submitted to Sun Parlor Home in April 2019.

#### **Discussion**

In the healthcare sector today, there are multiple demands for performance measurement including Long-Term Care and now more than ever, it is vital that Long Term Care homes practice fiscally sound operations. This report provides a high level summary of the 12 areas of recommendation contained in the Operation Review. Several of the recommendations for operational efficiencies will be reviewed by the Sun Parlor Home leadership team for feasibility and may be brought forward to County Council through the budget

## **Administrative Report**

Page 2

July 17, 2019

Sun Parlor Home Operational Rev

---

process and/or Council reports. It is important to note that there were no surprises identified through the operational review.

The operational review identified 12 key areas of priority focus:

- 1) Departmental structures especially nursing and environmental services focus on staffing patterns and opportunities to examine and adjust to meet departmental needs.
  - Attendance wellness program in place
  - Nursing in process of completing review/revision of all job routines.
- 2) Nursing services– operational opportunities within department programs to focus on best practices.
  - Developed formalized referrals for Restorative care
  - Audit developed for infection control practices
  - Pain and palliative committee re-introduced and education for staff
  - Critical incidents log implemented.
- 3) Policies and procedures– Sun Parlor to explore purchasing third party policy manuals to ensure compliance. The purchase of policy manuals included in the 2019 budget.
- 4) Quality–number of operational recommendations which have already been completed.
  - Quality council structure revised
  - Quality indicators now shared and communicated with staff.
- 5) Education and Training– integral part of the Sun Parlor Home operations. Staff educator position was added in 2019 approved budget and is currently in place at the home.
  - Annual education program evaluation completed for 2018
  - Learning needs assessment revised for 2019.
- 6) Health and Safety– Key recommendation related to administrative support which would have impact on current operating budget and was not included in 2019 budget and as such not under consideration at this time.

## Administrative Report

Page 3

July 17, 2019

Sun Parlor Home Operational Rev

---

- Emergency codes have been developed and education to all staff ongoing in 2019
  - Code Green drill completed in 2018 and scheduled for 2019 (August)
  - Joint Health and Safety committee review health and safety policies on monthly basis.
- 7) Dietary– Operational efficiencies being reviewed by department including staffing opportunities. Key recommendation related to operation of Café has been undertaken. The Café will continue to be available for residents and families, however, there will be changes to services offered.
- Menu approval completed at Resident Council meetings
  - Safe food handling measures are in place and in compliance with the Public Health Unit requirements
  - Pleasurable dining education for staff in 2019
  - Meal service supervision is provided at all meals
  - Height and weight measurements and recording has been reviewed and revised (2018).
- 8) Environmental– Operational efficiencies being reviewed by department including staffing opportunities.
- Capital Expenditure reviewed by leadership team quarterly
  - Departmental meeting under development this year
  - Safety Data sheets process under review – looking at on-line version
  - Laundry job routines revised in 2018, housekeeping job routines under review 2019.
- 9) Life Enrichment- Operational recommendations have already been implemented including purchasing of ActivityPro in 2019 budget.
- Life enrichment calendar content and format have been completely revised with input from residents and staff
  - Life enrichment staff participation at Care Conferences has been initiated (2019).
- 10) Infection Control- Operational best practices currently under review in this program.
- 2 team members completed Queen’s University Infection Control education this year

## **Administrative Report**

Page 4

July 17, 2019

Sun Parlor Home Operational Rev

---

- Infection prevention and control committee (IPAC) have created new schedule to ensure hand hygiene audits are completed
  - Public Health representative is consistently invited to IPAC committee meetings.
- 11) Financial Review- Recommendations for operational efficiencies will continue to be explored by Home with support of Finance Department at the County of Essex.
- SPH is participating with Finance department to examine new payroll software.
- 12) Accreditation- Not being considered at this time.

## **Financial Implications**

Although recommendations and options presented in the report identify potential avenues to address fiscal pressures, the options also come with risks and barriers including issues associated with labour relations and concerns associated with the expectations of residents and their families.

## **Recommendation**

That Council receives the operational review for the Sun Parlor Home, and that Council supports the Home's continued focus on implementing key recommendations.

Respectfully Submitted

*Jayne Brooks Keller*

Originally Signed by

Jayne Brooks-Keller, Administrator, Sun Parlor Home

**Administrative Report**

Page 5

July 17, 2019

Sun Parlor Home Operational Rev

---

Concurred With,

*Robert Maisonville*

Originally Signed by

Robert Maisonville, Chief Administrative Officer

<b>Appendix No.</b>	<b>Title of Appendix</b>
1	The Sun Parlor Home Operational Review (Final)