

# Sun Parlor Home

## Statement of Purpose

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The Sun Parlor Home has been serving Windsor and Essex County for over 100 years by offering care to residents 24/7, 365 days a year. The Home is one of 19 Long Term Care Homes (LTCH) in Essex County. The Home is one of two municipally funded Homes in the region, with the other municipal Home being Huron Lodge (City of Windsor).

The Home's Mission is "to serve our community by providing supportive, resident-focused care that promotes quality of life". The Home has the capacity to care for up to 208 residents, however the Home is funded to care for 206 residents.

Funding to support the Home's operations comes from several sources including the Ministry of Health and Long Term Care (MOHLTC), the Erie St. Clair Local Health Integration Network (LHIN), the County of Essex and accommodation fees paid by or on behalf of the residents who live at the Home. Other smaller funding sources and recoveries contribute the remaining 7.0% of funding required to operate the Home.

The residents cared for today at the Sun Parlor Home are significantly different than they were a decade ago. By living longer and living in their own homes longer, residents are arriving at LTCH's at a later stage in their conditions, with more complex health issues than ever before. Most residents in long-term care suffer from multiple chronic conditions. The prevalence of chronic conditions and cognitive impairment among residents has increased dramatically over the last six years.

## Service Description

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To ensure continued funding from the MOHLTC/LHIN the Home must maintain an occupancy rate over 97%. The Home's occupancy rate for 2017 was 98.69%. In 2017, the Home admitted 60 residents. Although the number of admissions is consistent with prior years, the average length of stay for residents is declining, from 3.3 years in 2016 to an average of 2.3 years in 2017. 18 of the 60 residents admitted to the Home were admitted within 1 year prior to passing away.

The Home continues to partner with community agencies including: the Leamington Horticultural Society, who cares for the curb side planters at the front of the Home; the South Essex Community Centre (SECC), offering on-site foot care clinics for residents and to coordinate bus outings for the residents; Alcoholics Anonymous; the Alzheimer Society and others. The Home also partnered with the Horticultural program at St. Clair College to assist in the refresh of the Main and Special Care Courtyards.

The Home renewed a Shelter Agreement with other local LTCH's and community partners (school across the street) to offer temporary emergency shelter.

The Home continues to offer clinical placement opportunities to students enrolled in university, college, and secondary schools. Offering clinical placement opportunities doubles as a recruitment strategy. Many of the students completing their clinical placement opportunities at the Home are from the county and want to remain close to their community when seeking employment. In 2017, clinical placement opportunities were offered to Medical Students, Bachelor of Science in Nursing, Social Work students from the University of Windsor and

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Office Administration, Registered Practical Nursing and Personal Support Worker (PSW) students enrolled at St. Clair College.

The Home continues to work with Leamington Fire Services and Customized Fire Safety to ensure the Home passes its annual fire drill and has an updated fire safety plan. The Home has been identified as the secondary Emergency Operations Centre for the County if an alternate location is required in a disaster/emergency.

## Prior Year Performance

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For the fourth year in a row, residents and their families were invited to participate in the Resident Feedback Survey. To comply with the Long Term Care Homes Act (LTCHA), 2007, a Resident Feedback Survey must be conducted annually. In consultation with Resident's Council, the number of questions in the 2017 survey was reduced from 88 to 39. By reviewing the survey questions and shortening the survey, the Home's goal was to prioritize the focus on areas of greatest concern, obtain comparable results over time and improve the response rate. The results of the survey conducted early in 2017 were not statistically significant, therefore the Home chose to re-survey residents and their families in the fall of 2017. The results suggest a good response rate and surveys are still coming in. The survey closes on November 30th.

Resident Quality Inspections (RQI's) are conducted by Inspectors from the Ministry of Health and Long Term Care (MOHLTC). The inspections are done annually for every Long Term Care Home in the province to safeguard the residents' well-being.

The Sun Parlor Home's 2017 RQI took place on March 6 -10, 13 - 16, 2017. The Inspectors were very appreciative of the residents' and staff's efforts to welcome them and answer questions or share information. This is the fourth RQI the Home has participated in since the introduction of the Long Term Care Homes Act, 2007. The Home received the Public Report on August 25, 2017.

The Sun Parlor Home Management Team prepared action plans in response to the Compliance Orders and Written Notifications. The areas for improvement identified in the RQI include:

- Increased understanding of Ministry reporting
- Updating the residents' plans of care, relating to:
  - Bed rails;
  - The assessment of health conditions, allergies, pains, risk of falls and other special needs;
- Personal Assistance Service Devices (PASDs) and their proper uses;
- Mandatory training;
- Understanding Resident Rights in relation to sexuality and intimacy;
- Reducing medication incidents and adverse drug reactions;
- Increasing education/training surrounding the duty to protect residents from abuse, including processes for investigating and responding to allegations.

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The Home continued to support the philosophy of bringing services and activities to the residents. Again this year, the Home offered music by local artists every week, hosted a Garage Sale, Vintage Car Show, motorcycle rides, the Border City Barkers (dog agility) and added some new features including a visit from the Windsor Symphony Orchestra.

A Dentist and Optometrist continued to provide on-site service clinics (fee for service/billed to OHIP). A local OB/GYN specialist has also agreed to provide on-site consultations for residents in an effort to enhance access to service.

In addition, the two physicians who care for residents at the Home, Dr. Moncur and Dr. Gow welcomed a Physician Assistant (PA) to their team. Physician Assistants were introduced to Ontario's health care system in 2007 through a joint initiative between the MOHLTC and the Ontario Medical Association. Since 2007, PAs have been integrated into a number of clinical settings. At least two (2) other Homes in the province have a Physician Assistant working with their physician.

To reduce Emergency Room visits, the Home has welcomed Westminster Mobile Medical Imaging Inc. (WMMII). WMMII can perform x-rays, ultrasound and Doppler services for residents using medical equipment originally built for wartime use in the battlefields.

The use of rooms at the Home has also been a priority. A dedicated staff training room has been identified with up-to-date IT resources. Management and resources external (Music Therapy, Pastoral Care, Pharmacist, Physiotherapy, external Behavioural Supports Ontario) to the Home have identified office spaces adjacent to the resident neighbourhoods to enhance visibility and access to the resources.

Significant investments in staff education and training continue to be made by the Home with the support of the County to ensure compliance with various legislation and regulations.

The Home prepared through rigorous processes Request for Proposals (RFP) for physiotherapy, hairdressing and laboratory services. The physiotherapy and laboratory services contracts were awarded to vendors new to the Home. The opportunity to partner with new vendors offered the Home the opportunity to examine its processes and make some much needed changes. The hairdressing contract was awarded to the incumbent who has been providing hairdressing services for residents at the Home for the past 25 years.

In an effort to enhance communication with residents and staff, the Home produces a monthly newsletter called the Grapevine. Town Hall meetings for residents/families, staff, Auxiliary/volunteers and students are held. Email updates titled "What is happening at our Home" are sent weekly and posted at punch clocks. New staff are welcomed to the Home using Letters of Introduction. Email is also now available to all staff as a communication tool.

## Proposed Budget – Current Year

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The Sun Parlor Home's recommended 2018 net budget is \$9,823,990, which is a \$547,990 (5.91%) increase over prior year (gross budgeted expenditures of \$26,693,720). Nursing department labour costs are the single largest factor causing the increase over prior year's budget. Managing short and long term absences across all departments continues to be a significant challenge for the leadership team, and an area of focus for each department. To help offset these pressures, all one-time costs, significant capital initiatives and a portion of the budgeted staff training costs have been funded by reserve.

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The County's level of financial support for the Sun Parlor Home had continued to climb at an unacceptable rate, despite management's efforts. The 2018 budget includes \$150,000 (funded by the Rate Stabilization Reserve) to perform a complete review of the Sun Parlor Home service delivery model, and to recommend changes that will bring cost savings and tax relief to local rate payers. Council will be kept advised throughout the year as the review progresses.

The Home anticipates an operational review by the Ministry of Labour between now and March 31, 2018. The Ministry has initiated a "blitz" of Rest/Retirement Homes, LTCHs and vulnerable occupancies to review three areas of focus: the Home's Internal Responsibility System (IRS) (safety is "everyone's" responsibility), musculoskeletal disorders and the Home's Infection Control program with emphasis on reducing outbreaks.

RFP's for 2018 include new resident room furnishings, the paving of two more parking lots, refreshing the Courtyards, elevator revitalization, continence products and oxygen equipment.