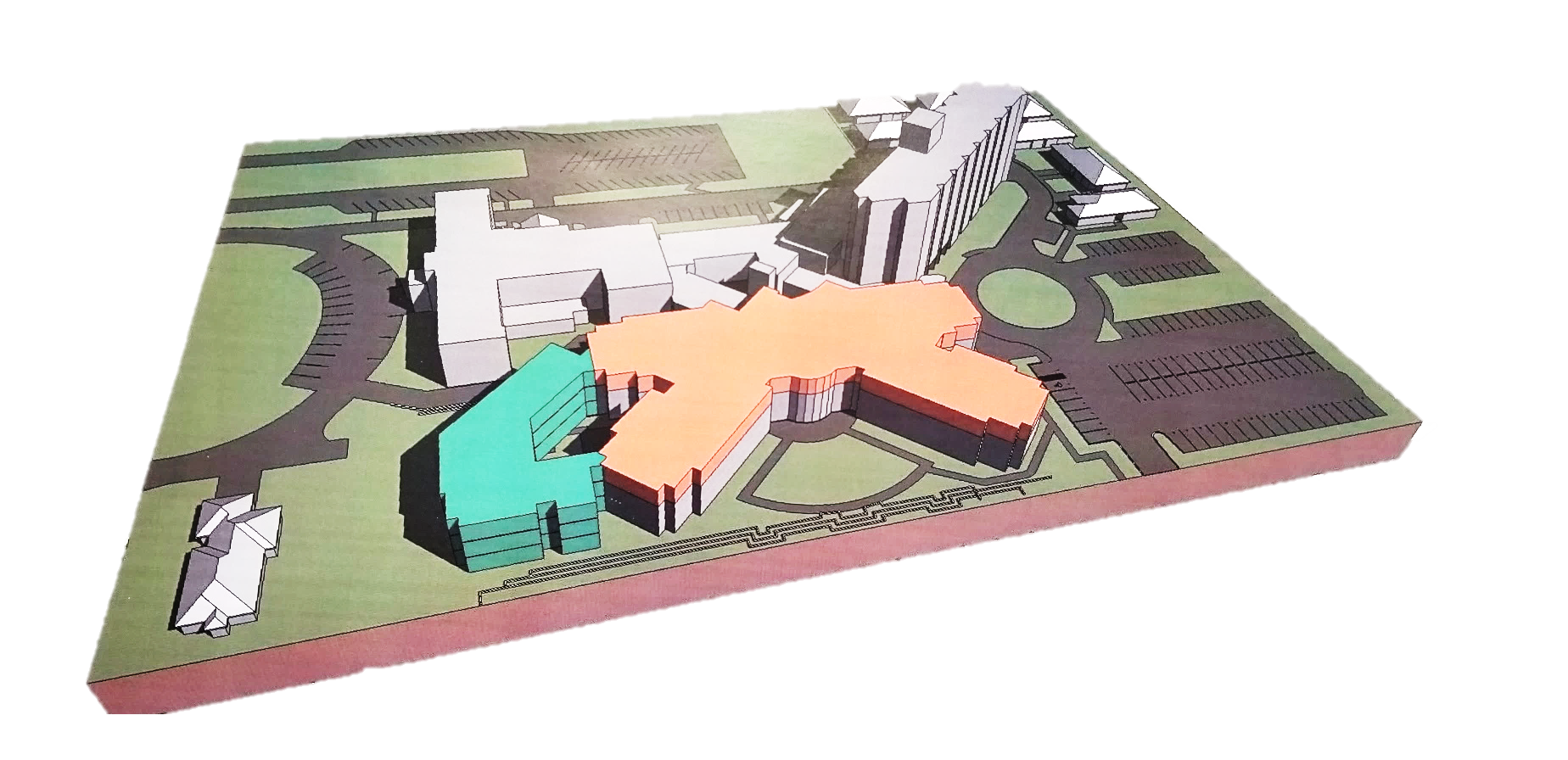
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**THE PROPOSAL**

**FOR 75 LONG-TERM CARE HOME BEDS**

SUBMITTED: JUNE 2019

**FAIRVIEW MENNONITE HOMES**

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Cambridge, ON N3H 5E4

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| WHOWE ARE |  | Fairview Seniors Community is a not-for-profit, charitable, faith-based, Campus Continuum providing care and services to over 900 seniors in the Cambridge community. For 76 years, Fairview has welcomed regular and socially vulnerable people of all faiths, all cultures, and all financial means. Today, Fairview’s LTC is consistently the home of choice, including the more than 350 people currently on our waitlist.  **SEE ADDENDUM: FAIRVIEW’S HISTORY** |
| Campus Continuum of Care |  | Fairview’s Campus Continuum of Care offers amenities and services to Fairview Residents and community members. Fairview’s congregate housing in the broader Cambridge community features supportive and fair market value housing to ensure retirement living is accessible to all, including those who otherwise could not afford it.  The Campus includes:   * 600 seniors who enjoy the programs of a vibrant Seniors Active Living Centre (SALC) at low or subsidized cost membership, including:   + an adult day program (in partnership with City of Cambridge)   + congregate dining   + a fitness centre * Home and Community Care, providing daily personal care and social services for nearly 250 seniors who live in congregate housing across Cambridge, including Fairview * 214 independent living units, including apartments, and garden-style townhouses   + all at fair market   + 58 are supportive housing * 46 retirement residential suites with assisted living services * 84 A bed long-term care (LTC) home with a 21-bed dementia unit   Fairview has successfully created a neighbourhood atmosphere allowing Residents who live on the Campus and in the broader Cambridge community to share in specialized programs and amenities, including:   * The only warm water therapy pool in Cambridge * Auditorium for events, worship and community functions * Recreation area for bowling, shuffleboard and billiards * A craft, art and quilting room * Therapeutic gardens and fishpond * A woodworking shop * A café, general store, library and hair salon   Specialized programs are part of everyday life on Campus, such as:   * spiritual care * horticulture, music, art and pet therapy * drumming, games, education and entertainment * social support initiatives such as the Women’s prison dining program   **SEE ADDENDUM: CAMPUS CONTINUUM OF CARE** |
| A Business Model that Serves the Vulnerable |  | While Fairview is a not-for-profit organization, it is operated on a business model to generate a surplus, which is reinvested into expanding the Campus, thereby ensuring **every funded dollar is maximized for the benefit of Residents, community and the most vulnerable.**  This responsible stewardship means socially vulnerable community members can access and experience the same care, supports and amenities as the average senior. This includes the homeless, who comprise one of every 10 admissions in supportive housing.  One of Fairview’s newest programs, Home and Community Care, helps seniors in congregate living stay at home longer, with the health care supports they need. This program reduces or delays the pressure on LTC and has wide-ranging benefits for Fairview Residents and non-Residents, as well as a positive impact for the local hospital. |
| Faith-based Values |  | In a time when some might question the place of a faith-based retirement organization, we believe it is our values that strengthen us, enhance the lives of our Residents, and help us adapt to the changing needs of the community. Fairview’s values of Faith, Kindness, Truth, Excellence and Accountability are the foundation of the overarching goals of its Strategic Plan. They are woven into the fabric of the Kindness initiative and the goal to develop a culture of kindness to self, colleagues and community.  As a not-for-profit, Fairview has also consistently reinvested any surplus back into the areas that enhance the lives of Fairview Residents as well as the community. Today, that includes the amenities already mentioned, as well as a Director of Spiritual Life and Culture. Expanding our senior leadership team with this new role elevates the importance of caring for the whole person: physical, mental and spiritual, as well as ensuring all feel welcome.  **SEE ADDENDUM: STRATEGIC PLAN, COMMUNITY REPORT** |
| All are Welcome:  Fairview’s Greeting |  | **You are welcome here.**  As a community founded in God’s love for all and grounded in faith, each person is valued and respected. We honour the spiritual dimension of the human experience and believe that, with love, the extraordinary is possible. |

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| PROJECT PROPOSAL |  | **This application is to request an additional 75 LTC beds bringing Fairview’s LTC total to 159 beds.**  Fairview’s 7-acre site will easily accommodate the expansion and required parking, while leaving space for future expansion, which may include additional supportive housing.  As a part of the bed application, MMMC, original architects for the existing LTC building, were retained to study a series of building configurations (128, 159, 192 beds) for the redevelopment of the Fairview Home. The design proposed offers an efficient solution in accommodating the beds on site, providing the best phasing around resident needs and the accommodation for parking.  The existing 84 bed Home consists of four wings each with 21 beds. The plan includes:   * An addition to two of the 21-bed home areas, bringing them to A bed capacity of 32 beds * Adding a third floor which will have one home area of 21 beds and one home area 32 beds * The result will be 3 home areas with 21 beds and 3 home areas of 32 beds * The 21 bed home areas will be used for specialized and high acuity needs   **SEE ADDENDUM: DESIGN, DEVELOPMENT & CONSTRUCTION** |
| Timeline |  | **From time of approval for the additional beds we anticipate  a four-phase approach.**  Pending approvals:   * The first Residents would move in 24 months from the start of construction * The remaining Residents will move in within 30 months |
| Shovel Ready |  | We are prepared to launch the project immediately, upon approval of the additional 75 beds. Unlike some LTC Homes in the community who may be considering expansion, or who have already been approved, Fairview is in the enviable position of being shovel ready for this expansion.  **The following is in place:**   * Down payment * Financial resources available to build this project * Land (existing site) * A large part of the infrastructure in the existing building (included in the existing building for future expansion) eliminating the need for a lot of reinforcing and/or replacement of existing systems to serve the new beds * Beginnings of plans with a project team that includes architect, general contractor and gerontology design specialist * A phased project plan that ensures support to existing beds throughout construction * Staffing plan, including the proposed French language cluster * Community partners committed to support the creation of, and programming for, the Francophone cluster * A plan to pilot a new dementia / behaviour model of care at Parkwood, our sister Campus of Care in Waterloo, including a new transition team initiative in partnership with the local hospital * A vibrant existing campus of life prepared to embrace and integrate new Residents   **Note:** The application is for 75 beds increasing the size of the home from 84 to 159 beds. Other options of 128 and 192 bed have been explored and would be welcomed in discussion. |
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| WHY FAIRVIEW? |  | In 2018, Fairview celebrated its 75-year anniversary. A lot has changed during those years, but one thing has remained constant: our values. These have been the springboard that steadily, quietly built the organization’s reputation and consistently makes it the Home of choice for Cambridge.  As a result, Fairview has a history of the longest waitlist in Cambridge.  Fairview consulted widely with its community partners, including early signatories, which includes Fairview, to the proposed Cambridge-North Dumfries Ontario Health Team (OHT) and the Francophone community to determine the highest needs in the community.  In addition, Fairview received letters of support from its stakeholders including the pastors of the 23 founding Mennonite and Brethren in Christ churches, as well as the Mayor of Cambridge, Cambridge Memorial Hospital, Shalom Counselling, Langs, Alzheimer Society, Fairview’s Board of Directors and Residents.  **SEE ADDENDUM: STAKEHOLDER SUPPORT**  Fairview has a strong, committed Board of Directors, and a leadership team with the expansion experience to successfully see the project through. It also has the Amenities, a vibrant Campus, enthusiastic volunteers and popular programs to support the proposed initiatives.  **SEE ADDENDUM: LEADERSHIP TEAM** |
| The need for more beds is desperate |  | Last year, Fairview was able to provide a new home for only 23 people in its LTC and all were crisis placements. This means the 356 seniors on the waitlist did not have the opportunity to experience Fairview LTC, including seniors who live in other levels of care at Fairview. This is their home. As a result, some of Fairview’s couples – many of whom have been together for decades – were separated for the first time in their married lives, creating hardships for both. |
| Reducing wait times for LTC |  | The additional beds would support Fairview’s continuum model so that current Residents may not need to leave Fairview their home, community, and social supports. Adding 75 beds will expand our capacity to meet the growing need in Cambridge. It will also ensure Fairview’s ability to remain financially sustainable and continue to expand its programs and services. |
| Growing preference for not-for-profit LTC beds |  | The majority of LTC homes – 59% - are owned by the private sector, while 24% are not-for-profit. However, seniors clearly demonstrate a strong preference for NFP homes with waitlists at 40%, compared with 32% for private LTC beds. |
| Four unique initiatives to support the Quadruple Aim |  | **Fairview has created four new, unique initiatives to support government priorities,** help to address the high acuity needs in the community, support our Ontario Health Care team partners, and promote healthy retirement for all seniors.  The proposed initiatives align with the Province’s Quadruple aim with wide-ranging positive impacts for Residents and the broader community, providing better patient and loved one experiences, better value, and better outcomes. |
| FAIRVIEWIS READY,  RIGHT NOW |  | **With the land, plans, financial commitments, stakeholder and community support, and plans in place, Fairview is ready to grow.**  We look forward to a successful application. |
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| INITIATIVE 1.**CAMPUS** CONTINUUM OF CARE |  | Thanks to Fairview’s Campus Continuum of Care, Fairview’s Residents enjoy many more amenities and programs than those who live in a stand-alone LTC Home.  Potential future new Residents can acquaint themselves with Fairview’s Campus well in advance, while they still live in the community, and will have peace of mind knowing that if they need it, they will be able to stay at Fairview for the rest of their lives, getting the care they need and want, as their needs change.  Fairview proposes to further integrate LTC Residents into the full Campus to help every Resident enjoy life to their full potential. |
| Prevention and Maintaining Health |  | New LTC beds will improve the opportunity for seniors, including couples, who live at Fairview, to remain in their home community, moving through Independent Living to LTC. Fairview’s focus on wrap-around care, particularly with access to Fairview’s Home and Community Care program and The Seniors Active Living Centre, helps Residents remain as healthy and independent as possible. |
| The Need |  | One of the greatest concerns expressed by couples in Independent and Assisted Living, is the stressful spectre of being separated from a spouse / partner due to a progressive, irreversible downturn in health, requiring a LTC bed. Many of the 52 couples on Campus have been married for upwards of 40 years and have seen the negative effects on others who have lived with the pain of having a loved one placed away from their Fairview Home. Residents have expressed their concern by supporting Fairview’s expansion through a signed petition included in the Addendums.  Our goal is to keep couples together throughout their journey through Fairview’s Campus Continuum of Care, today and in the future. Adding the new beds helps to ensure couples can stay together, throughout their lives.  We propose going a step beyond, ensuring Residents with special needs continue to have access to the full Campus amenities and programs. |
| Our Plan |  | Fairview commits to integrating all Residents, including LTC, into the fullest possible campus life. |
| Impact |  | Fairview’s resources will be available for LTC Residents so they can be as physically, mentally, emotionally and spiritually healthy as possible. |
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| INITIATIVE 2.FRANCOPHONE CLUSTER |  | In late 2018, Fairview was approached by the WWLHIN to participate in the creation of a Manual to help LTC Homes Implement a Francophone cluster, with the intention of adding Francophone beds to Fairview. WWLHIN has now identified Fairview as a French language service provider. |
| The Need |  | Cambridge sits along a corridor between Hamilton and Windsor where thousands of Francophones reside (2,288 in Cambridge, 12,410 in Waterloo Wellington (WW) (2016 Census - IDF)) but no Francophone LTC services exist. Francophones in WW are older and aging more rapidly than Francophones in the GTA. WW region’s Francophone population is smaller than many other regions in Ontario, so there are few Francophone beds, no Francophone cluster, and very few French Language Services (FLS) and infrastructure to build from.  Statistically:   * A report conducted by Entité2 in June 2018 identified the lack of French language long term care as a concern to the French speaking population of Waterloo Wellington; * Provincially, there are 172 Ontarians per long-term care bed. However, there are 504 Francophones per designated French language long-term care bed; * Currently, the 62,045 francophones in the Waterloo Wellington, Erie St. Clair, South West and Hamilton, Haldimand-Brant (excluding the Niagara sub-LHINS) LHINs must commute to Scarborough or Welland in order to access the closest French language long-term care beds * There are 48 francophones in the WWLHIN alone waiting for a LTC bed (Waitlist, January 2019), with an additional 98 francophones from the HNHBLHIN (29 of these from Hamilton, Brant-Haldimand) (Q4, 2018-19), and 12 from the SWLHIN.   Following extensive consultation, including focus groups and meetings with various French-language service providers, the need for Francophone beds is clear. |
| Our Plan |  | **Fairview is committed to adding an 11-bed Francophone cluster,** within a bilingual home area of 21 Residents, to help address the tremendous disparity in access to Francophone beds.  Fairview’s team has collaborated with the French Health Network of Central Southwestern Ontario, Entité2 and the WWLHIN to develop “The Optimal Model of Francophone LTC Implementation Manual” and reduce the disparity of Francophone LTC beds. The manual provides detailed instructions for adapting the Optimal Model of Francophone LTC to seniors in residential care settings.  With the manual completed, Fairview is now building capacity – through staffing, volunteers, community partners and programming – to support the Francophone cluster. |
| Partners |  | As part of the plan to integrate to Francophone LTC Residents into the Fairview community. The following partners have offered their support, resources, volunteers and communication tools. Part of an initial focus group these partners will be a conduit to the Francophone community and provide guidance as the program is rolled out.   * City of Cambridge Adult Francophone Day Program * Alzheimer’s Society, French-speaking Navigator * Association Des Francophone’s de Kitchener Waterloo (AFKW) brings together 15 Francophone agencies and service providers to create a community among members, identify students who can provide French-language services and bilingual internships. * Many Francophone organizations in the community have generously offered their time, experience and guidance, in letters of support. |
| Impact |  | Fairview has committed to pilot the implementation manual to ensure it is ready for full adoption in Ontario. While the manual specifically addresses Francophone LTC beds, the broader approach and principles are flexible and adaptable to support the needs of Residents with diverse beliefs, preferences, abilities, or cultural and linguistic identity, including the Indigenous population. It is our hope that we, along with other LTC Homes, can leverage this work further as Ontario’s population changes.  In addition, as early signatories to two OHTs, including Cambridge-North Dumfries and KW4, we will bring additional value through this commitment to serve the Francophone community. |
| Supporting Research |  | **SEE ADDENDUM: FRANCOPHONE INITIATIVE** |
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| INITIATIVE 3.DEMENTIA/BEHAVIOURS |  | Nearly 80% of Residents enter LTC with some degree of dementia. |
| The Need |  | Patients in ALC beds with dementia/behaviours are difficult to place. LTC homes refuse them based on challenges in meeting their needs as well as lacking the capacity and resources to deal with behaviours that are hard to manage.  In addition, crisis placements from the community are frequently from caregivers who can no longer provide the care their loved ones require. |
| Our Plan |  | **We commit to adding 21 new beds (doubling our current size) for Residents with dementia/behaviours and helping them to enjoy each day.**  The addition of these beds will further support the reduction of ALC in local hospitals for patients who have higher needs due to behaviours.  In addition, we are piloting an enhanced dementia/behaviour model of care in advance of opening the new beds at Fairview. The two-part pilot is located at Parkwood Mennonite Home, our sister Campus in Waterloo, in partnership with Grand River Hospital, the LHIN, Behaviour Supports Ontario, and the community to ensure placement success, including:   * + **Admission** **Transition Team** to LTC Home **(ATT HOME Program)** to ensure safe, seamless transitions to the Home   + **Integrated Adult Day Program** model for LTC |
| Seamless Transitions with the ATT HOME Program |  | Fairview’s ten-year plus partnership with the Cambridge Collaborative Care Committee (CCCC), comprised of the Cambridge Memorial Hospital (CMH) and the other seven LTC Homes that 'feed' CMH, has benefitted hospital staff, as well as Fairview’s staff and Residents.  Per the Director of Mental Health and Emergency, CMH: “Fairview Mennonite Home and Cambridge Memorial Hospital’s active partnership has substantially helped to reduce resident’s emergency department visits and admissions to hospital.” “Residents are more vulnerable during these transitions, so efforts to reduce risks are key for resident care and safety. Speaking from the acute care perspective, Fairview Mennonite Home continues to make positive changes for the Residents of this facility, as well as support to the care staff who apply interventions when Residents are transferred from hospital back to their facility.”  Fairview continues to build on this with the introduction of a dedicated Fairview Admission Transition Team to support seamless transitions for each Resident, from Hospital to Home, Community to Home, and Home to Hospital, based on the results of the pilot (see above).  In particular, when a Resident is transferred from Hospital to Home, a Care coordinator will work closely with the hospital to ensure medical records, medication reconciliation and the care plan are fully established, and developed in conference with the Resident’s spouse/partner and/or substitute decision maker (SDM), prior to moving to Fairview. |
| Integrated  Adult Day Program for LTC |  | Fairview’s long-standing experience in Adult Day programming (in partnership with the City of Cambridge), and the extensive amenities on campus provide Fairview with a significant unique opportunity to integrate the Adult Day Program model to benefit LTC Residents with high-risk and/or special needs. Fairview’s staff already has extensive experience in programming for Residents with special needs due to dementia, supported by our BSO trained team, and specialized therapeutic programs and services.  In advance of doubling the size of our dementia cluster, we will pilot a more integrated, wrap-around program, that ensures every Resident has the opportunity to attend a specially designed Day Program, in small groups of six to eight people, who share similar programming needs. The small groups will be staffed by two people and supported by volunteers. This unique programming is possible due to the quantity and quality of the amenities available on Fairview’s Campus.  We will pilot the program at Parkwood Mennonite Home, and incorporate it into Fairview. We are also looking to expand our restorative approach, as well as provide a more comprehensive education for families prior to placement.  The Program will be integrated with the existing Seniors Active Living Centre, to engage in supervised social activities, so they can enjoy the full Campus amenities, including:   * Warm water Therapy pool, with a lift * Art, music, pet and horticulture therapy * Fitness centre and exercise program * Entertainment in our auditorium; games, bowling and social outings, using Fairview’s bus * Activity room, including a servery to enjoy healthy snacks, a noon day meal, conversation and healthy interaction   **SEE ADDENDUM: PILOT** |
| Dementia/Behaviours Environment |  | In consultation with Bessant Pelech Associates, we are also incorporating plans to ensure Residents are in a physical environment that supports their emotional and mental well-being, as well as their physical safety; reduces the triggering effects of known stimulants and promotes a calm and peaceful experience. This will include leveraging research to determine wall and flooring colours and considerations, reviewing the design of our outdoor space, and more. |

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| INITIATIVE 4.MALE BASIC PRIORITY BEDS |  | Cambridge has several neighbourhoods which are characterized by challenging socio-economic conditions; for some, this corresponds with mental health and addictions challenges. As this population ages, there are people – males in particular – who may have endured years of homelessness exacerbated by drug and/or alcohol use, leading to chronic illness and extended hospital stays. |
| The Need |  | The local hospital, Cambridge Memorial Hospital, is working to reduce its ALC beds from 19% to 9%. They have identified a priority need for LTC Male Basic beds to support this endeavour. In early consultation, Grand River Hospital has confirmed the same need. |
| Our Plan |  | **Fairview will increase its Basic beds from 40% to 43%.** **These beds will be specifically designated Male Basic.** This is a unique proposition in Ontario – unique in that it goes above and beyond the provincial mandate, and unique in their prioritization. |
| Seamless Transitions |  | Fairview’s proposed Admission Transition Team (ATT HOME) will work closely with placement coordinators to ensure seamless transitions from Hospital to Home and Home to Hospital.  Each new Resident will be accompanied by a member of the ATT HOME program during admission day, to ease the adjustment. A Care Coordinator will follow up for the first six weeks to identify any further needs. |
| Integrated  Adult Day Program  For LTC |  | Residents will have access to the programs and amenities of the full Campus, including the Seniors Active Living Centre, which, in addition to the programs and amenities mentioned above, also includes a popular woodworking shop and many Residents who have significant skills to pass along. |

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| ReducingHallway Medicine |  | The combination of added LTC beds, expanded access to priority beds for Dementia/Behaviours, Francophones and Male Basic beds, is anticipated to have wide ranging impacts in the local hospital and the community, based on feedback from Cambridge Memorial’s CEO, the mayor of Cambridge and numerous Francophone groups and other stakeholders, including existing Residents and their families. |
| Alternate Level of Care (ALC) Placement |  | Working closely with the CEOs of Cambridge Memorial and Grand River Hospital, Fairview identified two key opportunities to help the hospitals reduce the number of ALC beds. The hospitals would both benefit if more LTC beds were available for individuals experiencing dementia/behaviours, and, particularly, men. |
| Double the access to dementia/behaviour beds |  | Fairview’s initiative to double the size of its dementia/behavior home area, combined with a new Admission Transition Team program and specialized programming through an Adult Day Program model for LTC, will support successful LTC placement. |
| Reduce ED Admissions |  | The continued growth of Fairview as a Campus Continuum of Care provides better outcomes for community Residents and families which can positively impact key indicators, including:   * Fewer Residents will visit the ED * Fewer Residents will be readmitted to hospital for chronic conditions * Reduction in the percentage of hospital beds occupied by ALC designated patients * Eligibility for LTC placement (community/acute) will be determined in a more-timely manner |
| Improve patient and population health outcomes |  | The expansion will increase access to LTC for all, accompanied by increased programming initiatives and seamless transitions, supporting those who currently reside on the Fairview Campus, as well as in the community. This is expected to enhance the quality of life experienced in LTC. |

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| NEXT STEPS |  | Fairview has received overwhelming support for the proposed expansion, as seen in the many letters of support.  The four new models of care, in addition to the new beds prioritized for dementia/behaviours, Francophone community and Male Basic, meet the Province’s Quadruple Aim, will help reduce Hallway Medicine in the local Hospital and provide community members with greater access and shorter waits for a LTC bed.  Fairview looks forward to discussing the project in further detail to demonstrate that we are fully prepared and ready to proceed. |