

Proposal:

Launch Parkwood Mennonite Home's Home and Community Care Model (Phase 1)

Organization Information

Parkwood Mennonite Home (PMH)

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About Parkwood Mennonite Home

Parkwood Mennonite Home is a not-for-profit, charitable, faith-based, accredited (CARF 2018) continuum of care campus affiliated with Fairview Mennonite Homes in Cambridge.

For more than 55 years, Parkwood has demonstrated its commitment to sustainability and growth, through fiscal responsibility and innovation, to meet the growing and evolving retirement living options of older adults in Waterloo and the surrounding area.

Parkwood Seniors Community features a bright, welcoming environment, caring staff and access to a wide range of onsite and external activities that contribute to an enjoyable, meaningful life. This campus of care offers a range of options for retirement living:

- ✓ Health and Wellness Centre featuring a salt-water therapy pool and fitness room
- ✓ 18 condominium-style Garden Homes for older adults living independently
- ✓ Parkwood Suites Retirement Residence with Independent, Supportive and Assisted Living options in 77 suites and apartments
- ✓ 96-A bed Long-Term Care Home

Looking to the near future, the organization is in discussion with the Region of Waterloo to add affordable housing options to Parkwood, similar to Fairview, which would expand the potential population requiring Home and Community Care.

Our Vision to 'Build a Community for All' is based on our values of Faith, Kindness, Truth, Excellence and Accountability. This is reflected in our welcome statement:

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.

Our vision energizes an intentional mission to provide services and programs that nurture the mind, body and spirit of Residents and community members. This is informed by a culture of relationship building, based on a foundation of honesty and transparency.

Our Differentiators

- ✓ We help older adults live with dignity, regardless of financial resources, in a safe and kind environment where all are welcome.
- ✓ We care for the whole person to relieve financial, emotional, social and spiritual needs.
- ✓ We provide peace of mind for Residents and their families.
- ✓ Kindness is built into our culture, deliberately fostered, invested in, supported, recognized and rewarded.

Wrap Around Services

Parkwood's Health and Wellness Centre is popular with Residents, who enjoy a warm water therapy pool, fitness and recreation centre, arts and crafts, educational programs and more. These activities serve to improve the quality of life, social interaction and independence of Residents. Tangible benefits include improved strength, balance, pre- and post-surgery supports and a healthy lifestyle.

Social and spiritual activities, including a full-time Director of Spiritual Care and Culture, help enrich the older adult experience, with healthy eating, social engagement and independence. The campus is enriched through with a dedicated volunteer program with 200 members and a volunteer coordinator. Their enthusiasm and support enhance and expand activities above and beyond the normal program experience.

Parkwood's bus expands Residents' access to community events, increasing social interactions and helping to mitigate social isolation.

Access to onsite professional services, including optometry, hearing clinics, hair salon, and nail and footcare, promotes overall health and wellness for Residents.

Proposal

The successes achieved through Fairview's IALP/Home and Community Care model in Cambridge have inspired us with the potential to impact the system on a larger scale. Through Parkwood we see the potential of enhancing the model with our community partners.

We propose to launch a similar Phase 1 of the Home and Community Care model mirroring Fairview's approach and replicating its successes. We have demonstrated the model works, with exemplary success, providing peace of mind for clients and their families.

Early discussions with our community partners have revealed the need, opportunities and benefits for the system as a whole through a Home and Community Care model at Parkwood. We have high confidence that Parkwood can duplicate the extensive positive impacts realized through Fairview's Home and Community Care model, leveraging the recruiting and retention model, as well the proven scheduling, accountability and team-building culture that has led to virtually zero missed visits.

Clients will have access to a proven, consistent, predictable approach to service provision, in their home, in their community. The organization understands how to develop and implement the Home and Community Care model, and the importance of full, respected relationships with community partners to expand the program.

Parkwood will work in collaboration with the Waterloo Wellington Home and Community Care Support Services (HCCSS: formerly WWLHIN) to refine the scope and nature of enhancements to the care model and funding model.

Given the shared vision, mission, values, operating principles, and culture of kindness, Parkwood anticipates potential clients and team will enjoy outcomes similar to Fairview's experience:

- ✓ Parkwood will be the single point of contact and will facilitate communication and data sharing, which means reduced duplication of assessments, smoother and fewer transitions, and greater accountability.
- ✓ As the single provider of care, stellar reputation as a trusted employer and well established 'hub', Parkwood, will attract and retain staff, including PSWs, who will benefit from the stability offered by a competitive wage and benefits package, professional development, team environment and positive culture. This has already proven to be true at Fairview, where a full complement of staff has been hired with a 95% retention rate.
- ✓ The senior leadership's expertise, multi-disciplinary team and 24-hour a day presence are pillars that are already in place to ensure clients enjoy the peace of

mind they deserve through reliable, excellent care – and caring, from familiar, trusted, and reliable staff.

Creating one workforce will leverage Parkwood's existing health human resources with positive efficiencies, and most importantly, better outcomes for Residents/clients including (and proven to be true at Fairview):

1. Fewer missed client visits

- ✓ In just over six months, Fairview has attracted a dedicated team who have completed 16,992 visits, supporting 109 clients, averaging 1,100 visits per week

2. Patient experience: Improved outcomes and satisfaction

Parkwood's proposed launch of Home and Community Care will enhance support for aging in place with improved outcomes, client satisfaction and peace of mind for clients and their families.

Duplicating Fairview's model of having a 'One Team' approach will provide a consistent, predictable approach provided by familiar, trusted and reliable staff. This continuity of care reduces the number of people and care teams interacting with Residents/clients, resulting in:

- ✓ Improved ability to age in place, at home, with peace of mind
- ✓ Reliable, excellent care supported by on-site senior leadership expertise and a multi-disciplinary team
- ✓ Improved (reduced) wait times for services
- ✓ Better understanding of needs
- ✓ Smoother transitions from hospital to home
- ✓ Earlier identification of health deficits (e.g., nutrition, continence, social isolation, medication use, etc.)
- ✓ Improved ability to access additional services
- ✓ Improved ability to self-manage chronic illness, with a resultant improvement in quality of life
- ✓ Improved social engagement / reduced social isolation

3. Positive Provider experience

Despite an environment where there is tremendous competition and even shortages of PSWs, Fairview has fully staffed its program and enjoys a 95% retention rate.

- ✓ Parkwood has the advantage of leveraging the same leadership team and its successful team-building approach, culture and working conditions to staff and launch a Home and Community Care model

4. Improved collaboration among care providers

Parkwood has already engaged in discussions with key partners, including the hospital, through its membership in the K4 proposed OHT.

Parkwood expects these partnerships will strengthen as it provides:

- ✓ Timely hospital discharge, with home care services in place
- ✓ Reduced unnecessary ED visits
- ✓ Reduced hospital visits and readmits

5. Financial Management

Our preliminary evaluation of the Fairview financial model and 'One Team' approach has identified benefits to clients and team members (per above). At this time, we recommend continuing with this model. Additional analysis as the program matures will help inform potential future funding models.

Initial discussions with the HCCSS suggest that Parkwood will launch its program with one and a half times the number of clients Fairview started with. With Parkwood as a satellite of Fairview, the increased volumes at both sites will ensure sustainability for the two Home and Community programs.

APPROACH

Parkwood Project Leads:

Christine Normandeau, Director Community Development

Breann Hall, Director Retirement & Community Care

Parkwood is prepared to move forward on the project with a phased approach that will be fully operational in 90 - 120 days following approval and signing of the service agreement.

Phase 1:

- Care Coordinator Role remains with HCCSS (LHIN)
- 30 days: Begin hiring; Caseload review of existing clients will be completed to identify patient transition considerations and planning requirements
- 30-60 days: Operational team in place; change, transition and communication plan developed and approved in partnership with HCCSS
- 60 – 120 days: Transition Parkwood clients first, gradual transition into the remaining geographic scope

- 60-120 days: Change, transition and communication plan activated, in partnership with the HCCSS
- 6 months: Add nursing and therapy services shared between Fairview and Parkwood

Phase 2:

Pending evaluation and consultation with the HCCSS and Fairview team, Parkwood will consider adding the Care Coordinator role within Fairview Parkwood Communities.

In addition, Fairview Parkwood Communities commits to exploring expansion of services and geographic scope, in consultation with the HCCSS.

LOCATION

Parkwood proposes an initial geographic area that embraces a 2.5 mile radius with 720 New Hampshire at the centre. The Home and Community Care model includes:

- ✓ Clients residing at individual addresses (e.g., house) as well as cluster or shared sites (apartment buildings, condos, retirement homes)
- ✓ All program types within PSW services

The LHIN will provide all MAPLE scores and PS guidelines for service volumes once Parkwood and the LHIN have identified the precise geographic scope and patient level operations.

At the time of this proposal, based on LHIN information (data from February 1, 2019 to January 31, 2020), this includes:

- ✓ 950 weekly total average hours, variance between 850-1,050
- ✓ 49,399.8 patient hours annually (2/3/2019- 1/26/2020)
- ✓ 138 average unique patient count per week
- ✓ 6.9 hours per week (average) per unique patient, range is 6.2 – 8.3 hours

PROPOSED SERVICES

All Home and Community Residents will also have access to:

- ✓ Assessment and reassessment of patient needs/goals
- ✓ Support with transitions from hospital to home
- ✓ PSW services

All clients are welcome to a low-cost membership to enjoy additional benefits at Parkwood including

- ✓ Fitness
- ✓ Aquatics
- ✓ Spiritual care and services
- ✓ Recreation therapy
- ✓ Community connections to other services – adult day programs, social functions (supported by Parkwood’s bus)

ALIGNMENT WITH THE PROVINCE

This proposed initiative supports the province’s plan to build healthier communities and end hallway healthcare across four pillars:

1. Prevention and health promotion:

Parkwood’s Home and Community Care model, amenities and services will support health management and aging in place; helping clients to remain at home while reducing the need for hospital visits and placement in long-term care.

Working together with the client and their physician (hospital based or primary care), Parkwood will integrate the care team around the client to develop and support one robust care plan.

Clients will have access to Parkwood’s amenities and programs (e.g., therapy pool, exercise programs, spiritual care and more) to promote healthy living and provide supports for the whole person.

2. Providing the right care in the right place:

Parkwood will mirror the success of Fairview’s Home and Community Care model, which has supported local hospitals to ‘End Hallway Medicine’ as well as meet the province’s Quadruple Aim by helping older adults smoothly transition home with appropriate services in place, identifying health challenges that might escalate to emergencies, and helping clients to access emergency care when needed.

As a system partner, Parkwood will continue to work closely with the hospitals to help avoid unnecessary visits that may contribute to surge situations and alleviate ALC by supporting each patient’s return to home with appropriate care and services in place.

Fairview's growing experience with its 'One Team' approach will be an invaluable resource as a model for future Home and Community Care for the OHT's transformation in Home and Community Care.

3. Integration and improved patient flow:

The 'One Team' approach to care has been demonstrated to improve transitions from hospital to home, with services in place. In addition, the unique staff culture at Parkwood is expected to lead to fewer missed client visits, as demonstrated at Fairview.

Parkwood's team will provide direct care and be better situated to streamline care, provide real time assessments, and reduce the number of assessments and times each client must share their story. This will also streamline transitions across personal and clinical disciplines and treatment locations as each client's needs evolves and grows.

The integration of the multi-disciplinary team across system partners will improve communications and elevate each other's strengths and potential scope, for the benefit of clients.

Clients will benefit from greater consistency and improved standardization of care delivery across the community, with clear expectations for service authorization, care delivery, and consistent care plans that focus on clients' clinical needs and support goals, managed within Parkwood's consistent human and clinical resources guidelines.

It will also support improved linkages with clients' community support network (e.g., cultural, spiritual, social/housing, family/informal caregivers) and other social determinants of health.

4. Building capacity:

Parkwood's Home and Community Care model will increase its capacity to serve more people, both on campus and in the community.

Parkwood will duplicate the 'One Team' approach pioneered by Fairview's Home and Community Care model, which has successfully recruited and retained 95% of staff over six months in a highly competitive recruitment environment. Staff testimonials attest to the success of the culture of kindness, the thoughtful scheduling, the management approach and recognition of staff.

Launching Phase 1 of Home and Community Care at Parkwood will increase employment opportunities, training and advancement, build efficiencies and provide backup for both Fairview and Parkwood. New hires at Parkwood will benefit from the experienced staff and key learnings that will quickly build mastery of care plans and build confidence in both staff and clients.

The 'One Team' approach has been demonstrated (at Fairview) to reduce wait times for services and positively impact patients discharged from hospital to home, which removes delays and frees up hospital beds for patients who need them.

The system will also benefit from reduced unnecessary hospital visits and re-admits; which help to reduce hospital surge, ALC and Emergency wait times.

REPORTING AND METRICS

Parkwood will provide reports and metrics as developed with the HCCSS:

- ✓ E.D. visits
- ✓ E.D. visits resulting in hospital admission
- ✓ Complaints
- ✓ Missed cares
- ✓ Falls
- ✓ Staff retention
- ✓ Referral acceptance
- ✓ Five day wait time

Parkwood commits to continuing to report as required and to collaborate with the development of any future metrics and funding partners.

FUNDING

In 2020/21, Parkwood proposes following the fee for service per day per person funding model, with a review and evaluation to determine a possible move to Lump Sum Funding in 2021/22.