



**Perley
Health**
Community of Care



Perley Health – Community of Care Interim Strategy

April 8, 2024

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References:

- A. Whither the Perley Rideau Version II dated 26 May 2017
- B. Paper “A Shift in Strategic Planning” dated 28 January 2021
- C. Short Term Analysis and Scenario development Draft 2 V5

Introduction.

Perley Health’s¹ long-term strategy “Whither the Perley Rideau” (WTP²) was first published in 2010 and updated in 2015³ (WTP II). Not all goals identified in the strategy have been achieved but significant progress has been made and, while the essence of the strategy remains valid, given the changing environment, the strategy is due for a re-write. However, there is considerable uncertainty in the global and domestic environment which makes developing a realistic and coherent long-term strategy most challenging. This is particularly so given the COVID-19 pandemic and indicators that suggest there are disruptive forces which are leading to major change in many aspects of global and domestic society. While development of a long term strategy to chart a course through this uncertain environment must be a high priority, this will take time. In the meantime, it is vital that the Interim Strategy be updated to provide coherent guidance for the Health Centre’s short-term development and priorities.

A short-term environmental scan, focussed on identifying trends and factors shaping the global and domestic environment, including an overview of the healthcare system, has been completed. This was followed by the production of an initial set of possible scenarios for the evolving domestic environment. This then led to the development of an Interim Strategy that identifies the short-term objectives and priorities that provide the framework in which Perley Health’s near-term decisions will be made. It will also provide time for the completion of a longer-term analysis and the development of a revised long-term strategy Whither Perley Health III (WPH III).

AIM.

This document will outline the short-term analysis and the proposed Interim Strategy up to and including 2025.

Context.

The foundation for the interim strategy is Reference A “Whither the Perley Rideau II” (WTP II) which remains a relevant and valuable document. It provides the context for the organization

¹ As of 6 October 2021, the Perley and Rideau Veterans’ Health Centre (PRVHC) has been rebranded Perley Health. As a transitional document, the Interim Strategy will still refer to PRVHC when speaking in historic terms but Perley Health in current or future terms.

² Although two abbreviations versions have been used (WTPR & WTP) in different documents, it is suggested that this must now be standardized as WTP.

³ Whither the Perley Rideau Version II dated 26 May 2017

including Perley Health's vision, mission and values. It also provides the strategic framework with its four major strategies, three developmental phases and included objectives all of which remain valid. These elements will not be repeated in the interim strategy except where required to ensure clarity or to indicate priorities.

Terminology.

Perley Health's vision and mandate is to care for residents and clients aged 65 years and older, although increasing numbers of younger individuals are being offered many of the services provided by Perley Health. Appropriate terminology for the 65-and-over age cohort is a sensitive issue and has been the subject of considerable public debate. Terms such as "elderly" are considered by many to be pejorative and unacceptable. To address such concerns and to ensure consistency, Perley Health has standardized terminology for general usage as "Seniors" or "Seniors and Veterans". In addition, to provide flexibility, the term "older adults" may be used. To avoid people being defined by their ailments, terms such as frail Seniors will not be used but reference will be made to either "older adults living with frailty" or "Seniors living with frailty". This document will follow this guidance.

Analysis.

General Trends. Annex A is a short-term trend analysis which builds on the earlier trend analysis completed as part of WTP II. This has been informed by a, yet to be completed, draft long-term analysis and reference C, a short-term analysis and scenario development paper.

Given the volatility in the wake of the Covid-19 pandemic and the unpredictability of many global trends, uncertainty is the dominant theme of the future. However, there is sufficient clarity in some global and domestic trends to identify the principal short-term factors. These include:

- **Climate Change.** While specific measures to address climate change may vary over the next decade, it is likely there will be continued pressure from both internal and external sources for Canada to take action to reduce greenhouse gas emissions. Associated restrictions on economic activity may result in a reduced ability of governments at all levels to adequately support the growing social needs such as health care (including long term care). Additionally, new regulations will impose additional cost and regulation on Perley Health, including in areas such as building and other construction codes intended to increase resilience.
- **Demography.** With Canada's aging population we will see the number of citizens over 65 more than double in the next 20 years resulting in an explosion in demand for care. At the other end of the spectrum, driven by a reduced birth rate, the numbers of young people entering the work force is declining, leading to a shortage of workers which will have a major impact on the economy and the healthcare system. This latter trend has been accelerated by the Covid-19 pandemic, especially in the healthcare sector. In addition, the accelerated rate of immigration to Canada will continue to cause increasing pressure on Canadian social, health, education, and welfare policy and funding systems;

Economy. The economy faces many challenges and the future is less than certain. A growing debt, prolonged deficit and the economic impact of Covid-19, in particular rising inflation, will limit government financial flexibility and require the setting of tough priorities to reduce spending and increase revenues. This will constrain government stimulus options

and potentially slow recovery. Geopolitical risk is seen by global investors as the biggest threat to the global economy and markets.

- **Global Cooperation.** International cooperation has been declining and, despite attempts by some states to reverse this trend, major challenges continue.
- **Public Expectations.** Driven by the pandemic, the increase in public demand for Seniors and Veterans' care will go beyond numbers and will see much greater expectations in service and quality. As a result, the cost structure of healthcare, in particular Seniors' care, will continue to increase, while the provision of new resources will not keep pace with demand or growing regulatory requirements. Rising expectations within many segments of Canadian society regarding access to publicly funded support will create additional pressures at all levels of government;
- **Technology.** The world faces an explosion in revolutionary technologies, which is resulting in often unexpected disruptive changes, both positive and negative, in many aspects of society; Those emerging technology trends come as well with risks, some of which are highlighted in Annex C.
- **Societal Cohesion and Trust.** Canadian society is facing considerable disruption from the pandemic, high inflation, rising unemployment, stagnating income, unprecedented consumer debt and rising inequality resulting in the decline of public trust in government, business and public institutions and potentially the erosion of societal cohesion. This will require Perley Health to enhance its efforts to maintain trust with its workers, residents and stakeholders.

The Healthcare System. A focussed analysis of the healthcare system provides the following key factors:

- **The Growth in Demand.** The Seniors' population in Canada is forecast to increase by 63.6% by 2041; a growth of 4.2M. To meet this need, it is estimated the country will require an additional 250,000-300,000 LTC beds driving a cost surge from the current 1.3% of GDP to 4.2%;
- **The Healthcare System.** Within Ontario, due in large part to the pandemic, the healthcare system is fragile and evolving in a somewhat ad hoc manner. It has a complex system of governance and management that is in transition. Seniors' healthcare is governed by three government ministries, leading to fragmented policies while operational management is done by the newly created Ontario Health with its five regions. In addition, 14 Local Health Integrated Networks (LHINs) still exist but with much less authority and the province is introducing locally generated Ontario Health Teams (OHTs) to address integration of care. A new organization called Ontario Health at Home has also been established to coordinate all home care services across the province via OHTs. This situation will require the governments and individuals to better understand the true cost of aging. It will also demand focussed effort by Perley Health to maintain understanding of government policies and an ability to influence them. It should be noted that care of Veterans is a shared responsibility between the province and the Federal Government through Veterans Affairs Canada (VAC);
- **LTC Infrastructure Capacity.** Current government plans are to add 30,000 LTC spaces to the existing 79,000 by 2028. But with a current waitlist of 40,000 and a forecast major additional increase in demand, these plans are wholly inadequate;
- **Human Resource Capacity.** The shortage of LTC infrastructure capacity is exacerbated by a Healthcare Work Force in crisis. HCWs are facing burn out in the wake of the pandemic, leading to system shortages that are likely to worsen. This shortage will be particularly critical amongst nurses and Personal Support Workers (PSWs) who are the backbone of the LTC system and have borne the brunt of the pandemic. Published staffing plans do not

address the current or future workforce need and there are serious questions around achieving growth targets, given the lack of attractiveness of the profession and the system training capacity. In some cases (RN/RPN), educational capacity is constrained due to limited clinical placements;

- **HCW Quality and Experience.** The loss of care workers will also see an exodus of experience and the potential for an erosion in quality of care. This will likely increase the demand for more qualified staff (RN's & RPN's) reversing the earlier trend of reduction. This in turn will further increase the demand for more clinicians, placing even more pressure on the training institutions. It will also add to the overall cost of healthcare;
- **Healthcare Strategy.** With the province's focus on increasing capacity, there are serious concerns that the Seniors' healthcare philosophy is flawed. The healthcare system has long been structured to meet the needs of a younger population with an emphasis on acute care via hospitals. Care of Seniors living with frailty has been based on an institutional model (LTC) which provides care but, given a culture of safety at all costs, does not provide reasonable quality of life. Finally, costs suggest the institutional model is unsustainable. Post pandemic reforms have made LTC beds much more expensive and the total cost to meet the 2041 peak demand unaffordable. What is required is a Seniors strategy built around community care, keeping Seniors in or close to their homes and providing preventative care to keep them healthy as long as possible. The Ontario government-initiated consultation on such a strategy in 2019 but its status is unclear. We are already seeing Seniors remaining in their communities for longer (by choice or due to excessive LTC waitlists). As a result, LTC homes are experiencing significant increases in the level of care required by residents at the time of admission;
- **Existing LTC Homes.** Despite varying statistics, the public perception is that "for-profit" LTC homes are sub standard with far higher rates of infection and death which has resulted in calls for their elimination. Despite the public demand to prioritize not-for profit homes, for profit operators will remain critical to fulfill the large demand for LTC.
- **LTC Home Size.** A 2019 study demonstrated that medium (97-160 beds) and large (>160 beds) LTC homes had significantly higher quality outcomes than small homes. This is a clear indication that larger homes have inherently greater capacity and flexibility to meet the care needs of residents. At the same time, many advocates are drawing attention to the quality of life benefits of smaller home models. The smaller home model can be achieved within larger LTC operations by sub-dividing resident home areas into smaller, home-like pods.
- **LTC Standards.** The Federal Government through the Standards Council of Canada (SCC), Health Standards Organization (HSO), and the Canadian Standards Association (CSA Group) has developed national standards for LTC. These new standards will be implemented through a revised Accreditation process.

Scenarios. Based on the full trend analysis, one can postulate a number of possible short-term scenarios which can be found at Annex B. These scenarios are driven by the primary factor of the economy. The scenarios have been identified as "Optimistic", "Moderate" and "Pessimistic". The most probable scenario and the one suggested for purposes of our interim strategy development, is the Moderate scenario outlined as follows:

- This scenario would see a reduction in economic activity as the government applies focused stimulus while curbing inflation.

- Growing concern related to cost of living, environmental, social and foreign policy will see many political leaders under pressure, leading to a growing political divide. The Federal/Provincial unity seen during the early pandemic has faded and political divides are fractious.
- The Bank of Canada predicts that inflation will stay at about 3% through the first half of 2024, predicted to return to the 2% target in 2025. Even with this, investment, economic recovery can be expected to extend beyond 2025;
- Due to skill shortages, work conditions and geography, work force supply will continue to be a problem in many sectors, to include healthcare;
- In this environment, societal frustration will grow and trust in government and public institutions erode. At the same time, a high demand for greater social equality will remain; It can be expected that investment in health system reform will be delayed; most significantly, HCW shortages will remain a major problem.

SWOT Analysis. The findings of an initial SWOT analysis on Perley Health are as follows:

- **Strengths.** Driven by our organizational values and 15-year strategic plan, Perley Health is one of the more forward-thinking organizations in the Ontario LTC sector. The organization's caring and friendly atmosphere, person-centered approach, and high level of expertise in frailty-informed care and Veterans' care have earned us a favourable reputation amongst partners, residents, clients, family, friends and donors. Recognition as a Best Practice Spotlight Organization and our Exemplary Accreditation Status speak to our exceptional quality of care and expertise. These factors place us amongst the best of the LTC homes in the province. In addition, the support provided by the Perley Health Foundation provide the health centre greater capacity to truly deliver on excellence. These strengths provide an excellent foundation upon which to build, providing opportunities to leverage the reputation and institutional expertise in providing greater contributions to the healthcare system. Our skilled and dedicated work force also provides an opportunity to address HCW shortages;
- **Weaknesses.** Despite being one of the largest LTC homes in Ontario, Perley Health is still relatively small. While our reputation is strong amongst those who know us, we are not well known beyond those partners and stakeholders we have interacted with directly. This limits our influence within the healthcare system which, in turn, can limit our access to the key information and knowledge essential to realizing strategic opportunities. It also impacts the ability of the Perley Health Foundation to raise funds while our size, footprint and largely public funding model limits our resource flexibility. In addition we have limited in-house business development expertise and a compliance-based culture which make it challenging to innovate and shift towards new models and revenue generating business lines. This culture and the dominant institutional model of care limits our ability to provide the best quality of life for our residents. Finally, our lack of technological knowledge, in particular information technology, does not prepare Perley Health for the changing technological environment ahead;
- **Threats.** The primary threats to Perley Health are concentrated within the healthcare system. Its bureaucratic nature and lack of innovation disadvantages smaller players like Perley Health in favour of large players like acute care hospitals. This, to some degree, can be overcome by growing in size and influence, either alone or through partnerships. However, the limits of short-term growth suggest the need for Perley Health to be more innovative, despite government. The other significant threat is the growing shortage of

healthcare workers, which is compounded by the greater employment appeal of the acute care sector relative to LTC. Beyond the healthcare system, and the impacts of climate change (including potential regulations to drive progress towards Canada’s emissions reduction targets) are significant factors that must be monitored.

- **Opportunities.** As the province looks to fix and potentially reform the healthcare system there will be considerable opportunities for Perley Health to build upon its capabilities and diversify its services. Increasing the capacity of its LTC and supportive housing are obvious areas for Perley growth. But serious consideration should be given to providing a greater focus on community care providing a spectrum of care options and keeping Seniors and Veterans at home or in the community (**See figure # 1**). Based on the developed strategy, management will focus on developing these opportunities.

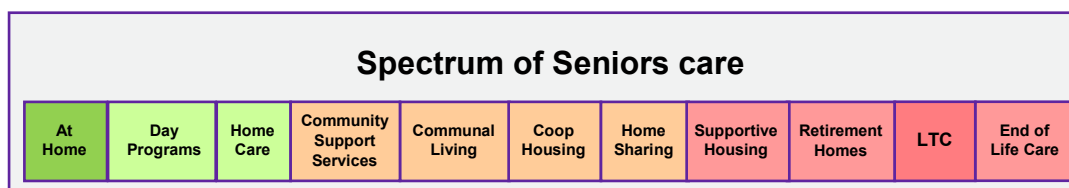


Figure # 1

Deductions. Based on this analysis, the following are the principal deductions which should focus the interim strategy:

- **Uncertainty.** The global and domestic environment will remain uncertain for a considerable period. Beyond the impacts of the pandemic, there are various forces at play signalling that we are entering a period of prolonged uncertainty. In the health care context, we face uncertainty surrounding such issues as the future of Ontario Health Teams and potential threats to not-for-profit organizations driven by sustainability challenges. Perley Health must remain alert to unexpected shifts in major trends, in particular the need to track changes to policy, regulations and the economy and be flexible in our approach to change;
- **Government Relations.** Government is facing myriad crises within a healthcare system undergoing major change and has only so much ability to manage it. Thus, it will seek to simplify the challenges and lean on large supportive players (public & private) to implement its plans. If Perley Health is to achieve success, it must recognize the government’s limitations, make decisions accordingly that simplify not complicate government decision making and be seen as a supportive and capable partner;
- Government reform of the healthcare system is likely to be slow. The provinces’ plans for Seniors’ care are focussed on increasing LTC capacity, following a faulty philosophy based on the traditional institutional model, and are inadequate to meet the growing demand. Perley Health needs to advocate for real reform of the healthcare system to a community care-based philosophy. It also needs to implement innovative changes to its services, more supportive of a community care model, where it can. Exploration of innovative models to meet the evolving needs of the population, such as small home models and specialized programs, can also be potential opportunities for Perley Health. Continued development of the CoE is an essential element of establishing Perley Health’s credibility and voice;
- **Stakeholders Influence.** Sustainment of trust in Perley Health is a critical factor in countering the dominant public mood and maintaining good relations with residents, families, volunteers and donors. In addition, if Perley Health is to have influence on

government and major players in the healthcare system it must be seen as a credible and valuable player. These issues speak to the need for Perley Health to develop and maintain an effective voice to maintain the trust of stakeholders and to influence government and major healthcare players. Achieving an effective or trusted voice must be based on a philosophy and reality of excellence and go beyond good communications to include the development of focussed stakeholder outreach, good government relations and the establishment of alliances and partnerships with HSPs;

- **The Economy.** The results of the pandemic, which induced economic downturn will have lasting effects. The withdrawal of government support programs combined with an increasingly high debt load will limit government economic stimulus and its ability to increase public healthcare funding. Select high priority healthcare programs will continue to be supported but the general pressure on healthcare funding will increase and Perley Health will need to seek sources of non-public funding;
- **The Healthcare Workforce.** Perley Health's people are our most valuable resource and their health and well being, quality and capacity are key to our long-term sustainability. Perley Health is not immune from the stresses within the healthcare system and care must be taken to ensure recovery from the impact of the pandemic, in particular amongst our HCWs;
- Against the backdrop of a growing HCW shortage, Perley Health faces a potentially significant shift in attractiveness. Perley Health's HCW wage structure has traditionally seen it as a high paying outlier. With increased competition, this privileged position is increasingly under threat. This raises the spectre of serious retention challenges which demands serious focus on updating our retention and recruiting strategy. In particular, Perley Health needs to play a role in changing the perception and narrative that LTC is a second rate or dead-end place to work;
- **Increasing Costs.** Trends indicate the sustainability of Perley Health will continue to be challenging. Most notable will be the public's demand for a better quality of care for residents and improved conditions of work for HCWs. While these costs should be met by the public purse, there is a considerable risk that this will not be the case. In addition, Perley Health will face largely invisible costs due to the impacts of climate change and the additional regulatory burden imposed by government environmental policies. These trends warrant detailed analysis of the changing costs structure, to include an environmental audit, and a re-emphasis on efficiency initiatives;
- **Embrace Technology.** Technology, in particular information technology, is having a major impact on all aspects of society and will, in the next decade, transform healthcare. If Perley Health is to take advantage of this revolution and not get left behind, it must invest in understanding the technology potential (including potential applications of Artificial Intelligence) and shape a strategy that will see a greater use of technology to improve care and system efficiency;
- **A Shift in Culture.** The demand for Seniors' care will continue to grow for at least the next two decades, outstripping the supply of LTC homes and providing ample opportunity for growth. However, such potential is likely to be constrained by a shortage of public funding and the risk averse nature of government. If Perley Health is to realize these opportunities, a serious reframing of its strategy, culture and operational approach are required. Specifically, we need to shift our culture to one of entrepreneurial enthusiasm where innovation is normal and risk tolerance is higher. Operationally, we need to improve processes to increase our flexibility, nimbleness and efficiency;

- We will also require the development of greater business expertise and the tools necessary to support more diverse business approaches. This should include consideration of alternate business models beyond core LTC services in order to address the conflicting demands of business and a not-for-profit corporation as a means of reducing our reliance on public funding and limiting sustainability risks. An evolving business plan should explore the legal and financial limits of such models as for-profit subsidiaries, partnerships and private pay services to provide a wider spectrum of opportunities.
- **Governance.** Faced with considerable uncertainty and many challenges, Perley Health governance will be critical in maintaining a sound strategic approach. Perley Health's Board must focus greater attention on oversight of the evolving technology strategy, the risk mitigation that accompanies expansion or transformation, and to the assistance it provides management with respect to the management of its stakeholders.

The Strategic Framework.

As stated earlier, WTP II remains the foundation of Perley Health's strategy. While we face uncertainty in the changing environment, the vision and mission of Perley Health and the essence of the strategy remain, in the short term, valid. The strategies and some objectives and goals within the strategy are still relevant but the new challenges faced in a volatile post pandemic world demand a shift in emphasis to recover from the effects of Covid-19 and to re-orient the health centre to better prepare for a changing world ahead.

In this context, the interim strategy will identify changes of substance or emphasis within the strategic framework. It will then introduce a new "transition phase" to refocus the relevant goals from the initial phases and to identify new initiatives.

The Perley Health Mission

To achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person-centred and frailty-informed care and service.

Note: Since the publishing of WTP II, "Emotion Centred Care" has received increased prominence in LTC. The term implies a focus on the emotional well-being of residents, clients and families and means prioritizing structures and processes that enhance relationships, meaning, and overall social/psychological health, as opposed to standard, task orientation. At Perley Health, emotion centred care is embedded throughout the Person-Centred Care Best Practice Guidelines. It is not an isolated initiative but part of everything we do, to include such programs as "See Me" and the Therapeutic Recreation and Creative Arts program.

The Perley Health Vision

Leading innovation in frailty-informed care to enable Seniors and Veterans to live life to the fullest.

The Essence of the Strategy. The essence of Perley Health's strategy remains as "*increasing relevance and value to the healthcare system*" and "*improving sustainability*", but to this we add "*develop a trusted voice*". Adding value continues to be achieved by expanding the health centre's capacity along the continuum of care but with the emphasis shifting to community care. It will also involve seeking other supporting initiatives to contribute to the healthcare system's reform and capacity increase. Sustainability remains the critical element of the strategy and must drive Perley Health's risk management focus. However, achieving it must see a shift away

from reliance on public funding to increasing revenues through new business lines and proactive opportunities to increase community support through fundraising. This will also require a cultural change more in line with a for-profit business acumen. The additional element of developing trusted voice speaks to the need for Perley Health to have sufficient profile and credibility that it is kept informed of developments and its counsel sought on important initiatives. Being a trusted player and having voice, especially with government, will permit the timely and effective response to changes in order to seize evolving opportunities and influence the direction of policy change, all of which advances the effectiveness of Perley Health and the healthcare system.

Strategies.

The four major strategies; Excellence in Care and Service; Ensure Sustainability; Maintain a Quality Workforce; and Lead and Advocate for Change remain valid as the guiding direction for all activity at Perley Health. In some cases, the specific goals identified in WTP II are reiterated in the Transition phase.

Environmental, Social and Governance (ESG).

Perley Health is a purpose-led and values-driven organization. This mindset fuels our commitment to Person-centred Care and to prioritize structures and processes to enhance our relationships, the meaning of what we do, and the overall health including social/psychological of those we serve. Our strategies are underpinned by the need to build and sustain a deep trust in our ability to deliver quality healthcare services and programs, in the research we undertake, the insights we share, and in the relationships that we cultivate. Through our commitment to this, we aim to deliver sustainable outcomes and make a meaningful difference in our world every day.

Within the purview of Perley Health, **Environmental** considerations translate into efforts to minimize the ecological footprint of our facilities, promote energy efficiency, and expand responsible waste management processes and work with sustainability-driven suppliers.

Social aspects of the framework emphasize the importance of living the values espoused in the Interim Strategic Plan. People are our most valuable resource and essential to the sustainability and effectiveness of Perley Health. There is ample evidence to show that a diverse workforce and deliberate inclusion efforts drive positive organizational outcomes.

To address the current challenges in developing and retaining skilled and engaged staff, and to prepare Perley Health for the future, the Interim Strategy concentrates on increasing and expanding Perley Health's organizational capacity. This envisages revitalizing the workforce by putting "People First", improving care and efficiency in the health centre by embracing technology and preparing for the future by broadening current skill sets by introducing new capabilities. This includes continuing to foster an inclusive and diverse workplace, addressing healthcare disparities, and engaging meaningfully with those communities and stakeholders that impact Perley Health.

Investing in training and development initiatives to inform and model inclusive thinking and

behaviours are critical to bringing out the best in our employees and supporting our team-based delivery of care. Ontario Health developed an Equity, Inclusion, Diversity and Anti-Racism Framework (Annex D), which represents an example framework that can guide initiatives in this space. DEI is a journey that needs to be based upon data and accordingly, as a first step, Perley Health has partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to administer a Diversity, Equity and Inclusion (DEI) survey.

The development of a Knowledge Translation hub (KT Hub) will broaden the reach of Perley Health beyond its walls by sharing newly gained and developed capabilities with the broader seniors' care sector.

Governance principles outlined in an ESG framework ensure transparent and ethical decision-making. Perley Health already has a sophisticated approach to Governance. However, to ensure financial sustainability and to ensure the growth of its “trusted voice”, Perley Health will explore avenues to institute a process to identify opportunities for enhancement and collaboration across the broader Health network that bring additional value to Perley Health and to the greater health system.

Using an ESG framework as the lens through which both strategic and operational decisions are made and implemented underscores the strategic position of Perley Health. That is, sustainable, socially responsible processes and practices are transparent, and measured. Accountability for ensuring that the values and principles described within the Interim Strategic Plan are actively employed in the daily activities of employees and are integral components of delivering quality healthcare.

Our values underpin our governance structure, our systems, and processes to help drive a high standard of quality, consistency and transparency, ethical behaviour, organizational and personal accountability. Our values define the expectations we have for working with each other, with our residents and others with whom we interact. The depth of trust exhibited by those we serve and with whom we interact is a marker of how successfully we are delivering on our commitments and retaining our professional reputation. By incorporating ESG principles into its operations, Perley Health will contribute not only to the health of individuals but also to the overall well-being of the planet and society, reinforcing the notion that sustainable and socially responsible practices are integral components of delivering quality healthcare.

Adding value continues to be achieved by expanding the health centre's capacity along the continuum of care but also with a growing focus on community care. It will also involve creating other supporting initiatives to contribute to the healthcare system's reform and capacity increase.

Sustainability remains the critical element of the strategy and must drive Perley Health's risk management focus. However, achieving it must see a shift away from reliance on public funding to increasing revenues through new business lines and innovative opportunities to increase community support through fundraising. This will also require a cultural change more in line with a “for-profit” business acumen.

Our employees and partners work in a complex environment with competing demands, and each is responsible for exhibiting the core values underlying Perley Health’s purpose. It is expected that uncertainty and complexity will continue with an increased pace of change. Given the events of the recent past, there were many moments in which we might have shifted focus or let up—but instead, we are keeping pace, accelerating, and leading through it.

Strategic Objectives and Goals.

PHASES 1-3. The majority of the goals in the three phases outlined in WTP II, have been achieved. The relevant goals have been refocused within the new “Transition” phase.

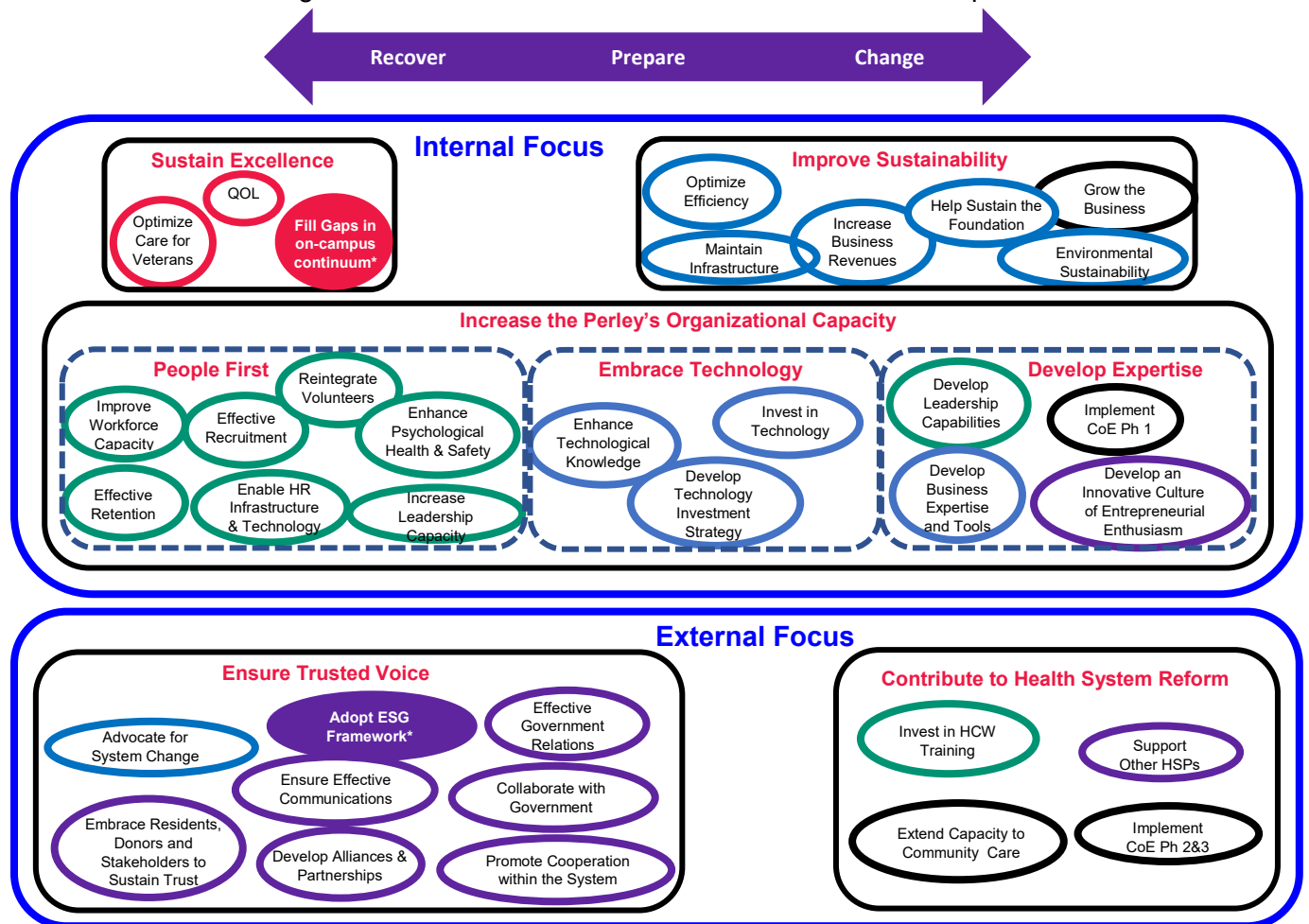


Figure # 2 Perley Health Interim Strategy (2021-2025) Objectives & Goals⁴

*Solid circles represent goals added in 2023

Transition Phase: Recover and Prepare for the Future.

⁴ While implementation of the interim strategy will follow the general sequence of Recover-Prepare-Change, the positioning of the respective goals does not necessarily reflect this sequence. A more detailed explanation is at “Priorities” page 13.

The context for this phase of the strategy is the pandemic and an uncertain and changing world. First and foremost, Perley Health must ensure it recovers from the effects of the pandemic, in particular how it has impacted our workers. It must then lay a foundation that will allow it to prepare for a different and uncertain future and permit it to seize opportunities as they become clear. This, in part, means reflecting on the lessons learned over the recent past and ensuring the organization has the capabilities essential for the future. It also means engaging the government, the community and key stakeholders in order to contribute to the capacity and reform of the healthcare system. The ultimate goal is a Perley Health with the influence to play a leading role within and the capacity to provide a valued and sustainable contribution to the healthcare system.

The majority of the objectives in this transition phase have previously been identified within the four strategies or the three phases. Thus, the interim strategy is a primarily a re-casting and re-prioritizing of the existing WTP II objectives and goals in a manner that achieves the essential pandemic recovery and preparation for the future. The key objectives of this phase with their integral goals, which are shown graphically at **figure # 2**, are internally and externally focused as follows:

Sustain Excellence in Seniors' and Veterans' Care

Excellence in Care and Service remains a key strategy and is reflected in the objective of Sustain Excellence. In this regard two goals demand specific focus:

- **Quality of Life.** Despite a good standard of care at Perley Health, government regulations create restrictions which limit flexibility to achieve the desired level of quality of life. This requires a concerted level of advocacy to reduce the imposed constraints. However, irrespective of government change, Perley Health must seek innovative solutions that enhance quality of life and be prepared to accept a degree of risk in balancing new approaches with regulatory requirements;
- **Optimize Care for Veterans' Changing Needs.** As forecasted in WTP, the veteran's population has decreased significantly in recent years and, even with the addition of modern Veterans under the OQV program, will likely stabilize at the currently approved level of 130⁵. At the same time, Perley Health will continue to grow and diversify and has undergone re-branding, all of which risks lowering the Veterans profile. However, Veterans will continue to be a vital part of Perley Health community and we will continually seek opportunities to meet the evolving needs of Veterans and to maintain their profile. We will always honour our Veterans.
- **Fill gaps in the on-campus continuum of care.** As Perley Health explores various opportunities to expand services and programs, it is important to address gaps that exist in the on-campus continuum of care. This focus will enable Perley Health to effectively deliver on an "aging in place" model on the Perley Health campus.

Improve Perley Health's Sustainability

Sustainability of Perley Health is a key component of the strategy and is a vital objective during the uncertainty of the transitional period. While the interim strategy demands innovation and change in order to chart an effective way forward, this must be balanced with the need to ensure sustainability at all times. This leads to the following goals:

- **Maintain Infrastructure.** As highlighted in WTP II, the health centre cannot only live for today but must pursue re-capitalization which ensures that plant repair and replacement can

⁵ VAC has approved a cap of 130 for OQV beds, but confirmation is still required from the MLTC.

be achieved as required. As the health centre ages, the need for an effective re-capitalization plan should be a priority;

- **Increase Business Revenues.** Perley Health is more than just a health centre, it is also a business. While public funding is forecast to increase, it will coincide with increased demand and higher costs, and is unlikely to improve sustainability. To ensure financial stability and the flexibility to undertake important initiatives it is essential that opportunities be pursued that increase business revenue. While this does not preclude increased publicly funded opportunities, in practical terms it means pursuing privately funded business lines that achieve more than break-even results and enhance Perley Health's sustainability. This will require focussed initiatives to shift Perley Health's business approach;
- **Help Sustain the Foundation's Success.** Growing charitable donations, through the Perley Health Foundation is a vital component of the Health Centre's revenues. Perley Health will closely cooperate and coordinate with and support the Foundation to ensure alignment with the Health Centre's goals and to sustain the Foundation's efforts to adapt to the changing donor base and increase donations;
- **Optimize Efficiency.** Pursuit of organizational efficiency will continue to be the foundation of Perley Health's sustainability strategy. This requires more than just saving money, it demands investments that will ultimately lead to greater efficiency returns. It will also include advocating with government for process changes which impact the overall efficiency of the healthcare system;
- **Environmental Sustainability** Facing greater environmental degradation and a new more aggressive government mandated environmental program, Perley Health can anticipate increased costs and regulatory requirements. This requires a renewed analysis of the implications for the health centre and the development of a plan to address the evolving regulatory requirements and to maximize cost avoidance;
- **Grow the Business.** An important aspect of Perley Health's strategy is its commitment to doubling the number of Seniors served by 2035. Only by increasing its size and capacity can it offer more diverse services for Seniors and Veterans and meet the growing demand for care. Growth also has the potential to improve sustainability as larger Health Service Providers have been shown to have greater capacity and flexibility and can be more efficient due to economies of scale. Growth of Perley Health also has the potential to improve its influence and sustainability as size will increase its voice within the healthcare system. Perley Health will seek opportunities to expand existing facilities and services or introduce new services that respond to unmet needs within the healthcare system while generating incremental revenue. Given the uncertainty faced domestically and within the healthcare system, determining the limits of growth is a challenge. Thus, achieving clarity of the health centre's vision will need to be addressed in developing the long-term strategy. During the interim strategy implementation, growth limits will be guided by the objective of serving as many Seniors as possible provided it does not come at the expense of quality of care, quality of life or sustainability.

Increase Organizational Capacity

In order to address the current challenges and prepare Perley Health for the future, the interim strategy focusses on increasing Perley Health's organizational capacity". This envisages revitalizing the work force by putting people first, improving care and efficiency in the health centre by embracing technology and preparing for the future by broadening Perley Health's expertise.

- **People First.** People are our most valuable resource and essential to the sustainability and effectiveness of Perley Health. HCWs have borne the brunt of the pandemic. Long hours under difficult conditions with the ever-present fear of infection takes its toll. This same

bruised workforce is vital to Perley Health's future and major efforts are required to care for and re-energize workers. These efforts will include the re-integration of the many essential volunteers. It is also essential that lessons are learned from this experience and, considering the coming future, measures are taken to improve the work force's capacity and the conditions under which everyone works. This will include exploring new models of care and approaches that improve the overall health, efficiency and effectiveness of the workforce. Specific goals include:

- **Enhance Psychological Health and Safety.** The health and safety of workers is essential to the health centre's effectiveness. Conditions where workers face unsustainable workloads, unfulfilling work, little control over their duties and fears over their safety are corrosive to the work force and cannot be allowed to exist. Perley Health will promote the psychological health of workers and cultivate a work environment where employees feel safe to express themselves. This includes a diversity, equity and inclusion plan that is being developed based on DEI survey results
- **Improve the Work Force Capacity.** Work force capacity is a key element of Perley Health's effectiveness and is vital to sustaining current and future operations. While this will in part see growing the work force, it must include achieving greater efficiency. This doesn't mean demanding more of workers but providing them the knowledge, skills and abilities and creating a work environment that optimizes the team. It will also demand improving organizational structures and processes and creating an environment that encourages adaptability. The health centre will support and lead capacity building as a precursor to transformation;
- **Ensure Effective Retention.** The healthcare system is faced with a growing shortage of workers and replacing departed workers in numbers and quality is increasingly challenging. Perley Health will focus on maximizing worker retention by improving work conditions and creating a workplace where all can realize their potential. An important element of the workplace is providing a greater sense of purpose for workers by creating opportunities to contribute to the greater healthcare system;
- **Achieve Effective Talent Acquisition/Recruitment.** While retention of existing workers is vital, recruitment of workers to meet current and growing demands will be a priority focus for Perley Health. Multiple initiatives should be pursued to include leveraging technology, pursuing government sponsored opportunities, partnering with education institutions and creating training opportunities;
- **Reintegrate Volunteers.** Volunteers are an important part of Perley Health's workforce whose access to the facility was impacted through the pandemic with significant consequences for our residents and Healthcare Workers. Perley Health will reconnect and rebuild bridges with this vital population and reintegrate them into the day-to-day operations of the health centre;
- **Enable HR Infrastructure and Technology.** Given the many HR challenges faced by Perley Health, improvements will be made to the HR infrastructure and support technology. These changes will ensure the growth of the strategic HR function and HRIS and process improvements across core functions;
- **Increase Leadership Capacity.** The capacity of the various leadership teams, from the front-line care workers to the senior management team is critical to maintaining effectiveness. As Perley Health looks to increase its overall business and revenues, we will grow our leaders at all levels to ensure they keep pace with overall demands.

Embrace Technology. We live in a digitized world and technological change is impacting every aspect of society. Perley Health needs to keep pace and ensure that it has the knowledge and

technological capacity to operate in that world. Perley Health must invest in understanding the technological potential and develop a sound technology investment strategy that will improve care, quality of life and system efficiency. Specific Goals include:

- **Enhance Organizational Technological Knowledge.** If Perley Health is to operate and grow successfully, it must become a technologically savvy organization. It cannot rely on external advice for its expertise but will grow a technologically knowledgeable cohort of senior and middle managers who can optimize technology in guiding Perley Health's organizational development;
- **Develop a Technology Investment Strategy.** Technological growth will require the investment of scarce resources. Given the many goals and objectives to be pursued by Perley Health, technological investment will require development of a coherent strategy aligned with the overall interim strategy;
- **Invest in Technology to Improve Care and Efficiency.** There are potentially many areas of Perley Health to which technology, including information technology, could be applied. Given the limited resources available, the focus of technology investment will be on the improvement of care of residents and the efficiency of the work force.

Develop Expertise. Meeting the needs of a changing healthcare system and an increasingly diverse cliental and realizing new opportunities for growth often demands a Health Centre with different capabilities. Adapting to new standards of practice, new technologies and most significantly new business models and business lines cannot be achieved over night and may require considerable investment. This requires the development of a coherent funded plan for the development of expertise. The goals of such a plan will include:

- **Develop Leadership Capabilities.** The expertise of the many leadership teams is a critical element of any organization. While Perley Health is blessed with good leaders at all levels, as it faces a rapidly evolving environment, the acquisition or in-house development of additional essential expertise will be a core component of any development plan;
- **Implement CoE Phase 1.** The establishment of a Centre of Excellence is a key component of Perley Health's strategy. Phase 1 of this initiative is focussed on developing the centre's capabilities to include infrastructure, research capacity, funding and communications;
- **Develop Business Expertise and Tools.** Perley Health operates as a largely publicly funded not-for-profit with limited for-profit expertise. If it is to take advantage of new business opportunities and thrive in an increasingly competitive world, it must develop the expertise to operate successfully in that environment. This can be accomplished in part by recruiting the appropriate talent but it must include supplementing the education of the current Senior Leadership Group. It is also important to recognize that our flexibility is constrained by Perley Health's status as a publicly funded not-for-profit LTC home. If we are to be innovative, it is necessary to develop the tools required to support more diverse business approaches to include consideration of alternate business models;
- **Develop an Innovative Culture of Entrepreneurial Enthusiasm.** Given Perley Health's publicly funded NFP background it is very much a compliance based and risk averse organization. If Perley Health is to achieve increased revenues and resource flexibility to invest in the future, a shift in culture and philosophy is essential. Perley Health will change its culture and operational approach to one more supportive of the business environment. Specifically, we need to shift our culture to one of entrepreneurial enthusiasm where innovation is normal and risk tolerance is higher. Operationally, we need to improve processes to increase our flexibility, nimbleness and efficiency. Initiatives will be taken that drive innovation and an entrepreneurial approach. While Perley Health will remain, a values-based organization focussed on frailty informed care, its sustainability must be underpinned by an energetic and innovative business acumen.

Develop Trusted Voice. Perley Health is a centre of excellence with the capacity to significantly improve the lives of Seniors living with frailty and contribute to the reform of the healthcare system. However, realizing this potential requires recognition of Perley Health, by all stakeholders, as an authoritative healthcare provider. In short, when Perley Health speaks, we need others to listen. It is therefore essential that Perley Health develop a Trusted Voice. Goals include:

- **Embrace Residents, Donors and Stakeholders to Sustain Trust.** The pandemic has been a very difficult period for residents, their families and all with a connection to Perley Health. While this period at the health centre has been relatively successful in ensuring all are safe and cared for, the broader experience has shattered trust in all within and affected by LTC. Perley Health will work to rebuild that trust and achieve a bond that will ensure unity through the coming change;
- **Ensure Effective Communications.** Perley Health will pursue a communications strategy that imparts a sound understanding of the Health Centre to all stakeholders and positions it within the healthcare system as a major player in the care of Seniors living with frailty;
- **Develop Alliances and Partnerships.** There is strength in numbers and developing a network of supportive players within the healthcare system improves Perley Health's position and voice. Accordingly, Perley Health will work with the LTC associations⁶ and establish relationships with key HSP's to advance mutually beneficial initiatives in support of healthcare system reform;
- **Promote Cooperation Within the System.** As a relatively small player within the healthcare system, Perley Health must work with other HSPs and the private sector to advance its interests and to contribute to health system reform. Such cooperation could range from information sharing, to partnering on major projects, to full integration of capabilities. Perley Health will explore opportunities to cooperate;
- **Effective Government Relations.** Effective relations with all levels of government are essential to Perley Health's sustainability and development. Continued refinement of our government relations strategy will be required establish to maintain open lines of communications ensuring a clear understanding of government intent and the ability to access influential players. It will also ensure Perley Health is seen by government as a positive and supportive leader within the healthcare system;
- **Collaborate with Government.** Beyond maintaining good relations, Perley Health should be seen by government as a partner in the healthcare system focussed on solutions rather than problems. We will seek opportunities to advance initiatives that, while meeting our needs, support government objectives. As a principle, Perley Health will not present problems to the government without providing effective solutions;
- **Advocate for System Change.** As previously highlighted, the government is focussed on expanding LTC capacity; reform of the healthcare system is, at best, evolving slowly. A major shortfall in the government approach is a reliance on expertise from Acute Care Hospitals and other large players who often lack expertise in Seniors' care and LTC. Perley Health needs to have its expert voice heard to contribute to the reform of the system. We will develop an advocacy strategy to advance key issues on Seniors' care with government.
- **Adopt an ESG framework.** Using an ESG framework as the lens through which both strategic and operational decisions are made and implemented underscores the strategic position of Perley Health. That is, sustainable, socially responsible processes and practices are transparent, and measured. Accountability for ensuring that the values and principles

⁶ The two associations in Ontario are Advantage Ontario, to which the Perley is a member and the Ontario Long Term Care Association.

described within the Interim Strategic Plan are actively employed in the daily activities of employees and are integral components of delivering quality healthcare.

Contribute to Health System Reform. The government's approach to healthcare system reform is at present narrow in focus and arguably falls short of the needs of the senior's community. While Perley Health must collaborate with government, it must also seek to contribute to system reform in a more holistic manner in keeping with the needs of Seniors and Veterans. In so doing, it will enhance its credibility and provide opportunities to shape its future within that system. Goals include:

- **Extend Capacity to Community Care.** While the government's approach to meeting future Seniors' care needs is to grow LTC capacity, the overwhelming recommendation from most experts is to move to a concept of community care. Such a shift is more affordable, results in better outcomes for Seniors and is much preferred by Canadians. Perley Health will seek opportunities to extend its focus to greater community care in order to provide more appropriate care for Seniors and Veterans;
- **Support Other HSP's.** During the pandemic, Perley Health supported a number of LTC homes with expertise such as IPAC. Perley Health will explore expanding this type of assistance, potentially leading to an integrated model of support for a variety of homes in the region;
- **Invest in HCW Training.** The greatest challenge the province faces in meeting the exploding demand for Seniors' care is to maintain the supply of HCWs. Given Perley Health's quality workforce, it is well suited to contribute to HCW training and will explore investing in this capability;
- **Implement CoE Phases 2&3.** Strongly supported by the Perley Health Foundation, the Centre of Excellence will expand its reach and develop national and international presence in research that supports innovation, making a significant contribution to health system reform and adding considerably to Perley Health's reputation. This coordinated effort by Perley Health, the CoE and the Foundation will be key in advancing research opportunities that support the strategy.

Priorities. Implementing the interim strategy should be guided by the general sequence of Recover – Prepare – Change; recover from the effects of the pandemic, prepare Perley Health for a challenging future and implement those immediate changes that will have a clear and positive impact on the health centre. In following this logic, it must be recognized that, for many reasons, progress in advancing the strategy's objectives will vary. Given this, the overall effort for the interim period will be guided by the following priorities:

- **Priority 1 - Focus on our people.** Addressing the consequences of the pandemic on people is not something that can wait. Rebuilding trust with residents and stakeholders and meeting the needs of the workforce are critical to recovery and solidifying Perley Health's foundation for the future;
- **Priority 2 – Improve Revenues.** Resource flexibility is a critical requirement for achieving many of the objectives and goals identified in the strategy. Thus, Perley Health will develop opportunities and sources that will generate improved revenue in the short term;
- **Priority 3 – Balanced Implementation.** Beyond the first two priorities, development of the interim strategy needs to be balanced across the identified objectives and goals. Developing trusted voice will take time and developing good relations with government and key players within the Healthcare system will require almost constant attention. Developing Perley

Health's capabilities will be essential to achieving the expansionary goals under contributing to the health system capacity. Thus, capacity growth can only proceed as Perley Health develops the capability to effectively manage it. At the same time, Perley Health's efforts to contribute to health system reform must advance in a timely manner in order to influence change effectively.

Summary

Over the past 15 years, Perley Health has been guided by a sound vision and a coherent strategy that has seen the Health Centre evolve and mature into a more comprehensive health care service providing high quality care to seniors and veterans as well as becoming a stronger voice in the advocacy of person-centered care. Now, faced with the ongoing effects of a global pandemic and increasingly disruptive trends both global and domestic, Perley Health faces considerable uncertainty. While it will take time to develop greater understanding of the evolving global and domestic trends, clear guidance is essential to driving short term change in order to prepare for a challenging future. This Interim Strategy has been developed to provide that guidance. Strategic objectives have been re-prioritized and refocused to address internal and external goals that will drive corporate performance aligned with the interim strategy. Progress against the interim strategic plan is tracked and reported quarterly to the Board of Directors through the CEO objectives that are linked directly to the objectives outlined in this strategy.

Appendices

To access the appendices, please email info@perleyhealth.ca

- Annex A: Short Term Analysis – Updated Trends
- Annex B: Domestic Scenario Development
- Annex C: Emerging Technology
- Annex D: Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework- a sample framework for Diversity, Equity and Inclusion organizational work.