



# ANNUAL REPORT 2023

## Vision Nursing and Rest Home

Email: [recept@vision74.com](mailto:recept@vision74.com)

Website: [Vision 74 Inc | Nursing and Rest Home | Sarnia, ON](http://Vision74Inc.com)

Tel: 519-336-6551

229 Wellington Street Sarnia N7T 1G9

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# FROM THE BOARD OF DIRECTORS

Vision '74 Inc. is uniquely positioned to serve as a community leader being an independent stand-alone not for profit organization. We have an energetic and talented team supported fully by a dynamic and innovative Board of Directors. We continue to be collaborative and creative in our approach to care provision in our community by embarking on real-world workable solutions that can be implemented locally with our community partners. We advocate, participate, and support the work of our governing organizations: the Ontario Long-Term Care Association (OLTCA) and Ontario Retirement Communities Association (ORCA), as well as continuing to build partnerships with Lambton College and Bluewater Health. Our reflections of the last 12-18 months show impressive work being completed by all partners in all healthcare sectors. The future changes appear to showcase improvements in long-term care addressing some of the challenges we have known about for years!

*“Treat others with respect, dignity,  
compassion and kindness”*

## Our Mission and Values – revised in 2023

**Our Mission:** We are a Christian, charitable, a non-profit organization providing exceptional residential and health care services in a compassionate and sustainable manner to the benefit of the greater community.

**Our Values:** We believe in treating everyone with integrity, dignity, and respect. We value innovation, compassion, and humour.

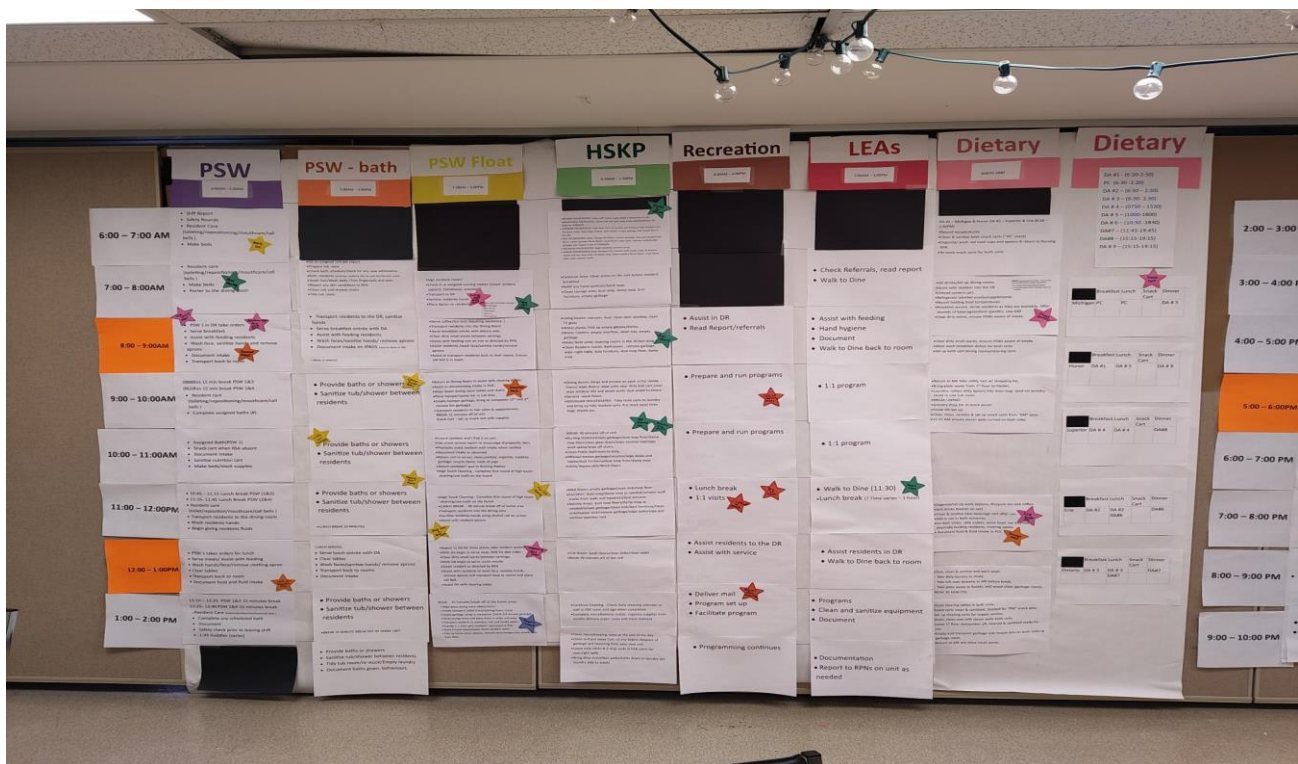
**Nell Vrolyk Board Chair**

# STRATEGIC PLAN - HIGHLIGHTS

*The Board of Directors spent considerable time revising our Strategic Plan in 2023, refocusing our Mission, Values, Beliefs as the core functions to create new focus areas. Redevelopment paved the way for creating our Strategic Plan 2023-2028 with new Key Focus Areas*

- Renewing and/or expanding our physical assets
- Ensuring contingency planning is in place
- Be the employer of choice
- Evaluate charitable options
- Continue to grow the business
- Expand Community Involvement
- Provision of Exceptional Service

Our Operational team was then charged with implementing these areas of focus into the daily operations. The next few pages highlight just some of the exceptional work being done at Vision.



As a Board we are extremely proud of the management team and our front line employees! Vision would not have the reputation it has without each and every one of them working diligently every day.

# Financial Notes

In 2023 Vision '74 Inc. emerged from the COVID pandemic. Considering the number of homes significantly impacted, Vision has been fortunate to remain relatively stable this past year.

We acknowledge that there is a health human resource crisis across the broader health system and around the world. Through aggressive hiring strategies and creative employee engagement, we have rebuilt our workforce at both the Management and frontline staffing levels. The Ministry of Long Term Care has responded to the need to increase the level of hands on care creating greater demand for workers. The need for long-term care spaces continues to outpace projected growth. Ontario needs 30,000 new long-term care spaces to serve the population currently waiting for placement, and a further 48,000 spaces to meet the growing demand of the aging population by the end of this decade.

The following table summarizes the Audited Financial Statements for year ending December 31, 2024.

	Revenues	Wages	Utilities	Food	Amort	Reserves	Insurance	Env. Service	Office & Admin	Expenses
Nursing Home	16,397,239	12,312,792	332,642	772,727	761,141	145,674	62,040	603,835	1,364,425	16,355,276
Rest Home	991,252	561,788	53,486	148,185	21,066	55,000	15,029	81,513	136,858	1,072,925
Wellington Flats	598,260	47,110	82,882	14,775	239,020	13,378	9,339	40,942	222,092	669,538
Vision '74 Inc.	334,325	192,404	23,739	-	70,922	-	9,401	43,634	57,462	397,562

While Vision appears to have turned the corner on the devastating impact of COVID, 2024 will be a critical year in determining if our strategies will be enduring. Revenue will have to continue to increase in 2024 and into the future if the current operational level is to be maintained.

As time moves forward, we evolve as an organization while remaining rooted in our values. In 2024 we celebrate 50 years of service to the Sarnia Lambton Community and continue to seek ways to contribute to the wellbeing of our community.

# QUALITY IMPROVEMENT HIGHLIGHTS

## QIP – Quality Improvement Plan

Each year the Nursing Home is required to submit their Quality Improvement plan to Ontario Health. The indicators are prescribed to the Home, but we set our own goals based on our performance. In 2023 we worked on:

- % of Residents with Avoidable Emergency Department (ED) Visits,
- % of residents responding positively with a rating of 5/5 when asked: “what number would you use to rate how well staff listen to you?”
- % of residents who responded positively with a Yes to the statement “I can express my opinion without fear of consequences”
- % of residents without psychosis who were given an antipsychotic medication in the 7 days preceding their resident assessment.

## % of Residents with Avoidable ED Visits

Vision is fortunate to have a full time Nurse Practitioner for the past three years. This is most evident in our provincial numbers specifically relating to avoiding ED visits. In 2022/23 year, our average percentage was:

ESC LHIN %	Province	Vision Q1 2022/23	Vision Q2 2022/23	Vision Q3 2022/23	Vision Q4 2022/23
16%	16%	4/1%	NR	6%	4.1%

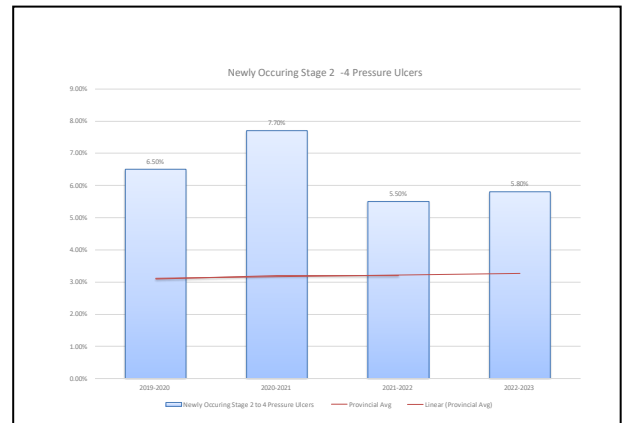
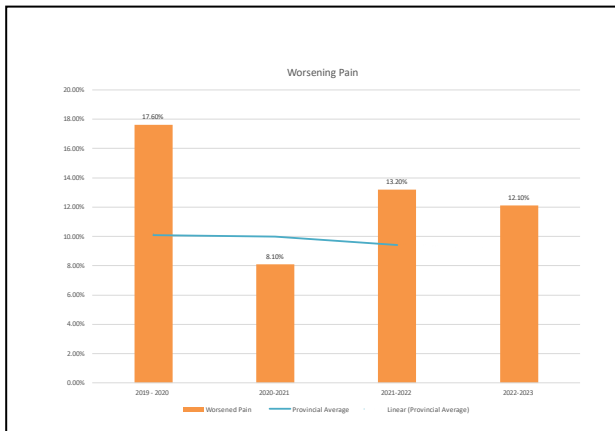
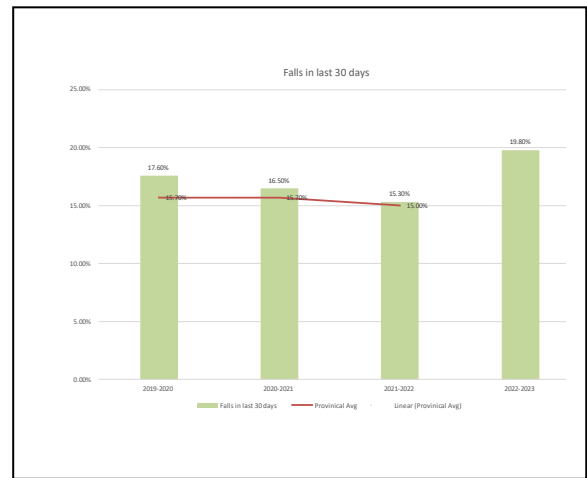
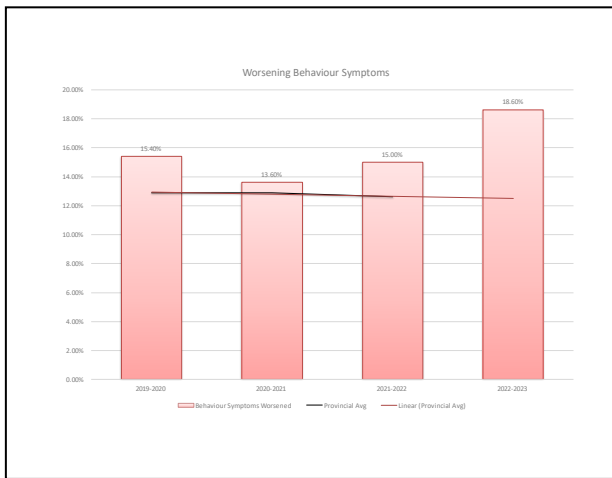
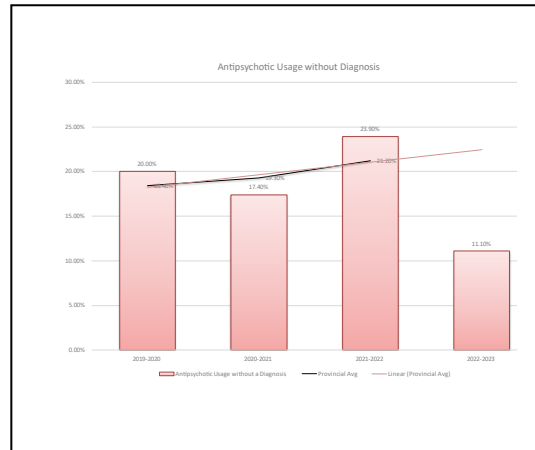
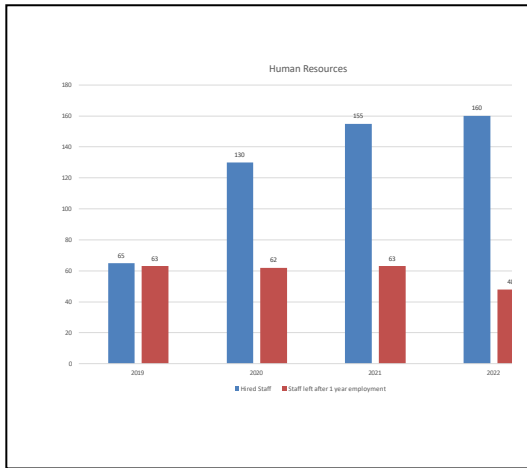
% Residents Responding Positively that Staff Listen: our target was 88 and we scored 87. This question is asked on the annual Resident Satisfaction Survey

% Residents who can Express Themselves: our target was 98 and we scored 96.25!

% Residents with a Psychosis Given an Antipsychotic: our target was 15.5% and we were 18.03%.

You can find detailed information on our website under Quality Improvement Plans. These numbers are publicly reported.

## A few of our other Quality Improvement Plans we are diligently working on:



# HEALTH HUMAN RESOURCES

- There is an enormous challenge facing our sector. Tens of thousands of new frontline staff will be needed to meet the government's historic commitment of an average of four hours of direct care per resident per day, as well as the new spaces (beds) that are being built in Ontario. We have embarked on two unique supportive projects that assist our home in our pursuit of adequate staffing levels:
- **International Student Work/Live/Study Program:** with as many as twelve students residing at Vision in the West Wing; Wellington Flats and in the future to expand for an additional four students residing at our College Avenue Home. These students live on campus and work throughout the year in our Homes, receiving real life health care experience supporting their own professional career goals.
- **Destination Canada:** With the proven success in the Grow Your Own PSW program, we supported our Resident Support Aides (RSA) to complete education through Lambton College to become Personal Support Workers (PSWs) for Dietary Aides (DAs). We embarked on an international recruitment program through Destination Canada. After participating in live recruitment events in Morocco and Paris as well as virtually we are in the process of offering job opportunities to Registered Nurses and Registered Practical Nurses from around the World. Expecting our first new employees to arrive from their country as early as April 2024!





# CELEBRATING OUR LEGACY



## VISION'S 50<sup>TH</sup> ANNIVERSARY

June 15th 2024 we will celebrate Vision's rich history of serving the residents of Sarnia Lambton since 1974. We have grown considerably since then.

***I am so happy my dad has been at Vision for a few years now! He is treated with dignity and respect for his journey, and he has thrived since being in your care! I am forever grateful to all the staff at Vision for your hard work and dedication! You make Vision at Home!***



## ACCREDITATION

Accreditation Canada developed a new four year program that embeds the process of quality improvement into the day to day operations of the Nursing Home. Vision was successfully awarded **Accreditation with Commendation** September 2023 following the onsite survey. Two Accreditors spent three days with us to evaluate over 500 best practices, meet with our suppliers, residents, families and our community partners.

***We could not be more proud of our entire team; the work completed during an unprecedented pandemic was above exceptional and was showcased during this survey!***

Vision will now embark on the next four continuous journey of quality improvement.

## Our Partnerships

We continue to look for new and innovative approaches to sustaining care levels and provision of housing types for all residents of Sarnia and surrounding areas.

### **Transitional Care Program: Rest Home**

Through collaboration with Bluewater Health a Transitional Care Program was developed in the Retirement Home at the end of 2023, allowing persons living in the hospital waiting for long term care beds, to move into the Rest Home while they wait. This program provides increased quality of life for those residents, who then have access to all the services and programming our residents do! The program's goal was for 10 admissions by March 2024 and this was met in early January!

**Lambton College Partnership: Micro-credentialing Program:** in partnership with Lambton College, Vision was integral to the development of a curriculum for new and existing employees, that also meets Fixing Long Term Care Act for annual mandatory education requirements. 2023 was the pilot year of the project and it is continuing to be supported by OLTC, ORCA and the Ministry of Long Term Care. This program supports reduced costs when onboarding new staff, if they have completed the education within the last year (either at another Home, or at school), it is not required to be completed again. The courses are all on line and require an 80% pass to show completion!



## Preparing for Tomorrow

The decisions made in the next few years will define Vision for the coming decades, and the models of quality of care and living for residents in years to come. This is a time of challenges, but also an opportunity to put the right foundations in place to enhance care and quality of life, and to ensure Vision's stability and sustainability.

We are laying the groundwork to stabilize the home with committed and energized management team and growing the frontline team to address the significant work ahead of us. We have been a stable organization in our community for the past 50 years and will celebrate this achievement in June.

The Board of Directors and staff are committed to supporting our residents and families as we navigate the way forward together and look forward to another fifty years.

Heather Martin CEO

Lindsay Vandenberg Administrator