

Woodingford Lodge Nutrition Service Review



Consulting &
Associates

Agenda



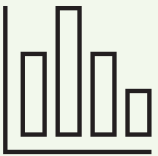
1. Introduction
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Service Review Objectives

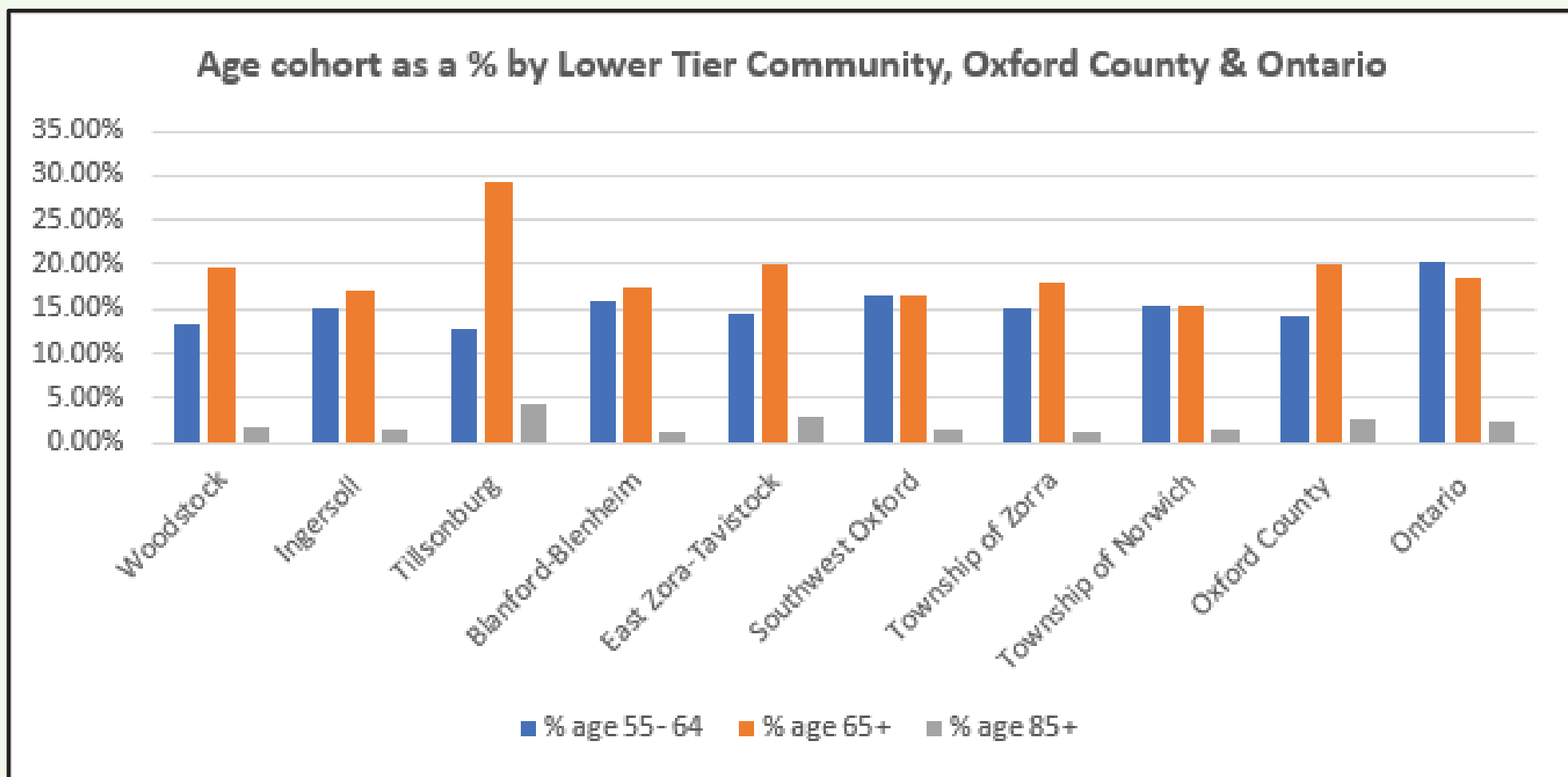
1. Review the service delivery process across the three sites.
2. Conduct an in-depth engagement employing a SWOT format
3. Focus on service consistency, quality and cost-efficiency.
4. Create a current state profile for beds, demographics and pressures, e.g., wait times and ALC impact
5. Identify opportunities for advancement & innovation.

Methodology

- Surveys = 61 respondents
- Key Informant Interviews – groups & individuals
- Focus on Residents' and Staff's feedback
- Infection Control Prevention – process observations
- Demographic & population statistical analysis
- Environmental Scan of Current State – LTC beds, wait times, ALC impact
- Budget review for cost efficiencies \$
- Identify opportunities for advancement



Oxford is a Growing and Aging



One in Five Aged 65+



**The next wave of older adults
comprises 17,220 people, or 11% of
the population, aged 55 to 64 in
Oxford County**



Woodingford Lodge Current State

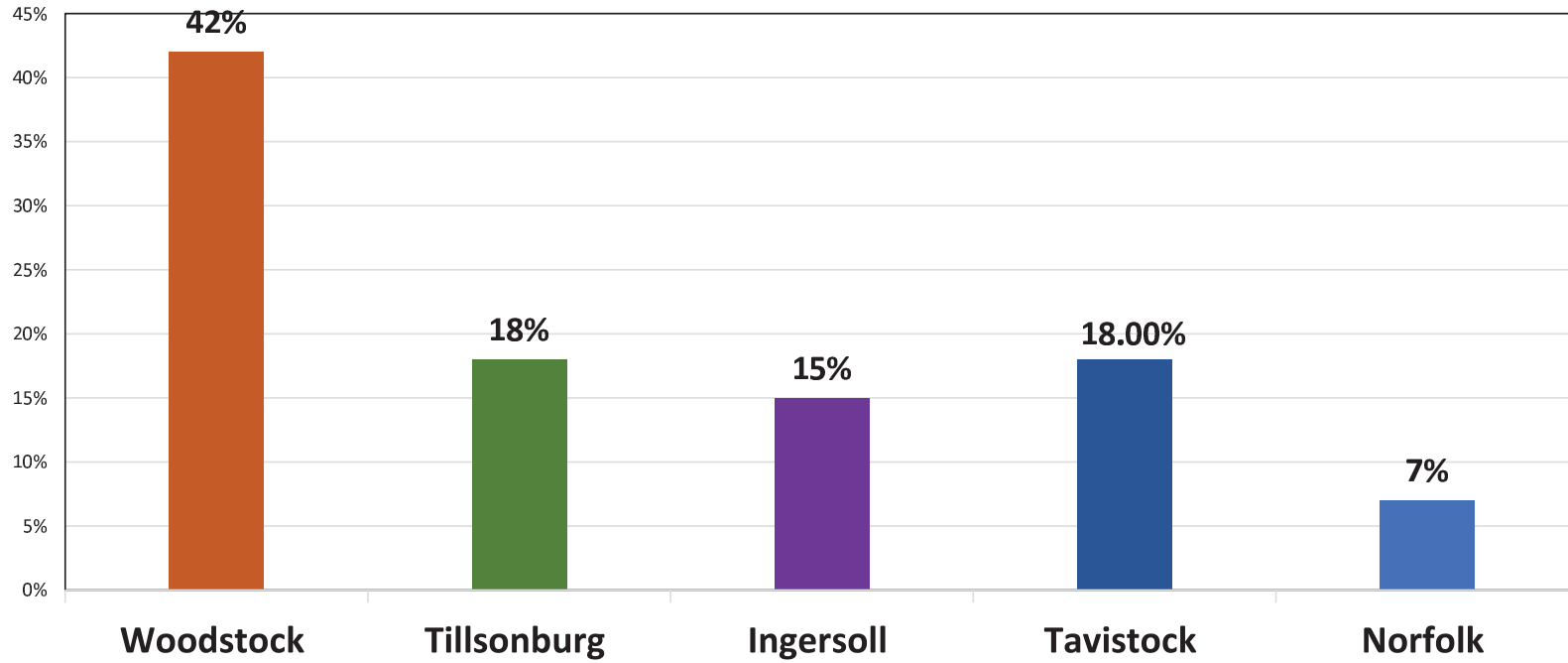
Woodingford Lodge Site Location	# Of Beds	Average Age Upon Admission	# Of People on the Wait List	The median # of Days Waiting from the Community for an LTC Bed.
Woodstock	160	83	532 people	246 days
Ingersoll	34	83	325 people	86 days
Tillsonburg	34	82	310 people	-
Total	228 beds	-	1167 people	-
WDL is unique as it is the only LTCH in Oxford with a Secured Unit, Family Transition Program and an Infection Control Prevention Manager				

Alternate Level of Care (ALC) Bill 7 LTC Impact

Hospital Site	# of unique ALC patients 2019 /2020	# of Unique ALC Patients 2021 - 2022
Woodstock General	88	156
Tillsonburg Memorial	17	35
Alexandra Hospital	32	37
Total	137	228

For Tillsonburg & Alexandra hospitals, transfers and the total # of cases discharged to LTC increased substantially in the past 12 months by 105.8% for TDMH and 15.6% for Alexandra.

Percentage of LTC Bed Distribution Oxford County

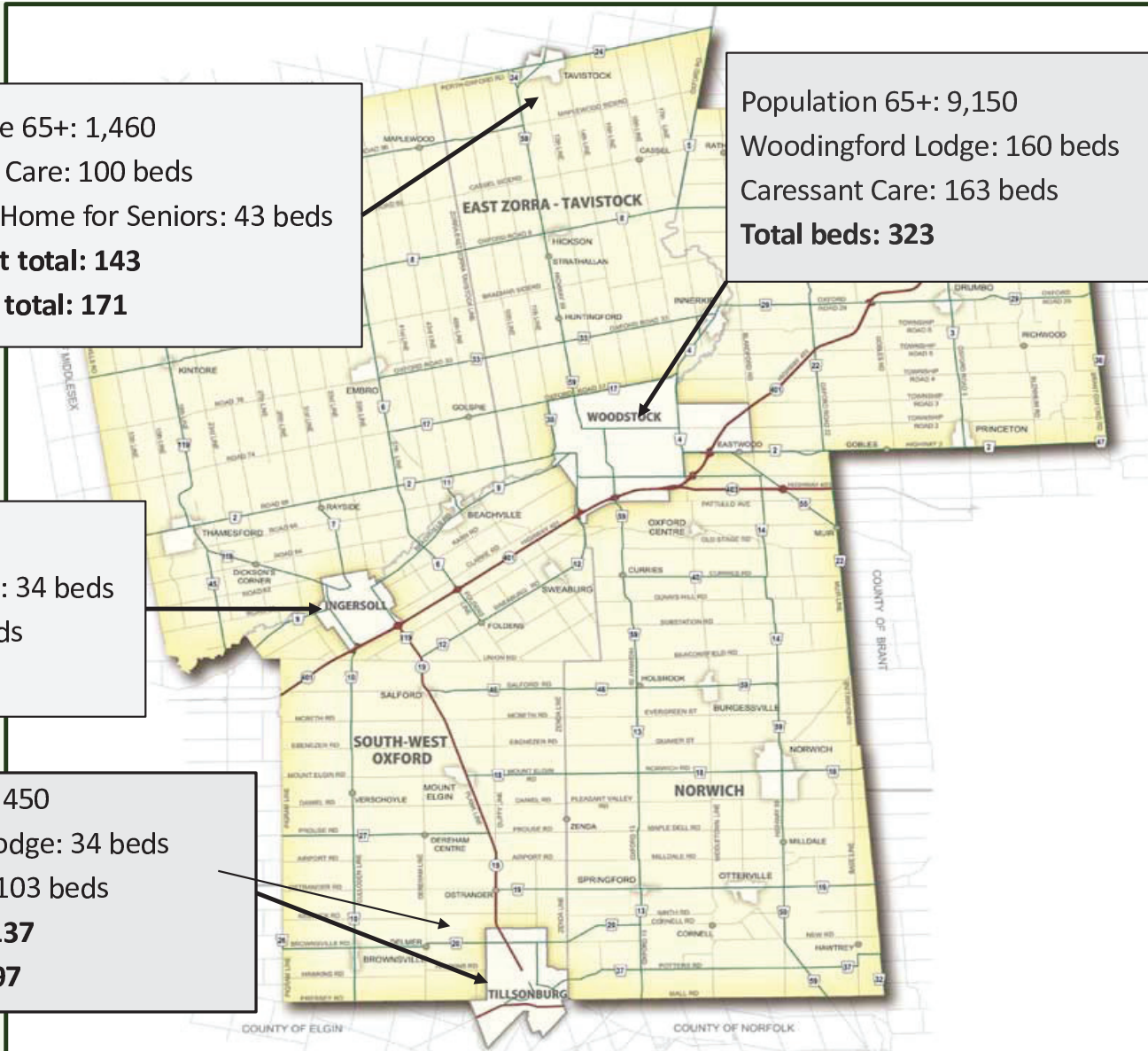


Pop Age 65+: 1,460
People Care: 100 beds
Maple Home for Seniors: 43 beds
Current total: 143
Future total: 171

Population 65+: 9,150
Woodingford Lodge: 160 beds
Caressant Care: 163 beds
Total beds: 323

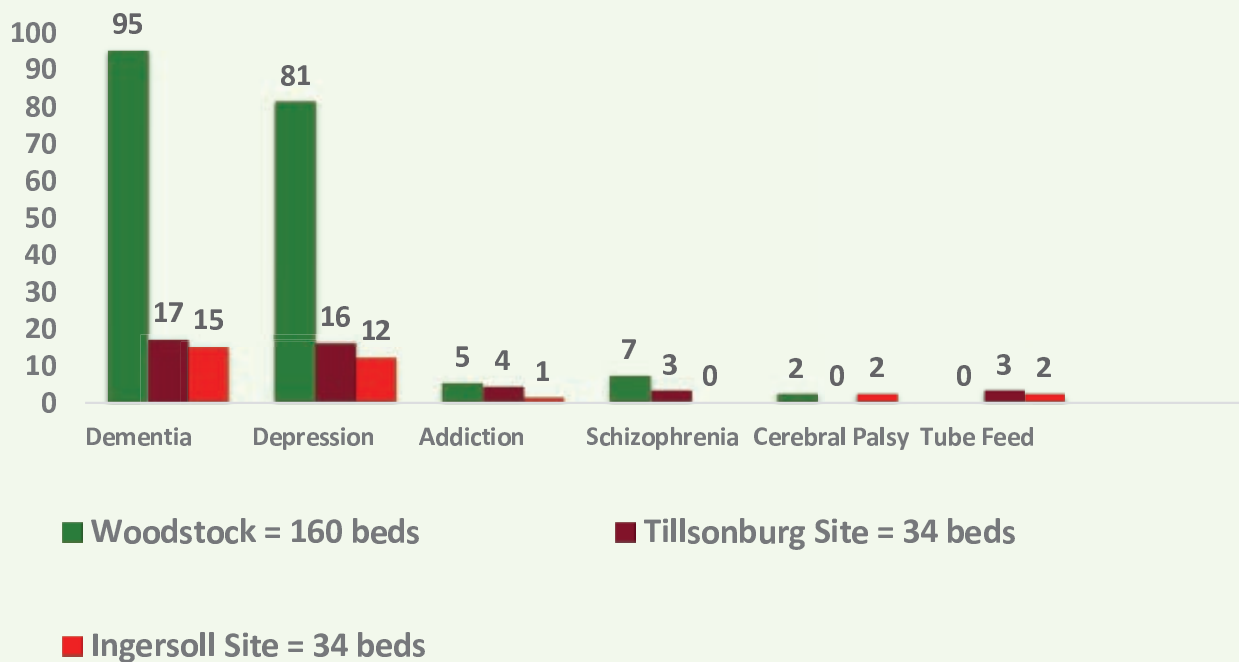
Pop 65+: 2340
Woodingford Lodge: 34 beds
Secord Trails: 80 beds
Total beds: 114

Pop Age 65+: 5,450
Woodingford Lodge: 34 beds
Maple Manor: 103 beds
Current total: 137
Future total: 297



Woodingford Lodge Current State

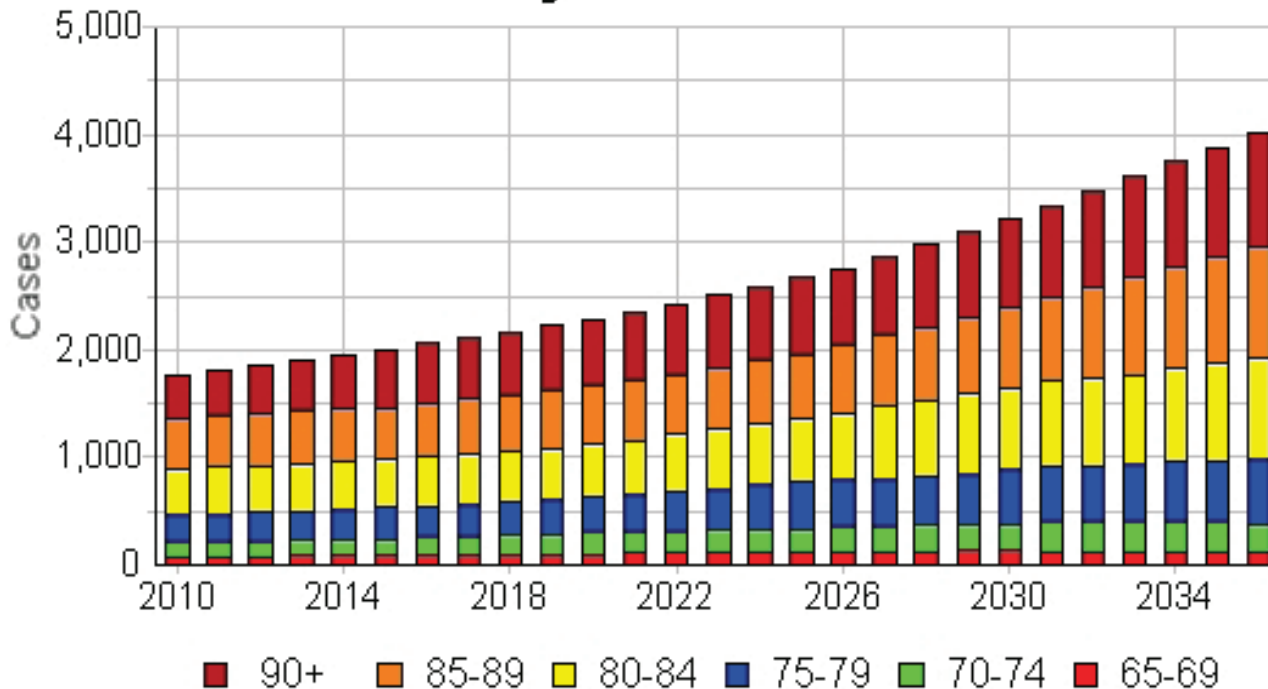
Complex Conditions by Site



- 2022, there were 26 critical incidents of residents-on-resident aggression/abuse.
- During the same time, more than 50 specific staff incidents/injuries occurred due to resident-responsive behaviours.

Oxford County Dementia Projections by Cohorts

Dementia Projections 2010 - 2036



In 2023 the Geriatric Psychiatry Clinical Bulletin identified that for Oxford County, a **total of 2503** people over the age of 65 would have **Alzheimer's disease or related Dementia** such as Vascular Dementia from Strokes, Picks Disease, and Lewy Body.

Review Themes: Nutritional Services

1. Repeatedly, staff indicated a strong preference for having WDL employees provide dietary services for the two Satellite Sites.
2. Resident & Family Council and the Food Committee appear limited to the Woodstock Site.
3. More “a la carte options.”
4. Maintain core / proven menu choices such as meat & potatoes.
5. Staff want the option to purchase a meal
6. Staff and Residents identified the need for the “café” to be open five days per week.
7. High-quality fresh and seasonal food is provided, given the budget constraints.
8. Nutrition staff and management are responsive to resident requests and needs whenever possible.
9. More food-related events at each site.



Notable Quotes



“I do not know if it is possible, but it would be fantastic for us to cook meals onsite instead of receiving our food from the hospital.



I’ve noticed that when completing tours, some families grimace at the idea of “hospital food.”



It would be a unified stand to have all three sites providing the cooking and food preparation”.

Review Themes: System-Related

Demand versus Supply

A total of 24,390 Oxford residents are 65+, and the current bed supply is 771.

Special Population Groups

A deeper dive is warranted to understand the most significant needs that WDL can meet.

Partnerships & Accountability

A Memorandum of Understanding is required for current and future partnerships.

Cost Efficiency

The current bed configuration at the two satellite sites could be more cost-efficient. Given this review's findings, these two sites' dietary budget of \$1.2 million needs to be re-evaluated.

Planning Needs

A multi-year Master Plan is needed to guide decision-making and align with the current accreditation process. The alternative is to continue to make decisions on an ad hoc, reactionary basis.

Recommendations



Recommendation #1: Nutritional Services

Operational

- Develop staff education about cross-infection. This in-service would be developed and provided by the Infection Control Manager & Nutrition Team.
- In collaboration with the Resident's Council, Volunteers, Recreation staff and Senior Leadership pilot the operations of the "Café" five days per week.

Systemic

- Consistency and quality would improve if dietary service was not outsourced.
- Consider cost savings as it pertains to the satellite sites.
- Pilot a meal purchase program for staff and families.
- Expand membership by recruiting satellite site residents to participate on the Food Committee

Recommendation #2: Invest in developing a Master Plan

The Master Plan includes the following:

- 1. A deep dive into understanding special population groups' needs.
- 2. The plan will engage staff, residents, the public, provider partners and elected officials
- 3. That current funding opportunity, such as submitting a business case for a Specialized Behavioral Unit, be explored to align with the ministry's timeline. This is a significant opportunity that is time sensitive.
- 4. The Master Plan will align with the County of Oxford's Strategic Vision, Mission and Values and other critical documents such as housing, recreation, transportation and economic development.

Recommendation #3: Expand the # of WDL Beds

Options to Consider:

1. Expand the # of beds for each satellite site, including developing a functional kitchen to accommodate WDL staff.
2. Expand the # of beds for one satellite site offering the other site to the hospital as a resource.
3. Expand the # of beds for the Woodstock site, given the age of the building and current and future demands.

Recommendation #4 : Strengthen Partnership & Accountability

- That a Memorandum of Understanding (MOU) with the Tillsonburg and Alexandra Hospital is developed. The MOU will outline expectations, and if the current arrangement is maintained, the MOU will be reviewed annually.
- That WDL Senior Leadership reaches out to other LTC Administrators in Oxford (and potentially Elgin) to develop a quarterly forum. A formal Network is a proactive means of growing stronger together.
- That WDL Senior Leadership extends a formal invitation to Ontario Health / Ontario Health Team Oxford to tour Woodingford Lodge and meet with the Oxford LTC Administrators to discuss pressures and potential solutions. Consider the political benefits and optics of having the Warden or another elected officials attend.

Questions...

