



# Spruce Lodge

643 West Gore Street  
Stratford, On, N5A 1L4  
[www.sprucelodge.on.ca](http://www.sprucelodge.on.ca)



## *Resident Handbook*

## Welcome to Spruce Lodge!

Dear Residents,

On behalf of our staff team and Board of Directors, we warmly welcome you to Spruce Lodge—your new home. Whether you are just joining us or have been with us for some time, we hope this updated Handbook is helpful. We are honored that you have chosen Spruce Lodge, and it is a privilege to serve you.

Spruce Lodge is part of a broad support system for seniors and adults with a diverse range of abilities. Our Long-Term Care home provides 24-hour nursing and personal care, engaging activities, nutritious meals, and accommodations for up to 128 residents. Beyond the Lodge, our campus includes Woodland Towers (rental and life lease apartments), Hamlet Estates (life lease garden homes), as well as a warm water swimming pool and the Spruce Lodge Active Living Centre—all designed to promote well-being and community connection.

### Your Voice Matters:

We value open communication and encourage your feedback—whether it's a compliment, a suggestion, concern or complaint. Your input helps us improve and enhance life at Spruce Lodge. Ways to connect with us;

- **Residents' Advisory Council** – Meets monthly to discuss daily life and shared interests.
- **Family Council** – Supports residents and collaborates with team members to improve experiences.
- **Resident & Family Satisfaction Survey** – Conducted annually for anonymous feedback.
- **Open Communication with Staff** – A Registered Nurse is available 24/7 to assist you.
- **Leadership & Administration** – Contact details for department leads are included in this Handbook and posted near the elevator.
- **Ministry of Long-Term Care** – Contact information is posted near the elevator for external concerns.

### Our Commitment to You:

A Spruce Lodge, we put **People First**. By working together, we strive to create a safe, respectful, and welcoming place to live and work. We are committed to earning your trust, fostering a sense of belonging, and ensuring that you feel welcome and included every day.

Once again, welcome to Spruce Lodge! I look forward to seeing you soon.

Warm regards,



Peter L. Bolland  
Administrator

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# Telephone Contact Information

Phone the Spruce Lodge main telephone number at **519-271-4090** and, at the prompt; enter the extension listed on the right.

## Administrative Services:

## Extension

- Administrator (Peter Bolland) 2236
  - For any matter about the home or campus or questions related to the continuum/campus or the **Spruce Lodge Foundation (pg 30)**
- Admissions and Tours (Erin Klumper) 2219
  - To book a tour of the home for LTC admission
- Director of Finance (David Schlitt) 2220
  - Bill payments/Rate Reductions (Jennifer Smith) 2258
    - for questions about your monthly bill, home trust account or to complete the yearly rate reduction, and/or
    - for questions about phone or cable services

## Resident Care Services:

- Director of Care (DOC) (Jackie Yost) 2221
  - Responsible for directing the nursing team and making sure departmental services are legislatively compliant. Call if the nursing team has not been able to help.
- Associate Director of Care (IPAC) (Emily Merkel-Smith) 4078
- Assistant Director of Care (Jeanette Bender) 2273
  - Responsible for leading the PSW team. Call to review the plan of care for your loved one or if our team has not been able to help.
- Team Leader/RN 2651
  - Oversees the day-to-day nursing functions as well as chairing the care conferences. Call about care or wellbeing, or to relay information about an appointment or upcoming outings.
- Behaviour Support Services (BSO team) (see page 20) 2285
- Quality Improvement Lead (Mary Anne Weller) 2341

## Life Enrichment Services:

- Associate Director of Allied Services (Julie Bree) 2225
  - Oversees the Activity services, Therapy services, Nursing Rehab, Music Therapy, Spiritual care programs and staff, as well as the contracted care providers, e.g. Hairdressing, Dental and Footcare. Call to talk about your resident's participation.

- Activity Coordinator(s) (Sophie Blouin, Leisha Higgins & Adam Windsor) 2227
  - Fireside lounge bookings or questions about programs.
- Nursing Rehabilitation: (Nicole) 2283
- Volunteer Coordinator (Karen Goforth) 2257
- Spiritual Care Coordinator (Lily Kampferseck) 2239
  - Provides spiritual care to residents, families and staff as well as coordinating worship services at the Lodge. Call to talk about any spiritual needs.
- Therapy Coordinators (Samantha Brown & Tara Garland) 2242
  - Call the therapy team if you have questions about the Physiotherapy plan of care or if you have questions about mobility devices such as walkers, wheelchairs, etc.
- Hairdressing (Bonnie Harris) 2262
  - to leave message if interested in hairdressing service
- Music Therapy (Rachel Moore) 2209
  - for questions related to music therapy services or if interested in private music therapy services

### **Nutrition Services:**

- Nutrition Services Manager (Gurpreet Pannu) 2214
  - Oversees the team who creates the menus, serves the meals in the home areas, and liaises with the dietitian, etc. Call to review your resident's plan of care related to food, or about the meals.
- Nutrition Services Supervisor (Lexi Kaufman) 2229
  - Call if you want to arrange to order a cake or for a special event at the Lodge
- Nutrition Services Supervisor (Sandy Erb) 2231

### **Environmental Services:**

- Facilities Manager (Rob Campbell) 2218
  - Oversees the Maintenance department. Call to discuss matters related to resident room temperatures and conditions, or the building and grounds.
- Maintenance portable. i.e. night watchman 2656
- Housekeeping and Laundry Manager (Paul Smith) 2316
  - Oversees the housekeeping and laundry departments including the cleaning of resident's personal living areas, and personal clothing.

# CORPORATE BACKGROUND:

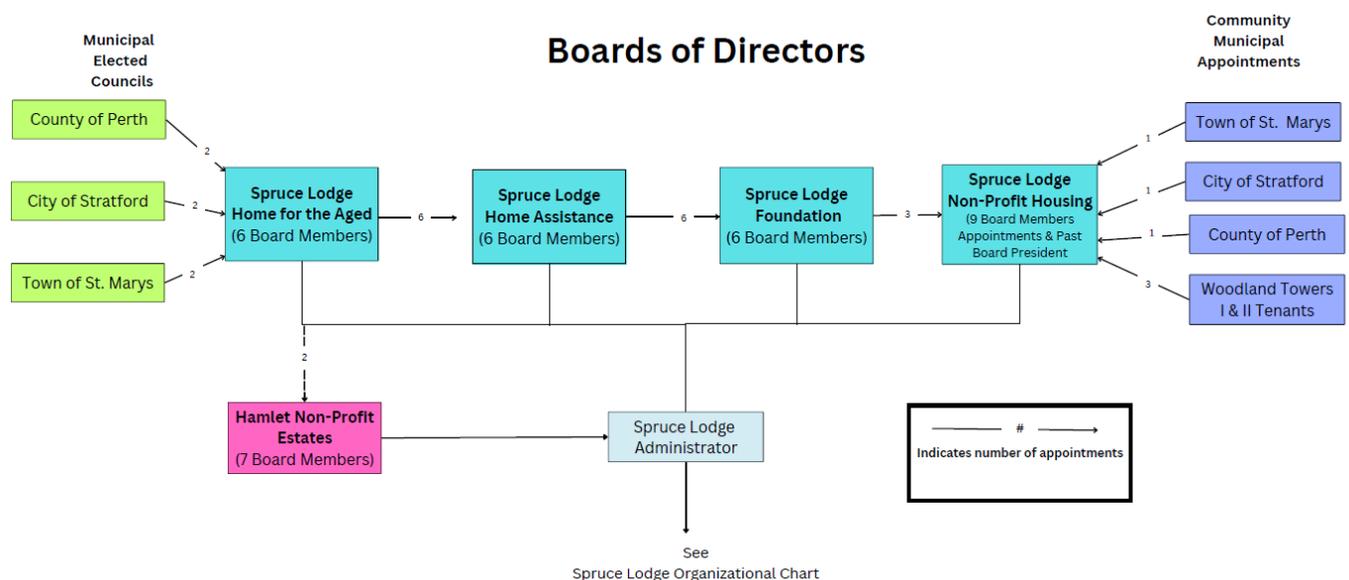
## Ownership and Governance

Spruce Lodge as it is seen today was built in 1965 to replace the old “County Home” that was built in 1896 on the same site. The original structure was owned and operated by Perth County, however, when the new building was erected in 1965, the City of Stratford became an equal partner with the County. In 1978, the Town of St. Marys joined the County and the City as a part owner of Spruce Lodge. The residents of all three municipalities enjoy the use of the Lodge, as do those that come from other parts of the province.

As owners, The County of Perth, the City of Stratford and the Town of St. Marys each contribute their proportionate share toward Spruce Lodge operations. These contributions are intended to enable the Lodge to meet municipal obligations and to ensure a standard of care and service that each Municipality can be proud of.

The overall operation of the Lodge is the responsibility of a Board of Directors that is comprised of Municipal Councilors who are appointed by their respective Councils. The governance chart below identifies the relationship of the three participating municipalities in the governance of the Lodge. The Spruce Lodge campus of care includes several not for profit entities, all driven by a share Mission, Vision and Values as outlined on the next page.

## SPRUCE LODGE GOVERNANCE STRUCTURE



# MISSION, VISION AND VALUES



**Our Mission** is “Putting People First”:



*Putting People First*

- Respecting each person's unique life journey
- Being our best in service to others
- Caring for and within our community



**Our Vision** for the future is:

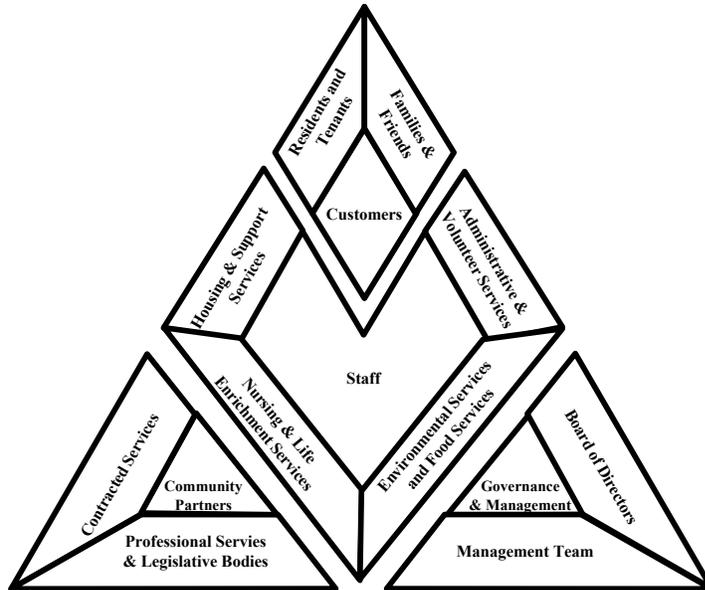
We will be a campus community with purpose, optimizing our people, places and programs to inspire and lead the way forward in service to *People First*

**Our Values are “FIRST:** While there are many noble and worthy values, or guiding principles and moral standards, when it comes to our values, it is more important that they are remembered and lived out. Here at the Lodge we value People First. Presented below are the FIRST values, intended to guide our hiring process and our people first approach.

- Friendly:** We value people that are friendly to each other and to all stakeholders. (i.e. kind, considerate, positive attitude and generally fun and joyful)
- Inspired:** We value people that are inspired by the work they do such that their passion shines through and they inspire others to be at their best. (i.e. empathetic and willing to go the extra mile, it’s not just a job)
- Resident focused:** We value people that understand and appreciate that all we do is intended for the immediate or the eventual benefit of our residents. (i.e. it’s about being resident centered)
- Solution oriented:** We value people that focus on the solutions and not the problems. (i.e. by being creative, flexible, and able to think through and past a problem)
- Teamwork:** We value people who understand they are part of a team, by caring how their actions affect others, by putting the interests of the team above their own, and by realizing that doing so helps everyone. (i.e. understand their role on the team, accepts direction from others, always willing to pitch in, and strives to do what’s best for the team)

# Our LOGO

## The "People First" Tree



The Spruce Lodge geometric spruce tree, (our LOGO) depicts a diamond at the top, a heart in the middle and two pyramids at the base. The diamond at the top symbolizes residents as our top priority; the heart in the middle symbolizes our staff and volunteers as the heart and soul; the pyramids at the base symbolize our partners and governors as foundations of support.

Our mission is to strive in all things to put the needs and best interests of People First, by involving them in decisions that affect their experiences here on the Spruce Lodge campus, and by continuously striving to improve these experiences.

# Our Spruce Lodge Strategic Plan, 2025-2028

A strategic plan for an organization like the Spruce Lodge campus of care is a roadmap that defines its long-term vision, priorities, and direction. It helps align the organization's mission, vision, values, and resources with the evolving needs of the residents, families, staff, and broader community. Through thoughtful planning and engagement, the strategic plan identifies clear goals and initiatives that guide decision-making, drive continuous improvement, and ensure the delivery of high-quality, person-centered care.

At its core, a strategic plan reflects a shared commitment to excellence, accountability, and innovation. It provides a framework for responding to future challenges and opportunities—whether related to care delivery, workforce development, infrastructure, or partnerships. For a campus of care like Spruce Lodge, the strategic plan is not just a document—it's a living tool that fosters unity of purpose, inspires action, and supports a culture of dignity, respect, and well-being for all who live and work on the campus.

This Strategic Plan is specifically influenced by the changing landscape of Long Term Care and community services in our region, and the need to remain a destination of choice for adults with a range in abilities and for Seniors in our community.

## **Direction 1: Shaping Excellence in Dementia Friendly Service**

### **Goal D1:**

- 1.1 to embark on a culture transformation journey to person centered practice
- 1.2 to plan, implement and evaluate the Cottage renewal project

## **Direction 2. Growing our Culture of Quality**

### **Goals D2:**

- 2.1 to develop and implement the new quality and risk framework
- 2.2 to build actionable Quality Improvement Plan and accompanying campus wide quality and risk program
- 2.3 To implement an monitor the plan and program

## **Direction 3. To position our people for the future**

### **Goals D3:**

- 3.1 to implement a comprehensive human resources plan
- 3.2 to create a learning environment that fosters positive workplace behaviours and builds each persons unique capacities

## **Our Code of Conduct for all:**

At Spruce Lodge, we are committed to providing a welcoming, respectful, harassment free workspace and safe environment for our residents, staff, families, visitors and volunteers.

To help us do this, we ask all visitors and families to please follow these simple expectations when visiting our Lodge or interacting with our team:

Treat everyone with respect and kindness;

- Speak to staff, residents, and other visitors politely.
- Listen calmly and share concerns in a respectful way.
- Help us maintain a positive, caring atmosphere for everyone.

Behaviours that are not acceptable include:

- Physical violence or threats of any kind.
- Shouting, swearing, or verbal abuse.
- Harassment, bullying, or intimidation.
- Spreading harmful or malicious comments about others.
- Sharing someone else's private information without permission.
- Possessing dangerous items or illegal substances while on our property.
- Visiting while impaired by drugs or alcohol.

What happens if these expectations are not followed:

Spruce Lodge takes the safety and well-being of our residents, staff, and visitors very seriously. Anyone whose behaviour puts this at risk may be asked to leave and, if needed, may lose visiting privileges.

Thank you for helping us keep Spruce Lodge a safe, respectful, and supportive home for everyone.

## Rights and Responsibilities for Residents, Family and Staff

As a Resident or Family member, I will	Everyone has the Right to...	As a Staff Member, I will...
<ul style="list-style-type: none"> <li>• Be Courteous, respectful and considerate of other residents, visitors, family, volunteers and staff</li> <li>• Freely speak about concerns and opinions in a respectful way</li> <li>• Consider that other residents may need help more urgently than I do.</li> </ul>	<p><b>Be treated with Dignity, Respect, Kindness and Consideration</b></p>	<ul style="list-style-type: none"> <li>• Be courteous, respectful and considerate of residents, visitors and family members</li> <li>• Listen to and respond to residents' concerns and opinions, positive or negative, in a caring and timely manner</li> <li>• Show respect for residents' values, preferences and needs.</li> </ul>
<ul style="list-style-type: none"> <li>• Use a calm tone and manner at all times</li> <li>• Respect the right of everyone to be in an abuse-free environment</li> <li>• Report instances of abuse</li> <li>• Show compassion for other residents, especially when cognitively impaired</li> </ul>	<p><b>Be Free from Abuse of Discrimination</b></p>	<ul style="list-style-type: none"> <li>• Use a calm tone and manner at all times</li> <li>• Respect the right of everyone to be in an abuse-free environment</li> <li>• Report instances of abuse</li> <li>• Give special consideration when a resident is cognitively impaired</li> </ul>
<ul style="list-style-type: none"> <li>• Protect my valuables</li> <li>• Respect the property of Spruce Lodge and others</li> <li>• Respect the smoking, drug and alcohol policies of the Lodge</li> <li>• Report unsafe or potentially unsafe conditions</li> </ul>	<p><b>A Safe Environment</b></p>	<ul style="list-style-type: none"> <li>• Respect the property of residents and others and of Spruce Lodge</li> <li>• Report unsafe or potentially unsafe conditions</li> <li>• Teach residents about their role in safety</li> </ul>
<ul style="list-style-type: none"> <li>• Choose to have family, a friend, or other representative involved in my care</li> <li>• Give complete and correct information to the health care team</li> <li>• Ask questions about my condition, care, treatment and proposed treatment</li> <li>• Make choices about my care and treatment</li> <li>• Let staff know if I do not understand information given to me</li> </ul>	<p><b>Be Part of the Care Team</b></p>	<ul style="list-style-type: none"> <li>• Provide high quality service and care</li> <li>• Inform residents of the names and roles of staff caring for them</li> <li>• Provide information and education to residents about their changes in status, treatment and options</li> <li>• Involve residents in decisions about their care and plan of care</li> <li>• Answer residents' questions in a timely way that is easy to understand</li> </ul>
<ul style="list-style-type: none"> <li>• Respect the privacy and confidentiality of others</li> <li>• Report breaches of privacy</li> </ul>	<p><b>Privacy and Confidentiality</b></p>	<ul style="list-style-type: none"> <li>• Protect the privacy and confidentiality of residents</li> <li>• Report breaches of privacy</li> </ul>

# RESIDENTS BILL OF RIGHTS

Here at Spruce Lodge, as with other Long Term Care Homes in the Province of Ontario, residents have rights that are enshrined in the Long Term Care Homes Act. In addition to these rights, as a voluntarily accredited organization, Spruce Lodge also respects several additional rights for residents. It is our expectation that the following rights of residents are fully respected and promoted:

- 3 (1) Every licensee of a long-term care home shall ensure that the following rights of residents are fully respected and promoted:

## RIGHT TO BE TREATED WITH RESPECT

1. Every resident has the right to be treated with courtesy and respect and in a way that fully recognizes the resident's inherent dignity, worth and individuality, regardless of their race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.
2. Every resident has the right to have their lifestyle and choices respected.
3. Every resident has the right to have their participation in decision-making respected.

## RIGHT TO FREEDOM FROM ABUSE AND NEGLECT

4. Every resident has the right to freedom from abuse.
5. Every resident has the right to freedom from neglect by the licensee and staff.

## RIGHT TO AN OPTIMAL QUALITY OF LIFE

6. Every resident has the right to communicate in confidence, receive visitors of their choice and consult in private with any person without interference.
7. Every resident has the right to form friendships and relationships and to participate in the life of the long-term care home.

8. Every resident has the right to share a room with another resident according to their mutual wishes, if appropriate accommodation is available.
9. Every resident has the right to meet privately with their spouse or another person in a room that assures privacy.
10. Every resident has the right to pursue social, cultural, religious, spiritual and other interests, to develop their potential and to be given reasonable assistance by the licensee to pursue these interests and to develop their potential.
11. Every resident has the right to live in a safe and clean environment.
12. Every resident has the right to be given access to protected outdoor areas in order to enjoy outdoor activity unless the physical setting makes this impossible.
13. Every resident has the right to keep and display personal possessions, pictures and furnishings in their room subject to safety requirements and the rights of other residents.
14. Every resident has the right to manage their own financial affairs unless the resident lacks the legal capacity to do so.
15. Every resident has the right to exercise the rights of a citizen.

## **RIGHT TO QUALITY CARE AND SELF-DETERMINATION**

16. Every resident has the right to proper accommodation, nutrition, care and services consistent with their needs.
17. Every resident has the right to be told both who is responsible for and who is providing the resident's direct care.
18. Every resident has the right to be afforded privacy in treatment and in caring for their personal needs.

19. Every resident has the right to,
  - i. participate fully in the development, implementation, review and revision of their plan of care,
  - ii. give or refuse consent to any treatment, care or services for which their consent is required by law and to be informed of the consequences of giving or refusing consent,
  - iii. participate fully in making any decision concerning any aspect of their care, including any decision concerning their admission, discharge or transfer to or from a long-term care home and to obtain an independent opinion with regard to any of those matters, and
  - iv. have their personal health information within the meaning of the *Personal Health Information Protection Act, 2004* kept confidential in accordance with that Act, and to have access to their records of personal health information, including their plan of care, in accordance with that Act.
  
20. Every resident has a right to ongoing and safe support from their caregivers to support their physical, mental, social and emotional wellbeing and their quality of life and to assistance in contacting a caregiver or other person to support their needs.
  
21. Every resident has the right to have any friend, family member, caregiver or other person of importance to the resident attend any meeting with the licensee or the staff of the home.
  
22. Every resident has the right to designate a person to receive information concerning any transfer or any hospitalization of the resident and to have that person receive that information immediately.
  
23. Every resident has the right to receive care and assistance towards independence based on a restorative care philosophy to maximize independence to the greatest extent possible.
  
24. Every resident has the right not to be restrained, except in the limited circumstances provided for under this Act and subject to the requirements provided for under this Act.
  
25. Every resident has the right to be provided with care and services based on a palliative care philosophy.

26. Every resident who is dying or who is very ill has the right to have family and friends present 24 hours per day.

### **RIGHT TO BE INFORMED, PARTICIPATE, AND MAKE A COMPLAINT**

27. Every resident has the right to be informed in writing of any law, rule or policy affecting services provided to the resident and of the procedures for initiating complaints.
28. Every resident has the right to participate in the Residents' Council.
29. Every resident has the right to raise concerns or recommend changes in policies and services on behalf of themselves or others to the following persons and organizations without interference and without fear of coercion, discrimination or reprisal, whether directed at the resident or anyone else:
  - i. the Residents' Council.
  - ii. the Family Council.
  - iii. the licensee, and, if the licensee is a corporation, the directors and officers of the corporation, and, in the case of a home approved under Part IX, a member of the committee of management for the home under section 135 or of the board of management for the home under section 128 or 132.
  - iv. staff members.
  - v. government officials.
  - vi. any other person inside or outside the long-term care home.

# GENERAL INFORMATION

## **A Day in the Life at Spruce Lodge**

Residents living in LTC have access to support with activities of daily living 24 hours a day, 7 days a week at the level of support they need. The team can help residents get dressed, eat, take a shower, or bath, get into and out of bed. As the resident's needs change, the level of support provided by the team in LTC will also change.

Residents receive care from a team that consist of nurses and personal support workers, who work in shifts to provide 24-hour support. Meals are provided by dietary aides who offer residents a choice of what they eat. If needed, team members will provide support in feeding residents. You are welcome to join residents as they attend any of the programs listed on the detailed activity calendar.

The following is a brief description of a routine day at Spruce Lodge. Given our People-First vision, it is our wish to allow for flexibility and individuality of care for each resident. Please review and let us know how we can accommodate your care needs to better suit your life style.

**Morning Routine:** Residents are assisted as needed with rising from bed, getting dressed, toilet routine, personal hygiene and generally getting ready for the day ahead. Breakfast is served from 8:30-9:30. A continental breakfast will be provided after 9:30 am for those residents who choose to sleep in. All residents are encouraged and expected to come to the dining room for their meals, unless they are ill. When residents are ill, team members will deliver their meal to them.

Following breakfast, residents are encouraged to engage in programs of interest including community calendar programs, therapeutic programming including physiotherapy, music therapy, spiritual care, small group, one on one engagement or DementiAbility activities. Personal care requirements are also completed at this time, such as bathing, toilet routines and hair appointments at the Spruce Lodge hair salon, "All Spruced Up". A morning drink is offered at 11:00 am.

**Afternoon Routine:** At 12:40 the main meal of the day is served. There are always two choices available. Families and visitors are welcome to join the residents to assist with the meal. Family are invited to book the fireside lounge and enjoy a meal together. Family is responsible for providing the food and for cleaning up after the meal.

Following the noon meal, residents are invited to attend scheduled programs which may include entertainment, bingo or other special interest programming. The program calendar is influenced by suggestions from our Resident Council. The PSW's provide afternoon nourishment for residents. Therapeutic and Community programs continue throughout the afternoon. Most afternoons the Café or the Lounge are open for a social gathering and happy hour. Tea and coffee are available free of charge for the residents at the Café with other snack items available for purchase. Any family member wishing to volunteer to help at any activities are invited to speak with our Volunteer Coordinator by calling extension 2257.

**Evening Routine:** Personal care including bathing routines are carried out later in the afternoon and evening by the team who work 3pm – 11 pm. Dinner is served at 5:30 P.M. Again, there are 2 choices available. After dinner residents enjoy family visits or engage in self-directed activities, including but not limited to; reading, or watching sports or movies on the large screen television. There are also community programs as scheduled in the Spruce Lodge living room. Residents are then assisted with their night-time routine and readied for bed following their preferred bedtime hour. We do encourage all residents to stay up until 7:00 P.M. to help promote a restful sleep. At approximately 7:30 P.M., PSW's serve the evening nourishment.

Once the residents are in bed they are checked routinely and repositioned, and care provided as necessary throughout the night.

## **Activities**

The Community Calendar is posted monthly on the bulletin boards in each living area as well as to the Spruce Lodge website. Therapeutic programs also occur throughout the day and may include small group, one on one interaction or in the moment resident engagement. On admission, the activity team will discuss your special interests and the programs you may wish to attend. There are a wide variety of activities to choose from including: musical entertainment, special events, exercise groups, current events, happy hour and bingo. Special events or outings may come with an additional cost. Outings are dependent on availability of the bus and spaces are limited. Team members are available to assist residents to Activity programs.



## **Alcohol and Happy Hour**

Spruce Lodge hosts a daily Happy Hour from 3:00 to 4:00 PM in the bar area adjacent to the main Living Room. All team members overseeing Happy Hour are Smart Serve trained to ensure a safe and enjoyable experience for residents.

As a communal living environment, Spruce Lodge must prioritize resident safety. To minimize the risk of unintended consumption, alcohol cannot be stored in resident rooms. However, upon request, alcohol may be stored securely in the Nurses' Station.

If you wish to store alcohol, please inform the Registered Nurse, specifying how and when you would like to access it. The nursing team will document your preferences accordingly. All stored alcohol will be labeled with your name; however, Spruce Lodge assumes no responsibility for its safekeeping.

We appreciate your cooperation in maintaining a safe and respectful living environment for all residents. If you have any questions, please speak with a Registered Nurse or our Director of Care.

## **Appliances**

On admission, residents are made aware that any appliances brought into the Lodge, are the responsibility of the resident/POA/family. The maintenance of appliances such as televisions, radios, lamps, etc. would be considered the resident's responsibility. All electrical equipment brought to the home needs to be checked by the Maintenance team for safety prior to being used. The resident or staff could request maintenance to look at an appliance that is not working properly to suggest a solution, however the repair and general maintenance of the appliance would be left as the resident's/POA's responsibility.

Televisions may be wall mounted dependent on the lay out of the room. The Lodge will provide you with a local vendor who will mount the television at the resident's personal cost. There may be size restrictions on the size of the TV, again based on the lay out of the room.

## **Behaviour Support Ontario: (BSO)**

Living in a congregate living setting is not without interpersonal challenges, particularly given the needs of those we serve. When a resident displays responsive behaviours, it is often their way to express a need that is not being met. We will then strive to work together with the interdisciplinary team, including the resident, external contacts, attending physician, medical director, family and facility team members, and devise a plan of action to meet resident

needs. Our Behavioural Support team may work closely with residents to develop a plan of care that meets their individualized needs.

### **Café**

Spruce Lodge offers a Café to the residents of Spruce Lodge. A variety of snacks such as crackers, ice cream, chocolate bars, chewing gum, crafts and other items are available to be purchased. Please note times of operation as posted at the Café. The Café is run by the Activity Coordinators and volunteers.



In keeping with regulatory requirements, our team is only able to serve food that has been prepared or ordered through our main kitchen. To support special occasions, we're pleased to offer a small catering menu, including cakes and mini cupcakes; that can be purchased, served, and enjoyed in the dining room. While we're unable to serve food brought in from outside, families are more than welcome to bring in treats to enjoy directly with their loved ones during visits.

If you have any questions or would like to place a catering order, please don't hesitate to reach out, we're happy to help!

### **Cable T.V. and Telephone Services**

Spruce Lodge offers the Rogers Ignite Cable TV service through a bulk service partnership with Rogers Cable. For further details on monthly costs and details, contact our Business Coordinator at ext 2258. For TV hookup you will need to open a Rogers account by calling Rogers Bulk Service at 1-855-759-5856.



For telephone services, Rogers bulk service offers a discounted rate for bulk cable service subscribers, or you can contact your provider of choice. The Lodge needs to know that you are setting up service to assist the contractor into the home.

### **Care Conferences**

Residents and their Substitute Decision Maker (Power of Attorney for Care) are invited to attend an admission care conference which is held 6-8 weeks after admission to the home and then annually, and are welcome to extend the invite to any persons of importance to the resident. At these meetings they will meet

direct care staff, as well as other disciplines and professional team members. At this time residents and families are requested to provide input into the plan of care for the resident.

To help the team know the resident, it is suggested that the resident or family provide a brief autobiography and pictures at the time of admission, or shortly after admission. Each resident has a unique history and knowing a little of that history is very meaningful particularly if the resident suffers from memory loss.

At any time, if a resident's needs change or the resident or family want to review the plan of care or the home wants to review the plan of care and resident's goals for care, a conference may be booked.

### **Collection, Use and Release of Personal Health Information:**

As part of the admission process and throughout a resident's stay at Spruce Lodge, the Lodge collects resident's personal health information. This personal health information, is collected, used and released in accordance with the Personal Health Information Act, 2004 (PHIPA) – s.1(a)(excerpt) "to establish rules for the collection, use and disclosure of personal health information(phi) ... that protects the confidentiality of that information and the privacy of individuals with respect to that information, while facilitating the effective provision of health care. Spruce Lodge collects necessary personal health information for the proper administration of the Lodge's programs, and for the implementation and review of the resident's Plan of Care, which includes nutrition requirements, medical, spiritual, physical and psychosocial needs of the resident. The information's principal use is to ensure that the resident's care providers know the resident's particular medical and health care needs and meet these needs. In general, Spruce Lodge will not collect, use or disclose personal health information about a resident unless the resident/SDM has been made aware, "without deception or coercion" of the reason for collection, the use of disclosure and, implied and/or expressed consent has been received.

### **Continence Care**

This program is focused on supporting independence, comfort and dignity through treatments and interventions to promote bladder and bowel control. This program will also focus on preventing constipation. Depending on resident needs this will include the use of continence supplies and assistive devices.

## **Cottages**

Spruce Lodge has 3 cottage areas, 2 of which are secure cottage areas, with a keypad entrance for the safety of our residents. Entrance doors to these cottages have a coded keypad entry. Presently, Cottage B and C remain secured at all times, to prevent residents who live in the cottage from getting lost inside or outside of the Lodge. You may enter the cottage without a key, but when leaving you will need to enter a code into the key pad (the sequence of the code is posted outside the door as you enter). If you are not able to use the code, you will need to ask one of the PSW staff to assist you.

When leaving a cottage please ensure residents do not leave with you, unless it is a resident you intend to stay with until returning to the cottage.

## **Councils**

### **Family Council:**

The Family Council as the name implies involves family members of residents. The council meets to provide an opportunity for friends and family members to facilitate communication between residents and families and staff and to advocate on behalf of residents and families and to share ideas and propose solutions to various long term care operational matters. Meeting minutes are posted on the Information Board in the Living Room. For further information please contact the Family Council President, Patti Schneider at [sprucelodgefamilycouncil@gmail.com](mailto:sprucelodgefamilycouncil@gmail.com)

### **Resident Council:**

This Resident Council represents residents in providing input into all aspects of Spruce Lodge operations. Meetings are held once each month. Upon invitation leadership team members attend meetings to provide information and respond to questions. Minutes from these meetings are posted on a bulletin board at the Spruce Lodge front entrance.

## **DementiAbility**

Spruce Lodge is committed to implementing the DementiAbility Methods; an evidence-based, non-pharmacological approach that aims to engage, enable,

and enrich the lives of those in our care. Our goal is to create a home where people feel supported to live with purpose and success, a place where people want to live, work, and visit.

We are actively training our teams to apply DementiAbility principles in everyday care. This involves using knowledge of the brain, each resident's life story, and their environment to shape our approach. Key to this philosophy is recognizing that most responsive behaviours are expressions of unmet needs, such as boredom, loneliness, lack of success, or a need for compassion and connection. Medications do not address these needs, meaningful engagement does.

A core belief of DementiAbility is that dementia is not solely about loss, but about uncovering and supporting remaining abilities. When staff embrace this mindset, it transforms how care is provided.

Staff are the "starter button" for resident engagement. Success begins by offering purposeful, meaningful activities tailored to each person's skills, interests, and needs. This may include activity kits, sensory therapy, nurture therapy, or tasks that foster independence and self-worth.

To support this approach, we are working toward creating a "A Bit About Me" profile for each resident, capturing who they are, past and present. This helps us better understand their history, preferences, strengths, and even past traumas. By observing their responses and drawing on this knowledge, staff can thoughtfully plan activities and adapt the environment to ensure it is familiar, engaging, dignified, and supportive of success.

Because every person is unique, DementiAbility emphasizes one person, one plan, and a full-team approach. We strive to promote independence and reduce disuse-related disability wherever possible.

Ultimately, we believe that the purpose of life is a life with purpose. By focusing on abilities and creating an environment that feels like home, we help residents live meaningfully, with dignity and joy.

### **Falls:**

At Spruce Lodge, all residents are at risk for falls the goal of a fall prevention program is reduce the risk of future falls and to help residents stay safe, independent, and walking for as long as possible. Through a falls prevention

program, members of the care team work to prevent falls and reduce the risk of injuries when a fall does happen.

Some interventions that the home uses to prevent falls include handrails, adequate lighting, flooring that reduces the glare, minimal clutter in common areas, assessing for proper footwear, a medication review, etc. Based on your values and assessments, an individualized plan of care will be developed in collaboration of you and your family.

## **FINANCIAL INFORMATION**

It is **NOT** Spruce Lodge policy to take part in the management or control of financial assets of residents.

Residents are expected to pay for their accommodation at the beginning of each month for that month. (*i.e. – payment made May 1 for the month of May*) Additional information in regard to per day costs and method of payment may be obtained in more detail from the Administrator/ Business Office.

### **Home Trust Banking**

Banking, including the payment of bills is available to the residents. Bills paid through the Home Trust Banking System may include hairdressing charges, telephone bills, cable television, pharmacy bills, or any other bill as authorized by the resident or their power of attorney. Banking hours are Monday through Friday, 10:00 to 10:30 A.M., in the Scheduler Office near the main entrance for cash withdrawals.



### **Costs of Accommodation**

Basic accommodation and preferred accommodation (semi-private and private) rates are set by the Ministry of Long Term Care. The Long Term Care accommodation cost sheet is updated and circulated annually by the Ministry of Long Term Care.

An “Application for Reduction in Long-Term Care Facility Accommodation Fees” is available from the Business Office. Only those that reside in Basic Accommodation are eligible to apply for a government subsidized rate reduction. This application requires the resident to disclose his/her monthly and/or yearly income.

In order to apply for assistance, a resident is required to produce the current “Notice of Assessment” received from Canadian Revenue Agency after filing his/her Income Tax Return. Rate reduction applications also require residents to provide a confirmation letter of monthly income from Service Canada, along with supporting documentation. Regardless of the availability of a rate reduction, all residents are encouraged to file tax returns in order to receive the various credits/rebates that may be available. Rate Reduction applications need to be completed yearly.

The fee structure (resident co-payment) for residents of Long-Term Care Facilities is the same throughout Ontario as set by the Ministry of Long Term Care.

The province regulates the upper limit that may be charged for each room type; basic, semi-private and private accommodation.

There is no relationship between the care received and the accommodation fee paid. The level of resident care is the same whether one is paying a reduced or standard rate for basic or for preferred accommodation.

### ***Additional Cost Services:***

In addition to As a guide, we have listed examples of optional services available for an additional fee. Be aware that Spruce Lodge produces an optional service rate sheet each January.

- Preferred Accommodation
- Wheelchairs, Walkers, Canes
- Transportation and accompaniment to appointments
- Telephone (3<sup>rd</sup> party)
- Cable T.V. (Spruce Lodge bulk service with Rogers)
- Hairdressing or Barbering Services
- Foot care Services
- Cakes for birthdays or special events
- Medications, treatments or aids ordered by the physician, unless otherwise covered by the Health Insurance or Drug Benefits, etc.

Please note that families may not bring in Over the Counter Medications or prescription medications for a resident to use.

- Personal hygiene items other than those provided by the facility
- Dental Services
- Private Music Therapy/Psychotherapy Services
- Occupational Therapy Services
- ETC

Be aware that while some of these services are made available through Spruce Lodge, residents are not required to purchase these additional fee services from the Lodge and are free to purchase such things from other suppliers, subject to any restrictions by the Lodge under regulation.

***No additional cost services:***

The resident shall be provided with the following basic care, programs and services which the facility shall provide to residents at *no additional cost:*

- Nursing and personal care on a 24 hour basis, including care given by or under the supervision of a Registered Nurse, the administration of medication and assistance with activities of daily living.
- Medical care –
  - Medical Director, Dr. Barbara Cowing,
  - Attending physicians provide medical care to the residents of Spruce Lodge. The physicians complete rounds of their residents weekly and provide afterhours coverage
    - Dr. Anne Martin (North, East and West neighbourhoods)
    - Dr. Amanda Brown ( South neighbourhood)
    - Dr. Alex Chun ( Cottage A, B & C neighbourhoods)
- Medical supplies and nursing equipment necessary for the care of residents, including the prevention or care of skin disorders, continence care, catheters, infection control supplies, etc.
- Supplies and equipment for personal hygiene and grooming including skin care lotions, shampoos, soap, deodorant, toothpaste, toothbrushes, denture cups and cleansers, toilet tissue, facial tissue, hair brushes, combs, razors/shavers, shaving cream.
- Meal service and meals, including three meals daily, snacks between meals and at bedtime, special and therapeutic diets, dietary

- supplements if ordered by the Registered Dietitian, and devices enabling residents to feed themselves.
- Social, spiritual, recreational and physical activities and programs, including the related supplies and equipment.
  - Various therapies
    - Nursing Rehabilitation
    - Physiotherapy
    - Music therapy/Psychotherapy
  - Behavioural Supports team
  - Laundry, including machine washing and drying of personal clothing.
  - Bedding and linen including firm, comfortable mattresses with waterproof covers, pillows, bed linen, wash cloths and towels.
  - Bedroom furnishings including an electric bed with adjustable head and foot sections, chest of drawers, and a comfortable easy chair.
  - The cleaning and upkeep of accommodations.
  - Suitable premises and seating for meetings of the residents family councils.
  - Quiet space for resident to meet privately with spouse and or family that assures privacy
  - Safekeeping of personal funds entrusted to the facility through the Resident Trust Account

***It is not permissible for the facility to charge for:***

- Prescription pharmaceutical preparations listed in the Drug Benefit Formulary.
- Special preparations or medical devices which may be obtained from the Ontario Drug Benefit program as interim non-formulary benefits.
- Devices, equipment, supplies and services available to residents through other programs such as the Home and Community Support, Assistive Devices Program and Veterans Affairs.
- Non-prescription drugs, medication and treatment products, and supplies obtained through Ontario Government Pharmaceutical and Medical Supply Services, upon requisition.

# **FIRE PROCEDURES FOR RESIDENTS AND VISITORS**

## **Description of Alarm System**

Spruce Lodge fire system is a 2-alarm system.

When a pull station is activated in Spruce Lodge, the sound will be a slow intermittent ring. The Enunciator panel and the building entrances will light up, and the fire department will respond. All team members are expected to respond to the first stage.



If evacuation of the building (or an area) is necessary, the Registered Nurse is responsible for putting the alarm to the second stage, a much faster ring.

Hamlet Estates – Prince Units. The Hamlet Prince units fire alarm system is an extension to the Spruce Lodge system and therefore operates just as any other part of the Lodge.

This area is indicated on the enunciator panel at the Spruce Lodge nursing station.

### **FIRE ALARM SOUNDS when you are visiting:**

- Do not Panic
- Remain with the resident and close the door—reassure resident
- If not with a resident, proceed to the Living room
- Wait and follow instructions from staff
- If you have not entered the building when the alarm sounds, remain outside

### **IF YOU DISCOVER FIRE/SMOKE:**

- Pull manual fire alarm station
- Remove resident from room
- Close door
- Do not attempt to put fire out
- Immediately tell staff of the problem and proceed beyond the fire doors.

### **EVACUATION:**

- Remain with resident
- Follow instructions from staff
- Re-assure resident

## **Safety**

Doors/entrances are all locked by 9:30 PM. The Main Entrance to Spruce Lodge on the main level (resident level) has a doorbell and the staff entrance on the lower level of the north wing has a door bell.

Night watchman is on duty 10:30 P.M. to 6:30 A.M., and is responsible for making rounds throughout the whole facility several times each night.

There is also a resident safety monitoring system on the main entrance, the Spruce Lodge elevator and the south building entrance by the Cottages, known as the **Elpas** system. The system sends out an alarm to the team if a resident who is wearing an Elpas bracelet passes through the doors.

All team members, visitors and residents are encouraged to report any safety hazards immediately.

## **Foundation Donations & the Living Tree**



Spruce Lodge is a not for profit organization with a charitable foundation that is intended to benefit the residents of the Spruce Lodge, by enhancing programs and services, by purchasing equipment and furniture and by making various property enhancements. Residents, and their families are welcome to make a donation to the Spruce Lodge foundation, knowing that all such donations benefit the residents in many ways. These donations may be designated for a specific purpose or they may simply be given for the general benefit of all residents. Either way, all donations are greatly appreciated and help Spruce Lodge in many ways, to further its vision and mission.

You may have noticed Spruce Lodge has what we refer to as a “Living Tree” that adorns the wall facing the main living room. The living tree is intended to commemorate and to recognize those charitable donations made in excess of \$250.00, intended to honour or to remember a specific resident or tenant of the Spruce Lodge continuum. Donations made to the living tree are recognized by a commemorative leaf that is engraved and placed on the tree and all such donations to the living tree are directed to the Spruce Lodge foundation, whose sole purpose is to benefit the residents of Spruce Lodge. Thank you for your consideration and please do not hesitate to inquire further should you have any questions.

## Furnishings

Spruce Lodge team members would like your room to be as home-like as possible. In order to do this you are welcome to bring personal belongings and furnishings for your room as space is allowed. (i.e. – chest of drawers, favourite chair, pictures for the walls, knick-knacks, bedspread or afghan, throw cushions, plants, radio, television set with earphones). We do recommend that any furnishings be covered with a wipeable material that is impervious to spills and stains, and remind you that these personal items are your responsibility to maintain over time. In the event your health changes, you may be asked to remove some items that could be considered a health and safety hazard, in that they impede team members from providing you with care. At the time of leaving Spruce Lodge, it is your responsibility to remove these items or there will be a \$50 disposal fee added to the final invoice.

## Hairdressing Salon (“All Spruced Up”)



It is located at the entrance to the South Wing of the Spruce Lodge complex. Hairdressing and barbering services are available by appointment. **Please call (519) 271-4090 ext. 2262.**

## Illness

Please do not come in if you feel unwell, or you have a sore throat, head cold, chest cold, or enteric (diarrhea) symptoms. If you have recently been sick but are feeling better, symptoms have been improving over 48 hours and you are not fevered, if you need to visit, please wear a mask until it has been 10 days since the onset of your illness.

## Screening, Vaccinations, Immunization

The Ministry of Long Term Care requires that all Residents of long-term care be screened for tuberculosis (TB). Screening includes symptoms screening, history of past contact with TB and if the resident has not had a chest x-ray in the last 90 days prior to admission, a chest x-ray may be ordered.

The Influenza (“flu”) vaccine is offered to the Residents of the Home in the

autumn of each year. Consents for annual vaccinations and antivirals are obtained upon admission.

COVID-19 vaccines are strongly encouraged for all residents of Spruce Lodge. Booster doses are offered at intervals recommended by Public Health Ontario.

Other Vaccines are offered to residents as encouraged by Public Health Ontario which include, Tetanus/ Diphtheria; Pneumococcal Pneumonia, Shingles, RSV vaccine, etc.

Again, process may change based on Public Health and Ministry of Long Term Care guidance and directives.

### **Infection Control**

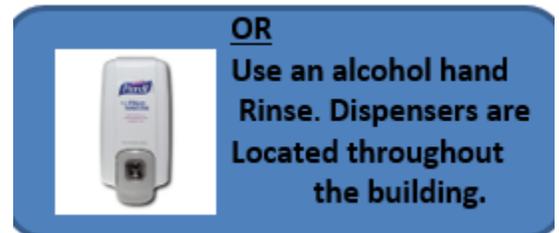
Spruce Lodge INFECTION CONTROL program is designed to prevent, identify and manage infections. The best method of preventing infections is by proper hand washing “Just Clean Your Hands”. We encourage residents and visitors to do the same. Hand sanitizing stations are placed at regular intervals in the home and in resident rooms. It is recommended that everyone use sanitizing gel prior to entering a resident room and upon exit as well.

Please see the Infection Control Brochure that is included in your admission booklet for additional information.

**Handwashing techniques-** use when hands are visibly soiled or when serving food

1. Turn taps on; use warm water
2. Rinse hands
3. From dispenser, obtain soap and with good friction scrub of hands, to at least the wrist, for a minimum of 10-15secs

4. Rinse with water
5. Obtain paper towel from rack
6. Dry Hands
7. Turn taps off with paper towel
8. Discard paper towel



**WHEN to wash hands:**

- before and after work
- after each resident contact
- after using the toilet
- after touching any contaminated articles
- before and after handling food or dishes
- after handling garbage
- after feeding residents

**OUTBREAKS:** It is strongly recommended that family members and visitors limit their visits during an outbreak when residents in the Home are ill. There are visitor restrictions in place for those home areas where a resident/s is/are isolating. The purpose of this is to protect residents and other family members from illness and to prevent the spread of illness within the Home. Family members, visitors and staff **should not** enter the home if they are exhibiting cold or flu like symptoms (i.e. runny nose, sneezing, fever, cough, vomiting or diarrhea). It is important for all staff, visitors entering a home area under outbreak precautions adhere to the PPE requirements upon entry. Signage will be posted at the entrance of the home areas affected and the door to each resident’s room if they are isolated.



**ROOMS UNDER PRECAUTIONS ....** *watch for the sign on the door.* If a resident requires additional precautions, all visitors to the room, including family members, must follow the PPE as directed the IPAC team. If the home or your resident’s home area is in an outbreak, you may only visit with one resident and then leave the home.

***Please see the RN/RPN on duty should you have any questions or concerns regarding infection control!***

## Personal Protective Equipment:

### Personal Protective Equipment (PPE)

Isolation PPE Sequence:

#### DON PPE from top to bottom

1. Gown
2. Mask
3. Goggles
4. Gloves

#### DOFF PPE in Alphabetical Order

1. Gloves
2. Goggles
3. Gown
4. Mask



Use only articles required for each isolation level

- **CONTACT** – gown and gloves
- **DROPLET** – mask, gown and gloves, goggles
- **AIRBORNE** – gown, gloves & respirator

## Leaves from the Lodge:

In the Regulations for LTC in Ontario, residents can be away from their home. There are 4 different categories of resident “leave”. The Ministry of LTC sets the maximum amount of time a resident can spend on this leave. If they are away for a pro-longed period on a leave, they will be discharged from the home and will need to go through the application process for possible re-admission. You will still be charged your fee for accommodations as well as fees for additional services (phone, cable, internet) while on leave.

**Casual Leave**- refers to brief periods of time away from the home for up to 48 hours a week. This type of leave occurs throughout the year and is different from vacation or medical/psychiatric leave. Once a resident moves into LTC, if you plan on taking a resident out in the community for a family event or a medical appointment, please make sure to connect

with the Care team in advance of the anticipated date. The team will make sure you are up to date about care routines and ensure medication requirements can be met.

**Vacation Leave**- refers to time residents spend away from the LTC home on vacation. Residents are entitled to 21 days of vacation leave per year. Please make sure the care team knows in advance so that arrangements can be made to ensure medication requirements can be met.

**Medical Leave**- refers to periods of hospitalization for up to 30 days at a time. The use of Medical leave does not reduce Casual or Vacation leave for residents.

**Psychiatric Leave**- refers to assessment, treatment and stabilization of psychiatric conditions. Resident are entitled to up to 60 days of psychiatric leave per year.

## **Mail**

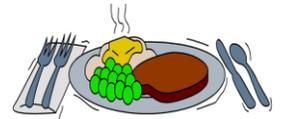
Mail is delivered to the Spruce Lodge Business Office by the post office and distributed to each resident. Out-going mail may be delivered to the business coordinator at the business office on the lower level, or the letterbox outside the Woodland Towers entrance. Stamps are available at the Woodland Towers Corner Store and the Spruce Lodge Cafe



## **Meals**

Spruce Lodge meal and snack times are as follows;

Breakfast	8:30am - 9:30am <i>continental after 9:30</i>
Morning Snack	11am
Noon meal (main meal)	12:40pm
Afternoon snack	2:30pm
Evening meal	5:30pm
Evening snack	7:30pm



At Spruce Lodge, we know that good food and enjoyable mealtimes are a big part of feeling at home. We offer a wide variety of meals and snacks to meet each resident's nutrition, hydration, cultural, and personal preferences — all served with respect for their dignity and comfort.

## **What to Expect:**

- We use a liberalized diet approach, where residents can enjoy eating what they wish, while still being safe and well-nourished, and with any special needs managed by our Registered Dietitian.
- Each resident is met by our Nutrition Services team when they arrive to learn about likes, dislikes, and any special requirements.
- Residents can choose between two meal options at each sitting and enjoy a 4-week rotating menu plus a snack menu.
- Fresh, home-style cooking is prepared daily, using local ingredients when possible, including local pork and produce.
- Food and drinks are available 24/7 if a resident wants something between meals.
- Residents normally eat in the dining room; tray service is available if someone is unwell.

Families are welcome to help at mealtimes if they wish. Space in our dining rooms is limited, so shared meals may happen in another area when desired. Families can bring non-perishable snacks for their loved one but should not share food with other residents to ensure everyone's safety and dietary needs are respected. Please check with staff if you're unsure whether a treat is suitable.

We have limited fridge space, so perishable foods should be eaten right away — anything left too long will be discarded to prevent illness.

Our Registered Dietitian reviews each resident's nutrition needs on admission and regularly afterward. They help with any concerns about swallowing, appetite, or health conditions and can provide advice at any time through the nursing team.

Residents and families are invited to share ideas and feedback at our Food Committee meetings, held every other month through Resident Council.

Thank you for helping us make mealtimes enjoyable and safe for everyone at Spruce Lodge!

## **MOVES**

### **Internal Move:**

If the Director of Care, in consultation with our care team and/or the resident's physician, or the Spruce Lodge Medical Director, determine that a resident's health care needs or personal needs require a room change, we ask that the resident or their substitute decision-maker cooperate with this move.

Any relocation will be:

- To a room with a similar room rate, or
- To a room with a different rate that is acceptable to the resident or their substitute decision-maker.

Families may also request an internal move for financial reasons or to better meet the resident's care needs. In these cases, the residents name will be added to our internal transfer list. When a suitable room becomes available, the Director of Care will coordinate the move with our team and inform the resident's Power of Attorney or Substitute Decision-Maker.

### **External Move:**

Where, in the opinion of the Administrator or the resident's Attending Physician, (in consultation with the home's Director of Care, interdisciplinary care team and Medical Director), the resident can no longer be appropriately cared for in the home, or becomes a hazard to the health and safety of him/herself, other residents and/or staff, the Administrator may take steps to arrange a transfer of the resident to a more appropriate setting in accordance with the legislation.

When the home initiates the discharge of a resident, it will do so in compliance with the requirements of the Fixing Long Term Care Act. Where possible, the resident shall vacate his/her room by 12 noon, on the scheduled day of discharge.

In the event of the death of a resident, the Fixing Long Term Care Act suggests that the residents' representative must clear the room within 24 hours. Please let us know if this presents difficulty or if you have any

questions. Team members, without bearing any responsibility for loss or damage to the contents, will clear the room of personal belongings and store same for a further 24 hours, after which any remaining contents may be given to another cause or charity.

### **Music Therapy**

Music therapy uses music to address residents' physical, cognitive, social, and emotional needs. Our on-site music psychotherapist offers individual music therapy and psychotherapy on a trial basis with private services option, palliative and end-of-life support, and a variety of music groups offered throughout the week. Music therapy and psychotherapy goals include enhance quality of life, promote social engagement, foster creative and emotional expression, manage pain, reduce stress and anxiety, and enhance memory, cognitive, and physical functioning.

### **Newspapers**

Residents may receive individual subscriptions to the newspaper, which will be delivered to your room.

### **Oxygen and Respiratory Needs**

If you have low blood oxygen levels and experience persistent breathlessness or coughing, you may require oxygen therapy. The care team will assess your needs and together with our oxygen provider and medical team, a plan of care will be developed.

Our oxygen vendor provides respiratory therapy services and oxygen therapy equipment to those who suffer from low blood oxygen levels because of respiratory illnesses.

Please be aware that the use of oxygen at end of life is not always a required treatment.

### **Pain Management Program**

Many residents experience some form of pain before transitioning into long term care. The goal of the pain management program is to assess their pain management needs and help improve resident's quality of life. Members of the care team will work with you and your family to develop an individualized plan to manage your pain needs.

When residents are non-verbal, alternative methods are used to assess their pain. Pain management is more than just exploring medication, it also includes exploring the use of supportive equipment and comfort care measures such as warm blankets, hot packs, repositioning, music therapy etc.

## **Palliative Care**



A palliative approach in long-term care (LTC) empowers families and team members to provide personalized and high-quality care for LTC residents living with chronic and life-limiting illnesses. We believe a palliative approach is beneficial at any stage in a chronic illness to maximize comfort and respect a person's wishes. Working alongside health professionals and family members, individuals with a life-limiting or life-ending illness are involved throughout the illness trajectory. Care is rooted in open and honest conversations so that the personal, spiritual and emotional concerns of residents are heard and addressed.

Palliative care is available to residents and families at any time and can occur simultaneously with other treatments and interventions. Having conversations about the residents wishes and values is the first step in a Palliative Approach to Care. We strive to maintain the dignity and respect of the resident and their family through a holistic approach; (i.e. pain control, nutrition, skin integrity, etc.), spiritual care and bereavement support in respect of every person's uniqueness. Our purpose is to provide continuing education for the resident and their family, staff and volunteers, regarding the provision of active and compassionate care primarily directed toward improving the quality of life for the individual who is facing a life threatening, chronic or terminal illness.

Palliative care occurs in stages with the final stage being referred to as end-of-life care. Team members take a person-centered approach to end-of-life care. The focus of end-of-life care is to ensure you are comfortable and experience dignity at the end of your life. Actions are guided by your wishes and values, which were discussed as part of your move in day and updated with the registered staff on an annual bases. For residents who are unable to make decisions about their health care treatments, their substitute decision maker (SDM) will take the lead in these conversations.

We are committed to providing care with compassion, taking steps to prevent pain, relieve suffering and provide psychological and spiritual support. "We

will do all we can to help you die peacefully but also to live until you die.”  
(Dame Cicely Saunders).

## **Parking**

Parking is provided for visitors to the lodge by driving in lane 1 and parking in the upper lot. There are accessible spots closer to the home.

## **Pets**

Pets are important visitors to our home. Please provide the Lodge with current proof of your pet’s vaccines (provide to Julie, Associate Director of Allied Services) prior to your first visit. Pets need to remain on leash for the entire time they are at the Lodge, be a pet that is comfortable with other residents/staff approaching it, and owners are responsible for cleaning up after them.

We enjoy having pets visit the home but please remember that pets are not welcomed in our dining room spaces.

## **Pharmacy & Medication**

Medications including over-the-counter or non-prescription drugs should not be given to residents or kept in their rooms. All prescription medications and over-the-counter, nonprescription drugs or natural health products ordered by a physician to be administered by staff, must be packaged and dispensed by the Spruce Lodge-contracted pharmacy. Anything that is not part of the pharmacy supplied product must be procured by the resident or their substitute decision maker and self-administered. All medications/creams must be ordered and managed by the Physician/ Nurse Practitioner/Registered Staff. A medication review will be completed with you and your loved one on admission and re-admission to the facility. Spruce Lodge’s contracted pharmacy prepares each resident’s medications in separate packages and delivers the medications to the facility. The Lodge keeps a small stock of emergency medications on-site and the pharmacy can make special deliveries when necessary. Our pharmacy regularly reviews medications to ensure safe medication management. By maintaining a complete record of all of your medication, the pharmacist will be able to help prevent any harmful side effects.

The home makes every attempt to administer medications following our medication processes. For time sensitive medications, adhering to the specific

schedule is our goal, however there may be circumstances beyond our control that require our nurses to prioritize resident care. Please feel free to ask your Team Leaders questions about your medications and treatments.

### **Physician Services**

Upon admission, resident's medical care will be provided by the Spruce Lodge Medical team, Dr. Barbara Cowing, Medical Director; and attending physicians Dr. Anne Martin Dr. Amanda Brown, and Dr. Alex Chun. Residents are required to have an admission medical exam and thereafter an annual medical examination.

### **Private Caregivers**

While Spruce Lodge is more than prepared to provide full service to each and every resident, some residents may choose to supplement service with a private caregiver. In order to ensure the safety of residents and staff, any care to residents by Private Caregivers hired by residents/family of the home will be consistent with the operations of the home. Any resident and/or family member wishing to hire a private caregiver will be provided with information to promote care in a safe and effective manner that supports collaborative communication between the private caregiver, the resident/family and the home.

Services provided by Private Caregivers will not diminish or impact the obligations of the Home and its staff to ensure health and safety standards are maintained and care is provided in accordance with legislation, regulatory bodies and the individual care needs of the resident. We also ask that private caregivers while in the home be careful not to interfere with the services provided to other residents.

Residents/Families will be expected to inform Spruce Lodge of their intended plan to hire a private caregiver and to complete a care giver agreement, a designated duties form, a confidentiality agreement along with the private caregiver education package. If you will be hiring a private caregiver, please meet with the Director of Care to review the steps.

In line with our commitment to maintaining the highest standards of care and professionalism, we have implemented a policy to address potential conflicts of interest, that prohibits Spruce Lodge team members from entering into private caregiving arrangements where they work. A conflict of interest may occur

when families seek special treatment or favor from a staff member based on their relationship, financial arrangement, or other factors. Similarly, a conflict may arise if a team member stands to benefit financially or otherwise from providing private duty services to a resident. Conflict of Interest may be perceived or it may be real, but either way the potential for conflict of interest must be addressed. We believe that this policy will help ensure the integrity of the care provided to all residents of Spruce Lodge, while also safeguarding the interests of our team. We appreciate your understanding and cooperation as we work to uphold the highest standards of care and ethics within our community.

### **Resident's Clothing**

Resident clothing will be washed and labeled at the time of admission by Spruce Lodge staff (please do not put clothing in the resident's closet until they have been labelled by staff). Washing and drying of resident's clothing is completed by laundry staff, unless families prefer to launder themselves. Clothing requiring dry-cleaning is not recommended. It is recommended that clothing be wash and wear type fabrics as opposed to wool, rayon, etc. Any additional clothing or belongings brought in after admission are also to be labeled/marked. Please be sure to give to staff in a bag identified with your resident's name and room number to be sent to laundry for labelling before the resident wears. Due to limited closet space, we suggest that seasonal items be removed and stored by families.

### **Scent Sensitive Home**

Given various sensitivities and allergies, we'd like to kindly remind everyone that our campus strives to be scent-free. This helps ensure a comfortable and safe environment for all residents, team members, and visitors; especially those with sensitivities or allergies to fragrances. We appreciate your understanding and thoughtfulness in choosing scent-free options and for helping us maintain a welcoming and inclusive space for everyone!

### **Smoking**

Residents who are wishing to continue smoking once they are admitted to Spruce Lodge will have a smoking assessment completed on the day of admission, as well as quarterly or any time there is a change in resident condition.



Residents must be able to smoke independently and complete all steps of the assessment independently to be able to continue smoking; this includes being able to safely get to the designated smoking area at the front of the home. Smoking is only permitted 9 meters or 30 feet from the entrance to Spruce Lodge, on the roadway or better yet in the smoking gazebo near the parking lot. Residents admitted to our controlled cottage areas are not permitted to smoke at any time. If a resident does not follow the smoking policy, they may/ will lose smoking privileges.

## **Spiritual/Ethical Care**

Spruce Lodge recognizes the importance of the spiritual dimension of life. The Spiritual Care Coordinator, in conjunction with the local churches, organizes regular worship services for many faith groups in our spiritual space.



Spiritual and ethical care of the resident are interconnected and part of holistic care. We strive to honour and support the values and practices that the resident finds life sustaining. Our purpose is to provide active support of a process whereby the values and practices that the resident holds as giving meaning to life will be a part of their care plan at Spruce Lodge.

## **Therapy Services and Pool**

### **Physiotherapy Services:**



Spruce lodge offers therapy services with the goal of maintaining physical health and functional independence, as this is a key component in maintaining overall happiness and quality of life. Our Physiotherapist and Therapy Team work closely with our residents and families to create person centered treatment plans. Physiotherapy treatment may include: walking, strength and balance or range of motion programs to optimize functional independence, maintain current abilities, reduce the risk of falls and or decrease pain. Other therapeutic services may include modalities (heat/cold) and or chest physiotherapy when indicated.

### **Nursing Rehabilitation Services:**

The nursing rehabilitation program will be available for residents who meet the set criteria. This program focuses on working with residents to maintain or improve functional goals related to activities of daily living. These may include

but are not limited to: dressing and grooming, ambulation, transfers, bed mobility and dining.

### **Occupational Therapy Services:**

In house Occupational Therapy services include wheelchair and or mobility aid modifications, working with vendors for adaptive equipment and or working with contract Occupational Therapists for resident seating and mobility assessments. Note: Wheelchairs and adaptive equipment will be assessed for safety on admission. All residents with a power wheelchair will be required to complete a safe driving assessment.

### **Therapeutic Pool**



We have an accessible heated therapeutic pool. Resident who meet the criteria are invited to attend the pool program to work on individual treatment goals. Note: The level of supervision required will be assessed and resident ability to attend this program will depend on availability of staff and or volunteer support.

### **Transportation**

Residents who require transportation to attend offsite appointments or outings with family that are not able to transfer safely into a personal vehicle, will require transportation to be booked by family/friend. Transportation services prefer to deal directly with the family or resident to ensure the residents needs will be met.

Please inform the nursing department of any offside appointments/ outings, the arrangements that have been made and nursing team will ensure that the resident has all the required paperwork and /or medications for the appointment/outing.

If needed, Spruce Lodge may arrange, at families request and expense, a team member to accompany the resident.

The most popular transport companies are:

<b>Stratford Mobility Bus:</b>	519-271-4000	
<b>ONE CARE:</b>	1-844-842-7800	
<b>Easy Ride:</b>	1-877-500-9875	
<b>Voyago:</b>	1-855-263-7163 (Able to provide stretcher transportation)	
<b>Stratford Taxi:</b>	519-272-0101	

Payment of these services are the responsibility of the Resident.

**Note:** It is the policy of Spruce Lodge that staff will only provide minimal assistance for a resident in or out of a private vehicle- the resident must be able to weight bear, follow directions and instructions and be cognitively aware. This policy is to prevent injury to the resident, care giver and staff.

### **Valuables and Belongings**

All belongings should be clearly marked. (i.e. – razor, radio, T.V., chair, pictures, etc.) On admission all electrical appliances must be checked by our maintenance team. Please notify staff before plugging in a new appliance. It is advised that since there is no locked closet, discretion should be used in deciding what items are kept in the residents' room. Spruce Lodge is not responsible for lost or damaged items (including but not limited to, clothing, personal effects, hearing aids, dentures, prosthetics or cash) except for monies on deposit in the home's Trust Account. If you notice that an item is missing, please report it immediately to the Registered Nursing team who will assign a team member to investigate. Given the nature of open door congregate living, residents are discouraged from keeping valuables in their rooms.

### **Visits and Visitors**

The resident or representative/substitute decision-maker is responsible for ensuring that all of the resident's visitors comply with the policies and rules of the home and the Long Term Care Act and Regulations. If the resident's visitors do not comply, after being notified, the home's Administrator or staff have the right to refuse or restrict their entry into the home or have those visitors removed from the premises.

# A FEW POLICY HIGHLIGHTS

## Comments, Concerns or Complaints:

At Spruce Lodge, we are committed to continuously improving the care and services we provide to our residents and their families. We believe that feedback, both positive and constructive, is essential to achieving this goal. That said, to err is human, and we appreciate your patience, your understanding and your support as we strive to continuously improve. Complaints, when shared thoughtfully and respectfully, help us identify opportunities to improve and to enhance what we do.

To ensure accuracy and compliance with the legislative standards that govern Long-Term Care Homes, we have a formal process for managing complaints. This process includes the use of a standardized form, timely follow-up, and appropriate documentation. Because written complaints are reportable and must be acted on, it is important that we accurately identify what is and isn't a formal complaint.

We strongly encourage you to share your thoughts with us in person, whenever possible. A conversation allows us to better understand your concerns, ask clarifying questions, and resolve issues quickly, often without the need for a formal complaint. While email is convenient, it can be difficult to fully understand the context and tone, and sorting through high volumes of email can delay our response times. Our managers and staff are eager to listen, and we want to ensure our time is spent meaningfully; on the floor, supporting residents, families, and team members.

If you wish to submit a formal complaint, we are requesting that you complete the Spruce Lodge Complaint Form. This is the best way we can be certain a concern intended as a formal complaint, and ensure that it is tracked, addressed, and where required, reported to the Ministry of Long-Term Care.

## Key highlights of the updated complaints process:

- Verbal concerns that can be resolved within 24 hours will continue to be handled informally and promptly by approaching our Registered staff—no paperwork required.
- If a concern cannot be resolved within 24 hours, or if you feel it is more serious in nature, we ask that you request and complete the Spruce Lodge Complaints Form. The form is available on our website in fillable digital format and in both of our nurses' stations in paper format. We ask that

digital copies be sent to the Administrator at [slcomplaints@sprucelodge.on.ca](mailto:slcomplaints@sprucelodge.on.ca) and paper copies returned to the Nurses station, to the attention of the Administrator.

- All formal written complaints are reviewed and directed to the appropriate member of the Leadership team for follow-up within 10 business days.
- Serious complaints involving harm or risk to a resident or having to do with operational concerns that are not in keeping with the legislation we follow, are investigated immediately and reported to the Ministry as required.
- The registered nursing staff are available to assist you in completing the form, as needed.

You also have the right to voice your complaint anonymously with the Ministry of Long Term Care Action Line at 1-866-434-0144 at any time or send a letter to:

Director, Performance Improvement and Compliance Branch  
Ministry of Health and Long-Term Care  
1075 Bay Street, 11<sup>th</sup> Floor, Toronto, On M5S 2B1

### **Conflict of Interest**

At Spruce Lodge, we remain deeply committed to fostering an environment built on trust, transparency, and the highest standards of care. As part of that commitment, we want to take a moment to share with you an important aspect of our staff conduct expectations: our Conflict-of-Interest Policy.

This policy exists to ensure that all decisions and actions by team members are made in the best interest of the residents and the home as a whole, free from any personal, financial, or external influence that could compromise their professional responsibilities.

We would like to make clear that Spruce Lodge employees are not permitted to provide private duty services, treatment, or care, whether paid or unpaid, to residents or families within our campus. This includes personal care, meal preparation, housekeeping, companionship, or any treatment or service that could reasonably be perceived as a conflict with their primary role at Spruce Lodge.

We understand that trusting relationships often form between residents, families, and staff. However, to protect everyone involved, staff, residents, and families alike, employees must maintain appropriate professional boundaries. These expectations are not only part of Spruce Lodge’s philosophy, but also reflect broader ethical obligations within long-term care.

To further clarify with a few examples:

- Team members may not accept gifts or money from residents or their families.
- Team members may not enter into private service arrangements or power of attorney agreements with residents or resident families
- Team members are not permitted to moonlight or work privately on campus, unless in extremely rare cases that are explicitly approved in writing by both a Manager and the Administrator.
- Any past arrangements that were approved in exceptional circumstances are not transferable to other residents or families.

We appreciate your understanding and support in helping us uphold these standards. If you have questions or concerns about the services your loved one is receiving, or about appropriate ways to express gratitude or request additional support, please do not hesitate to speak with a member of our leadership team. We are here to support you.

### **Restraint Use**

At Spruce Lodge, resident safety and dignity are our top priorities. The use of any form of restraint—physical, chemical, or environmental—is considered a last resort. Restraints will only be used when absolutely necessary to prevent serious harm and only after all other alternatives have been assessed and tried.

We are committed to complying with the Fixing Long-Term Care Act, 2021, which protects residents’ rights, including the right to live in a safe environment and not be restrained, except under specific, regulated circumstances. Restraints are never used for staff convenience or as a form of discipline.

A restraint may be used only when:

- There is a serious risk of harm to the resident or others.
- All other strategies have been tried and found ineffective.
- The method used is the least restrictive option available.
- Consent is obtained from the resident or their substitute decision-maker.
- The restraint is ordered by a physician or authorized health professional.

In emergencies, staff have a legal duty to act quickly to prevent immediate harm. Even in such cases, the situation is reviewed promptly, and care plans are updated to reflect necessary follow-up.

## Types of Restraints

- Physical Restraints may include devices like tilted chairs, lap belts, or tabletops—only if the resident cannot remove them independently. If these devices are used for comfort or therapeutic purposes and are removable, they are not considered restraints.
- Chemical Restraints refer to medications used specifically to manage behaviours. Medications given as part of a resident’s regular care plan are not considered restraints.
- Environmental Restraints involve restricting movement through locked areas. Secure units are not considered restraints but are designed to provide a safe environment.

Personal Assistive Devices (PASDs) are tools that help residents with daily activities like eating or positioning. They are not considered restraints unless used to limit movement without therapeutic benefit.

All restraint use is carefully monitored, reassessed regularly, and discontinued as soon as it is no longer necessary. Families and substitute decision-makers are involved in discussions, decision-making, and kept informed throughout the process.

If you have any questions about this policy or your loved one’s care, please reach out to one of our Registered Nurses or to our Director of Care.

## **Zero Tolerance of Abuse and Neglect**

At Spruce Lodge, we are firmly committed to a culture of zero tolerance for any form of abuse or neglect. In line with Ontario’s *Fixing Long-Term Care Act, 2021*, all residents have the right to be treated with dignity and respect in a safe and supportive environment, free from harm, mistreatment, or exploitation by anyone, including staff, volunteers, visitors, or other residents. We take this responsibility seriously and are committed to responding quickly and effectively when concerns arise.

To prevent abuse, all individuals involved in the care of residents, staff, volunteers, students, and others receive comprehensive training on recognizing, preventing, and reporting abuse and neglect. Information about these expectations is shared

with residents and families upon admission and made easily accessible throughout the Home. Team members are legally obligated to immediately report any witnessed or suspected abuse or neglect to the Ministry of Long-Term Care, and they are protected by whistleblower legislation to do so without fear of retaliation.

When abuse is suspected or reported, our response is immediate and coordinated. Residents are protected and supported, and any alleged abuser, whether a team member, visitor, or resident, is removed or separated pending investigation. Trained leadership team members conduct a confidential investigation, involve outside authorities as needed, and determine next steps, which may include education, disciplinary action, or legal consequences. Families or substitute decision-makers are kept informed throughout the process.

Spruce Lodge also supports a respectful and professional caregiving environment through clear boundaries and expectations around personal conduct. We are committed to preventing abuse before it happens and take every report seriously. Regular reviews and quality improvement processes ensure our practices continue to uphold our values of safety, respect, and accountability for every resident in our care.



# SPRUCE LODGE ORGANIZATIONAL CHART

