



A long-term care home puts trust at the core of its recovery journey

Trust is absolutely critical to the long-term care sector's ability to thrive and succeed—and that trust has been shaken by the impact of Covid-19 on seniors' residences and other long-term care facilities across Canada.

A long-term care home, operating long-term care in Canadian communities, responded to the pandemic to the best of its ability. The newly appointed leadership team understood that if it were going to successfully recover as a business post-pandemic, they would need to restore stakeholders' trust. Without trust, its ability to attract new residents, recruit staff, and attract investment would be seriously compromised. But where to begin?

Opportunity to workshop the long-term care home's future

Deloitte met with the long-term care home's representatives to discuss the company's current situation and the path to recovery. The team proposed to invest in holding a virtual Trust Recover Lab, incorporating Deloitte's *trust framework*, with the company's executive leadership team. The Trust Recover Lab would work to both launch and accelerate its recovery journey.

Deloitte's trust lab enabled the leadership to focus on trust-building actions

By bringing together the executive team with Deloitte's global and industry advisors for a three-hour virtual Trust Recover Lab participants rapidly co-designed a tailored recovery road map for their long-term care facilities.

With our help, the company's leadership came out better equipped to understand and examine trust across four dimensions—physical, emotional, financial, and digital—and we're able to translate them for the company's key stakeholders, from residents and families to team members and shareholders.

The lab discussion was an opportunity to help the new executive leadership team better understand and articulate what trust means to the long-term care facilities. This laid the foundation for further conversation and strategy development throughout the lab. Over the course of the lab, some key questions included:

- How can the long-term care home define—and prioritize—the trust stakeholder groups?
- How can the new leadership team effectively demonstrate trustworthy, empathetic, and resilient leadership to the long-term care home team amidst the ongoing Covid-19 health crisis and an increasingly urgent need for the business to pivot and change?



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- How can the long-term care home rebuild confidence and the perception of safety in its retirement and long-term care homes among residents and their families? What additional measures will be needed to make this happen?
- How might the long-term care home engage the customers differently while providing the outstanding services they've come to expect?
- What does the employee experience look like in the short, medium, and long term? How will the long-term care home maintain workers' safety and wellbeing during this extraordinary crisis? How can the company encourage developing robust, healthy workplace culture and support employee retention in a post-pandemic world?
- How will the long-term care home's relationships with key partners, such as medical suppliers, need to change? What opportunities for collaboration exist across the long-term care sector, and how could those provide mutual benefit to those involved?
- What will it take to restore investor and lender confidence in the long-term care home and the senior housing sector more generally?

Outcomes that accelerate the long-term care home's recovery journey

The Trust Lab helped deliver meaningful, actionable outcomes for the long-term care home and its executive leadership team:

- A clear understanding of barriers the long-term care home face in developing trust and how to mitigate trust erosion
- Identification of key priorities and action items as part of a roadmap to rebuilding trust in the long-term care home
- A prioritized list of the long-term care home's trust stakeholder groups.

Successfully executing on these outcomes will enable the long-term care home and its executive leadership team to take concrete action to rebuild trust among its stakeholders. By collaborating with Deloitte, they've begun a journey towards recovery in earnest. ◯

Contact

Nick Galletto

Partner
ngalletto@deloitte.ca

Fatima Laher

Partner
flaher@deloitte.ca

Praveck Geeanpersadh

Partner
prgeeanpersadh@deloitte.ca

Michael Cherny

Senior Manager
micherny@deloitte.ca