



# Rebuilding Our Future

## Our Quality Improvement Plan 2014-2016



Shoreham Village  
Senior Citizens Association

## CEO's Message

On behalf of Shoreham Village Senior Citizens Association, we are pleased to present our Quality Improvement Plan for 2014-2016.

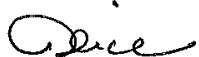
The plan represents the thoughtful input, advice and conversations with residents, family members, employees, volunteers, physicians, union, Board Members, partner organizations and members of our community and defines our areas for focus for the next two years.

The plan is consistent with the Mission, Philosophy, and Values for Shoreham Village and provides a framework for enhancing the provision of high quality, resident focused care in a home like environment.

The plan requires us to think and act in a new and creative way, to embrace change and to work together in collaboration, so we can achieve the priorities that we have agreed must be met.

We wish to thank the many individuals who have contributed over the years to the building of the foundation for Shoreham, to the many who have shared their thoughts over the past few months as to what is needed for the road ahead – and to the many dedicated individuals both within our organization and beyond who have committed their support to help rebuild our future.

We have an exciting opportunity ahead of us and we are confident that by working together, we will achieve success.



Alice Leverman  
Chief Executive Officer

**“By working together we will achieve success.”**

High quality resident focused care in a home like environment

## Introduction

In 1974, the founding members of Shoreham Village had a vision for the care of older adults in our community. Over the years, the various Boards of Directors, staff, and volunteers with support from the community have worked tirelessly to build together and support a facility, one with a reputation for excellence and of which they could be proud.

Since those early days, the landscape of continuing care and long term care, in particular, has undergone significant change. The coming years will bring further changes. Our aging population, increasing and more complex care needs, revised standards for care, economic pressures and ever increasing public expectations are just a few of the current realities that the long term care sector and the health system overall must respond to on a daily basis. It is no different for Shoreham. This reality challenges our ability to operate Shoreham in the manner envisioned by our founders.

To ensure a sustainable future that maintains the highest quality of care for our 90 residents and service to our community, we must chart a new course that is focused, creative, innovative and collaborative. It is up to all of us who have a stake in Shoreham to work together to strengthen our sense of pride in our “home” and in our reputation as one of the best long term care facilities in Nova Scotia.



*“The landscape of continuing care and long term care, in particular, has undergone significant change.”*

## Mission Statement

Shoreham Village supports and encourages residents' dignity, individuality and independence in a safe, caring environment.

## Philosophy

Shoreham Village believes in resident-centered care, which is an ongoing, collaborative process between residents, caregivers and others. This approach honours the residents' dignity and choices in directing their daily life, and supports their strengths, capabilities, needs, values and culture.

## Values

Shoreham Village believes that all of us should be governed by certain values. These values will enhance the quality of life of our residents and the quality of our relationships with other employees, residents' family members, volunteers and visitors.

### Respect

Shoreham Village is dedicated to provide excellent care and service to the residents, with compassion and respect for each individual, to fulfill his or her physical, emotional, spiritual and psychological needs.

### Organizational Support

Shoreham Village is committed to provide leadership in services to the residents and excellence in long term care. Resident-centred care has been adopted as a model of care and Shoreham Village embraces resident individualism and choice as key components of this philosophy.

### Safety

Shoreham Village is dedicated to provide a safe and secure environment and is committed to ensure that all safety regulations and procedures are followed and that issues are addressed quickly.

### Communication

Shoreham Village views good communication as an essential component of providing resident-centred quality care and service and fostering teamwork to accomplish organizational goals.

### Teamwork

Shoreham Village views teamwork as a multidisciplinary approach to care. This type of care links staff, family, other health care providers, volunteers, community members and groups in providing holistic care to the residents.

### Fiscal Responsibility

Shoreham Village is committed to provide care and services within its fiscal reality.

## Rebuilding Our Future

Recognizing the many challenges we are facing, the Board of Directors of Shoreham Village has identified three priorities for improvement over the next two years that will help guide our organization toward the future.

### Guiding priorities

- Efficient and effective operations that provide high quality, safe, resident focused care
- An environment that supports all employees and volunteers to work at their best
- Engaging community and partner organizations in a way that strengthens both Shoreham and our community

### Areas of Focus

We will achieve success in our priorities by renewing our focus in five areas:

#### Our RESIDENTS

Provide excellence in care that is consistent with our mission, philosophy and values.

#### Our LEADERSHIP

Promote a culture within our facility and our day-to-day operations that reflects how we lead and work together as a team.

#### Our EMPLOYEES & VOLUNTEERS

Ensure employees and volunteers have a healthy and respectful work environment where they feel pride and satisfaction in their work and where others want to work.

#### Our COMMUNITY

Work in collaboration with all who have a stake in Shoreham to rebuild our future.

#### Our PHYSICAL ENVIRONMENT

Maintain our facility to provide quality care in the present while we build for the future.

*“It is only through the collective effort of our Board, employees, volunteers, residents, family members and the broader community that we will achieve success and move forward toward a sustainable and prosperous future.”*

## A Renewed Focus on Our Residents

We will provide excellence in care that is consistent with our mission, philosophy and values.



### Why this is important

Shoreham Village recognizes the importance of creating an environment full of positive and meaningful experiences for our residents. We must ensure the care we provide is in alignment with our values - respect, organizational support, safety, communication, teamwork and fiscal responsibility.

This will require us to look closely at the definition and model of care we provide – to move away from a model that often assumes the care needs of our residents are met and move toward a resident focused care model that is consistent with our stated mission, philosophy and values and is truly based on the needs of each of our residents.

Commitment and dedication to this new way of thinking is required from each one of us. It is also essential that the necessary supports are in place so we can make this change.

#### To enable a renewed focus on our RESIDENTS we will:

- ensure residents and family members are enabled to communicate their concerns, needs and wishes and to have input into decisions that affect them directly.
- develop a unifying definition and model of resident focused care that incorporates our mission, philosophy and values and positively alters our understanding and practice of care for our residents.
- review all existing components of resident care, define issues/gaps and develop a plan to address them.
- identify employee training requirements to implement the resident focused care model and develop a plan to address them (including communication and change management).
- clarify roles/responsibilities for all levels of resident care employees.
- ensure up to date job descriptions are in place for all resident care employees.

## RESIDENTS (*continued*)

- ensure all resident care employees are working to their full scope of practice.
- ensure all resident care employees are supported and enabled to carry out their responsibilities and are accountable on a daily basis.
- identify clinical education needs of resident care employees and develop plans to address needs (e.g. palliative care, dementia care, etc.)
- develop and implement a mentoring program based on identifying special strengths of each staff member (new or experienced) and enable all employees to use those strengths as an integral member of the team.
- ensure scheduling of resident care employees is consistently based on the needs of residents and reflects best practice in long term care.
- develop and implement a resident safety strategy that reflects best practice.
- develop and implement a process to ensure on an ongoing basis that knowledge on the uniqueness of each resident is transferred from one employees to another any time there is a staffing change to ensure high quality continuity of care.
- review all care processes on an ongoing basis to ensure optimal efficiency and effectiveness and to eliminate waste and duplication.

Shoreham strives to be  
a trusted home for  
loved ones where they  
receive quality care  
tailored to their  
individual needs

## What success will look like

- Residents and families express satisfaction with the care provided
- Residents will consistently express enjoyment living at Shoreham as “the next best place to home”
- Shoreham is considered to be a trusted home for loved ones where they receive quality care tailored to their individual needs
- Residents will express satisfaction with the renewed focus on individual choice
- Resident/family/employee relationships are reported as positive on a consistent basis

## A Renewed Focus on Our Leadership

We will promote a culture within our facility and our day-to-day operations that reflects how we lead and work together as a team.



### Why this is important

We recognize that to be successful now and in the future in meeting the needs of our residents and the ever-changing landscape of long term care, we must provide strong leadership at all levels in the organization. Equally as important as the more formal leadership in our organization is the need to provide opportunities for all employees to grow and be supported to take on new leadership roles regardless of where they work within our organization.

Creating leaders at all levels results in more empowered, satisfied employees, creates a greater sense of team, builds overall capacity, enables succession planning in our organization, helps to meet our stated priorities and ultimately helps to ensure our residents are cared for in the best possible way.

To enable a renewed focus on our LEADERSHIP we will:

- define a leadership philosophy that incorporates the mission, philosophy and values of our organization and clearly defines what we expect each other and ourselves.
- clarify leadership/management team roles/responsibilities to enable all involved to be accountable.
- develop leadership opportunities for front line employees and volunteers that support and enable strengthened teamwork and the achievement of the stated priorities for 2013-2015.
- ensure ongoing management supports are in place so that every employee is enabled to be successful.
- ensure all employees are accountable on a daily basis for their specific responsibilities.
- ensure every employee has an up to date job description.
- develop a performance management process for all employees that is realistic, reflects our values, clarifies our expectations and provides opportunity for two-way input/evaluation.

## LEADERSHIP (*continued*)

- ensure that each employee has had a performance appraisal by the end of 2015.
- ensure all management have training to support them in the management of human resources/issues.
- review organizational policies/procedures, define gaps/required revisions and ensure gaps/required revisions are addressed.
- ensure training/understanding/compliance with all approved policies/procedures on an ongoing basis.
- ensure standards, policies, guidelines, expectations of the Department of Health and Wellness are understood and followed.
- develop and implement a communication plan to enhance internal/external communication on an ongoing basis.
- establish a Quality Council that defines, promotes and enables quality, safety and risk management as a shared responsibility and supports improvements in all areas of the organization, including first steps toward accreditation.
- develop a two-year business plan that outlines resource requirements to achieve success with the plan.
- develop a process to monitor/evaluate/report/celebrate our progress toward the plan.
- define, with the Board, a plan to acquire required resources to implement the plan.

We believe good leadership results in empowered and satisfied employees, creates a sense of team and helps ensure our residents receive the best possible care.

## What success will look like

- Employees and volunteers express positive changes in workplace
- Employees and volunteers feel valued and supported
- Residents, families , physicians and community comment on improvements at Shoreham
- Regular reports show we are achieving our goals

## A Renewed Focus on Our Employees & Volunteers

We will ensure employees and volunteers have a healthy and respectful work environment where they feel pride and satisfaction in their work and where others want to work.



### Why this is important

Our team of dedicated employees and volunteers provide our residents with quality care every day. As of August 2013, we have 175 employees (full time/part time/casual) and 187 volunteers, serving in a range of functions.

One of the biggest challenges facing our organization is retaining, attracting and supporting a strong workforce. We currently have three generations working side by side in the workplace - each with unique experiences and expectations and motivated and rewarded by different means. The average age of our employees is 45. With 47 employees over the age of 55 (18 between 55 and 60; 19 between 60 and 65 and 10 over the age of 65), we will be facing many retirements over the next few years. We must have the capacity to capture and preserve the wisdom these employees have garnered over the years, as we recruit new personnel for the future.

Through their commitment to serving others, our volunteers significantly contribute to the quality of life of our residents as well as supporting our staff. Our volunteers are an integral part of the Shoreham family and we could not do what we do without them. In the first six months of 2013 alone, our volunteers contributed more than 2300 hours of service.

To build for our future we need to create an environment where we become an employer of choice—where we recognize our employees and volunteers as our most valuable asset, where we enable the best use of employees and volunteer skills and abilities, where we provide support with the day to day demands of the workplace, where employees and volunteers feel respected safe and valued, where personal health and wellness is promoted, where we reward achievement, provide ongoing training, where we work together as a team and where we have fun. These are all components of a healthy workplace and are factors that people consider when basing their opinion on where they will work/volunteer. It is essential for us to pay close attention to our work environment and to strive to be an organization where people want to work and give of their time and talent.

To enable a renewed focus on our EMPLOYEES & VOLUNTEERS we will:

- ensure recruitment of all employees is based on our mission and values, reflects our commitment to a respectful work environment and values the contribution of each employee so they are enabled to provide excellence in care and service.
- establish a Workplace Council where employees, volunteers and union have the opportunity to participate as leaders in defining, planning and implementing components of a healthy and respectful workplace that consider workplace needs and wishes and reflect our core values.
- implement an Employee Assistance Program to provide support for employees to manage issues in their personal lives.
- promote cooperation/teamwork throughout the organization and implement processes/initiatives that enable leadership opportunities as well as shared responsibilities and accountabilities for all.
- ensure all personnel policies are thoroughly reviewed with each new employee at time of orientation and are reviewed with all employees as needed and on an ongoing basis.
- conduct regular employees and volunteer meetings at both the organization and department level for the purpose of sharing information, ideas and strategies and enhancing overall communication throughout the organization.
- develop an organization wide education plan that defines innovative, cost effective, relevant, ongoing education for employees and volunteers.
- ensure every employee has an up to date job description.
- develop a performance management process for all employees that is realistic, reflects our values, clarifies our expectations and provides opportunity for two way input/evaluation.
- ensure that each employee has had a performance appraisal by the end of 2015.
- develop and implement initiatives that recognize engaged, caring, respectful, excellent employees and volunteers as identified by peers, residents and families.

Shoreham values our employees and volunteers as our strongest asset

## EMPLOYEES & VOLUNTEERS (*continued*)

- explore opportunities with partner organizations to enable additional human resource supports and services that will increase our overall capacity to support our employees and volunteers.
- identify any safe work practice gaps and develop plans to address them.
- work collaboratively with our union leadership to ensure a healthy working relationship, where issues are addressed as they arise and that opportunities of mutual interest/benefit are explored and acted upon.
- ensure all management have training to support them in the management of human resources/issues.
- implement an annual employee and volunteer satisfaction survey to assess progress toward our goal of a healthy workplace.

## What success will look like

- Employees and volunteers express enjoyment in coming to work
- Teamwork is seen as a key part of our success
- Employees and volunteers offer solutions to identified challenges

## A Renewed Focus on Our Community

We will work in collaboration with all who have a stake in Shoreham to rebuild our future.



### Why this is important

To live up to the vision of our founding members and to be successful in 2013 and beyond, we must continue to develop strong ties with our community, both internally and externally.

We recognize that our greatest ambassadors are our residents and their families, our staff and volunteers, our Auxiliary and Foundation, our Board of Directors and our partner organizations.

Engaging with and supporting all who have a stake in our facility is essential to enhancing our reputation for excellence in care, maximizing our existing resources, acquiring new and much needed resources and ultimately ensuring a strong and sustainable future for Shoreham.

**To enable a renewed focus on our COMMUNITY we will:**

- ensure our community is invited to provide input into our ongoing development and joins with us in celebrating success.
- strengthen our ties with our Auxiliary and Foundation by identifying our needs and collaborating with them in their fundraising efforts.
- strengthen our ties with the Department of Health and Wellness, other long term care facilities in the district/province and South Shore Health to maximize opportunities/resources to help ensure sustainability for the future.
- acknowledge and celebrate the achievements of our Board, employees, volunteers and partner organizations for their involvement in the community and in their resource finding efforts on our behalf.
- ensure our communication plan provides ongoing opportunity for our community and partner organizations to give/receive information, provide input and participate in the celebration of our progress.

## COMMUNITY (*continued*)

- develop a plan for community education sessions related to aging and older adults.
- engage community as freely as possible in planning for our new facility.

Shoreham aims to be recognized for excellence in care and as a valued community asset

## What success will look like

- Shoreham is recognized for excellence and as a valued community asset
- Our community and partner organizations receive regular information about Shoreham
- Our community and partner organizations are actively involved, support Shoreham and join us in celebrating our successes

## A Renewed Focus on Our Physical Environment

We will maintain the infrastructure needed to provide quality care in the present while we build for the future.



### Why this is important

There are many physical limitations to our aging facility and these present barriers to providing the home like atmosphere and resident focused care we strive to achieve.

It is challenging for our residents, staff and volunteers to live and work in an environment where issues of temperature control, space and privacy, outdated infrastructure, ongoing maintenance issues/repairs, and a lack of up to date and necessary supports and equipment are a daily reality.

We are pleased with the September 2013 announcement that our facility will be replaced, with planning to begin in 2015. This has provided much needed hope for all who have a stake in Shoreham. In the interim we must make the best of what we have today and focus on what is possible to improve the lives of our residents, as we also look to the future.

#### To enable a renewed focus on our PHYSICAL ENVIRONMENT we will:

- develop a capital plan for ongoing replacement of all capital assets.
- develop and implement a comprehensive preventative maintenance plan for all capital assets.
- develop a process for management of capital projects.
- ensure continued and timely response in addressing urgent and emergent infrastructure issues and in advocating for Department of Health and Wellness funding/reduced census in times of greatest challenge.
- assess the requirement for all stored furniture, equipment and supplies and determine what needs to remain on site and what can be discarded or stored off site.
- review utilization of existing space and define required changes/related costs to enable effectiveness/efficiency in work processes and to maximize available space.

## PHYSICAL ENVIRONMENT (*continued*)

- define opportunities and develop a plan for increased utilization of technology to enhance operational capacity (e.g. Telehealth, Scheduling System, Website).
- work closely with the Department of Health and Wellness and our community to plan for our new facility.

At Shoreham we optimize the use of our resources to maximize efficiency and effectiveness

## What success will look like

- Challenges in maintaining the facility are reduced
- Planning is underway for our new facility
- Existing space and equipment are optimized to meet needs of residents and to deliver quality care in the interim

