

Report to Our Community 2016-2017

Residents – Families – Staff – Volunteers – Community

Working in Partnership



SHOREHAM VILLAGE
SENIOR CITIZENS ASSOCIATION

Our Vision, Mission & Values

Everyday our staff, volunteers and family members work together to deliver our mission, vision and values.

Our Vision

A leader in excellence and innovation in Long Term Care.

Our Mission

To provide a high quality living experience for those who call Shoreham home.

Our Values

Integrity Being honest, ethical, respectful, open and transparent.

Quality Ensuring a high quality, safe and caring environment within our resources.

Teamwork Embracing diversity and fostering innovation and creativity through teamwork, collaboration and partnerships.

Joy and Fun Creating a comfortable, enjoyable environment where residents and their families are the focus and staff and volunteers are recognized and valued.



Message from our Chair and CEO

Shoreham Village has built a reputation as a trusted, quality long-term care home providing a home-like environment for our 89 residents.

Shoreham's more than 160 employees and 150 volunteers strive to provide our residents with excellence in care while living in a safe and enjoyable home-like environment. This means ensuring that each resident's personal, nursing, and medical care needs, as well as social, emotional and spiritual needs are being met.



Providing high quality safe and supportive care; varied, interesting and meaningful social and recreational activity; preparing, serving and assisting residents to enjoy tasty and nutritious meals; taking residents outside to enjoy the gardens and surrounding area as well as on special outings; keeping our building safe, tidy and clean; celebrating important milestones and having fun with our residents are all part of what we do. We are striving to "be a leader in excellence and innovation in long term care".

We are proud of the many successes of this past year in delivering our mission to "provide a high quality living experience for those who call Shoreham home". This report provides only a snap shot of what our staff, volunteers, residents and family members have achieved.

We are grateful for the interest and support of residents, families, volunteers, staff and our community. We also wish to extend a sincere thank you to our community partners, especially our Foundation, Auxiliary, the Municipality of the District of Chester, Nova Scotia Health Authority, Northwood and the Department of Health and Wellness as we continue working together to be a leader in Long Term Care. Respectfully,

Susan D. Neilson
Chair, Board of Directors

Janet Simm
Chief Executive Officer

Our Leadership

Board of Directors

Shoreham Village Senior Citizens Association is community governed by a volunteer Board of Directors.

Members of the Board 2016-2017

Susan Neilson, Chair

Patsy Brown, Vice Chair

Elizabeth Finney, Director

John Frizzle, Director

Nancy Guest, Director

Alice Leverman, Director

Nancy Timbrell-Muckle, Director

Management Team

Our success is based on the contributions of all our staff. Our management team leads by example in delivering our values and mission.

Janet Simm – Chief Executive Officer

Linda Bell – Manager, Recreation and Volunteer Services

Kim Croft - Manager, Nursing Services

Gaye Ernst – Director of Support Services

Melissa Houghton – Director of Food and Nutrition Services

Linda Sears-Doucet – Staff Development Coordinator

Leadership

Our Goal

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

The Board is responsible for setting the mission (purpose), the vision (compelling future outcome), the values (a guide for decision-making and action) and the strategic goals of the organization. The Board noted that Shoreham Village benefited from:

- Strong management
- Long term committed staff
- Community and volunteer involvement
- An active Foundation
- Family support
- Good external relationships

During this past year, the Board met to review progress on the previous strategic plan and set a vision for the future. As part of its review, the Board looked at both strengths and weaknesses as well as opportunities and potential threats/limitations. As part of its mandate, the Board is also in the final stage of setting the organization's vision, mission and values.

Highlights of our Progress:

Education

All staff have attended Gentle Persuasion Approach to help staff better respond to residents with dementia. Plans are also in the works to provide Diversity training and Person and Family Centred Care for all staff along with leadership for Managers, RNs and LPNs.

Northwood Partnership

Shoreham Village and Northwood continue to work together on an innovative partnership arrangement that allows the organizations to work together to provide quality care to Shoreham Village residents, maximize savings and open up new opportunities for growth.

The Board undertook a detailed review of its policies and governance structures to update and reaffirm its role within the organization.

Residents and Families

Our Goal

To provide excellence in care that is consistent with our mission and values.

Shoreham Village offers exceptional care in a safe, comfortable, and home-like environment. Shoreham is dedicated to providing excellent care and service to our residents, with compassion and respect for each individual. Shoreham embraces a resident-centred approach, where activities and care are provided based on individuals' choice and needs.

As a leader in Continuing Care, we constantly strive to improve our service, enhance the quality of life for residents and engage with families to ensure we all contribute to life at Shoreham. We are proud to highlight our progress in this area:

Highlights of our Progress:

Changing our culture through Leadershift

Over the past year, we continued with the introduction of Leadershift. Under the program, those closest to the resident identify issues and work together to resolve them. Together we are shifting the way we work, both at the bedside and in administration to be more effective and address the issues where and when they occur. This initiative, designed to improve resident care, build team work and collaboration, is being introduced concurrently at Shoreham Village, Northwood's Ivany Place and the Halifax Campus.

Information Technology improvements

Northwood is assisting Shoreham Village with the introduction of Point Click Care, an Electronic Health Record program to support standard practice around recording, accountability and multidisciplinary team communications. Staff have been trained to use the program and are now incorporating it into their daily work life. The program allows staff to share information in real-time and accelerate and improve the decision-making process. With Point Click Care, clinical data flows seamlessly between team members to continuously monitor and collaborate on care plans.

New model for Family Council

Development of a new model for Family Council that will support greater engagement of family members. New terms of reference have been developed and a shared leadership role between families and staff introduced.

Residents and Families

Continued...

Shoreham Village opens new store

Residents and families are welcoming the addition of a new retail outlet to Shoreham. Thanks to a donation of shelving from Lawtons and their help in ordering merchandise, residents will be able to purchase a variety of items and giftware from the store. The Auxiliary has kindly agreed to help look after giftware and, with the help of volunteers, work in the store.

Everyone is banding together to help ensure the store is a success. Recreation Therapy has recruited volunteers to operate the store two hours a day from Monday to Friday to start. Volunteers will also maintain a list of inventory and report transactions for the day. The Business office will be responsible for ordering and accounting.

Shoreham surveys residents and families to obtain their feedback

Shoreham residents and families were surveyed this year. There was excellent participation; 65% of residents completed the survey and 57% of all family members participated. Residents were asked to rate overall quality of services, staff approach, the physical environment, activities, the care, privacy, security, food services and medical care.

The overall satisfaction with the quality of care was 72% positive. Seventy-five per cent of residents indicated they would recommend Shoreham to others. Ninety-seven per cent of residents responded positively to feeling safe at Shoreham. Of the 44 questions asked of residents, 19 (43%) scored over 80%; nine scored under 70% (20%).

Among families, the overall satisfaction with the quality of care was 73% positive. The response to whether they would recommend Shoreham was 77%. Ninety-two per cent of families responded positively to feeling their loved one was safe at Shoreham. Families also noted that infrastructure upgrades were important to them and wanted deficiencies addressed on a permanent basis. Of the 29 questions asked of families, 12 (41%) scored over 80% positive, 7 scored under 70% (24%).

The survey results will help us prioritize our work on things that are important to both residents and families in improving the quality of care and services at Shoreham.

We also developed a resident care score card to monitor and analyze key indicators that will inform the quality of care and services. Indicators include facility occupancy rate, resident incidents (Falls, Behavioural, Medication Errors), Infections and Hand Hygiene.

Shoreham Scrapbook 2016-2017



Drumming class at Shoreham Village



Laurie Ann volunteers every Tuesday and Thursday to assist laundry staff to fold linen.



*Water Fun Day held last year.
Resident, Rena Rafuse with recreation staff,
Sarah Lantz*



Our Town Crier, Gary Zwicker sends greetings to our volunteers at the Appreciation Tea last year.



Chester Legion organized a program called Harvest Hoot for residents at Shoreham Village.

Employees and Volunteers

Our Goal

To provide a healthy and respectful work environment where staff and volunteers feel pride and satisfaction in their work

At Shoreham, we believe people are our strongest asset. We value our staff and volunteers and the contributions they make to our home. When we invest in our people, we invest in our future.

Highlights of our progress

Continuous Learning Opportunities

Staff education is an important part of Shoreham's commitment to staff. Staff completed their training in the Gentle Persuasion Approach in caring for people with dementia. This approach puts the resident with dementia first, understanding the disease process and using effective strategies to support them.

Creating a safe and healthy work life

We were audited by the Department of Labour and Workforce development and developed a corrective action plan which has led to improvements in workplace safety.

During 2016, Shoreham experienced over 50% fewer time loss claims. This has translated into improved WCB rates. Shoreham has introduced a return to work program designed to support people to re-enter the workforce.

Key Initiatives:

Jylene Simmons, Practice Consultant with the College of Licensed Practical Nurses of Nova Scotia facilitated a session on the College's Continuing Competency Program last June.

Shoreham offered sessions on *Feeding with Sensitivity* through out the year. These sessions were open to volunteers, staff and family members and provided education on feeding residents safely while promoting the dignity of the individual.

Other education offered during the year included Diabetes Management, Wound Care products, Stroke Assessment and Ostomy Care.



Kim Croft, Manager Nursing Services and Sandra Whynot, LPN at this year's Long Service Awards event.

Physical Environment

Our Goal

To maintain the infrastructure needed to provide quality care in the present while building for the future.

Built in the 1970s, Shoreham Village was considered a leading example of what a long term care facility should be and look like. Situated in a park-like setting on over fourteen acres of landscaped and wooded grounds, it provided a beautiful, secure and quiet setting for residents. With the passage of time, Shoreham's infrastructure now needs ongoing attention and work continues to address issues in the short-term while planning for the future.

Highlights of our progress

Equipment Purchases

Shoreham received funding from the Department of Health and Wellness's Emergency Capital Equipment Fund for beds, a food cart and a tub. With the support of the Board and the Foundation, Shoreham was able to replace a total of 77 of our 89 beds. The remaining beds have been tested for entrapment and are safe. We have implemented a process to ensure regular replacement as needed.

Emergency Exercise

A "mock" emergency exercise was conducted in conjunction with Northwood for Code Orange, which is the reception of residents from another facility. Every three years, Shoreham is required, under the Homes for Special Care Regulations and by our licensing process, to conduct a full scale emergency response exercise that tests plans and procedures we have in place to respond to an emergency. The Emergency Planning Committee has drafted a new Business Continuity Plan and will be updating emergency codes so that they are consistent with Northwood.

Key Initiatives:

Installation of a new bathtub was completed in January.

Department of Health and Wellness provided emergency funding to replace some equipment (e.g. food carts, beds) and install new boilers. Work has started on a permanent replacement process.

Emergency repairs completed on our sewer lines.

New carpet installed in our entrance.



Shoreham takes delivery of new bathtub for residents.

Community Partners

Our Goal

To work with all who have a stake in Shoreham to rebuild our future.

Shoreham Village Senior Citizen Association was founded by a group of local citizens in 1974, to address the growing need for long-term care in the community. As a non-profit organization governed by a volunteer board of directors, we enjoy wonderful community support. We are a place of employment for many in our community, provide opportunities for volunteers and have built ongoing relationships with groups and organizations throughout the area.

We are grateful to the Foundation for their continued support and for the money raised on our behalf. We will continue to work with the community, our stakeholders (both internal and external) and our partners to ensure the future of our organization and its role in the community.

Highlights: of our progress:

Donation received from Acadia University students

Anamnesis, a charitable organization founded by the Acadia Axemen Male Soccer team. They raise money to support Shoreham and the NS Alzheimer's Society. Last year, they donated \$1,000 to Shoreham Village. The money raised supports our programming activities.

Shoreham and Our Health Centre initiate shared service program

Shoreham is providing cleaning services at Our Health Centre (OHC) as part of a program to promote cost savings across the two organizations. This model of collaboration and cost savings with OHC will provide benefits for both organizations.

Key Initiatives:

Shoreham Foundation continues its work in the community through its annual "Swing for Shoreham" golf tournament.

Shoreham News provides regular updates for staff, volunteers, residents, family and the wider community.

We work with Municipal and Provincial counterparts on issues of mutual interest.



*Left to right: Doris Levy, Goldie Romkey, Jeremie Shabani, Cooper Coats
Front beside Goldie is Gordon McLaughlin, Inez Coolen, Olive Wynacht. Back ground is Donald Barry and Greta Collicutt.*

Strategic Priorities

On Tuesday, October 25, 2016, the CEO, Senior Staff and the Board of Shoreham Village met to review progress against the previous strategic plan. Participants identified key priorities for the next three years.

Facility Renewal: develop a Board/CEO strategy to engage government on facility replacement or upgrade.

- The Chair and the CEO met with the Minister of Health to discuss renovation or replacement of Shoreham Village on November 30, 2016.
- Shoreham will develop a short term and a long term plan to ensure the project continues to move forward.
- A financial plan is being developed in accordance with Department of Health and Wellness model (similar to that developed for Northwood's Ivany Place).
- It has been noted by Department officials that they were pleased with the direction that Shoreham was going and the decision made to partner with Northwood.

Accreditation: Ensure compliance with standards in preparation for accreditation.

- Shoreham will develop a strategy to prepare the Board and staff for accreditation.

Residents benefited from a new awning purchased by our Shoreham Village Auxiliary.



Financial Report

Shoreham Village Senior Citizens Association Statement of Operations

Year ended March 31	2016-2017 Budget	2016-2017 Actual	2015-2016 Actual (As restated)*
Revenues			
Department of Health and Wellness	\$5,405,008	\$5,774,621	\$6,950,329
Resident contributions	1,646,161	1,263,876	460
Deferred contributions	-	129,328	87,247
Commercial services	-	12,162	
Other	19,440	60,737	51,055
	<u>7,070,609</u>	<u>7,240,724</u>	<u>7,089,091</u>
Expenditures			
Administrative	343,956	389,809	277,947
Amortization	263,280	269,369	165,837
Commercial services	-	9,930	2,915
Debt charges	76,440	78,638	82,729
Dietary	316,301	330,494	331,226
Environmental	63,398	65,434	59,790
Maintenance	363,024	375,488	426,103
Program support	22,720	20,938	69,620
Resident care	168,196	202,202	118,005
Salaries and wages	4,447,969	4,405,701	4,908,916
Employee benefits	1,050,811	1,026,759	762,982
	<u>7,116,095</u>	<u>7,174,762</u>	<u>7,206,070</u>
(Deficiency) excess of revenues over expenditures	<u>\$(45,486)</u>	<u>\$65,962</u>	<u>\$(116,979)</u>

* Restated due to a change in accounting policy for capital assets.

Copies of the financial statements are available by calling 275-5631 ext. 222 or online at www.shorehamvillage.com.



A leader in excellence and innovation in Long Term Care.

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