

REPORT
TO OUR
COMMUNITY
2018-2019

GROWTH THROUGH RELATIONSHIPS



Shoreham
VILLAGE

BE AT HOME



RESIDENTS - FAMILIES - STAFF - VOLUNTEERS - COMMUNITY

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 Working together efficiently, effectively and respectfully to achieve shared goals.

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

About this Report

This Community Report is intended to provide highlights of our achievements in 2017/2018 toward attainment of our goals. In November 2016, the Board of Directors of Shoreham Village established two key strategic priorities for the upcoming years:

1. Facility Replacement/Renovation
2. Achieving Accreditation

Our Leadership

Board of Directors

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

Members of the Board 2018-2019

- Susan Neilson, Chair
- Patsy Brown, Vice-Chair
- Nancy Timbrell-Muckle, Director
- Elizabeth Finney, Director
- John Frizzle, Director
- Alice Leverman, 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.

Corporate Leadership



Janet Simm
CEO



Josie Ryan
Executive Director Long Term Care

Managers



Angela Cain
Resident Care



Gaye Ernst
Support Services



Kim Croft
Resident Care



Melissa Houghton
Nutrition Services



Niki Rodenhizer
Recreation and Volunteer Services

A Message from our Chair:

On behalf of the Board of Directors of Shoreham Village Senior Citizens Association,

I am writing to give you an update on the replacement of our home, which was promised by the provincial government in 2013.

A number of systems that cannot be seen have significant issues such as plumbing, electrical, and ventilation systems. We also know that our living spaces do not meet the current standards. The size of our bedrooms, bathrooms and the number of shared accommodations is not consistent with the new standards and challenge us to provide space for individuals to maintain privacy. The Fire Marshall has identified a number of deficiencies which we continue to address.

The current government commissioned a review of our building and all of the facilities that were identified to be replaced/refurbished. In consultation with Department of Health and Department of Infrastructure, we are recommending a refurbishment as opposed to a replacement. The estimated cost of refurbishment is \$20 million as opposed to \$30 million dollars for a full replacement.

To date, the Department of Health and Wellness has been very supportive in assisting us to respond to unplanned infrastructure breakdown. However, we are looking forward to a time when we are focusing on preventative maintenance and not responding to system failures that had been projected well in advance.

We have commissioned the development of a schematic floor layout illustrating how a new addition and renovations could bring the facility much closer to the current design standards this allows:

- Space to enlarge many washrooms.
- The addition of lift tracks where required
- The addition of soiled utility and clean utility rooms.
- The addition of a small smoking room.
- The relocation of doors to allow all but one room to be within a wing.
- Provision of a family room.
- All residents to dine and relax in their wings.
- Two main function rooms near the main entrance.
- Addition of one therapeutic bath per wing.
- Addition of adequate living/dining rooms on each wing.
- Freeing up the main dining room for resident activities.
- Relocation of the laundry from the basement to level the ground floor with adequate ventilation. This will free the basement for storage.
- Elimination of the potential cross contamination of soiled laundry and food.



- Addition of fan rooms to provide adequate ventilation.

In the 2018/19 year, we've been able to complete the following projects:

- Flooring in the kitchen has been replaced and the exhaust system tender has since closed.
- Conceptual design for the main entrance has been created.
- Renovation to dining room is complete and residents are now enjoying our relaxed and comfortable dining room overlooking our gardens.

The Board and the entire Shoreham team are committed to creating living spaces that support and reflect the level of care we provide to our residents. We will continue to advocate on behalf of our residents until this project is complete.

Susan D Neilson, Chair
Shoreham Village Senior Citizens Association Board of Directors

Susan D. Neilson

A Message from our CEO:

The 2018/19 fiscal year has marked many memorable moments and many achievements for Shoreham Village. This report outlines many of our accomplishments as we continuously strive to help our residents and their families to Be at Home in Shoreham Village.

This year we also celebrated and thanked our Ladies Auxiliary for their more than 40 years of Service. We also say goodbye to our Board Chair. It is difficult to say goodbye but we focus on everything they have done for us to get us to where we are today.

While we have made significant progress toward our goals this year, we know that there is so much left to do. I am confident with the fantastic staff team, our team of volunteers, our Resident and Family Councils, our Shoreham Village Foundation and our Board of Directors, we will continue to face all of our challenges with strength, courage and enthusiasm and will continue to make significant progress.

Thank you all so much!

Janet Sim, CEO



Thank-You and Farewell to Susan Neilson!

This year marks the 8th and final year of Susan Neilson's role of Chair and member of the Shoreham Village Senior Citizens Association Board of Directors. Sue has provided tremendous leadership to the organization. She has been tireless in her efforts to advocate for the needs of our residents and to make changes to the organization to ensure we provide high quality care to residents and ensure our future is bright and strong.

Strategic Priority: Facility Replacement/Renovation

Our Goal: Allocating resources and building infrastructure

Highlights of our Progress:

Kitchen

The flooring has been replaced and the tender for the exhaust system has closed.

Updates to Resident Spaces

Residents are enjoying the fresh coat of paint on both A and B wings along with new wall décor. New flat screen TV's were also purchased and installed in the lounges of these wings.

Main Entrance

We have created a conceptual design for the main entrance that would immediately address a number of previously identified issues and is consistent with our full facility renovation plan. The project is estimated to cost \$166,000. We have a

larger renovation planned for the main entrance with the full building renewal. The scope of this project however would include only a portion of that full plan. There would be a small overhang to protect residents and families entering the building from weather. It would include building a small addition onto the current infrastructure where the original initial main entrance was located and install telescopic doors. These doors have been proven in other long term care facilities to improve resident comfort and significant heating/cooling savings. There are some repairs

included for the deck area which is a favorite sitting area for residents in the summer. This would also address the accessibility of the entrance. The entrance would then be in the middle of the facility opening in to our main lobby as per the original building design. As previously discussed, this project continues to be a priority for us.



We now have additional resources to assist us with this project:

- \$100,000 from District of Chester Municipality. Current year operating surplus 18/19 (Based on our current surplus projection, this would still allow us at least \$30,000 to invest in furniture and other upgrades and still leave a small surplus)
- \$30,000 from the Foundation Golf Tournament
- \$25,000 donation.
- Total external contribution: \$155,000.

Previously the Board of Directors approved the following:

- \$100,000 from current year operating surplus 18/19 (based on our current surplus projection, this would still allow us at least \$25,000 to invest in furniture and other upgrades and still leave a small surplus.)
- \$50,000 from 19/20 operating surplus (Based on our experience from the last 2 years, this would be feasible)

At the last Board of Directors meeting, we discussed concerns re cash on hand versus having to finance the project.

Recommendations:

1. Extend the scope of the project to include:

- More extensive repairs/improvements to the front deck area (a portion of the project that we believe the Foundation will feel will garner donor interest.)
- Changes to the interior of the front entrance to create a new reception area and more welcoming entrance as per the sketch below. (There are some structural concerns with the offices that were added to the building that we are currently exploring.)
- Explore a small driveway grade change where the existing ramp area is to reduce the grade of the existing ramp.

2. Increase the project budget up to \$220,000 to support the change in the project scope. This would require a commitment of \$65,000 from operations.

Dining Room

The Food & Nutrition Department is excited to be able to serve the majority of our residents in our newly renovated dining room. Residents are offered meals through two settings. Both the food service staff and CCA's are present to assist residents at mealtime. The dining room is open from 7:00-7:45am for a relaxed breakfast and then scheduled mealtimes. We are enjoying serving our residents in a relaxed and comfortable dining room overlooking our beautiful gardens.

Freedom of Information Request

We submitted a FOI POP request to the Deputy Minister of DHW requesting the following: To understand more completely why there has been no meaningful progress on this matter, and to be able to communicate this clearly to our many interested stakeholders, I am applying for access to the following records contained in the Continuing Care Branch of the NS Department of Health and Wellness and the Department of Infrastructure Management:

- Planning documents related to facility replacement project since the 2013 announcement
- Details regarding the priority assigned to the facilities identified for replacement in 2013
- Rationale for the priority assignment and the current implementation plan- which we understand currently involves only 2 facilities.
- Results of Shoreham Village Infrastructure/building review reports
- Analysis and recommendations resulting from these reports
- Analysis and recommendations regarding the proposed operations budget for the renovated building.

Point Click Care

We have begun training for the Point of Care Module This platform enables CCAs and other team members to document care and have direct access to the care plans and kardex. This will further our multidisciplinary communication and collaboration. We are in the process of planning the installation of wall mounted tablets. This will support quick access to information for staff. This has been a concern expressed at Family Council.

Shoreham Logo

The new logo implementation plan continues. The website has been updated, we have begun rolling out new business cards and letterhead. Our Shoreham hoodies and polos have arrived and are being sold in the store. We are using an old staff fund to subsidize the cost of these hoodies for staff. The Foundation are exploring some adjustments to the logo for the Foundation logo. We are getting great feedback on the Be At Home tag line.



Strategic Priority: Achieving Accreditation

Our Goal: Creating and sustaining a caring culture

Highlights of our Progress:

While we make small improvements to our building and continue to advocate for a full facility refurbishment, we know that it is the people who work with Shoreham's residents and families that have the greatest impact on our caring culture. Recruiting and retaining the right people is essential to our success.

Staff Recognition Committee

We have established a committee which includes front line staff from a number of Departments to provide advice on recognition events. Our staff recognition events scheduled during September, Continuing Care Month, include: BBQs are scheduled for Sept 20 and 27, Thursday Treat Days which will include ice Cream Sundays and Floats and cookies. We will support resident involvement in the recognition of staff. A resident will present a card for staff on one of the treat days. Draws – Submit something that is good about working at Shoreham and win a \$25 prize each week.

Staff Meetings

In addition to our regular general staff meetings, departmental staff meetings were held this summer facilitated jointly by the Department Manager and Josie Ryan to discuss communication and expectations.

Exit Interviews

We have begun implementing this process for staff. It is voluntary at this time. We hope that in the future the information obtained will assist us with staff retention.

Staff Education & Training

With funding from the Department of Health and Wellness Continuing Care Branch, the Registered Nurses Professional Development Centre (RNPDC), with the support of the Health Care Human Resource Sector Council, has developed a 2-day workshop specifically designed for RNs and LPNs who work in Long Term Care and Residential Care facilities in Nova Scotia.

PACE Training

All Staff received education on safe handling and mobility training. This PACE training was funded by the Department of Health and Wellness.

Code White Training

All staff received training in responding to situations of aggression or violence to ensure resident and staff safety.

Wound Care

A number of staff attended the national Wound Care Conference and the provincial program. Department of Health and Wellness provide some funding for this education as well.

iTacit

We have begun to implement this electronic personnel file for new employees. The goal will be to include the cost of the full implementation of the itacit modules in the 2019/20 budget. This will include e-learning modules. Our goal over the remaining months in 2018/19 is to assign a Northwood educator to revise the Northwood e-learning modules to reflect Shoreham's needs.

Long Service Awards

On May 23, 2019 we were pleased to recognize a number of staff for the years of services in providing care and support to residents and families:

Nursing Services

- 25 Years - Lorna Collicutt
- 20 Years - Jean Gale
- 15 Years - Tonya Noseworthy
- 10 Years - Andrea Veinotte

Environmental Services

- 10 Years - Kendra Russell

Food Services

- 10 Years - Yvonne Doucet
- 10 Years - Melissa Houghton

Great Attendance Award Winners

- Sherry Corkum
- Tara Demont
- Andre Bergeron



Volunteer Appreciation Awards

Volunteers bring a sense of community and home to Shoreham Village. They provide leadership and support to a variety of programs. We couldn't do what we do without your dedication, energy and passion.

We make it a priority to thank our volunteers for their generosity and giving spirit. One of the ways we do this is through our volunteer appreciation awards. We are so proud of the fantastic work done by our program volunteers, our Shoreham Village Board of Directors, Ladies Auxiliary and our Foundation.

Thank you all so much!



Mahone Bay Quilters Guild

This year the residents of Shoreham Village were thrilled to receive 8 lap and 3 larger quilts.

The Mahone Bay Quilters guild has approximately 145 members. Through the year, members make donations quilts, some finish them at home, others make the tops only. Then one day of the year, we have what is called a Cuddle Quilt day, we've been doing this for 25 - 26 years. When it first started, most of the quilts went to Harbour House, a shelter for women and children in Bridgewater. As time went by, we saw that other charities were in need as well. So now, we donate to Shoreham Village, North Queens Nursing home, IWK for preemies, Bonny Lea Farm, Blankets of Love; a mental institution, the Patterson building in Lunenburg, and Ronald MacDonald House to name a few. We like to give to local charities as much as possible and there is always a need. We also make wheelchair quilts. Over 1200 preemie quilts have been donated to the IWK in the last 10 - 11 years.

We will use one of the quilts in a raffle to raise funds for resident programs. These hand made treasures are made by members who gather on the one day to enjoy a social time, and a pot luck, to share their craft and most importantly to bring joy to the individuals who were recipients of the more than 113 completed quilts that day. Everyone is welcome to attend. Many of the quilts people brought in were already finished and added to the number of completed quilts.

Donna has been a member for 15 years but has been chairing cuddle quilts for 2 years. This year there were more than 50 quilters who participated.

We thank you to the Mahone Bay Quilter Guild and all of the quilters who share their talents- you brought tremendous Joy to the residents of Shoreham Village.



Resident Council and Family Council

We continue to consult with Resident Council and Family Council regarding proposed changes and opportunities for improvement: key items that were addressed by Resident Council this year include:

- Christmas meals
- Changes in the incontinence system
- Shoreham Village Variety Store
- New equipment and renovations
- Changes to meal times
- Resident and Family Survey results and our Corrective Action Plan

Shoreham Village Art Grant

Here at Shoreham, we have a number of artistically talented people who offer their personal time and skills to our residents. This past spring and summer, thanks to the Municipality of Chester Recreation & Parks Department, we were very fortunate to be given a grant allowing one of these naturally skilled individuals to provide a specialized art program with our residents who live on C wing.

Art can be an activity that is very personal and purposeful. Our primary focus of the art program was to provide residents, whom live with an advanced Dementia, the equal opportunity to stimulate memory, reminisce and promote personal awareness and self-satisfaction. Not only do we feel this program achieved these goals, it also generated much participation from family, staff and volunteers providing a positive and encouraging atmosphere.

In collaboration with the Chester Recreation Department, Corinne Webber (our artistic facilitator) and our Shoreham Recreation team, we were able to provide a meaningful and engaging program that fostered resident's physical, cognitive and emotional wellbeing. Thank you very much to all who had a hand in making this such a successful grant.



Strategic Priority: Achieving Accreditation

Our Goal: Planning and designing services

Highlights of our Progress:

Music Therapy

We have been the successful recipients of a grant for \$1000 to support Music Therapy.

Walk Way

The exterior pathway has been completed. Residents and families can now walk completely around the building.

Door Closures Between Wings

To reduce sound from areas and to minimize risks associated with individuals who wander, we began closing the fire doors between the wings. This has dramatically improved both of the above issues. This has resulted in mixed feedback from families. We have initiated a survey to determine in more detail the positive and negative impacts of the change.

Continuing Care Assistant (CCA) training program

The training program that we began recruiting for in partnership with Future Worx and Northwood Homecare to run a program to train additional CCAs for the area has been postponed. We did not recruit enough students to run a fall program. We will continue our recruitment efforts with a goal to run the program in the New Year.

Federal and Provincial Application for Summer Student Program

This program has been expanded to not only include students but to also include individuals who are under employed. There have been a number of local priorities established for this program. We would be well positioned. Our plan is to apply for our usual students for Rec Therapy but we are also going to apply for “students” in nursing services, in the hope that we may be able to offer them an education opportunity or casual employment in the fall as a CSW. This is a position used in Northwood which supports the role of the CCA. This may be helpful to address temporary shortages rather than using external agencies.

Virtual Reality

We have had great success trialing the VR headsets with our residents using the resources available through Northwood. Most of the residents really enjoyed it and it was great listening to their commentary as they watched each clip! We have proceeded with ordering 2 head sets for Shoreham residents.

Strategic Priority: Achieving Accreditation

Our Goal: Monitoring and improving quality and safety

Highlights of our Progress:

Recruitment Incentive Program

We have implemented a recruitment incentive program for hard to fill roles such as CCAs and RNS. We have used 2 different incentives.

i) We implemented a new graduate incentive offer of a \$2000.00 sign on bonus. The employee receives the first \$1000 upon hire on their first pay, and then receives the second installment of \$1000 after completing their probationary period. This contract was offered to 2 CCA employees thus far. This contract is initiated once they have provided proof of completion of course. We have 1 of the 2 who have completed the course and thus have received the sign on incentive, and the second is completing the course this month and after providing proof, their sign on monies will be initiated.

ii) We provided a new hire incentive: this has been offered to 4 CCA's. This contract states that they have to commit to at least a 6 month term to receive \$1000 bonus. They receive this on their first pay. We have additional funding set aside to offer a new hire incentive to an RN.

Leadershift

We introduced daily Management Status Sheet Meetings. This compliments the team huddles in the multidisciplinary team program for daily continuous improvement.

Process Redundancies

We now have a back-up process for lease signings and are working with Northwood HR re process improvement for new employee sign up.

Specialty Teams

Specialty Teams currently in place to respond to the needs of residents:

Responsive Behaviour – Meet every three weeks, includes an interdisciplinary team with the Nova Scotia Health Authority (NSHA) Challenging behaviors Resource Consultant.

Wound Care – weekly rounds – LPN champions and RN Charge staff meet every three weeks. Bernadette Mitchell MacDonald attends to provide guidance and support.

Infection Control – Quarterly meetings

Pharmacy and Therapeutics – Quarterly meetings

OH&S – Have expanded to include regular Representation from Nursing. Infection Control is a regular agenda item.

Risk Management – Under development – Will meet monthly with a smaller team and then quarterly with the larger group to review trends.

Medical Director Contract

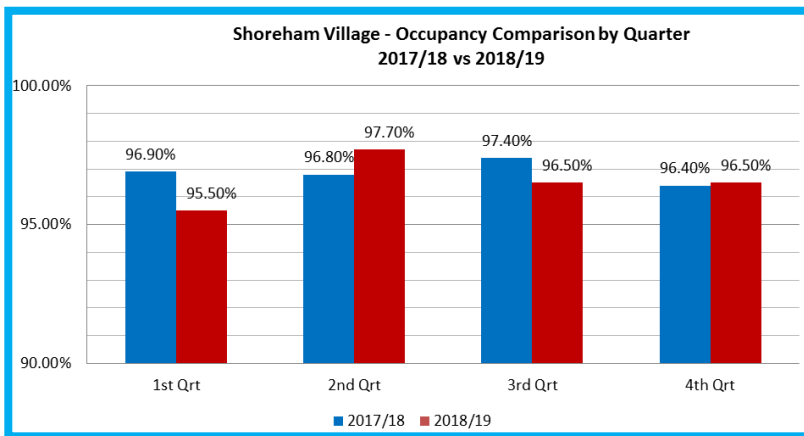
We received a resignation from Dr Cox effective March 31, 2019. We were fortunate to secure an interim solution by sharing Northwood's Nurse Practitioner for weekly rounds supported by Dr. Barry Clarke. The nurse practitioner will be funded by the NSHA for a two month solution. Going forward we have continue to seek permanent physician coverage.

Resident Dining

We have introduced at Resident Council and Family Council a pilot looking at introducing 2 sittings in the Dining Room. This change will provide more CCA staff to assist residents with meals in the Main Dining Room. Our goal is to have all but C Wing residents to eat in the Main Dining room. We are working towards enhancing the dining experience for residents. We will have 33 residents in each sitting. The renovated space can accommodate up to 40 residents. We have been monitoring dining habits to establish resident meal time. If a resident wants to change their dining time we can make an adjustment. This change will include more CCA staff in the Main Dining area to support with meals. This will address the feedback regarding meal temperature, especially residents living on A Wing who are currently the last served. We are excited to trial something new.

Scorecard

We have continued work to develop our scorecard so we can monitor our progress and performance in a number of key areas:

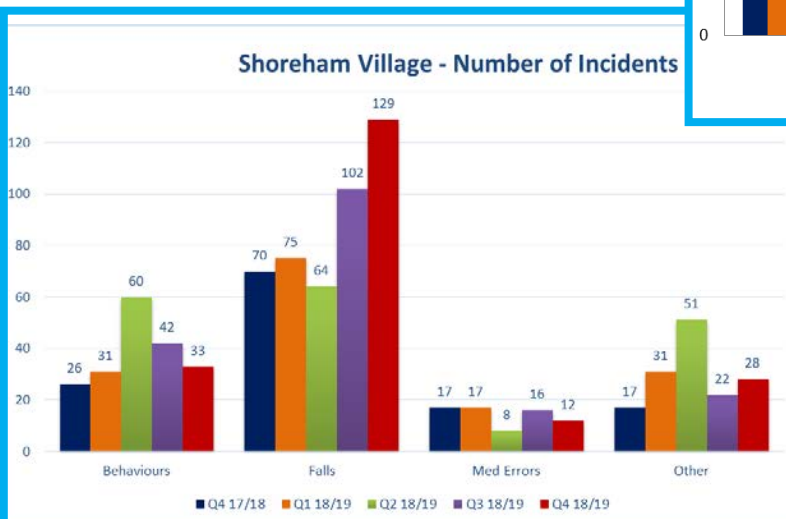
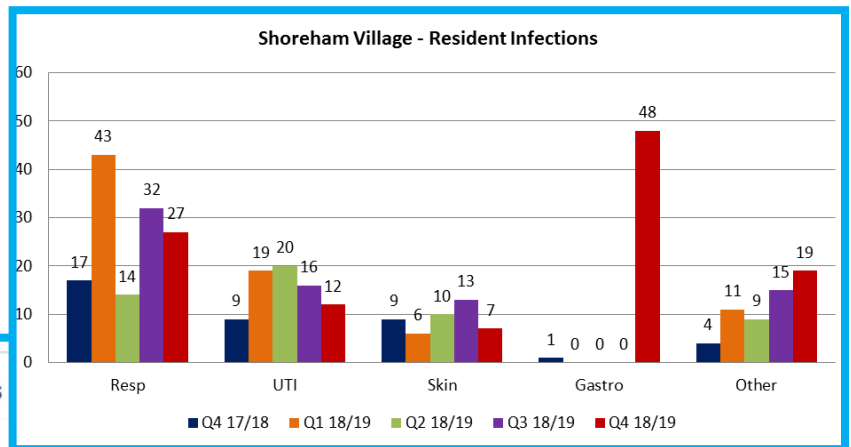


Occupancy Rates

There is a slight decrease in the annual occupancy 96.88% in 2017/18 as compared to 96.55% in 2018/19. The decrease is related to resident turnover which has significant increased since 2016 due to increased resident acuity on admission.

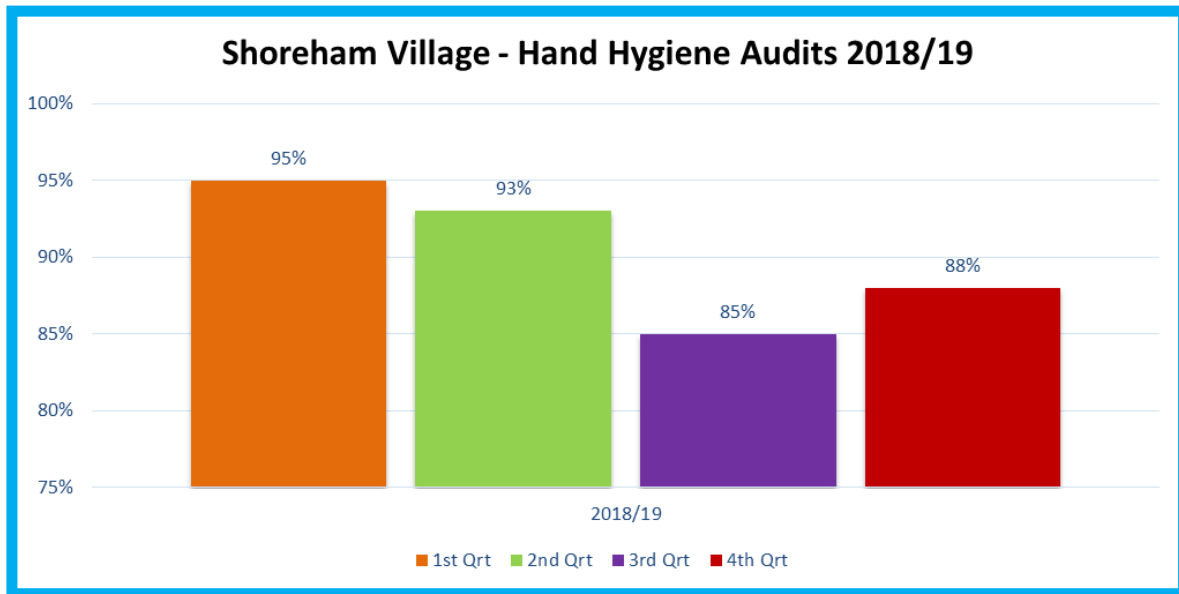
Infection Rates

The annual infection rate shows an increase over the previous year. This is related to an increase in Respiratory and Gastrointestinal illnesses January to March 2019. There was an increase in these infection noted throughout LTC facilities during this time frame. There were no confirmed Respiratory Outbreaks, there was one Gastrointestinal outbreak in March.



Incident Rates

The annual resident incident numbers show an increased over the previous year. This is related to the number of falls. It was noted that the increase is related to multiple falls by a small number of residents. This may be related to resident acuity including declining condition, medication changes, and adjusting to a new environment after admission.



Hand Hygiene Rates

There was a decrease in compliance this year however compliance remained over 90%, which is excellent. Audits are completed and in all departments and disciplines and results shared. All staff complete mandatory education on hand hygiene on an annual basis.

WCB Rates

Workers Compensation data is a reflection of the positive safety culture at Shoreham Village as well as an indication of a strong disability management process in place to support employees. In 2018 as compared with 2015, we have witnessed a 34% reduction in the total number of WCB claims and a 45% reduction in WCB claims resulting in time loss from work. The financial cost of claims has been reduced by nearly 90%. This success means that fewer employees are dealing with the human and financial cost of workplace injuries. In addition, financial savings can be applied to support resident and employee programs.

Injury Year	2015	2016	2017	2018	2019 (YTD)
All Claims	15	14	12	10	7
Time Loss Claim	11	6	9	6	4
Total Cost					
All Claims	190,602.83	20,130.27	33,060.12	20,877.28	8,193.91
Time Loss Claims	189,602.46	16,812.05	30,633.30	14,102.06	7,793.91

Strategic Priority: Achieving Accreditation

Our Goal: Client Safety

Highlights of our Progress:

Ceiling Lifts

We have received DHW funding for 21 new ceiling lift motors. We began trialling new ceiling lifts to ensure we get the best product for our environment. We have received \$13,000 for additional safety equipment. All monies have been used to purchase equipment to enhance resident and staff safety e.g. slider sheets, transfer slings etc. We have had ceiling lifts installed in 3 resident rooms on A Wing in May of 2018

Wheelchairs

All wheelchairs have been assessed and we are exploring a preventative maintenance program with Lawtons.

Resident Handbook

The revision of the Resident Handbook is complete. Instead of circulating these to all residents, there will be a copy in each resident room and placed on our website. One of the key pieces of feedback from families at the Family Council meeting was obtaining information regarding living at Shoreham before they arrived. Families have provided us positive feedback regarding placing this on the website. They believe this will assist families to better understand what to expect when transferring a loved one to Shoreham.

Living at Shoreham







Shoreham Village Home for Special Care
50 Shoreham Village Crescent
Chester, NS, B0J 1J0

Phone: (902) 275-5631
Fax: (902) 275-2586
Email: info@shorehamvillage.com