**Shoreham Village Senior Citizen Association**

**Update on Strategic Priorities**

**CEO Report to the Board of Directors**

**May 18, 2022**

I hereby confirm that all statutory withholdings and remittances relating to the organization’s employees or otherwise have been made.

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| **1. Strategic Direction: People**  Everything we do is for the care and comfort of our residents, the confidence of their family members who trust us and the wellbeing of our staff and volunteers. |

***Priority 1: Quality of care for our residents and strengthening the long-term care services we provide so that they are sustained to the highest possible standard.***

COVID 19: At the time of report preparation (May 9, 2022) we had 0 active resident cases. The two residents who tested positive have recovered. Residents in long- term care facilities have been identified as a priority population to receive a second vaccine booster for COVID-19. Residents are eligible for a second booster 120 days after receipt of their last dose of COVID-19 vaccine. The expectation is all eligible residents will receive their vaccine by May 30, 2022. We continue to have staff who are off work due to exposures or testing COVID-19 positive.

On May 9, 2022, Long Term Care Directives were changed to reflect the declining provincial case numbers, in particular the declining number of long-term care facility outbreaks. Key changes include:

• Visitors and DCGs may remove well-fitting medical masks when in the personal area of a visited resident’s room / shared room

• Admissions / re-admissions / transfers may be allowed in certain circumstances to affected areas of outbreak (suspect or confirmed) facilities in consultation with PH/IPAC/OHSW

• Testing and isolation no longer required for new admissions / re-admissions from community who are asymptomatic and tested positive for COVID-19 within the last 90 days

• Testing requirements have been modified.

On March 31, 2022, we were advised that the Department of Seniors and Long-Term Care (SLTC) will continue to allocate resources to address the impacts of COVID-19 on Long-Term Care. They have provided an additional three months of funding to support environmental general COVID expenses in long-term care facilities. Based on the evolving approach to living with COVID, it is expected that this will be the last funding period for these temporary expenses. We received an additional $ 35,505

SLTC Licensing: We had a very thorough Licensing Inspection on April 6, 2022. We received the following feedback.

1. Staff Meetings- *The licensee shall ensure management and staff meetings are held a minimum of quarterly.* Staff meetings are scheduled to resume virtually. Communication Meetings and Outbreak Meetings continued regularly however due to outbreak related staff shortages and gathering restrictions we did not offer the opportunity for the full group to come together. A teleconference meeting was scheduled for May 10, 2022.

2. Fire drills- *Upon review of the fire drill records, several fire drills were missing for 2021 and many did not include the month in which they were conducted. Additionally, fire drills for February and March 2022 had only attendance documented and were tabletop exercises due to a facility outbreak.* Monthly fire drills have resumed as well as all required documentation. The last drill was conducted on April 28, 2022.

3. Expired Chemicals- O*n the day of inspection, several disinfecting chemicals and eyewash station solutions were observed to be expired.* A “Monthly Chemical Expiry Check” document has now been placed in each housekeeping closet. Communication went out to staff on May 3, 2022 regarding the implementation of this new process. A Schedule for Eye Wash Station Solution replacement prior to expiration has been added to the preventative maintenance program.

4. Family Council - *It was reported that a family council meeting was conducted only once in 2021. It is required that family council meetings occur at least twice annually.* A trial of a virtual meeting was scheduled for May 10, 2022

5. Over the Counter Medications- *It was reported and observed that the facility admission package did not contain a list of over the counter medications or a list of policies available*. A list of over the counter medications was added to the admission package/Resident Handbook on April 7, 2022.

6. Food labelling in fridges on resident wings- *On inspection of the kitchens and med rooms, several food items were observed expired, not dated or labeled*.  All food items have been dated/labeled, and any expired items were removed from kitchenettes and med rooms immediately following the date of inspection. On April 27, 2022, the requirement to check med rooms for expired food items (nutritional supplements etc.) was added to the registered staff nightly checklist. The requirement to check wing Kitchens for expired food items is in place. Food service workers are responsible to check expiry dates when stocking wing kitchens and this is outlined on their list of duties. CCA’s are also aware of the requirement for labeling and checking for expired food items. A reminder was communicated to all staff on May 3, 2022. This requirement is also outlined in the Resident Handbook so that residents and families are also made aware of the process.

7. Storage of Resident Personal items- *On inspection of resident rooms, several items were observed not labeled*.  A communication has been sent out to staff as of May 4, 2022 to remind them that all personal items are to be labelled and stored in their nightstands.  Black storage stands in resident bathrooms have been labeled Bed 1 and Bed 2.

8. Business Continuity Plan (BCP) - *It was observed that the BCP was last reviewed in December 2020. It is required that an annual review be conducted*. The Business Continuity Planned has been reviewed and updated in April, 2022

9. Hair Salon Area Deficiencies - A capital request for funding to do upgrades/renovations to the hair shop was submitted to Department of Seniors & Long Term Care February 15, 2022.

10. They also suggested a more prominent display of our Values posted. We are working on a Values Showcase for the Dining Area.

The Corrective Action plan was completed and submitted on May 7.

Equipment/Supplies: We have not received a response to our 2022 Capital Request Submission, which contained proposals for:

* Hair salon Upgrades
* Heat pump main lounge
* 3 ceiling lifts
* Stand mixer

We have received Special Capital funding (from the 2021 Capital Submission) to support the completion of a project that was not supported the previous year. We are undertaking some upgrades to our Sprinkler heads.

Shoreham Village Foundation- They have agreed to include new furniture for E-Wing in the Golf Tournament marketing and will provide funding based on the golf tournament proceeds.

Community Support and Funding:

Grant Applications:

1. Community Food Access and Literacy Fund- We have applied for funding to provide modular planters, soil and seeds to include in our garden project so that tenants and residents can access space to grow fresh seasonal vegetables.

2. United Way- We received $2000.00 toward the purchase of resources to support our Montessori Program.

3. Mental Health Foundation- We received $5200 toward a Music Therapy Program.

Community Donation: We received to donation of a beautiful piano from Janet Creaser and her family.

***Priority 2: The best people are attracted to organizations that have a reputation for being a great place to work. Shoreham Village needs to be a recruitment magnet, which means that all staff experience a deep sense of belonging to an organization that values them.***

Reputation: Health Canada Communications offered us the opportunity to host the formal announcement of the LTC Fund Agreement between the Provincial and Federal Governments on Feb 25, 2022. There were no additional funds being allocated, this was an announcement of the funds that have already been committed. Minister Adams and several Federal Ministers were on hand to make the formal announcement.

Staffing: We continue to invest significant time and energy to recruit and fill vacancies. We are making progress. We have Travel Nurses on site. This is a SLTC Supported initiative. We will have these staff until August 2022. Our ongoing challenge is CCA vacancies, which is an industry-wide issue. We continue to work on International Recruitment initiatives. The salary increase announced by the province has created an incentive for some who have left the CCA profession to return. Our Maintenance Team is now back up to full complement. We are reposting for the PT position.

Summer Students: We have received federal funding to hire a Recreation Programmer. This is in addition to the other students we hire each summer.

***Priority 3: Shoreham Village is fortunate to have dedicated employees, and we want to keep them. Providing a safe and supportive workplace, creating a team environment, creating pathways for progressive career development and demonstrating that we value the dedication of our employees is vital to our retention strategy. We want to be an employer of choice in the community, and in the Continuing Care Sector.***

Physician and NP support: We continue to pursue a number of leads regarding a replacement Physician- working with the Western Zone Primary Care team. Had hoped that we had a physician who was interested in joining us in the fall. However, this has fallen through. Access to Physicians to support LTC across the province is a challenge. We are expecting an announcement soon regarding the new provincial approach for LTC Physicians soon. On call continues to be one of the key barriers to Physicians providing support to long-term care facilities. Dr Barry Clarke, Northwood Medical Director, continues to provide temporary coverage. We anticipate our new NP, who will be shared with Northwood and Shoreham, will begin her orientation in late May.

Long Service Awards: We are planning to resume our face-to-face Award Ceremony in the fall. The event will be held on October 20 (Thursday) at the Chester Basin Legion from 6:30-8:30 pm. We can cancel the event up to one week before with no penalty.

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| **2. Strategic Direction: Places**  Our tag line is A Campus for Living. Our campus is shared by our partners who deliver affordable housing services to our community and the Health Centre (OHC). The Campus is a home for the residents who live in our long term care facility and the tenants who live in the apartments, a workplace for our employees and volunteers and a resource hub for the community. To fulfill this mandate, we will work collaboratively with our partners to design and maintain our buildings, grounds and services to achieve the highest standards and maximum value for those who live, work and meet here. |

***Priority 1: Over the next five years, a major focus will be on the capital redevelopment of the current structure working with government as it fulfills its commitment to make the necessary investment to bring our facilities up to modern standards of safety and comfort.***

Capital/Building Improvements/ Funded Project Updates:

* The waste pipe assessment / repair / epoxy solution project funded by the federal ICIP Program has resumed. We anticipate this project will be complete by the end of May.
* The Resident Room upgrade project has resumed. A Wing was completed on May 3 and work has now started on E Wing. There are a few remaining deficiencies in C-Wing that have not yet been addressed.

Building Renewal Project: On April 14, 2022, the re design of the Resident Household component was approved. On May 10, 2022, we were given approval to proceed with the new design of the remaining portions of the building. We now have to revise all of the Step 3 documents (based on the new design) and resubmit them to government. This involves a rework of the functional program and then the required updates to the construction cost for the new design that should be completed by end of May. We hope that the architect will be able to present an approved building design at the AGM.

Garden Project, a partnership with SV and the SV Apartments: Phase one of the plan is to clear brush and pave/connect walkways. We have engaged our Project Manager and have started our Project charter- broken down in two phases. We have drafted an MOU and shared the draft with the Chair. We have not yet received a response from them re initiating the work or the MOU.

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| **Strategic Direction: Performance**  Shoreham Village strives for excellence in all we do and will continue to build its reputation as a leader in the Continuing Care sector. The management agreement we have in place with Northwood Care, Inc. has proven to be fundamental to our success and we see a strong future for both organizations if we continue on this shared path. |

***Priority 1: Shoreham Village will participate in the national Accreditation process with the goal of meeting or exceeding all the standards set out.***

Accreditation: Our survey visit is now tentatively scheduled for September of 2023. We have re-initiated our Accreditation planning meetings for the care/service delivery standards. Barbara Hall has agreed to lead the Board through an education session in November 2022. We will plan to complete and submit the Governance Self-Assessment tool in January of 2023. The months following that will be focused on developing action plans to respond to opportunities for improvement.

Inter Rai Implementation: The Department of Seniors and Long-Term Care (SLTC) will assist nursing home service providers with the purchase of equipment that supports assessment, care planning, and charting for all nursing home residents. We are working to implement a new client management solution that will allow nursing homes to electronically complete assessments, care plans, and resident charting by using desktop or laptop computers. Shoreham Village will receive $16,200.00 from SLTC to assist in the purchase of the required equipment.

Scorecard: The 2021/2022 Q4 results will be presented at the AGM. Highlights of the Scorecard will be profiled in the Community Report.

***Priority 2: Shoreham Village entered into an innovative relationship in 2016 through the development of a management agreement model with Northwood Inc. On the strength of our experience, we believe there is much to be learned from this model and that it has the potential to benefit other organizations within and outside the Continuing Care sector.***

Nova Scotia Health Partnership Evaluation: There is no further update on the NSH evaluation Project

***Priority 3: Partner with other service delivery organizations focused on the needs of the elderly and disabled in the Shoreham Village catchment area. Advocate and support for affordable housing and supports for assisted living.***

No Updates

**Risk Report**

**1. Corporate Risk**

a. Compliance Risk- *Contagious Disease Exclusion Endorsement*- the *Emergency Management Act* hasended effective March 21, 2022. The Coronavirus (COVID-19) Limited Liability for providers in the Continuing Care and Community Services sectors ended with this system change. The Province of Nova Scotia has been working with partners to seek third party options; however, the insurance markets have limited access to this coverage. As an interim step, an Order in Council has been signed stating the Province of Nova Scotia will act in place of your insurer for specific insurance coverage restricted due to the COVID-19 outbreak on a temporary basis for eight (8) months. Our existing liability coverage will continue to be required. Within this time, the province will continue to support the impacted sectors in seeking other options.

b. Operational Risk

i. we continue to struggle with CCA recruitment.

ii. Beaver dam- On April 13, the contractor was on site to remove the remaining debris in culvert to allow water to drain from the pond.

**2. Service Delivery Risk**

a.COVID- 19- At the time of report preparation (May 9, 2022) we had 0 active resident cases.

**Risk Report Legend:**

**1. Corporate Risk:** Strategic, Compliance, Financial, Operational and/or Reputational Risk

*Compliance Risk*: The threat posed to an organization’s financial, organizational, or reputational standing resulting from violations of laws, regulations, codes of conduct, or organizational standards of practice (Deloitte, 2015).

*Financial Risk*: The risk of financial loss to the organization’s ability to earn, raise or access capital, as well as costs associated with its transfer of risk. This includes effectiveness of financial processes for reporting, budgeting, funding allocation and fiscal stewardship (North Simcoe Muskoka LHIN, 2010).

*Operational Risk*: The risk of direct or indirect loss or inability to provide care services, especially to stakeholders, resulting from inadequate or failed internal processes, people and systems or from external events. Operational risks involve factors such as technical or equipment malfunctions and human error, lack of prioritization, management support or expertise, etc. (North Simcoe Muskoka LHIN, 2010).

*Reputational Risk*: The risk of significant negative public opinion that results in a critical loss of confidence (patient, staff, physician, family, public). The risk may involve actions that create a lasting negative image of, or loss of confidence in, the overall operations of the organization (North Simcoe Muskoka LHIN, 2010).

*Strategic Risk*: Risks that affect the entire organization and its long-term objectives and are normally managed by the Board of Directors and Executive Team (HealthcareCAN (2016).

**2. Service Delivery Risk**: This includes, but is not limited to any event that meets the definition of a Harmful Patient Safety Incident (Accreditation Canada, 2017), a Critical Incident as defined by the Department of Health and Wellness or a Serious Workplace Incident, Injury or Fatality as defined in the Occupational Health and Safety Act.

*Harmful Incident:* A patient safety incident that resulted in harm to the client. Replaces adverse event and sentinel event(Accreditation Canada, 2017a).

*Critical Incident:*  A serious event affecting either the resident (client), staff or the public (Province of Nova Scotia, 2015).

*Serious Workplace Incident:* An incident such as the following: an accidental explosion, major structural failure, major release of a hazardous substance, a fall from a work area where fall protection is required by regulations (Province of Nova Scotia, 2017).

*Serious Workplace Injury:* an injury that endangers life or causes permanent injury, such as, loss of limb, third-degree burn, any injury that requires admission to a hospital (Province of Nova Scotia, 2017).

Respectfully submitted,

Janet Simm

Chief Executive Officer

Shoreham Village Senior Citizen Association