**Shoreham Village Senior Citizen Association**

**Update on Strategic Priorities**

**CEO Report to the Board of Directors**

 **September 21, 2022**

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

|  |
| --- |
| **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. We continue to have staff who are off work due to exposures or testing COVID-19 positive.

Staffing: We continued to have significant staffing challenges at Shoreham. As previously reported, we had several days during the long weekend in September where we were below critical complement. Management staff were working and Recreation, and OT staff were brought in on overtime to help during the morning rush. Everyone including maintenance, housekeeping, and dietary have been helping and they are short in their areas too.

Palliative Care: With support from funds from the Foundation, we are going to purchase additional supplies and equipment to support end of life care. We are also establishing a Hospice Nurse at Shoreham Village for approximately 12 hours every 2 weeks for a 1-year term. We will also be sponsoring LEAP Education for the Interdisciplinary Palliative Care Support Team. We will evaluate the program and will explore ongoing funding options over the next year

Resident Programming: In response to our grant application, we received $2,500 from the Provincial Government to support our Grow More Live Well Program.

Emergency Response/Teamwork: On September 1, we experienced a planned power outage. However, at the same time we lost internet and phones. While we are without access to internet, we are without EMARs affecting our noontime medication administration. The team deployed quickly and implemented our backup systems. Family was notified via Facebook and the website re lack of phone service. Alternate contact cell phone numbers were provided. No adverse events occurred because of these challenges. We had an incident debrief and are putting in place a new approach for back up for medication administration that will be less labour intensive for staff.

Equipment/Supplies: We have received a response to our 2022 Capital Request Submission. We were funded for:

* 3 ceiling lifts
* stand mixer

We were not funded for the Heat Pump installation in our common area and upgrades for the Hair Salon. The Hair Salon upgrades emanated from previous licensing recommendations. The Foundation supported the Heat Pump installation and we are currently reevaluating an approach to the Hair salon upgrades.

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- In addition to covering the cost of the heat pump, the Foundation have agreed to include new furniture for E-Wing in the Golf Tournament marketing and will provide funding based on the golf tournament proceeds. The furniture has not yet been purchased.

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

Community Support: Sandy Morash held a *Little Black Dress* fundraiser that she had brought together with part proceeds being received by Shoreham. She has gifted Shoreham $2000.00 with the intent of being used towards resident’s haircuts/dos, and “feel good” programs such as perhaps spa days.

Grant Applications:

1. Community Food Access and Literacy Fund- We were successful in receiving funding for modular planters, soil and seeds to include in our garden project so that tenants and residents can access space to grow fresh seasonal vegetables. This will complement our Shared Garden Project.

***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.***

Recruitment: We continue to invest significant time and energy to recruit and fill vacancies. 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. We are posting for additional OT Aides to help support care delivery during this CCA shortage.

Shoreham Village radio ads for 3 weeks instead of 1 week. I had an approval from HANS through the Innovation Fund for the 1 week. I have gone back and asked them to approve the additional cost of the 2 weeks. The amount approved for the one week already was $7567.00. The additional 2 weeks is an additional $7176.00.

We participate in a Western Zone Recruitment & Retention group that has been created through HANS. They did short videos with staff from the Western Zone. Shoreham was chosen to represent for CCA’s. The video link is below. This initiative was funded through the Innovation Fund.

Password: 2022

[https://vimeo.com/727122354](https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fvimeo.com%2F727122354&data=05%7C01%7C%7Cd95ee7045d2c4551656408da5eb39e77%7Cfd792603432643ea976b0d1c008232d5%7C0%7C0%7C637926422795676914%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=%2BnNjAAMEd%2FsEob%2BUf6W1YBKTivcHji1VjZSgbE7yxF8%3D&reserved=0)

Provincial Travel Nurse Program: As noted above, we continue to benefit from the Travel Nurse program. The six travel staff have been extended at Shoreham after August 31 (3 PSWs, 3 LPNs, and 0 RNs). The travel staff will be extended in 4-week intervals based on our assessed ongoing need for these staff. Effective September 1, our funding will be reduced by **$12,431.88** biweekly to cover the cost of this resource.

***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. Access to Physicians to support LTC across the province is a challenge. 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 have allocated 2 days per week for the NP to provide primary care.

Long Service Awards: We had been planning to resume our face-to-face Award Ceremony in the fall. To be held on October 20 (Thursday) at the Chester Basin Legion from 6:30-8:30 pm. We have however decided to cancel that event to protect our workforce and our residents.

Continuing Care Month: October is Continuing Care Month in Nova Scotia. Every year, we take this time to recognize the contributions made by thousands of dedicated and courageous people who have chosen to work in the continuing care field. The last several years dedication and courage have meant more than ever before. We are planning to provide all staff with a Shoreham bag. We will then provide these bags to new staff joining the organization going forward.

|  |
| --- |
| **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 is now complete.
* The Resident Room upgrade project is now complete. A moving company was contracted to assist with returning residents to their rooms and re-uniting residents with their belongings, so as to not add extra burden on the staff.
* The Heat pump for the main activity area was installed late summer.
* The Pump house required some preventative maintenance. We have proceeded with that work. This is a cost-shared initiative with the apartments. We cover 65% which we estimate will equate to approximately $12,000

Building Renewal Project: As communicated on August 9, we have been advised that the Department of Seniors and Long Term Care are unable to support the redevelopment of the facility as proposed on the existing site. They believe the phased in approach (again that has been revised several times to meet their specifications) will take too long and that the resulting costs are prohibitive. They have asked us to explore other sites that may be suitable for a replacement LTC facility.

There is available land surrounding our current property. This property is currently owned by the Shoreham Village Apartment Board and a local family (Copas). Our architect has devised a preliminary design that we believe would be accommodated on the apartment land with a small portion of the land owned by the Copas Family.

We have had a preliminary conversation with the Board Chair of the apartments. They do not have any further development plans for the site, as they believe further development is restricted by water supply. We are scheduled to speak to the Apartment Board on September 21, 2022 for a high-level discussion, testing the waters re locating the long-term care facility on their available land. To approve such a project, a special meeting of the SV Apartment Association would have to be called with a formal vote. The Copas family is also being approached to determine their interest in selling a portion of their land to accommodate the facility. If this does not work out, we will resume the exploration of other properties in the near vicinity.

|  |
| --- |
| **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. Staff surveys are underway and then we will develop our action plan to respond to the opportunities for improvement.

Inter Rai Implementation: The province has updated the LTC Program Standards to include the long awaited resident assessment called the InterRAI. The Department of Seniors and Long-Term Care (SLTC) will assist long-term care facilities with the purchase of equipment that supports assessment, care planning, and charting for all nursing home residents. This tool will allow us to benchmark our performance to other organizations. Due to this new requirement, we have been allocated additional funding to support the coordination and completion of these assessments (.35 FTE for an LPN.) We are in the process of filling a part-time RAI coordinator position to do this role. We are exploring a shared role between Northwood and Shoreham now that the RNCLs will need to be heavily involved in the assessment process and will work closely with the RAI Coordinator.

Scorecard: The 2022/23 Q1 is attached.

Department of Seniors and Long Term Care Monitoring and Evaluation: On Aug 24, 2022, we had inspectors on site for our semi- annual licensing inspection.  This inspection went very well and we received many positive comments.  They were pleased to see how far we have progressed with our building renovations, and commented on how clean the building is. They once again observed, and commented on how happy residents and staff are to live and work here. They were particularly happy with the level of resident activity, adding how “lively” the atmosphere is in the building.

They emphasized how impressed they were with our wound care program and thorough assessment process and  were both very impressed to learn that Shoreham’s CCA registry rate is 100%!!!

 We had three minimal requirements for corrective action:

* Expired chemicals (Hand sanitizer and Expired disinfectant on D unit)
* Expired or unlabeled items in fridge’s one wing ( sundae topping, juices)
* Personal care items such as tweezers nail clippers, and curlers were found in kitchenette drawers and unlabeled.

 These requirements were addressed the same day.

***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: Upon request, we provided the research team the updated agreement and performance targets in early August. They have completed their proposal and are waiting for Research Ethics Board (REB) approval for the 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.***

Garden Project: a partnership with SV and the SV Apartments: Phase one of the plan, to clear brush, pave/connect walkways and install planters is complete. The draft MOU for the Garden project is currently being finalized by Counsel for the Apartment Board. We will not proceed with any further phases until the site selection for the new building has been finalized.

**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. 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. Government issued another survey in July 2022 to gather further information.

b. Staffing challenges- As communicated on Sept 6, the staffing levels on the weekend of September 1 were below critical complement. Management staff were working and rec staff, and OT staff were brought in on overtime to help during the morning rush. We have not experienced a below critical compliment since Sept 6, 2022.

**2. Service Delivery Risk**

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

b. PPCA- An investigation related to staff verbal abuse was opened in June 2022. The employee had been terminated prior to our notification of an investigation. DSLTC came in on August 24th to interview staff who had been witness to the incident with the past-employee. We have not received their final report or recommendations/requirements yet.

**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