**Shoreham Village Senior Citizen Association**

**Update on Strategic Priorities**

**CEO Report to the Board of Directors**

 **Nov 23, 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 (Nov 19, 2022) we had zero 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. We do have good days where we have our scheduled staff levels; however, we also have challenging days and continue to rely heavily on temporary staff. Agency staffing for November has been extremely helpful; staff have been getting some vacation. We are advocating for more staff to be assigned to us from the Provincial Travel Nurse program. We lost the OT candidate- took a job closer to home. Our new physio started on Nov 10. We have hired 2 term OT/PT Assistants. They are settling in and have taken some of the pressure off. We are not funded for these positions, but will cover the cost from other vacant positions.

We are not making much progress on hiring for CCA positions. Our 1 FT evening/night RN has just resigned her position to move back to her home in Western Canada effective Nov 26th. We currently have two other RNs on medical leaves – so combined we will be missing 2.2 FTE of RNs. We immediately posted for the position and are looking for temporary agency and Travel Nurse Program Support. We will not release the Travel Nurse LPNs we had planned to. If required, we will be in a position to designate an LPN in charge with a manager on call. We have a policy/procedure in place for this scenario.

Leadership Team- We are experiencing some short-term absences in our Management team due to unforeseen challenges. We are hiring some additional term Admin assistance to support the team.

Equipment/Supplies- With our budget surplus resulting from our vacancies, we are in the process of purchasing 10 additional ceiling lifts. This will not only help the staff with their day to day workload (we often have to move residents to different rooms to access ceiling lifts for those in need), it will hopefully support staff safety initiatives and we expect it will have a positive effect on our residents quality of life.

We will also be proceeding with wall protection for resident rooms that were renovated and sound absorbing panels. These panels will improve the acoustics in the Dining Room.

We are also exploring Hair salon upgrades, recommendations that emanated from previous licensing report. We expect we can cover these costs from our current operation surplus

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. Our Outbreak delayed the initiation of this work. We are waiting for information regarding the new project timelines.

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 new fireplace is onsite, but the remainder of the furniture is not expected until the New Year.

***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. We have received support through the Innovation fund ($4830.00) to air recruitment ads on local radio.

Two of the key issues that are identified by candidates is housing and transportation:

* Housing- we have secured a house that we are leasing. The house is currently at capacity. The individuals living in the house are currently covering the cost of the lease. We are exploring other housing options.
* Transportation- We would like to offer a vehicle for staff to use for transportation. We are currently exploring logistics for operationalizing this option. We are seeking the Board’s approval to purchase a vehicle for staff transport. Details regarding cost and insurance will be available at the Nov 23 meeting.

We participate in a Western Zone Recruitment & Retention group that has been created through HANS. We are collaborating with Eastern College to offer a free CCA Course (See attachment).

***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- Access to Physicians to support LTC across the province is a challenge. We currently have allocated 2 days per week for the NP to provide primary care. We submitted a proposal to primary care for ongoing funding to support this role. They have referred us to the Nova Scotia Health Authority, Primary Care Team to discuss our challenges and our proposal.

Holiday Planning- We will be offering our staff who are working the holidays a Christmas meal of their choice. We will also be providing them with a small Shoreham branded item to once again thank them for their ongoing efforts to support our residents.

Continuing Care Month- October is Continuing Care Month in Nova Scotia. The recognition events held during the month were very well received by the staff. One of our residents wrote an article [CCAS GREATLY APPRECIATED](http://saltwire.pressreader.com/article/281612424319832) in The Chronicle Herald (Metro) on Oct 19, 2022

Management Terms and Conditions of Employment- We are in the process of updating the Terms and Conditions of Employment. The goal is to create further consistency with Northwood policies and to provide benefits more in keeping with the industry standard.

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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.***

Building Renewal Project- We continue to work preparing site options for government to consider. We are working on Plan A (our desired Plan-to remain on the current campus site) and a Plan B

**Plan B**

We are working with a company to identify other potential sites in the area. This is happening in parallel with Plan A discussions. We want to have an established Plan B in the event Plan A does not work out. (Either the Apartment Association does not support our proposal or government does not support our proposal). We have established site selection criteria and are working through a number of options. We will share the list of sites that the team believes is feasible at the meeting. We are now exploring the availability of these sites.

**Plan A**

As discussed at the last Board meeting, Syd has developed a facility design that could be accommodated on available land behind our current facility. Originally, we felt that the land behind us, owned by the Apartment Association, and a small portion of land owned by a private donor could accommodate our facility. We approached the private landowner and they have declined.

Syd has reconfigured the facility design that could be completely accommodated on the land owned by the Shoreham Village Apartment Association.

We met with the Board of the Apartment Association to present the proposal and to share with them a proposed design. They have no plans to develop the land with further apartments due to the limitations on water supply. The Apartment Board provided some feedback on the design, which Syd has been able to accommodate. While the Board was supportive, a full Association vote is required. They asked us to create a draft MOU that they could present to the Association for a vote.

The MOU has been revised based on Board feedback and was submitted to the Chair of the Apartment Association for consideration. There are a number of stages to go through (approval of MOU, execution of Land Exchange Agreement, Waiver of Conditions, Closing), all of which will be documented in detail in the Land Exchange Agreement.

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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 tentatively scheduled for September of 2023. We have re initiated our Accreditation planning meetings for the care/service delivery standards. An Action Plan for the identified opportunities for improvement has been developed and the work is underway.

Scorecard: The 2022/23 Q2 is attached.

***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.***

Grants- the Municipality of Chester Recreation Committee approved a grant for $1200 to support a DRUMFIT Program.

We have applied for a New Horizons grant to support social inclusion/participation. The proposal is a partnership with the Chester Playhouse to put in a lobby lift, print large print programs, have ASL interpreters at select shows, and bring Shoreham residents to select shows. Chester playhouse has been an enthusiastic and cooperative community partner on this and it is great timing with their re-build project.

**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 our insurer for specific insurance coverage restricted due to the COVID-19 outbreak on a temporary basis for eight (8) months.  The Department of Seniors and Long-Term Care (SLTC) has advised us that the temporary self-insurance program has been extended for two years, effective **November 15, 2022**. The two-year period, with the option for government to re-evaluate at any time, provides flexibility to monitor the insurance market for changes related to communicable disease coverage and continue to explore alternative provider options.

**2. Service Delivery Risk**

a.COVID- 19- At the time of report Preparation (Nov 10, 2022) we had 0 active resident cases.

b. Privacy Breach - An employee made and shared a video that had two residents in the background, the individual was remorseful and had not yet received the portion of the orientation program that discussed our privacy policies. PPCA was notified and provided the following response- Critical Incident response: Fits the criteria for critical incident as indicated. They thanked us for the detailed description of this event. No further follow was required.

**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