

**Shoreham Village Senior Citizen Association**  
**Update on Strategic Priorities**  
**CEO Report to the Board of Directors**  
**March 22, 2023**

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 (Mach 6, 2023) we had zero active resident cases. We continue to have staff who are off work due to exposures or testing COVID-19 positive.

**Family Council Updates-** There is not a large Action list emanating from the January 24, 2023, meeting. There were several resident specific inquiries which have been followed up on. There was extensive discussion regarding wound assessment protocols. Kim and Danyka have done further follow up since the meeting and have developed an action plan. This Plan includes providing education/new assessment and reporting process. They have followed up with the family who had identified the issue. The next meeting is scheduled for April 25, 5-7.

**Resident Council Updates** - Resident Council have 3 key priorities that they are working on:

- Roles and responsibility of the NP
- Dietary concerns
- Heat in resident rooms. This item has been addressed.
- At their January 3 meeting, they worked on some internal processes including communication and group processes.

**Management Support** - we are putting in place some additional support for accreditation prep and recruitment.

**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 have received additional staffing from the Provincial Travel Nurse program.

The Department of Seniors and Long-Term Care (SLTC) have allocated resources to address the impacts of COVID-19 on long-term care and other ongoing pressures related to significant workforce shortages. They will be providing six months and 12 days (April 1, 2023 – October 12, 2023) of funding to support the continuation of the hiring of Long-Term Care Assistants (LTCA) and 12 months (April 1, 2023 – March 31, 2024) of funding to support the hiring of Infection Control Designates (ICD) in your facility. We will also provide one-time additional funding for administrative support which may be utilized now, through to March 31, 2024.

<b>IC Designate</b>	To support the temporary hiring of <b>0.6 nurses</b> to support IPAC education and capacity-building within the facility.	\$58,080.00
<b>LTCA</b>	To support the continued hiring of Long-Term Care Assistants.	\$81,244.92
<b>Administrative Support Funding</b>	To support the hiring of staff for administrative duties related to COVID-19, significant workforce shortages, introduction of the mandate item for Protected and Unprotected Envelopes, 4.1 Direct Care Hours, and overall enhanced accountability.	\$50,800.96

**Ceiling lifts** - We have installed all 13 of our ceiling lifts, (3 previously approved through the Capital Request Program and the additional 10 lifts that we will fund out of operations). We have included 2 more lifts for the 2 remaining rooms and 5 replacement motors as part of our Capital request for 2023/24

***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.***

**CCA Program** - Eastern College- Shoreham will be hosting a Western Zone CCA program in collaboration with other long term care facilities in the area and in partnership with Eastern College. The skills lab will be located at Shoreham. We were advised that this initiative was at risk due to lack of enrollment. We were then advised we now have 9 participants signed up so the course will be proceeding with a start date of March 20. We were once again advised that the program is on hold with no start date. We are going to reach out to another partner to see if they have the capacity to run a CCA program for us.

**Recruitment** - On Feb 9<sup>th</sup>, the government announced that the Health Services Foundation of the South Shore will receive funding to enhance current recruitment and retention efforts. The charitable

organization will continue to strengthen ties and collaborate with community members and groups to support its work to elevate the healthcare experience for Nova Scotians on the South Shore.

We have recruited 2 individuals from Ontario: a married couple who will be starting at the end of May. This couple have indicated that they have friends in Ontario who cannot find employment. We are hoping to receive additional resumes soon.

As of March 10, 2023, our vacancy situation is as follows:

Position	Vacancies	Applicants in Process
PCW/CCA	8 FT / 2 PT	5
LTCA	Casual	
LPN	2 FT / 2 PT	
RN	2 FT	
FSW/Cook	PT FSW/ PT Cook	
ESW	Casual	

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

- **Housing:**

- We are in the process of finalizing a second 4-bedroom house of \$1,600/ month. We already have 3 international recruits that could utilize 3 of the spaces and having a 4<sup>th</sup> spot available will assist us in our recruitment efforts.
- We have secured another home for \$1850/mo. The house comes unfurnished. We are working with Community resources and our staff for contributions of household items.
- Exploration
  - We have made an application to the province to be considered for the modular housing initiative.
  - We are exploring other options for local housing investment.
  - Land donation for staff housing: We have a water course study underway to determine if the donated land could be utilized for a staff housing initiative. If it is feasible, a plan will be established to look at viability which will include:
    - Support from the donor
    - Financing
    - Communications with the Apartment Association Board.

- **Transportation:**

- In addition to the purchased vehicle, we are exploring a working relationship with a Community Based Transport service, Community wheels, who currently support resident transportation?

**Vacation Bank Pay out** - With the support of the Department of Seniors and Long-Term Care, we are offering a vacation bank payout opportunity prior to March 31, 2023. This is available to all staff, (including unionized, non union, and management), who receive paid vacation time and are eligible for this program if they have unused time in their vacation banks. This is being offered in recognition of

the hard work and commitment of our staff and an understanding that vacation time has been difficult to approve and schedule during recent times. This will be a one time pay out for this year only. Currently a maximum of 10 days can be carried. Staff cannot borrow from a future vacation year.

**Management Development-** We will be beginning our Management training Program in March. We have more than 60 Managers signed up for the Program.

**Collective Bargaining** - The team met with CUPE on March 10, 2023, they were unfortunately unable to achieve consensus on an agreement. The union presented a counter proposal that government needs some time to vet with Treasury. This proposal involved a retention bonus. The next meeting is scheduled for March 31<sup>st</sup>.

**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.**

**WCB rates** – Unfortunately, our new rate is moving from \$5.48 in 2022 to **\$6.96 in 2023**. This cost includes the Basic Industry Rate going from \$5.97 to \$6.13, with a demerit of **\$0.83** added to the rate, resulting in the total of \$6.96.

**Staff survey Action Plan:**

- The benchmarking data comparing our staff survey results were pre-circulated.
- Responding to these concerns include:
  - o Our accelerated recruitment and retention program
  - o LTCA and NCA Program
  - o CCA Training program

**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.**

**Well Water** - We commissioned a significant investigation (\$8000) regarding the on-going problems with production well PW5, and to address the overall issue of water security at Shoreham Village. Since February 2020, the pump end has been replaced six times and the frequency of replacement appears to be increasing. This could be related to an intensifying iron-fouling problem and/or increasing lift associated with increasing drawdown in the well. We need current water levels and water quality data to investigate that problem. Since Shoreham is due to conduct its routine biennial sampling, both objectives can be addressed at this time.

Fracflow have completed the data-collection portion of our initial assessment of Production Well PW5. Preliminary Recommendation:

The new 1 hp pump in PW5 appears to be operating normally. Until we can rehabilitate the well, we should continue with monthly monitoring of flow, pressure and yield and compare with the performance curves. It would be helpful if Rockingham Hardware could expedite the replacement of the flow meter on PW5. When that is being done, the check valve immediately above the flow meter should be inspected and cleaned, or replaced, to be sure that fouling of that valve is not contributing to head pressure on the pump.

We are now waiting for AGAT to issue its analytical report, which is expected in late March. Then the complete report should be ready in early mid-April. That report will include recommendations for maintenance, rehabilitation of PW5, and construction of a new well. Maintenance items are likely to include inspection, cleaning, or replacement of all check valves on all supply lines in the water treatment building, inspection, repair, or replacement of the in-well high and low-level electrodes in PW5, and possibly raising the pump in PW5.

This information will assist us in determining if we need to include the drilling of a new well in the budget for our renovation project. We have made arrangements to have the flow meter replaced on Well #5.

**Operational investments** - We are still awaiting a response on the implementation date for the move to the SLTC Protected/Unprotected envelope funding methodology. In this methodology, any funding that is not spent in several expense categories such as Front-line staff salaries will be required to be returned to the Department. If it is effective this fiscal year, this will significantly impact on our current surplus as the majority of our surplus is related to vacant positions. We are however maintaining a list of potential investments that we could make this fiscal year:

- \$10,000 concrete repairs in the parking lot
- C- wing Kitchenette access-door/swipe card- C wing priority
- Next step in the garden

**Building Renewal Project** - The land swap agreement proposal has been supported by the government. Full approval of the project, including site when a more complete financial analysis of the full project has been completed. There are complexities with the land swap agreement, including the fact that the apartments still have a mortgage on the property in question. Once the land survey is complete, we can continue conversations with the legal counsel for the Apartment Association. We have submitted a

preliminary design based on the proposed site. We are currently working on the FDAP STEP 3 submission.

**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 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.***

**Scorecard** - the 2022/23 Q3 is attached.

We are undertaking some work with the Institute for Safe Medication Practices (ISMP) (completing safety assessments starting in April) and working towards meaningful medication related benchmarks. Northwood/ Shoreham will be the only facilities in NS so far doing these assessments. We have implemented new auditing processes to align with Northwood practices.

**Licensing-** Our license expires on May 31, 2023. We have received notice of our inspection. We submitted our pre-inspection documentation in mid-February.

Department of Labor Inspection results- Overall we did very well. There were no issues that were not aware of. We have a few items we need to follow up on, particularly preventing work place violence.

***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:** Update from Marta: *We've experienced delays/stalls on many of our community-based projects since December due to our team's involvement in onboarding of internationally educated health professionals and mobile clinic administration, so we appreciate your patience and apologize for not connecting with you sooner. We've reviewed the internal documents that were shared with us last year and are considering next steps in the project. I'm wondering if it would be possible for us to have a copy of the accreditation reports for both Northwood and Shoreham to guide our analysis as well, which we think will augment our analysis. After that, the plan is still to conduct interviews (and/or surveys) with key stakeholders from both organizations and communities to gain some qualitative insights on the partnership and its effects.*

**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 support for assisted living.**

**Age Friendly Application:** Projecting Fun for All Project –We Were successful in our Age Friendly Grant application. We have been awarded \$23,851 for the Recreation department will purchase, install, and launch an Omi Vista Mobii Plus for use by residents and as a means to encourage intergenerational programming with the greater community. We have an existing space that is well suited to the installation of the Om Mobii projection system. Adding in the Omi Mobii Plus will enhance the quality of life of residents by introducing visual and sensory stimulation as well as providing individualized levels of physical movement. It is suitable for all ages and abilities and so we intend to expand beyond resident use to invite community members into our facility for OmiMobii Plus programming.

**New Horizons-** we were successful in our grant application- we received a portion of the funds we applied for. We will be contacting the Chester Playhouse to begin the planning.

Community Health Board Wellness Fund- We participated in a cheque presentation ceremony on Feb 16, 2023.

## **Risk Report**

### **1. Corporate Risk**

a. Compliance Risk- *Contagious Disease Exclusion Endorsement*- The temporary Provincial 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 (March 10, 2023) 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