**Shoreham Village Senior Citizen Association**

**Update on Strategic Priorities**

**CEO Report to the Board of Directors**

**May 17, 2023**

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 11, 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- A meeting was held on April 25, 2023. The next meeting will be scheduled for the fall in advance of our Accreditation survey. Family members will also be invited to our AGM. The meeting was the second meeting with our new format. There were some good questions/conversations, but relatively quiet. The agenda included follow up on previous inquires re skin care protocols an update on our building renovation, discussion regarding staffing levels, and bird feeder restrictions. We also sought feedback on the pilot of our new tool for family communications.

Resident Council Updates- 2 new concerns emanated from the most recent Resident Council Meeting:

* Male caregivers – Some residents expressed concern with having male caregivers provide their personal care. We reinforced our commitment to supporting a diverse workforce. Residents were advised that they do have the full right to refuse care, but this may impact timely access to care and it was also reinforced that, if there is an employee specific issue to be sure to bring the issue forward.
* Diverse workforce- Some residents expressed discomfort with staff speaking non- English in their personal space. We will speak to several individuals who were identified, and we will reinforce to all staff civility/respect of resident home. Being inclusive of the resident is essential for all staff to understand.

Management Support- we have put in place some additional support for accreditation prep and onboarding of new staff. Samantha Winters, RN, has joined the management team in a term position. We are using some of the temporary funding from the Department of Seniors and Long term care (SLTC) to fund the new position.

Staffing- While we continue to have staffing challenges at Shoreham we are seeing improvement. We are seeing more good days but we still have bad days. In the coming weeks, we have a number of newcomers who will be joining us who will fill many of our vacant CCA positions. We expect to see reduced utilization of agency/Travel Nurse Staff which should make a significant improvement in our consistency of care provided. Like the rest of the system, we continue to struggle with RN and LPN recruitment.

Ceiling lifts- We have installed all 13 of our celling 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. We have not yet heard if the additional lifts will be funded.

***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.***

Provincial Recognition and Retention Bonus Initiative- Our documentation has been submitted to government. We are currently awaiting approval and then we will be able to distribute the bonus to eligible staff.

Physician Access- On March 24, we provided a tour to a physician who is looking to relocate to NS and wants to include LTC as part of their practice. We have not received any further information regarding the individual’s decision/plans. We continue to receive very positive feedback regarding our NP.

CCA Program- The program planned by Eastern College for the Western zone is not proceeding. We have reached out to a new partner, CBBC, to deliver a CCA program in the fall of 2024.

Recruitment- We have invested in some additional tools to support our recruitment efforts and to promote Shoreham Village as the great place to work that it is. We have filled 4 FT CCA positions who will be on Board by June 5. We have also filled an LPN position who will also be starting in early June. We have filled our vacant Maintenance Position. We attended a job fair at the end of April focused on the local area. Several new candidates are being interviewed as a result of that event. We are currently recruiting for a hair stylist. The individual who has been with us for 18 years + is taking on a new opportunity.

Canada Jobs application- we have been approved for 2 Recreation staff and 1 Long Term Care Assistant.

Staff Housing-

1. We continue to explore the possibility of onsite housing. There is only a small portion of the ‘Risley’ site that is developable as the majority of the site is deemed ‘wetland’ and has several streams running through it which requires setbacks. The developable portion is located abutting the side road (Pig Loop Road). It looks like it could accommodate a 6 unit residential building. In order to investigate further we would need to formally engage Syd Dumaresq and his team to look at the site in more detail, and undertake some on site investigation (wetland delineation, sewer connectivity, and discussion with the Municipality Planning Officer). We have approached Syd for a quote for this work.
2. We have the potential to partner with a local entrepreneur – we are in the early stages of those discussions.

Management Development- Our leadership team has identified that post the COVID-19 Pandemic, some of old tools designed to support our work force, are no longer relevant. (Summary of the Leadership Survey results are below). The resiliency of our work force has declined significantly and the challenges that members of our team are facing, are more complex. Our Management Training Program, a shared initiative with Northwood, is well underway with positive feedback from staff. The program was designed to specifically respond to the identified needs of our leaders.

Collective Bargaining- Our CUPE Collective Agreement was ratified on April 14, 2023.

***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.***

Staff survey Action Plan- Our Safe Handling and Mobility Program (PACE embedded) and Gentle Persuasion Approach have begun and will continue in to June. Have renewed the training for our transfer teams (trained by AWARE). We now have the largest number of staff involved in our transfer teams. We are initiating a Leadership Safety Walk About program, which will see Leaders have informal conversations with staff in their work setting to discuss safety in the workplace. Feedback will be shared with our Leadership Team to discuss potential areas of improvement.

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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.***

Foundation funding support- Previously the Foundation supported us in installing a heat pump for the Main Lounge. This was a project that had previously been submitted to SLTC but not supported. This was a high priority item for residents. We have now been advised that SLTC has funds to cover the cost of the heat pump. We approached the Foundation for their support to reallocate those funds (approx. $10,000) to the purchase of a wheelchair/glider swing. That has been approved by the Foundation.

Operational investments- based on our year-end financial situation, we have been able to proceed with a number of projects:

* $10,000 concrete repairs in the parking lot
* C- wing Kitchenette access-door/swipe card to address an identified safety issue
* Shared Pond Garden Project- With the support of the Apartment Association and our Building renewal project team, we have been able to advance our garden project. Approximately $10,000 has been invested in removing some old buildings, and clearing brush and debris.

Building Renewal Project- Servant Dunbrack completed the draft surveys to give effect to the transaction and we have forwarded those to the Apartment Association and their lender. Title searches have completed. We were advised on May 11, that the lender and the Apartment Association have accepted the terms of the proposal! The revised FDAP Step 3 documentation has been submitted including the land value (based on the proposed land swap arrangement), updated costing based on the latest design and well/water upgrades. We are awaiting a response from government.

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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.***

Scorecard- the 2022/23 Q4 is attached. A high level presentation will be included in the AGM Agenda.

Licensing- The requirements identified in our most recent inspection are as follows:

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| On review of job descriptions, it was observed that Dietary related job descriptions are not signed or dated, and other job descriptions are overdue for review. It is required that a plan is in place to ensure that all job descriptions are reviewed a minimum of every four years. |
| On review of a selection of resident files, it was observed that for one resident, a family identified care request was not added to the care plan following the resident care conference, and for another resident, a number of emotional and behavioural concerns identified in the documentation were not addressed in the care planning. It is required that a plan is in place to ensure that all issues identified through resident assessments, behaviours, and care conferences are addressed in the care plan. |
| On review of the Resident Council meeting minutes, it was observed that there was no meeting in July 2022 or August 2022, with no reason identified. It was also observed that there was no Resident Council meeting for February 2023, however meeting minutes for the March meeting indicated that the February missed meeting was related to a facility outbreak. |
| During the inspection, a number of personal care items were observed used, but not labeled, in a storage room, identified during the briefing. It is required that a plan is in place to ensure that all personal care items are identified for individual use and are not shared. |
| During inspection of the medication rooms, two expired medications, an expired wound care product, and an expired sunscreen were observed. These were identified to staff and removed at the time. It is required that a plan is in place to ensure that all medications and wound care products are regularly checked and expired items are removed and discarded in a timely manner. |

Our action plan/ compliance report has been submitted to SLTC.

***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- No progress has been made.

***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.***

Department of Canadian Heritage – Celebrate Canada Funding – we have received $400 to support our Canada Day celebrations.

The Mental Health Foundation of Nova Scotia- they have supported our application to support our **Between The Mountains Music Therapy** in the amount of **$12,420**.

Age Friendly Application: We were interviewed by the Lighthouse regarding our Projecting Fun for All Project. We were been awarded $23,851 for the Recreation department and 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.

**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 (May 11, 2023) we had 0 active resident cases. Boosters for residents who are eligible are underway.

b. Harmful Incident- As noted in the scorecard, we did have an incident related to a wound that had not been detected and treated, resulting in a significant wound. Family were notified, a corrective action plan was put in place. The Provincial wound care team were engaged. The wound is beginning to respond to treatment.

**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