**Shoreham Village Senior Citizen Association**

**Update on Strategic Priorities**

**CEO Report to the Board of Directors**

**September 20, 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 (September 13, 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 September 12, 2023. There were some good questions/conversations, but relatively quiet. The agenda included:

* Accreditation- survey visit participation
* The implementation of Comments Boxes
* Emergency Planning Updates
* Long Service Award Ceremony (Family member participation)

Items that we identified by family members include:

* Phone Call Pilot - PCC (families worried it was a scam call so many ignored it)
* Paper/Disposable Plates and Cutlery to assist with Water Concerns - impacting quality of food texture and taste (gravy based meals soaking all moisture into plates)
* Access to Physio Services

Resident Council Updates - The first meeting in the fall occurred on September 13, 2023. A resident had suggested a mobile hearing clinic for a programming idea. This item was part of the agenda for that meeting. Other items that were discussed included food and new recreation opportunities.

Management Support - We have put in place some additional support for Accreditation prep and onboarding of new staff. Samantha Winters, RN, has unfortunately accepted another position and will be leaving us in October. We continue to have additional support for recruitment/interviews. We are planning to extend the term of our additional admin support.

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 new staff 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. We have achieved our complement for RNs. Like the rest of the system, however, we continue to struggle with 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. These have been approved and will be installed this fall.

Bus - On Saturday September 9, our bus broke down while out at an outing. We were able to use our vehicle to return those residents to the facility. The bus is being evaluated. The bus was purchased in 2005- we will need to think about a replacement plan. Our experience has been that it will take several months for a vehicle to be delivered once the order has been placed. Seniors and Long term care does not factor a bus into our funding. The bus was originally purchased through the Foundation/Fundraising.

***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. Eligible staff have received their bonus.

CCA Program - As previously reported, 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 but they have also declined due to minimal interest in the program.

Recruitment - We are attending a job fair at NSCC in Bridgewater on Monday Sept 18, 2023.

We welcomed our new hair stylist this summer. She is also going to begin working as a LTCA. We continue to await the arrival of our 2 newcomer families.

Staff Housing:

1. We continue to lease the top floor of a house. That space was temporarily used by the provincial travel Nurse program. We were hoping to offset some of the expense while we await our newcomers. We are now offering the space to a new staff member looking to relocate from Halifax.
2. The bottom floor of that same house is being renovated - we hope to lease that second floor.
3. The province has purchased a hotel in Lunenburg for Healthcare staff housing. The space will be available following renovations expected to take up to 1 year. It is unclear to us if these accommodations will be available for Continuing Care staff.
4. We explored the potential to partner with a local entrepreneur – unfortunately, the bulk of his available units are in HRM.
5. We have been invited to a provincial meeting to discuss healthcare staff housing options on October 9, 2023.

Collective Bargaining - Our CUPE Collective Agreement was ratified on April 14, 2023. We have received a notice to bargain.

***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). This programs will now be formally embedded in our staff orientation program with a goal of this being completed within 2 weeks of employment. We now have the largest number of staff involved in our transfer teams.

Staff Recognition - We have established a Staff Recognition Committee. Our Staff Recognition/Long Service Award Ceremony is scheduled for Oct 19, 2023 at the Chester Basin Legion. The program is being finalized. Please join us for the event!

Continuing care Month- October is Continuing care Month where we recognize our multidisciplinary team working in continuing care. We have some Shoreham specific events planned, and there are a number of provincial activities. A variety of posters are available for CC Month: [**https://drive.google.com/drive/folders/1G5eTjL0Clch5caGrGdIKTGsRqimxD6Oh?usp=sharing**](https://drive.google.com/drive/folders/1G5eTjL0Clch5caGrGdIKTGsRqimxD6Oh?usp=sharing)

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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, which has now been installed and in use on our front patio.

Building Renewal Project:

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| * A new production well has been drilled on site and water usage meters installed. * A listing of IT equipment has been prepared. * Step 4A Submission was provided to SLTC on August 10th. (Less Project Budget   pending receipt of Construction Estimate).This was approved   * The geotechnical investigation is underway. * An updated construction estimate has been started. * We continue to experience delays with the land swap agreement – the delays are at   the level of the lender/legal counsel. Both parties are anxious to move this forward. |

Water - We have experienced water shortages this summer and we have had experts evaluate our water supply. As noted above drilled a new well. We had to seek permission from the Apartment Association Board Chair as the site of the well is on the land to be swapped with the Apartment Association, land currently owned by them. The production level for this well is not what we had hoped. Further testing is being completed the last week of September.  As well, we are waiting to receiving information from the data meters that they had in place to see if there may be a possible leak in the current system. This data is being sent to Glenn at Fracflow for review to recommend the next step.

Capital Fundraising - The following is a list of items that Northwood fundraised for to supplement the project budget. Not all of these items will be required for Shoreham Village, as some of these items could be obtained from our current facility.

Computers

Courtyard Garden Walkways

Trees

Front Entrance Canopy

Quiet Room Finishes

Fireplaces

Bicycle Racks

Balcony Decking

Blanket Warmers

Specialized Mattresses

Wheelchairs

Wheelchair Accessible Glider

Patio Furniture

Treatment Table

Arm Ergonometer

Folding Stage

Piano

Lightweight Chairs

Recumbent Stepper

Tub Chairs

Transport Chairs

Bathing Stretcher

Specialized Seating

Scarborough Bench

Frontload Washer

Pneumatic Therapy Stool

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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 2023/24 Q1 is attached. A high level presentation will be included in the AGM Agenda.

***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, but we have spoken to them and they have confirmed their interest in pursuing 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.***

Lunenburg County CHB Wellness Fund Recipient - We were successful in our application and the Winter Harvest has been approved for $2,500.00.

**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 (Sept 12, 2023) we had 0 active resident cases.

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 and a corrective action plan was put in place. The Provincial wound care team were engaged. The wound is beginning to respond to treatment.

c. Harmful incident - As reported on July 4, 2023, excessive force used by a security guard to subdue a resident. RCMP are not going to pursue this case, but the Protection of Persons in Care program are proceeding with an investigation. The security guard in question has not been back to the facility. There was a second incident with another guard involving the same resident on Saturday September 9, 2023. Another security guard was present (a trainee) and he identified his coworkers actions as excessive. No physical harm was caused. We have reported the incident to PPCA. Family has been notified of the incident. We have done a critical incident debrief. The vast majority of the security staff have been excellent. We have a meeting with the owner of the security company to review screening and training protocols. We have explored alternate companies, but there are few companies in the area, particularly who are willing to provide this type of service.

d. Harmful incident - As reported in the spring, a Critical Incident was reported to SLTC regarding a resident who developed aspiration Pneumonia. The resident was choking on the dentures that were not removed. Resident is back to baseline. Our Clinical Advisor has been in regular communication with the daughter/SDM. Understandably the family was upset with the incident, however pleased with all we were doing to correct and the care the resident received to support recovery.

As a result of the incident, we have implemented a new process. New process includes documenting if dentures were unable to be taken out on evenings, and nights doing a double check on denture cups to ensure they are being soaked and not missing.

**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