

Shoreham Village Senior Citizen Association
Update on Strategic Priorities
CEO Report to the Board of Directors
Nov 15, 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/Infection Control - At the time of report preparation (November 9, 2023) we had zero active resident cases. We continue to have staff who are off work due to exposures or testing COVID-19 positive. COVID-19 Boosters have been completed for eligible residents. Influenza vaccinations are underway.

Resident Council Update- As shared on September 27, 2 of our residents were profiled by CTV as they attempted to break a crib record.

<https://atlantic.ctvnews.ca/two-nova-scotia-seniors-attempt-record-for-longest-cribbage-session-1.6578547>

A Resident Council meeting was held October 24, 2023. There was progress reported by residents who are seeing a reduction in the loss of personal items in the laundry with the latest initiatives and protocols that have been put in place. There was a discussion regarding the menu and menu options. A resident had suggested a mobile hearing clinic for a programming idea via the Comment boxes. This item was part of the agenda for that meeting. A Hearing Clinic was set up Thursday November 9th from 10-2 in the OT Room. Resident Council fundraising efforts have been successful. As of September 13th:

- Gift card Tree Ticket Sales- \$4,959
- 'Dunk the Managers'- \$200.30
- BBQ- \$198.25
- BBQ Oct. 5- \$209.70
- Lemonade & Bake Sale- \$114
- Bake Sale & 'New to You'- \$459.40

Total: \$6145.65

Management Support- Danyka Devost, Nursing Manager, has unfortunately accepted another position and will be leaving us in December. The position has been posted. We continue to have additional support for recruitment/interviews. We are planning to extend the term of our additional admin support.

Collective Bargaining: CUPE- We are planning the commencement of the bargaining process. We anticipate this will be scheduled in January 2024.

Ceiling lifts- All of our planned ceiling lift installations have been completed.

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. We are still awaiting word from the local garage re the required equipment. Repairs may need to be completed by a Halifax based garage.

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 hosted an onsite job fair on November 3 and have hired 4 CCAs from that event. If all of these new staff complete the process and begin work with us, we will have less than 5 CCA vacancies. We are still struggling with LPN recruitment. Several of the new NSCC students who started in September will be coming to us for placement in December. We will attempt to hire them as CCAs in training for part-time and summer work and will make conditional offers for employment where feasible.

International Recruitment- We made 9 offers in Singapore when the Northwood HR Team participated in the *Premier's Recruitment Tour*. 3 of these individuals are IENs and the remainder are Nursing Aides. All 9 of these individuals have been offered work at Shoreham. It is approximately a 6-18 month timeframe before they arrive in Nova Scotia.

Staff Housing:

1. We continue to lease the top floor of a house. 2 of the above employees will be utilizing the house as they are relocating from Ontario.
2. The bottom floor of that same house is being renovated- we hope to lease that second floor.
3. We have a second staff member who will be moving in with the staff member who is leasing our other 2 bedroom house
4. We have a lead on a leased space that is within walking distance from the facility. We expect that one of our newest recruits will be interested in this space.
5. We continue to explore leads regarding home share opportunities.

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.

Continuing Care Month- October was Continuing Care Month in Nova Scotia. Every year, we take this time to recognize the contributions made by thousands of dedicated and compassionate people who have chosen to work in the continuing care field. Those who are dedicated to helping older adults and people at risk live more with our person-centered approach. Our approach to care relies on teamwork and the ability for us to deliver the best care possible, even during challenging circumstances. (Please see Appendix B for the Calendar of events celebrating Continuing Care Month).

Staff Recognition- The annual Staff Appreciation and Long Service Award Event was held on October 19th, 2023, at 6:30 pm at the Chester Basin Legion with approximately 40 staff and guests in attendance.

Diversity Committee- We are exploring a complementary local diversity committee in addition to participating in the work that Northwood has underway.

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:

On November 6, Step 4b of the FDAP Process was submitted to the Department of Seniors and Long Term care. This submission included:

- Project budget (Nov 5, 2023). See Appendix A
- Furniture, Fixture and Equipment Listing (September 25, 2023)

On November 7, 2023, Step 5 of the FDAP Process was submitted to the Department of Seniors and Long Term care. This submission included:

- Schematic design drawings
- Architectural, Mechanical and Electrical Narratives
- Commissioning Plan
- Energy consumption Report
- Geotechnical Investigation
- Phase 1 Environmental Site Assessment
- Furniture, Fixture and Equipment Procurement Plan
- Project schedules

Water- On October 25, 2023, we experienced a temporary water disruption. The water supply was restored within hours. The pump got air locked, and they had to bleed it. We have seen a small improvement in water production, but it is minimal. Work on well 4 only resulted in 1 gall/minute. We are continuing to see a decrease production in well 5- Rockingham Hardware replaced the pumps in wells 5 and 6. They changed the location of the pumps. Plan to have well 5 and 6 wells cleaned. This is delayed until late November. Hopefully cleaning will address the issue as well 5 was our best producer. Well 7 testing- putting together a proposal exploring the feasibility of activating well 7 now. We continue to require approximately 3 truckloads of water per week. We have a higher water utilization, and we are investigating to determine why our utilization has increased.

Building Projects- Our sprinkler system upgrade project is complete.

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.

As previously communicated, we achieved Accreditation with Exemplary status on our inaugural survey visit. We did not meet 5 out of the 288 standards we were measured against and met all of the *Required Organizational Practices*. We are reviewing the standards that were deemed to be unmet and are developing an action plan for each.

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 further 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.

We are thrilled to be the lucky recipients of the “*Looking at the Stars Concerts*”. This is a charitable organization. All funds to support this concert are provided by Dmitri Kanovich and his donors. Looking at the Stars is a Toronto-based Canadian federal charity, who gifts classical music to the most unusual audiences - inmates of correctional institutions, long-term care facility residents, refugees, and since 2022, to war victims in Ukraine. The music programs include classical masterpieces performed by world-class musicians. They have gifted more than 70 such events to over 5,500 listeners in Canada, Lithuania and Ukraine. The event was held on Nov 6, 2023. If this initial pilot goes well with “Looking at the Stars”, we will have access to more concerts in the future.

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 (Nov 9, 2023) we had 0 active resident cases.

b. Harmful Incident- As reported on September 28, 2023, an individual who was using our respite bed had a fall which unfortunately resulted in a fractured hip. The incident was filed as a critical incident to the Department of Seniors and Long Term care. They had asked for a 30-day follow-up, which was completed, and the incident is now closed. The individual is in hospital post-surgery waiting for LTC placement. On October 30, 2023, the CEO reached out to the family offering an apology and providing our investigative findings and corrective action plans.

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 (Healthcare CAN (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).

Total Summary Report (A1)

SLTC Step
4B
Submission

Project Name: Shoreham Village Replacement

Select the type of facility:

Location: Chester, Nova Scotia

4) "Not for Profit"

Service Provider: Shoreham Village Home for Special Care Society

Development Agreement #:

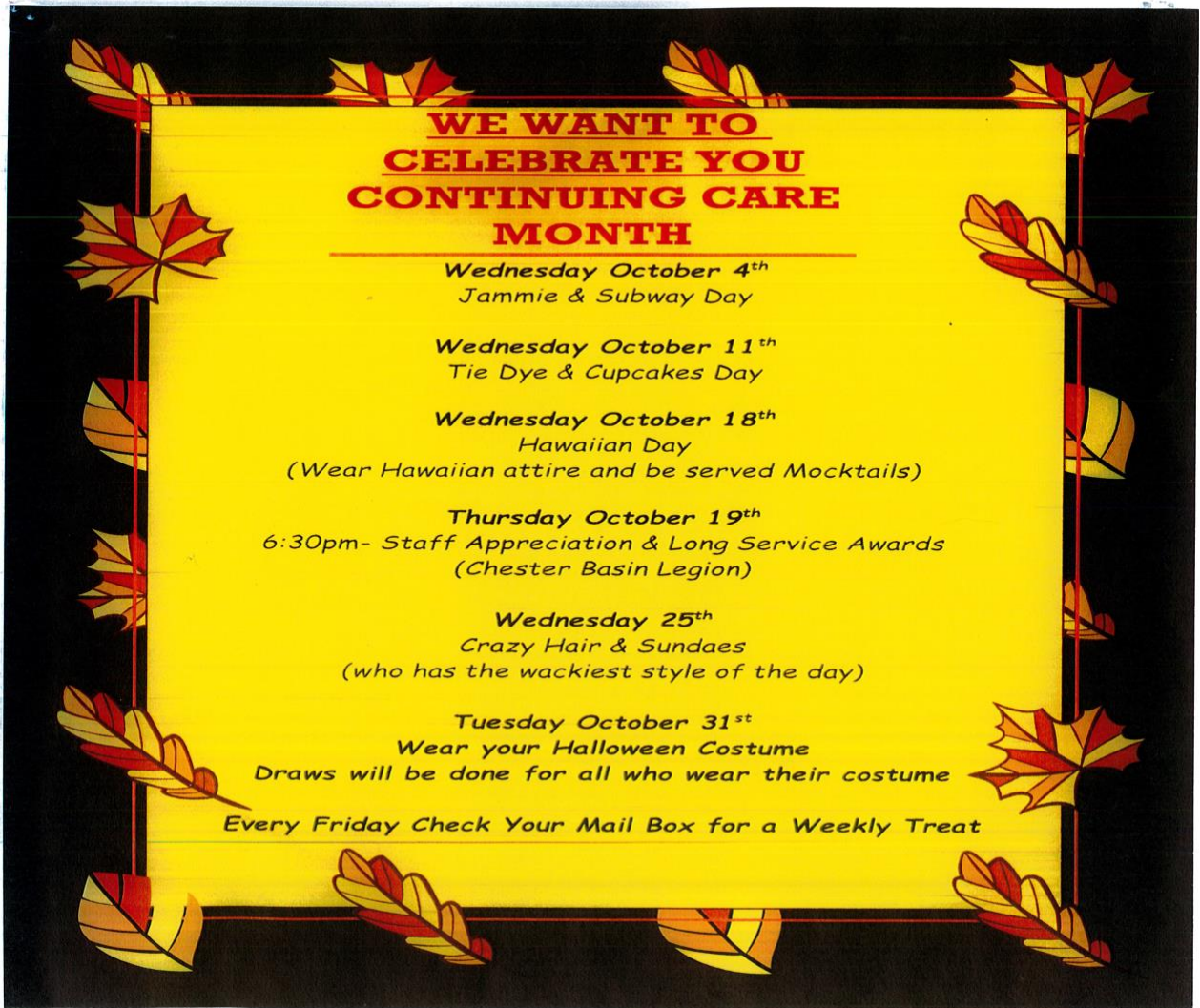
ENTER data in Peach Shaded Area only

Date: November 5, 2023

Planned Beds =	9 6	Gross Sq Ft =	81,261
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Category	Budget	Actuals (Commitments)	Forecast (Est. to Complete) =	Projected Cost	Variance (over)/under	Notes
1 Total Facility Budget	\$84,127,493	\$0	\$0	\$0	\$84,127,493	
2 Land Purchase	\$0	\$0	\$0	\$0	\$274,738	Included in Facility Budget
3 Property Disposal	\$2,435,337	\$0	\$0	\$2,435,337	\$0	See A5.
4 Interest on Interim Financing	\$500,000			\$0	\$500,000	
5 Start Up Budget	\$0	\$0	\$0	\$0	\$0	Included in Facility Budget
6 Total Project Budget	\$87,062,830	\$0	\$0	\$2,435,337	\$84,902,231	INCLUDING 7.5% HST

Facilities Ratios					
Facilities Cost/GSF	\$787			\$0	\$787
Facilities Cost/Bed	\$666,232			\$0	\$666,232
Facilities + Land Cost/GSF	\$963			\$0	\$963
Facilities + Land Cost/Bed	\$815,189			\$0	\$815,189
Project Ratios					
Project Cost/GSF	\$1,071			\$30	\$1,041
Project Cost/Bed	\$906,904			\$25,368	\$881,536



Respectfully submitted,
Janet Simm
Chief Executive Officer
Shoreham Village Senior Citizen Association