

Saint Vincent's

NURSING HOME

2014-2015 Annual Report



DIGNITY

TEAMWORK

HOME



RESPECT

COMPASSION

www.svn.hk

Mission Statement

Saint Vincent's Nursing Home is a private not-for-profit home for the aged founded by the Roman Catholic Archdiocese of Halifax. Our mission is to provide quality care and services in a home-like environment.

We are dedicated to fostering a nurturing environment of residents, family, employees, physicians, volunteers and students; one that recognizes their physical, psychological, emotional, social, spiritual and cultural needs. We respect the aging process and support our residents' rights to make choices.

In keeping with this mission and the expressed needs of the community, promoting quality of life is the cornerstone of all care, services and programs.

Senior Leadership Team

Wayne D. Williams, Executive Director
Charles Anderson, Director of Therapeutics
Scott Bell, Director of Finance
Angela Berrette, Director Quality & Operations
Ken Rehman, Director of Nursing

Leadership Team

Senior Leadership Team
Debbie Coombs, Nurse Manager
Joanna Johnson, Nurse Manager
Susan Matthews, Human Resource Manager
Valerie Millington, Support Services Manager
Scott Muzzerall, Facility/Maintenance Manager



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A CARING COMMUNITY



A Message from the Board Chair

Barry Allen

We are beginning the celebration of the 50th anniversary of the opening of Saint Vincent's Nursing Home. One of the things the Celebration Committee will be doing is comparing the function for which our building was designed and its early years of operation with our present day realities. While many changes have taken place over the years, two things have remained constant – the spirit of community which exists for our residents, and the spirit of giving which motivates our highly qualified staff. While it was a building that opened 50 years ago it will be the development and maintenance of the spirit of community and care that will truly be celebrated.

The building itself is dated. It was not designed for the needs of present day residents and is showing its age. It will in time need to be replaced with a modern structure and the Board has started the process to achieve that end. As we know, the province provides most of our funding and is facing severe financial challenges; but it is our hope that opportunities might arise with the redevelopment of the St. Patrick's High School site which will enable us to move forward on terms that respect the province's situation.

To that end we engaged the volunteer services of a group of Master's Degree candidates from the Dalhousie School of Planning. They identified the opportunities and constraints confronting us and prepared a plan of the possibilities which we can pursue. Their work was a required project for 2nd year masters students and at the schools' awards ceremonies which take place in conjunction with graduation, our group was awarded first place among the projects undertaken. Many thanks to Sarah Dube, Mary McInnes, Tara Maguire, Courtney Bonner and Reid Sheppard.

It is early days in the process but their work provides us with a foundation for moving forward. If we are fortunate there is a hope and a chance that in a few years' time we could be moving into a new building which will enable that spirit of residential community and staff service to thrive.

We will keep you posted.

QUALITY OF LIFE THROUGH COMPASSIONATE AND INNOVATIVE CARE



A Message from the Executive Director

Wayne D. Williams

As I write these words, my mind has been walking down memory lane. I have been reviewing the last twelve months since my arrival at Saint Vincent's Nursing Home and coming to live in the beautiful city of Halifax. Wow, it's been a busy and productive year to say the least. I have really appreciated Saint Vincent's and the dedicated employees, volunteers and family members who make up our community, along with the residents who live at 2080 Windsor Street. I have grown to really enjoy the province of Nova Scotia and the wonderful people who call it home. Everyone has been so nice and welcoming to me.

I celebrate the many accomplishments our nursing home has reached over this last year, those inspired by our mission, vision and core values, and lead by our strategic plan. These accomplishments have come through hard work. I must also acknowledge the fact that the accomplishments of Saint Vincent's Nursing Home are being borne in a time when there are many challenges in the nursing home sector, both here in Nova Scotia, and across the country. I want to say "Thank you" to all who have partnered with us, and labored with us, to make a difference! I encourage you to read about the successes in this document and celebrate with us.

As we look to our upcoming 50th Anniversary of Saint Vincent's Nursing Home in May 2016, and the celebratory year, I want to invite each of you to attend our kick-off event. This Summer Fling Street Party will be held outdoors in our parking lot on Saturday, June 20th, 2015 from 10 AM to 4 PM (rain date June 27th). All are welcome as the activities are aimed at residents and their families, staff and their families, volunteers and the wider community around 2080 Windsor Street. All funds raised that day will go to enhance the quality of life for the residents. Hope to see you there as we celebrate the past, honor the present and become inspired for the future.

Indeed we have much to celebrate as we move forward together!

Board of Directors

Barry Allen, Chair
Leon Fitzgerald, Vice Chair
Carolyn Brown, Treasurer
Dr. Chris Graham, Medical Director
Wayne Williams, Secretary
Denise Arsenault
Patricia Campbell, SC
Jim Francis
Norine Heselton
Anna LeBlanc
Susan MacLeod
Gredi Patrick
Donna Richardson
Annette Thibodeau
Gloria Whalen

Foundation of the Board

Greg Haverstock, Chair
Barry Allen
Scott Bell
Carolyn Brown
Peggy Gorman
Wayne Williams



Treasurer's Report

Carolyn Brown, CA

The Finance and Facility Committee met regularly throughout the year to monitor the policies, practices and controls on the utilization of Saint Vincent's Nursing Home financial resources and physical assets. The committee reviewed financial challenges, measured financial performance against the budget and forecast, reviewed monthly internal financial statements and presented a committee report at regular Board meetings.

During the course of 2014/2015 several significant items discussed at the committee included:

- Reviewing the operating and capital budgets for the fiscal year April 1, 2014 to March 31, 2015.
- Overseeing the business planning process and deficit management strategies for 2014/2015.
- Monitoring the financial continuous quality improvement indicators.
- Monitoring progress on capital projects and equipment purchases.
- Reviewing the role of the committee in ensuring adequate corporate governance.
- Overseeing the financial audit of Collins Barrow.

Saint Vincent's Nursing Home ended the year with a surplus of revenues over expenditures of \$127,736 as compared to a previous year's surplus of \$200,341. The year ended with a capital fund surplus of \$125,234 and a surplus in operations of \$2,502. The equity position in the capital fund is \$2,967,376 netted against an operating deficit of \$1,029,744; providing a net equity position of \$1,937,632. The nursing home

is dependent on government funding for the operating and capital budget. Our management team continues to monitor appropriate asset utilization and deficit management and are in communication with the Department of Health and Wellness on funding alternatives versus the reduction of care and services provided to the residents.

On behalf of the Board of Directors we extend our appreciation to the Saint Vincent's Foundation for their continued support. Our foundation has now fundraised over \$815,000 for major capital projects including our recent 4th and 5th floor additions; made possible only through our foundation and its countless supporters. Our foundation is proud that only 5% of monies raised are used to offset the costs of its administration and fundraising activities.

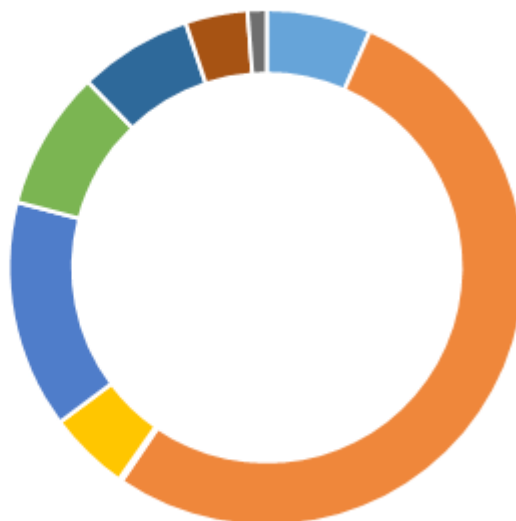
Our management and staff are to be commended for their efforts in cost containment to balance expenses to the operating budget provided by the Department of Health and Wellness. The Board has complete confidence in management's ability to meet this continuing challenge in the forthcoming years as we move forward to continue to balance current operations to government funding and plan to reduce our accumulated deficit.

I would like to thank the members of the committee, Anna LeBlanc, Jim Francis and the management and staff for their support, assistance and hard work over the past year.

Statistical Summary

Expense by Department

- Administration 6.6%
- Direct Care 53.0%
- Quality and planning 0.2%
- Program Support 5.1%
- Dietary 14.3%
- Housekeeping 8.7%
- Building Operations & Maintenance 7.1%
- Amortization 3.9%
- Interest 1.2%

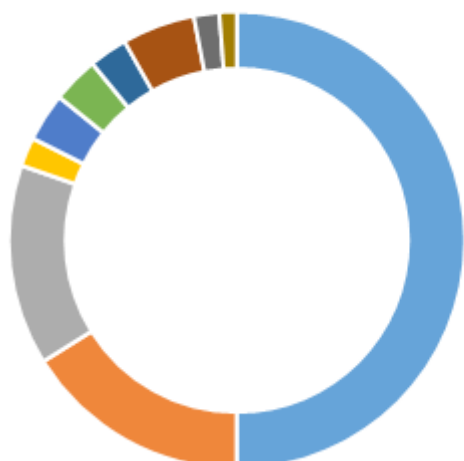


Percentage of Revenue



- Residents' Income 27.6%
- Nova Scotia Department of Health and Wellness 71.3%
- Donations from Saint Vincent's Nursing Home 0.7%
- Other 0.4%

Expense by Type



- Direct Salaries 50.0%
- Indirect Salaries 16.1%
- Benefits 14.2%
- Supplies 2.0%
- Food 3.4%
- Utilities 3.3%
- Contracted Services 2.7%
- Depreciation & Interest 5.2%
- Miscellaneous 1.8%
- Maintenance 1.2%

Statistical Summary continued

	2015	2014	2013
Resident Days	53,540	52,490	53,618
Actual % of Occupancy	98.5	96.5	98.6
Budget % of Occupancy	99.2	99.2	99.2
Resident Movement:			
Admissions	53	71	65
Deaths	48	60	51
Discharges	15	10	12
Average Age:			
Women	85	86	87
Men	80	80	78

Financial Statements (comparison)

Statement of Revenue and Expenses for the year ending March 31st from audited financial statements.

Revenue

	2015	2014	2013
Fees from residents	\$ 3,548,893	\$ 3,078,379	\$ 3,137,076
Fees from Department of Health & Wellness	8,794,590	8,918,918	8,359,600
Other Income	<u>498,315</u>	<u>883,824</u>	<u>440,069</u>
Total Revenue	\$ 12,841,798	\$ 12,881,121	\$ 11,936,745

Expenses

Administration, Quality & Planning	\$ 857,491	\$ 877,485	\$ 910,306
Resident Care	6,733,487	6,689,451	6,263,631
Program Support	646,128	622,867	580,838
Nutrition Services	1,817,232	1,851,323	1,772,887
Environmental Services	1,108,467	1,111,643	1,027,099
Building (operations & maintenance)	902,969	883,167	834,991
Amortization/Interest	<u>648,286</u>	<u>644,844</u>	<u>671,100</u>
Total Expenses	\$ 12,714,062	\$ 12,680,780	\$ 12,060,852

Excess Revenue

Excess (deficiency) of Revenue over Expenses	\$ 127,736	\$ 200,341	\$(124,107)
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A Message from the Medical Director

Dr. Chris Graham, MD

This was my last year as Medical Director. In the spring of 1999, when Kristin Schmitz asked me if I would consider serving as Medical Director, I had no idea what that entailed. Over these years I have seen many changes. When I first started seeing patients here, many residents still owned their own cars. I have seen a Guest House evolve into a Nursing Home.

I have been part of the development of Care by Design, from its inception through initiation and maturity. At Saint Vincent's we took the biannual medication review and turned it into a team approach where we work to reduce unnecessary medications and this has become the standard of care in nursing homes. We have had excellent continuing health education for physicians and registered staff. We have seen the Extended Care Paramedic be invaluable in assisting with care and the CGA (Comprehensive Geriatric Assessments) have helped to improve communication by summarizing a resident's needs.

During the last year, we had a physician dinner in November that focussed on the Management of Difficult Behaviours, with Dr. Claire Nowlan. We had a short outbreak of influenza in January, followed by a longer outbreak of Norovirus. It is important to note that the influenza vaccine was not as protective as it has been in other years.

I have been both honored and proud to have served as Medical Director these 16 years. During all this time, I have noticed how dedicated and resident-focused the staff have been. I mean all the staff including dietary, cleaning, maintenance and volunteers; it makes this place a home. Saint Vincent's will always hold a special place in my heart. I wish success and happiness on your journey forward.



Board Committee Reports

Governance Committee

Norine Heselton, Chair

The Governance Committee provides guidance, through policies and practices that reflect Saint Vincent's commitment to quality, accountability and ethical decision-making. Highlights of the committee's work in 2014-2015 follow:

- The committee continued its work to help Saint Vincent's be guided by the Strategic Plan, to enable leaders at all levels of the organization and entrench quality improvement. We welcomed the launch of a new Leadership Philosophy that is centred on fostering quality of work life and quality care. Its goal is to create an environment that is open, transparent and collaborative, placing residents at the centre of every decision.
- Governance Committee began information gathering that will allow Saint Vincent's to develop and implement a plan to promote cultural sensitivity, diversity and equity. This will contribute to the work of preparing for the resident of the future.
- We exercised oversight in a number of areas, including labour relations, non-care related complaints, serious and unusual incidents involving staff, Workers' Compensation Board costs for lost time claims, paid overtime, staff participation rates in education opportunities and updates to risk management policies and procedures. These updates define what constitutes risk, how the organization identifies and manages risk, how we reduce the likelihood of recurring harm and, ultimately, how we avoid exposure to risk in the first place. We also began the process to prepare for the October 2016 survey by Accreditation Canada.
- Saint Vincent's continued to engage in the Community Governed Organization (CGO) and the rollout of the CGO's Strategic Plan, particularly in the area of advocacy. We believe Saint Vincent's can benefit from the forum the CGO provides to network, share ideas and best practices and advocate for our residents and staff.
- The committee once again oversaw the Board member evaluation process and the annual Board self-assessment survey, giving directors the opportunity to reflect on their contribution and receive feedback. These tools help the Board improve how it functions.
- We oversaw the annual Board education plan. Topics included the Board's role in stakeholder development and engagement and advocacy; a report on how differences in nursing home models of care impact residents' quality of life; a report, "Leading Safety" by AwareNS"; and presentations by management on understanding dementia, a project to reduce the use of antipsychotic drugs and PIECES (how Physical, Intellectual, Emotional, Capabilities, Environment, Social)

factors affect the behaviours of residents with dementia and determine optimum responses by caregivers. The Board now invites members of the Senior Leadership Team to attend these education sessions.

- We continued to oversee the process to ensure a smooth transition to fill vacancies, particularly at the senior leadership and Board level. The Governance Committee also oversaw the completion of the work of the Executive Search Committee to hire a new executive director in May 2014.
- We identified the need for a replacement building for our aging infrastructure and increased staffing and funding to meet the increasingly acute needs of our residents, as priorities for a comprehensive advocacy campaign that will target messages to specific stakeholders and decision-makers.

Standards Review Committee

Denise Arseneault, Chair

The Standards Review Committee (SRC) is responsible for monitoring resident care and services in the context of standards, the expectations of residents and their families, interdisciplinary teams, available resources and the mission and values of Saint Vincent's Nursing Home (SVNH).

The SRC regularly reviews staffing reports, minutes of the Residents' Council and Family Unit meetings, resident and family satisfaction surveys and quality assurance indicator measures which provide statistics on medications, incontinence, wounds, falls, infection rates, pain, customer service and documentation of the above information. These quarterly reports are instrumental in facilitating quality assurance within SVNH and providing awareness for staff and the committee for the health and well-being of our residents.

In the past year we continued to experience staffing problems due to human resource shortages, especially on weekends and with a general increase in sick time. Nursing students were hired during the summer months to help cover the continuing care assistant vacancies.

SVNH has had sufficient physician coverage over the past year for all floors. After more than 15 years as medical director of the home, in February 2015, Dr. Chris Graham submitted his resignation, effective June 2015.

The Department of Agriculture inspection was held on January 7, 2015 and no deficiencies were identified. They did recommend that we perform regular checks of the temperature used for the five new bedpan sanitizers. The Department of Health and Wellness conducted their license inspection on March 27, 2015 which identified a number of issues which were addressed and our license was issued.

In collaboration with Camphill Veterans Memorial Hospital, SVNH applied for and were accepted to participate in an initiative through the Canadian Foundation for Healthcare Improvement (CFHI), a national organization, around the reduction in the use of antipsychotic medications.

The dementia and PIECES education has been offered to full time nursing, therapeutics, environmental services and nutrition services staff for the 4th and 5th floors. So far, 14 staff have received their certificates for the six module in-house education course. PIECES is a best practice learning and development initiative that provides an approach to understanding and enhancing care for individuals with complex physical and cognitive/mental health needs and behavioural changes.

126 staff, or 54%, received a flu vaccination which is up from 35% last year. The majority of residents were vaccinated as well. There was an outbreak of Influenza A in January 2015 and Norovirus in February/March, both of which were contained.



The opportunity to continue ones worship and spiritual life at Saint Vincent's is so comforting for residents and their families. My sincere thanks to all the volunteers who devote so many hours of their lives to share in this mission.

Dr. Frank Lovely
Family Member



The resident and family satisfaction surveys were conducted in January, with the SRC reviewing the results. There were some concerns and suggestions which are being addressed through the action plan developed by the management committee.

The committee offers a fond farewell to Annette Thibodeau, who has completed her second term on the Board of Directors. Annette sat for many years on various sub-committees of the Board and is a valued volunteer of this facility; in particular escorting residents to weekly church services. Thank you Annette for your energy and kind service to SVNH.

Community Relations Committee

Gloria Whalen, Chair

The Community Relations Committee meets eight times a year. The committee consists of Gloria Whalen, Chair, Board members Donna Richardson and Susan MacLeod, Valerie Connors, volunteer and Wayne Williams, Executive Director. This year we welcomed volunteer Sophia Horwitz and Director of Therapeutics, Charles Anderson to the committee.

- We are pleased to report that 6,098 volunteer hours were logged this past year in service to our residents. The generous outpouring of time and talent is very much appreciated here at Saint Vincent's by residents, family and staff.
- During the past year our committee provided oversight in a number of areas including growing our ties in the community, branding, advocacy and fundraising. We updated our media policy which was overseen by Susan MacLeod.
- The executive director met with various "not for profit" organizations throughout the year to see where we may be able to support one another and to grow our visibility. This included the Quinpool Road Business Association; our MLA Joachim Stroink, Councillor Jennifer Watts, and various members of the Department of Health and Wellness.
- Members of Dalhousie University Business Management program assisted with our Hallowe'en activities which proved to be very well received and fun for everyone. We will continue to seek opportunities for student input as this is a great asset for their development and sometimes leads to employment opportunities later on.
- We began a rebranding exercise by exploring the possibility of updating our logo and creating a tag line. This is still being considered.
- A celebration committee was struck to oversee events that will highlight our 50th anniversary over the next year. The first of these events planned will be an all day street party planned in June 2015.
- The Gift from the Heart fundraising campaign held in November and December was well received and was a more personal way to honor a resident or remember a loved one who has passed on. This campaign raised \$12,710 to go towards the purchase of warming blankets for the residents.
- We met with Glen Hougan of NSCAD in February to discuss a possible art project for the students for the upcoming semester. We also discussed creating a calendar for 2016 featuring our residents depicting movie stars, sport celebrities or Canadian heroes. These projects are ongoing.



The family have never wanted to move (our loved one) from Saint Vincent's, even though we have a new nursing home 10-15 minutes away. Thanks to all!

Family Member





Residents' Council and Volunteer Services

Amy Parker, Recreation Therapist & Volunteer Coordinator

Last summer residents and staff participated in the Alzheimer's Coffee Break and Bake Sale with all proceeds going to the Alzheimer's Society.

Residents enjoyed a Canada Day Party, fishing at Lewis Lake, scenic drives, BBQ's and numerous music programs. Students from the Northumberland College of Massage Therapy came in on a monthly basis to offer relaxing massages. We had students from Dalhousie University join us for Halloween to organize some fun festivities including mask making, pumpkin carving and a Halloween party. A lovely Remembrance Day service was organized collaboratively by Pastoral Care and Recreation Therapy. We hosted our annual corn boil and there was much to do around the holiday season including lunch outings, bus trips to the Halifax Shopping Center, numerous special performances including the Salvation Army and a tour to see the Christmas lights. We also had our traditional floor Christmas parties which are always enjoyed by residents, family, staff and volunteers. The Pet Therapy Program had a new addition this year, a yellow Labrador retriever named Jackson and his owner Leona from the Saint John Ambulance Pet Therapy Program. This year we had six pharmacy students from Dalhousie University who assisted with programs and one-to-one visits with residents from September to April. The Recreation Therapy Assessment was changed to better understand who the resident is and how to best serve their leisure needs. It looks at what interventions may be beneficial and which are appropriate for each resident.

During Residents' Council meetings, residents were kept updated about the 4th floor space which is now divided into two areas – storage space and a lounge area equipped with a television, couches, electric magnifier and side tables. Residents were advised that the main meal is being switched from lunch time to supper time; a change that will begin the end of May 2015.

Volunteers are an essential part of Saint Vincent's. We are forever grateful for their dedication, support and compassion. Without them we would certainly not be able to facilitate and offer the programs we currently have available for our residents. A small informal volunteer meet and greet was held in December

as we spoke about our shared goal to increase the quality of life of our residents. It was an opportunity for the new volunteer coordinator to meet our dedicated volunteers as well as take a little break from our busy schedules. We came together as a group to enjoy some delicious treats, eggnog and holiday music. A more informal volunteer recognition event is planned for May 2015.

Over the years the needs of our residents have changed and will continue to change. To better serve them, the volunteer orientation was updated to include a more detailed look at diagnosis and policies.

The total number of volunteer hours for this fiscal year was 6,098. Of that total 436 hours came from our volunteer Board of Directors; 768 hours were volunteered by the Public Christian Alliance; and approximately 4,000 hours were utilized by pastoral care volunteers, ensuring that our resident's spiritual needs are met. In total this works out to be three full time staff members, which would cost on average \$93,600.

Family Unit Meetings

Charles Anderson, Director of Therapeutics

We held our first quarterly family unit meeting in June, 2014 and to date have held four meetings. Each meeting starts with a general update followed by an education session chosen from a list of topics requested by family members. The education topics for meetings to date were – an introduction to Family Unit Meetings, resident-focused care, long term care facility financing and unit nursing structure. Each of these sessions was followed by a question and answer period and general discussion.

Attendance to date has been less than we had hoped, so rather than hold five separate meetings with minimal to no attendance for some units, we have combined units 2, 5 and 6 into one group and units 3 and 4 into another. We are hopeful that attendance at these meetings will improve and would appreciate any suggestions family members have to increase attendance. Quarterly meetings are held in January, April, July and October on Wednesday evenings at 6:30 PM.



A Report to our Community

PREPARING FOR THE RESIDENT AND FAMILY OF THE FUTURE

Critical Success Factor

Service provision that reflects the current needs of our residents and prepares for the residents of the future.

Critical Success Factor

Resource allocation that recognizes the changing needs of our residents and ensures a sustainable future.

We have continued to strive to follow best practices. To that end, we have revised our policy on the use of restraints. The revisions to the policy include a more clear definition of what constitutes a restraint and improved participation of families and their loved ones in the decision and care planning process. Education regarding this policy is in the process of being rolled out and will be fully implemented July 1, 2015.

We have also continued to review other policies relating to medications, diabetes care, etc. to ensure they are keeping pace with best practice.

As in previous years, we have continued to support education for staff. This has been greatly enhanced by a sizeable donation from one of our family members. We have supported more RN and LPN staff to attend PIECES (for the management of responsive behaviours), and for staff to attend various conferences and education sessions related to their jobs. We have provided many in-house in-services on various topics such as influenza, managing responsive behaviour, antipsychotic medications and many more.

Our ever changing resident needs demand an active strategy of aligning our resources in an effective and efficient approach. Quality financial reporting and communicating our challenges and opportunities with our funder, the Department of Health and Wellness, as well as creating internal efficiencies to reduce our costs, will ensure a sustainable future. Living within a balanced budget is an achievement of our recent success.

OUR LEADERSHIP APPROACH

Critical Success Factor

A leadership philosophy centred on enabling employees and creating leaders at all levels of the organization.

Saint Vincent's Nursing Home continues to approach leadership in a way that focuses on innovation and best practices throughout its operations. In this past year, we have created a Human Resources Manager position to oversee and streamline its HR operations. The benefit to this position is that it creates uniformity and standardization of the functions involving 264 employees. The departmental processes have been reviewed and updated and with training offered earlier this year, the HR department is moving along to handle the HR needs in a complex and ever changing landscape.

A newly formed Leadership Team has been put into place. This restructuring has permitted a more effective method for leaders at the various levels to be heard in one common forum. The individual voices from a greater variety of levels, while heard at the same time, allows the collective wisdom potential in our decision making processes to be further harnessed. While this leadership team has been meeting together, the Senior Leadership Team (SLT) has started meeting in a new way as well. The refocused lens of SLT has gifted us with brainstorming sessions that use the strategic planning document as a lamp for the facility's movement forward. The movement forward has opened up new leadership directives and potentials that will bear fruit in the days and months to come.

The subcommittees of our Board have continued to move ahead with us as well. There have been new thrusts of advocacy, increased focus on committee effectiveness, along with continuing education and seeking additional potential partnerships

Critical Success Factor

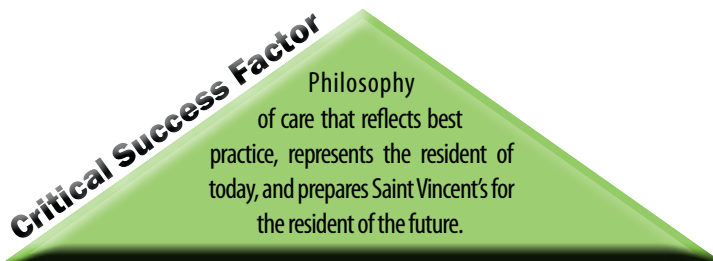
Management is more visible and accessible to all employees and residents of Saint Vincent's.

All levels of our leadership model have continued to live out the Leadership Philosophy unveiled last year as the organization consciously moves forward. The increased visibility of our leadership group has opened conversations that draws us together in a way that encourages sharing and being heard from all associated with the home. For example, in all Town Hall Meetings, the mission statement, vision and the core values of the organization are constantly reviewed to inspire us all to keep what is important, important. As we do so, the focus of our daily work continues to be based on this framework and it keeps it clearly before us. The agenda items, for the now increased monthly meetings, are chosen to inform, educate and consistently encourage discussion and clarification, while hearing the voices of those who work within the organization. The additional visibility seen throughout the building, including time on the weekends, adds to the opportunities for residents and family members to share their thoughts and insights with the leadership group as well.

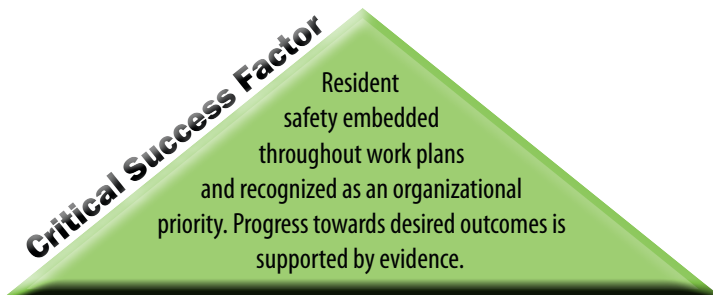
A RENEWED RESIDENT FOCUS



In early 2015 we completed the resident and family satisfaction surveys. Overall, the responses were positive. Where responses fell below 80% satisfaction an action plan was developed and is ongoing to address the areas identified. Some of the areas where lower satisfaction was identified included – the physical environment being too noisy, having odors, and being too hot/cold; not being informed of changes in care; lost personal items; and not having enough recreation activities.



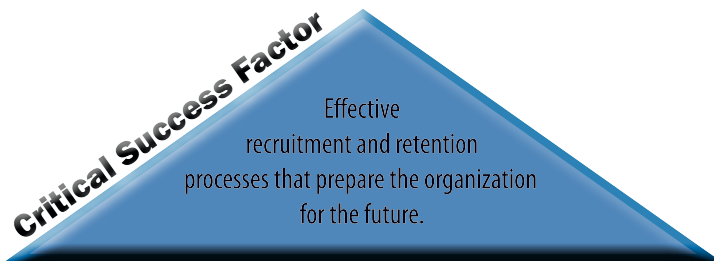
Building on the philosophy of care that was developed last year, our focus has moved to the development of a resident focussed care approach. Focus groups were held toward the end of 2014 with staff and families to determine what resident focussed care meant to them. From this, a definition of *Resident Focussed Care* has been created and will be presented to staff and used to guide a change in culture over the coming years. The goal is to incorporate this approach into hiring practices and measures of performance for all staff.



Over the last year we have completed the implementation of the Electronic Medication Administration Record (EMAR). This computer based program has built in safeguards for some of the most common medication errors that occur. It also has improved documentation of medications that are given on an as needed basis as the program requires the RN or LPN to provide an assessment of the effectiveness of these medications. The system has also improved our ability to monitor medication histories and the use of certain medication classes (e.g. antibiotics, antipsychotics, etc.).

Saint Vincent's Nursing Home has partnered with the Veteran's Services at the Nova Scotia Health Authority, Halifax and the Canadian Foundation for Healthcare Improvement (CFHI) in a national collaborative to reduce the inappropriate use of antipsychotic medications in residents who do not have a diagnosis to support their use. We have piloted this initiative on two units and have been successful in reducing or stopping the use of these medications in 10 residents without a concurrent increase in negative behaviours. Over the next year we will expand this initiative to the remaining units.

A HEALTHY WORKPLACE



Nurturing and supporting a healthy workplace was one of the major thrusts for the organization in this past year. With this important part of the strategic plan comes opportunities to focus, not only on the program side of the nursing home, but also on one of our greatest assets, our 264 employees. This workplace emphasis was highlighted during various sessions used to empower the staff with knowledge, additional communication thrusts through the newsletter, increased number of staff meetings and intentional usage of the electronic board. These all worked together to enhance the health of our organization

through greater opportunities for engagement within and between departments. This teamwork was especially evident when our organization was dealing with the snow storms and the challenges of getting staff into work during the winter of 2015. Our staff stepped up and our teams worked long hours ensuring that the residents were well cared for. I am especially proud of them for that. Teamwork in action, an example of a healthy workplace indeed. With a sense of dedication, we have accomplished many goals in this area. We did it together!

We have also fostered fun ways to build our healthy workplace. One example is through the formation of a softball team. Whether our team wins or loses is not the important thing, the teamwork and opportunities for various departments to work together is significant. This is not a missed point in our movement forward. We have excellent staff who have engaged with us in this process, and for that we are grateful. Training for staff members has been and continues to be paramount to any healthy workplace, and that is true for Saint Vincent's as well. The departmental opportunities, along with educational sessions offered has ensured that this has happened. We all remember the session on "Happiness" conducted by an outside agency and the smiles that were shared during that day. There were other fun activities this year including Karaoke, coffee rounds and staff appreciation days, all involving lots of laughter, and built upon the foundation of quality that moved our strategic plans ahead.

OUR PHYSICAL ENVIRONMENT



Advocacy has been an on-going topic of discussion with Board members and family members over the past year. Discussions with the Department of Health and Wellness have provided little encouragement that a new facility is a possibility anytime soon. Despite this disappointing reality, we will continue to raise the issue of our need for a new facility and upgrades to the existing structure with our funders.

We are committed to finding ways to work within the existing confines of our facility. In an effort to assist with our lack of storage, the 4th floor addition was converted into a resident lounge with a storage room at the back. This winter a reorganization of the administrative wing was completed to better use the existing office space.

CONNECTING WITH OUR COMMUNITY

Saint Vincent's Nursing Home has been in operation for nearly 50 years and we have had an opportunity to be a community in the community that surrounds us. Even though we have had a presence for all that time, there are many who perhaps do not know the fullness of what we do and the many contributions we make daily. During this past year there have been efforts made to advance the name and brand of our facility, while connecting to the community. A branding exercise was started to identify ways to communicate about Saint Vincent's.

We began a Christmas fundraising effort called, "Gift from the Heart" during this past year as we increased communications. The event partnered with families, staff and friends of the residents, past and present, to celebrate someone who was significant to them. The tree in the foyer was beautifully decorated with ribbons and bulbs, but even more with love and respect from those who partnered with us to remember someone special. The \$12,710 raised is earmarked for blanket warmers for the floors. While we still have a few thousand dollars to raise for the purchase, the effort raised our profile and engaged many who wished to assist us in the venture. A committee has been formed to assist us with the fundraising efforts and many sponsors have been identified and donations received.

We have met with various individuals and community leaders, educational representatives and members of the Department of Health and Wellness, Care By Design and members of the city and provincial elected bodies, as well as local churches and businesses. All these meetings have been held to advocate on behalf of Saint Vincent's and to bring to focus the challenges we face as a member of the long term care sector of this province. We have spoken of our mission, our vision and our core values as we have shared with those who have met with us. We are also seeking ways to participate more fully in the community around us and to uplift our profile, as we highlight the quality of care provided to residents, and to raise funds. Productive conversations have been held.

With all these activities and steps forward, we have had opportunities to renew relationships and build new ones as we reach out. The strategic plan for Saint Vincent's Nursing Home has been the clarion call to lead us and our organization is committed to connecting to our community and ensuring the connections are strong and rewarding.





We are proud of our history as we prepare to celebrate our
50th anniversary of serving our community

May, 2016

SAINTVINCENTSNURSINGHOME

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