



# Saint Vincent's Nursing Home

*2019 Annual Report  
to the Community*



## Our Vision

A caring community built  
on meaningful relationships.

## Our Mission

To provide resident and family centred care  
by living our core values.

We work together to create quality of life  
and support each other by recognizing  
individual physical, social, emotional,  
cultural, and spiritual needs.

## Our Core Values



Safety



Caring



Respect



Community



Accountability

**Front cover:** Bob Brake (left) fighting for possession of the “puck” from Greg O’Toole (right) during the SVNH hockey game.

# REPORTS

## Board Chair

Warm greetings to each of you from the Saint Vincent's Nursing Home Board of Directors!

2018-19 has been a busy year for the Board as we continued the work and final approval of the strategic plan.

Resident focused care supported by our mission, vision and core values will be incorporated in all that we do as a Board and as a community.

In September, the Board welcomed a new member, Alfred Doucet and at our May meeting we said goodbye to Susan MacLeod who has contributed a great deal as a director and as a gifted artist.

The sub-committees of the Board provide financial, quality and standards and community involvement oversight. They report to the Board issues that arise that may pose risk to the organization or that celebrate achievements of the organization.

This year the Board had an opportunity to work with a facilitator to better define its role as we move into a new strategic plan as well as restructuring of committees and roles to meet the current and future needs of our work.

The vice chair and I have worked closely with the executive director planning the monthly agenda and supporting her role in the organization. Angela reports to the full Board each month.

As a Board we are grateful for the support that we receive from Nancy Maguire, members of the leadership team and especially Angela. Angela's commitment to the organization is pivotal to creating an environment where residents are the focus of all that happens.

Respectfully submitted,  
Peggy Gorman, Chairperson  
Saint Vincent's Board of Directors



***Pictured from left to right:***

***Backrow:*** Mike McDonah, Anna LeBlanc, Susan MacLeod, Grace Allen, Helen Cameron, Alfred Doucet, Roz Benoit.

***Front row:*** Sister Helen Danahy, Peggy Gorman, Angela Berrette.

***Missing from photo:*** Donna Richardson

## Executive Director

The past year has been busy, fortunately for us, busy means progress and we are moving at a steady pace. With our strategic plan in place, we are focusing on residents and families, engagement with the community and our employees. The goals set for our strategic directions will build upon our past successes and continue to make Saint Vincent's a safe, compassionate, respectful, accountable and community-driven organization.

This past Christmas, our Gift from the Heart campaign raised over \$14,000 towards improving garden access. We are in the process of putting the generous donations to work so the results can be enjoyed this summer.

I continued work with the Nursing Homes of Nova Scotia Association (formerly CGO) as a member of the Board of Directors. This is a very productive group; participation has been valuable to Saint Vincent's as we respond to issues in the long-term care sector and advocate for change.

As outlined in the financial report, 2018-19 was another close to the line year. Our operating deficit speaks to the restraints we continue to face. I'm encouraged by our ability to provide the service we do within our fiscal reality.

This annual report summarizes the project work and overall results of our year and I invite you to read the reports and about our quality improvement efforts. However, it does not reflect all the day to day work done by the staff at Saint Vincent's. The examples of caring, compassion and love shown by staff are many. At a recent meeting with nursing homes and representatives from the Department of Health & Wellness and Nova Scotia Health Authority, the senior director of continuing care shared a letter to the editor on the quality care provided by Saint Vincent's. It was a proud moment for me to have the employees at Saint Vincent's recognized for all that they do.

Our vision, *A caring community built on meaningful relationships*, speaks to where we are and is also a jumping off point to where we can go. Even after 53 years, there is much opportunity for growth and development; I continue to be honoured to provide leadership for those who make it happen every day.

Warm Regards,  
Angela Berrette  
Executive Director

Pictured far right is recreation therapist, **Sara Densmore**, showing an enthusiastic group of Michelangelo want-to-be's how to paint a masterpiece during a staff Paint Nite.





## Community Relations Committee

The Community Relations Committee held a long-standing role in developing ways to connect with our community and provide direction on public relations and communications. In recent years, the committee has seen a decline in the need for these functions. As such, the Board decided to reallocate resources into another yet to be determined committee, disbanding Community Relations.

In this final year, our committee met three times and investigated a number of projects that might help bring our residents and community members closer together for the sake of intergenerational connection and a reduction of resident isolation.

One project gained energy and shows promise: inviting selected students from Sacred Heart School's Junior High to each connect with an individual senior to read together regularly throughout the three junior high years. The goal for the student is to foster an understanding and respect for an older adult and the aging process and, for the resident, to provide a regular visitor to know well. For both, the project will help share a love of reading and stories between them. Sacred Heart is interested in this project as is Saint Vincent's volunteer coordinator. The outgoing committee hopes that this will bear fruit through future volunteer efforts.

Margaret MacQuarrie and I will continue creating the podcast, *Saint Vincent Veritas: The Lowdown on Long-Term Care*. The first podcast had 170 listeners, a promising start. The second podcast is now posted:

[www.svnv.ca/saint-vincent-veritas-podcasts/](http://www.svnv.ca/saint-vincent-veritas-podcasts/)



This marks my last year on the Board of Saint Vincent's and on the Community Relations Committee. I have much gratitude to the committee members who regularly attended meetings and researched background information between meetings on projects under consideration. Hats off to long-time member, Valerie Connors, and to newer members Sister Helen Danahy, Ellen Duinker and Margaret MacQuarrie.

I also want to express my appreciation to fellow Board members for all I have learned and gained from their insight, hard work, equanimity and compassion over the years. I am richer for it.

My hat also goes off to Nancy Maguire and Angela Berrette, the people we on the Community Relations Committee worked closely with, for their unstoppable dedication to the well-being of Saint Vincent's and its residents within a highly strained long-term care system.

I never cease being in awe of our Continuing Care Workers and the other front-line clinical staff as well as the committed administration who support them. They are all dedication in action under tough circumstances.

There is a rare culture of care and compassion at Saint Vincent's that I admire deeply.

Respectfully submitted,  
Susan MacLeod,  
Committee Chair

## Quality & Standards Committee

With a mind to the strategic plan, specifically the mission, vision and values of Saint Vincent's Nursing Home, the Quality and Standards Committee met seven times for the purpose of monitoring compliance with licensing, accreditation, external and internal standards, and the strategic direction of the organization.

In September we welcomed Alfred Doucet to our committee, the newest Board member and I accepted the appointment as chair of the committee.

At each meeting the committee received reports on quality of life, care and services, and monitored compliance against agreed upon goals and objectives. Action plans were reviewed on quality improvement initiatives.

The committee received reports regarding compliance with provincial, professional and legal standards. Of particular interest were the developments in policy regarding Medical Assistance in Dying (MAiD) and the on-going updates on our palliative care pathways.

The committee held a robust discussion on whether to continue with the accreditation program we have been adhering to for some time. Discussion will continue with the Board in the fall.

The medical director, Dr. Barry Clarke, provided input throughout the year to the committee through reports from the Director of Resident Care.

Many thanks to the Board members of the committee and especially to the hard-working senior staff who provided extremely useful and detailed information to the committee throughout the year. A very special thank you to Nancy Maguire who keeps a record of our meetings.

Respectfully submitted,  
Grace Allen,  
Committee Chair

*Thank you for giving my family a sense of calm, that my grandfather's needs were being met. He expressed many times that he liked the staff and the home.*

*Family member*

## Medical Director

Now three years in, I continue to enjoy working alongside caring clinical and administrative teams.

Saint Vincent's had another successful year taking care of our frail residents and supporting their families, while meeting the continuous challenges that cycle through all LTC facilities. Administratively I had the opportunity to give feedback with new policy developments like MAiD and the new strategic plan. A major accomplishment this year was adopting and integrating the new electronic medical record. This allows for significant improvement in the clarity of communication of all the different care teams, an easier and more effective way to assess and constantly improve our care

pathways, and easier access to the chart both on and offsite. Having offsite access to the chart is particularly helpful for all the physicians who support Saint Vincent's on each floor and those who provide care on call after hours. The physician base is strong with six Care by Design physicians on designated units, and a total of 13 physicians who provide on call support to our residents. This physician support, use of Care by Design guidelines and policies continue to have low Emergency Room transfer rates, and excellent and timely care onsite. Again thank you to all the excellent achievements we have accomplished together.

Barry Clarke, MD, CCFP (COE)  
Medical Director

## Finance & Facility Committee

It is my pleasure to address the financial position of Saint Vincent's Nursing Home for the fiscal year ending March 31, 2019. In order to ensure that the operation of the home continues to meet the needs of our residents, the management and Board of Directors employs sound fiscal management practices in the planning and forecasting for the financial needs throughout the year.

Our Finance and Facility Committee met regularly to both review financial reports and discuss the progress of the many capital projects that were taking place throughout the year. We also oversaw the annual audit while reporting the results to the Board of Directors.

For the 2019 fiscal year, the management team should be congratulated on the achievement of a surplus of \$190,975 in our Capital Fund and a \$47,061 deficit in our General Operating Fund for a consolidated surplus of \$143,914. When considering an annual budget of \$13.2 million, this surplus is a minor variance and achieves the goal of operating with a break-even position.

The 2019 period was active with many capital projects taking place throughout the year. Overall the 10 substantial projects worth noting include the following:

- Replaced two ovens,
- Replaced five hot carts,
- Purchased workplace safety equipment,
- Purchased three whirlpool lift systems,
- Replaced the solarium roof,
- Engineered the domestic hot water system,
- Replaced 20 beds and mattresses,
- Installed a new kitchen ventilation system,
- Worked with an architect on a design to optimize space on the sixth floor,
- Completed a facility condition index.

These capital projects totaled roughly \$927,000, all with varying degrees of complexity; but in particular, I would like to congratulate the management and nutrition services staff on the

completion of the kitchen ventilation project. This project was by nature very complex, and a great part of its success was due to how our people adjusted through the many stages of the project.

In this fiscal year, there is some financial data that is worth noting:

- During this year, we saw an increase in our non-compensation operating expenses of 1.07%,
- Collective agreements were signed with NSNU and CUPE which resulted in the first compensation increase for these employees since 2014,
- Of the overall budget for Saint Vincent's, \$10,200,000 or 82.4% of the operating funds were for compensation. With such a large portion of the budget being allocated to compensation, amounts spent on sick time and overtime continue to contribute to variances that are difficult to control.

As the needs of our residents evolve, we are continually aligning our resources with effective and efficient approaches. The management team has provided quality financial management and reporting and has continually looked for ways to increase efficiencies that lead to reduced costs that will ensure a sustainable future.

I would like to thank the committee, Board members Donna Richardson and Anna LeBlanc, as well as the management and staff of Saint Vincent's for their support, assistance and hard work over the past year.

Respectfully submitted,  
Mike McDonah,  
Committee Chair

## Commitment to Quality

With our new strategic plan underway, Saint Vincent's Nursing Home renews its commitment to providing quality care to our residents.

The appropriate use of antipsychotics is a commitment Saint Vincent's made a few years ago. We have been able to maintain our usage well below the national average ensuring residents who do receive an antipsychotic, do so for an appropriate reason such as physical aggression. We continue to educate our staff on interventions in managing responsive behaviors through PIECES and the U-First programs as well as non-violent crisis intervention training.

Our falls rate has been consistent over the past three years. Many of our residents are being admitted with high risk for falls. 61% (49% in 2017-18) of our residents admitted this past year were assessed for high risk. With the increased challenge of our residents becoming frailer and the commitment to consider our residents' independence and quality of life, we strive to reduce the number of serious injuries that may occur with a fall. Residents, families and staff consideration for the use of hip protectors which may reduce the incidence of hip injuries and increased rounding by staff, have been two initiatives in 2018-19.

Our incidence of pressure injuries (bedsores) has risen slightly over the last year. 52% (47% in 2017-18) of our residents admitted this past year were assessed for high risk for developing a pressure injury. With our renewed commitment to reduce the number of residents who develop pressure injuries, Saint Vincent's is dedicated to making this happen through education, care planning, initiatives in place by the Department of Health and Wellness, and more importantly the hard work of our healthcare team.

*Thank you for caring not only for my father, but for his family, providing us with peace and the confidence that he was being well cared for.*

*I was moved by the dedication and genuine care the staff showed us!*

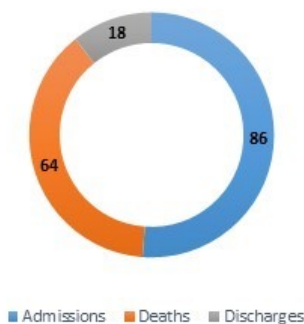
*Family member*

All residents, families and employees are encouraged to take an active role in quality at Saint Vincent's – whether that is participating in a quality committee, spearheading a quality initiative, conducting research on best practices, or taking part in education sessions to better understand quality management and quality assurance.

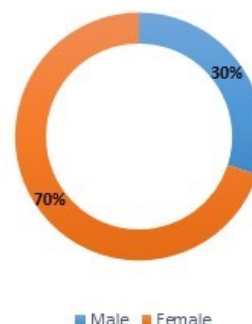
As another year passes with this report, I wish to thank all the staff of Saint Vincent's Nursing Home for their dedication to the quality of care we provide our residents and families.

Kim Wright, RN  
Director of Quality and Operations

Resident Movement



Resident Gender

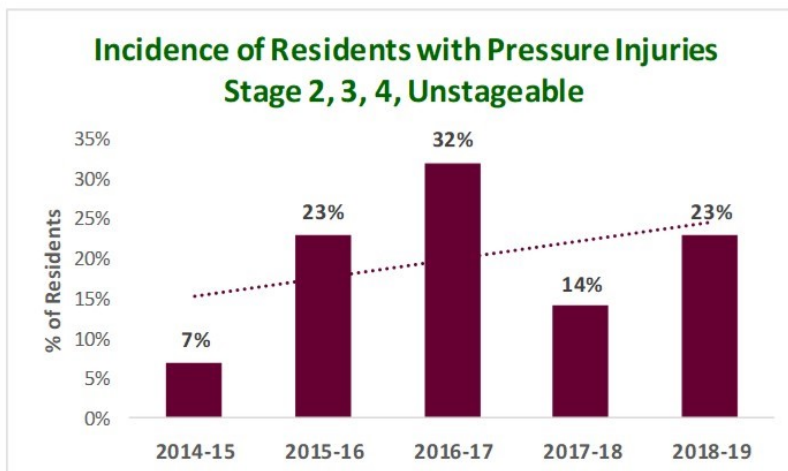
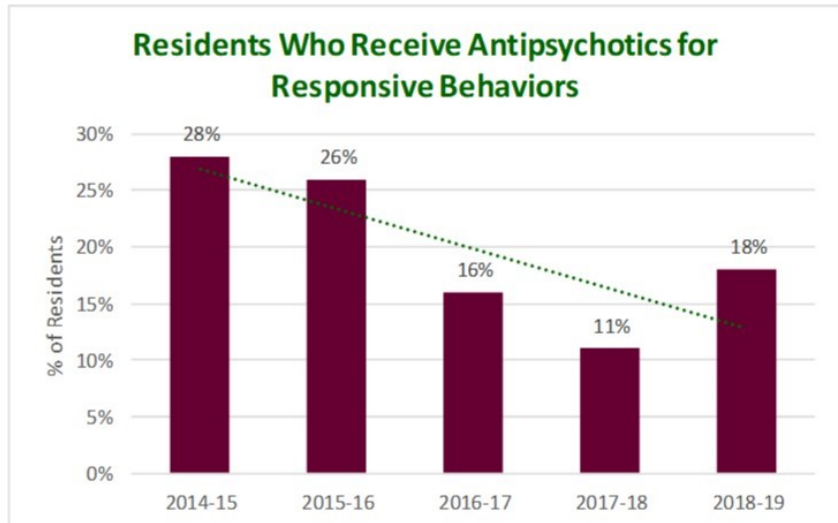




## Antipsychotic Use

CIHI National Usage of Antipsychotics in LTC 21.2% (2017-18)

The entire health care team and support staff are to be commended for their care approach to our residents with dementia.



## Pressure Injuries

Currently, all pressure injuries have closed or are in the process of healing.

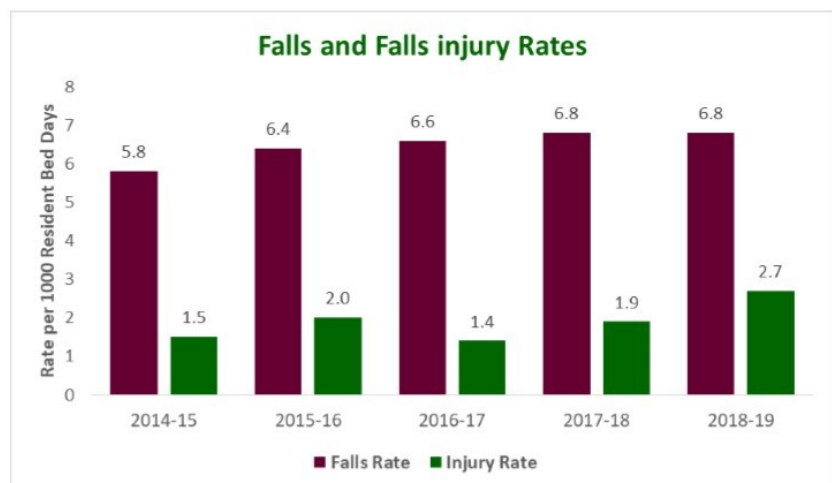
Through individualized care planning, the use of pressure relieving equipment and early recognition of a potential injury during skin checks at point of care, our incidence of Stage 3, 4 and unstageable has decreased.

## Falls Management

Majority of fall injuries were slight hematomas and skin tears.

10 residents had serious injuries from a fall this past year. This is consistent with previous years.

Our focus in the new year will be increased “rounding” by the staff to help ensure resident safety for the entire 24 hour day resulting in an increase in “near misses” as opposed to actual incidents.



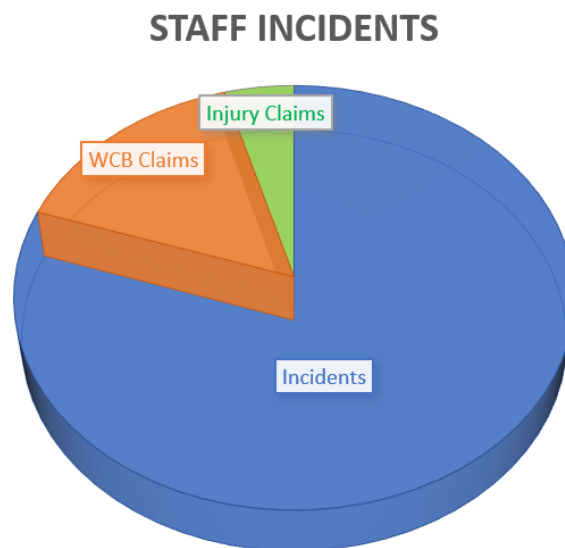
## Staff Risk Management Report

Saint Vincent's is committed to promoting a culture of quality improvement using multiple strategies. One such strategy is the building of increased awareness and shared responsibility for risk management at all levels of the organization. This is accomplished through:

- Managing risk to protect both the facility, community and its assets using a proactive, long-term and sustainable risk management program geared toward minimizing reasonable and/or foreseeable:
  - harm to people,
  - disruption to operations,
  - damage to property and the environment,
- Identifying and taking advantage of opportunities as well as minimizing adverse effects,
- Providing education and continually striving to improve risk management practices.

Incident reporting is a primary means of risk management data collection. The overview of the incidents includes possible root cause actions proposed and taken to reduce the reoccurrence of the incident.

In 2018-19, 109 staff incidents were reported with the majority of incidents involving resident responsive behaviors. Worker's Compensation Board claims were filed for 21 incidents with 27 weeks in time lost for six injuries. There was one serious injury; most injuries were muscle strains.



## Residents' Council & Advisory Group

The Resident and Family Centred Care Advisory Group continues to grow. Through discussions on policy and procedures, and providing feedback on day to day operations, the participants provide valuable insight into the organization. We realize not everyone can attend the meetings and we are seeking ways to get input from all residents and family members.

Monthly Residents' Council meetings, co-chaired by resident Hilary Wellard and recreation therapist Amy Parker, is another opportunity for residents to bring concerns to management, provide feedback and share their thoughts on life at Saint Vincent's. Their participation in the organization is key to our success.

Thank-you to both groups for guiding the work of Saint Vincent's.

## Resident Care Review

With the finalization of our strategic plan, the Resident Care Department has continued working toward our goals that focus on expansion of the Resident and Family Centred Care philosophy and on supporting our staff.

- We completed year one of our three-year music therapy project funded through Heartsparks. This project has resulted in many great outcomes for our residents who have participated. Some of these special moments can be seen on our Facebook page.
- Recreation had a successful year with the introduction of new programming. A huge success was the modified hockey program developed by a recreation student during her internship from Dalhousie University. Popular programs continue to be mind matters, graphic illustration, and art expression.
- We were successful in rolling out Point Click Care, a web-based charting system. This system allows us to improve documentation at all care levels and allows for increased efficiency and accountability. This in turn will assist us in achieving better resident outcomes. A huge thank you to all staff of Saint Vincent's Nursing Home for the amazing job they have done in making the implementation successful. We will continue to hone and expand our use of this system over the next year in order to streamline processes and eliminate much of the paper we use.
- We continue to invest in our workforce through the purchase of equipment and through education and training. Mechanical lifts and specialized bed linens assist with moving residents and work to prevent injuries to staff. We invested in non-violent crisis intervention training, leadership, wound care, and PIECES (an approach to managing responsive behaviours) in order to provide staff with the tools they require to meet the needs of residents with increasingly complex care. Further training will occur over the next year in U-First (a component of PIECES for front line staff), safe resident transfers, and continued non-violent crisis intervention training.
- We focussed attention on improving our pressure injury incidence and prevalence rates. We now have access to funded preventative equipment and we have purchased specialized mattresses to assist in pressure injury prevention for high risk residents. Our focus on wound prevention will continue through the coming year with further development of our wound care team.
- Our long-term priest, Father Albert Cosgrove, retired after 23 years of dedicated service to the residents of Saint Vincent's. We welcomed Father JJ MacDonald who presides over Mass on Wednesdays and our chaplain, Debbie MacDonald, holds a communion service every second Sunday.
- We remain committed to improving the overall dining experience through regular menu planning meetings and involvement from our cooks and nutritional services employees. Feedback from residents is positive as we continue to make progress in this area.

Ken Rehman  
Director of Resident Care



A member of

