

Strategic Plan 2019-2021



A CARING COMMUNITY

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear friends,

On behalf of the Board of Directors I am pleased to share Saint Vincent's Nursing Home's strategic plan for the next three years. Developing this plan required wide input from stakeholders; we reached out to residents, family members, staff, board members, volunteers and community partners who freely shared their thoughts on Saint Vincent's.

Our vision and mission have been updated but the heart of both remain the same. Saint Vincent's is a caring community. This plan is built upon the strong legacy we have as a caring and compassionate community while focusing on the needs of the future.

Our previous strategic plan ended in 2017. There were six strategic directions, each with its own critical success factors. The momentum from that work continues with this new plan most notably with the focus on a resident and family centred approach to care. The components of Resident and Family Centred Care (RFCC) – *respect and dignity, information sharing, participation and collaboration*, are included throughout this new plan; a testament to how RFCC is becoming a way of life at Saint Vincent's.

Thank-you to all who shared their voices. We hope we captured your feedback and insights as we move forward with a strong direction. We are eager to get started on this continued journey and welcome you to join us.

Sincerely,



Angela Berrette
Executive Director



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EXECUTIVE SUMMARY

Saint Vincent's Nursing Home has over 50 years' experience providing quality care and service to those who reside at 2080 Windsor Street. Our multi-disciplinary team consists of over 250 staff, 50 volunteers, 7 physicians, allied health professionals and at our centre, 149 residents and their families. The 2019-2021 strategic planning process began in December 2017 with stakeholder consultations. The strategic planning committee then reviewed all the information collected to redefine the vision, mission and values.

The next step was to review the internal and external factors that are predicted to influence SVNH. Four key areas were identified on which to focus the strategic planning process: the importance of relationships, the aging and frailty of our population, financial challenges, and workforce and personnel issues. The committee then developed the strategic directions for the plan.

VISION

A caring community built on meaningful relationships.

MISSION

To provide resident and family centered care by living our core values of caring, community, accountability, respect, and safety.

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

STRATEGIC DIRECTIONS

A Focus on RESIDENTS & FAMILY	A Focus on ENGAGEMENT	A Focus on EMPLOYEES
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Residents and families are partners in care.	Strong partnerships with other nursing homes within the province.	Staffing levels are sustainable and consistent.
Residents and families are at the centre of everything we do.	Facility resources are maximized to create a sustainable future.	Workforce is well trained and efficient in providing compassionate care.
We provide safe, quality care.	Information is shared with the right people at the right time.	Employees are supported, recognized and respected.

BACKGROUND

Saint Vincent's Nursing Home (SVNH) is a not-for-profit, community-governed facility located in the heart of Halifax. Founded in 1966 by the Roman Catholic Archdiocese of Halifax and operated by the Sisters of Charity until 1978, Saint Vincent's is now a secular organization governed by a volunteer Board of Directors.

Licensed and in part funded by the Department of Health and Wellness, Saint Vincent's is an accredited facility through voluntary participation in the Accreditation Canada program. SVNH is committed to living its core values every day to ensure that residents and their families can expect resident and family centered care in a culture of safety from all of Saint Vincent's caring community.

In 2016, as part of the previous strategic plan, Saint Vincent's adopted a new approach to the provision of care and service. This approach, Resident and Family Centred-Care (RFCC), is centred on the person receiving care. The care providers, residents and their families are all equal partners in the care delivery process, ensuring that the resident's needs and preferences are met.

With the conclusion of the previous strategic plan (2012-2017) a new planning process was initiated in the fall of 2017.


PROCESS

From December 2017 to February 2018, 87 people attended a variety of open consultation sessions including staff, board members, volunteers, and families. As well, a survey obtained feedback on a draft

vision, mission, and values receiving 58 responses from staff, family members, residents, and government officials. Participants expressed their appreciation for being involved in the process and for the impact that SVNH has had upon their loved ones.

The strategic planning committee reviewed all the information collected to redefine the vision, mission and values. The next step was to review the internal and external factors that are predicted to influence SVNH. The committee prioritized those deemed to be the most influential and critical to consider as part of the plan.

Over the course of nine strategic planning committee meetings (December 2017 to May 2018) various iterations of the draft mission, vision, values and strategic directions were presented to the Board of Directors for feedback and refinement, with final approval in January 2019.



I trust that your team will make the decisions and take the direction needed for the future. I know our family appreciates what you do and feel that you have mum's best interest at heart. And for that, I thank you.
(Survey participant)

REDEFINING THE VISION, MISSION AND VALUES

The process of redefining our vision, mission and values took a lot of discussion as the committee struggled to find the right words to describe the feelings and thoughts of those who provided feedback. The result reflects our focus on resident and family centred care and highlights the importance of living our core values on a daily basis.

VISION

A caring community built on meaningful relationships.

MISSION

Our mission is to provide resident and family centred care by living our core values of caring, community, accountability, respect, and safety.

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

VALUES

Community:	As a community of residents, family members, employees, physicians, students, volunteers, health professionals, clergy, external partners and friends, we carry out our mission through our collective capacity.
Caring:	We demonstrate caring through our kindness and empathy for each other. We foster an environment that is welcoming, transparent, compassionate, and reflects the feelings of home.
Respect:	We set a standard of politeness and civility and are considerate of each other. We seek to understand each other's shared experiences, unique needs, perspectives, and goals.
Accountability:	We hold ourselves and each other accountable for the role we play in our community. We learn from mistakes and focus on continual improvement.
Safety:	We frame our practices, strategies, policies, beliefs and action around safety, health and wellbeing.

THE CONTEXT FOR SAINT VINCENT’S NURSING HOME

Four key items were identified on which to focus the strategic planning process. These items included: the importance of relationships, the aging and frailty of the population, financial challenges, and workforce and personnel issues. Each of these will be briefly outlined.

THE IMPORTANCE OF RELATIONSHIPS

The importance of positive relationships with staff, residents, families, outside stakeholders, the government, and the public was identified as a critical factor. The organization is committed to its relationships and to truly exemplifying a caring community. However, in order to truly achieve this foundation, work will need to be done within the next few years. Concerns were noted both internal and external to SVNH that will need to be addressed in order to move forward. One such issue is the public’s perception and expectations of long-term care facilities.

THE AGING AND FRAILTY OF THE POPULATION AND SAINT VINCENT’S RESIDENTS

Another factor to consider is the aging and increasing frailty of the population. SVNH is facing higher levels of care and this will place additional pressures on the facility and its community (e.g. staff, residents, volunteers). These health concerns will need to be considered when setting the future directions.

FINANCIAL CHALLENGES

Given the higher levels of care required, in addition to government and fiscal restraint, the organization will need to be innovative and deliberate in its use of financial resources, including seeking new and unique forms of funding. This will be an important factor to consider in strategic planning.

WORKFORCE AND PERSONNEL RELATED ISSUES

The final factor that was highlighted as critical was the changing and dynamic workforce. Issues related to recruitment and retention as well as training will need to be incorporated into strategic planning to allow SVNH to position itself to continue as a caring community.

Based on these areas, the committee developed the following strategic directions.

- ☑ A Focus on Residents & Family
- ☑ A Focus on Engagement
- ☑ A Focus on Employees

STRATEGIC DIRECTIONS

A FOCUS ON RESIDENTS & FAMILY

GOAL 1: *Residents and families are partners in care*

As partners in care, residents and families must be involved in any decision involving them/their loved one. We believe in open and honest communication with residents and families, and in keeping them informed of changes in their loved one's status or medical care. Residents and families are key stakeholders who need to have input into policies and decisions affecting residents living at SVNH.

Our Path

- An expanded Resident and Family Centred Advisory Group which provides the opportunity for resident and family involvement in decisions relating to care and resident related policies.
- Residents and families understand their rights and responsibilities under RFCC.

GOAL 2: *Residents and families are at the centre of everything we do*

Employees at all levels of SVNH need to know how their jobs fit into the big picture of RFCC, how others' roles fit with their own, and to have clear expectations in terms of their own performance. They need to be supported to make day to day decisions within their scope.

Our Path

- Increase accountability at all levels of the organization for meeting the requirements of RFCC.
- Educate staff on RFCC and how it fits within their scope of employment.

GOAL 3: *We provide safe, quality care*

In keeping with our values of safety and caring, SVNH is committed to ensuring a safe environment for residents, their families and those who provide care and services. There is an important connection between excellence in care and organizational safety. Safety awareness and practices in our workplace can significantly reduce the risk of injury to our residents and employees.

Our Path

- Maximize use of the P.I.E.C.E.S. framework. P.I.E.C.E.S provides the basis for a common approach to both managing responsive behaviours and collaborative care. This model fits with a RFCC framework and will play an important part in our ability to continue to provide safe care in an environment of increasing frailty and complex behaviours. This model will be entrenched into our day to day work.
- Train unlicensed staff in the U-First! Training model. Implement the Aware NS safe handling program (P.A.C.E) which provides an assessment to be used by staff at the point of care to minimize risk of injury to themselves and the resident. Employees review the task considering the P.A.C.E elements - Physical – Agitation/Aggression – Communication – Environment.
- Implement a Risk Management Framework to increase awareness and shared responsibility for risk management at all levels of the organization.
- Measure quality indicators against available benchmarks, standards and best practice.
- Provide Code White training: non-violent crisis intervention training provides the skills and tools needed to deescalate code white situations. Training will be available for all staff with a target of all RN/LPNs completing the session.

Our Outcomes			
Target	Indicator	Source	Frequency
✓ 100%	"I understand the philosophy of RFCC". Residents, family and volunteers responding strongly agree or agree.	RFCC Survey (#1) Volunteer Survey	Annual
✓ 100%	"I understand what is expected of me in my job". Employees responding strongly agree or agree	Worklife Pulse Tool (#1)	Bi-annual
✓ 0%	Eliminate incidence of facility acquired stage 3, 4 and X pressure injuries by 2020.	Quality Report	Quarterly
✓ 90%	"My workplace effectively balances the need for client safety and the need for productivity". Employees responding strongly agree or agree	Canadian Patient Safety Culture Survey Tool (#21)	Bi-annual
✓ 100%	Employees' performance appraisals include ways to improve individual methods of providing resident and family centred care.	Performance Appraisals	Annual
✓ 100%	Code white responders report codes being successfully managed.	Code Feedback Form	Annual
✓ 100%	Quality indicators fall within accepted targets and/or benchmarks.	Quality Report	Quarterly
✓ 100%	Incidents reported under the Protection of Persons in Care Act are unfounded.		Annual

A FOCUS ON ENGAGEMENT

GOAL 1: *Strong partnerships with other nursing homes within the province*

Saint Vincent's is active in sharing information with other nursing homes on policies and practices; through reciprocal relationships we are standardizing the care residents receive within Nova Scotia. As the sector continues to face human and financial resource challenges, the creation of partnerships and a willingness to collaborate with other nursing homes will allow SVNH to continue to provide quality care and service. We must continue to work with others to provide a voice for both community governed facilities and all those within the long-term care sector.

Our Path

- Work with the Nursing Homes of Nova Scotia Association to advocate for improvements required to provide the best care possible.
- Network with other nursing homes to create reciprocal information-sharing relationships.
- Explore opportunities to collaborate with other homes to create efficiencies for Saint Vincent's and the sector.

GOAL 2: *Facility resources are maximized to create a sustainable future*

As the needs of the residents increase, Saint Vincent's must respond within the available resources. There are aspects of our facility that are not up to what we see as an adequate standard. Working with residents, families and other members of the SVNH community, we need to identify areas of greatest need and find ways to make improvements.

Our Path

- Develop a fundraising plan (consider corporate sponsorship options).
- Collaborate with Department of Health and Wellness to address sixth floor 'ward' rooms.
- Investigate revenue generation options.

GOAL 3: *Information is shared with the right people at the right time.*

Communication is the cornerstone of building relationships and was identified as a strategic direction that needs particular emphasis. Ensuring that information is not only shared, but that the right information reaches the right people at the right time will strengthen our ability to provide RFCC. We recognize the need for transparency and the sharing of appropriate information at all levels.

Our Path

- Develop and Implement a communication strategy.
- Improve communication channels for residents, families and employees.

Our Outcomes			
Target		Source	Frequency
✓ 25%	Increase in fundraising campaign return.	Financial Reports	Annual
✓ 80%	“Senior managers effectively communicate the organization’s goals”. Employees responding strongly agree or agree.	Worklife Pulse Tool (#17)	Bi-annual
✓ 80%	“I have information I need to do my work”. Employees responding strongly agree or agree.	Worklife Pulse Tool	Bi-annual
✓ 100%	“Nursing staff keep me informed about significant changes in health status, care needs and significant changes to medications”. Residents and family responding strongly agree or agree.	RFCC Survey (#7)	Annual

A FOCUS ON EMPLOYEES

GOAL 1: *Staffing levels are sustainable and consistent*

We know consistent staffing levels are good for everyone. Employees who work stable hours can experience mental, physical and social benefits and increased productivity; residents receive continuity of care by people they know. We must orientate our new employees to a welcoming culture and a healthy work environment.

Our Path

- Create sustainable, consistent staffing levels:
 - a. Match staffing to funding level,
 - b. Reduce employee turnover,
 - c. Reduce overtime and use of agency staff,
 - d. Review the attendance management program against best practices.
- Provide timely performance appraisals to allow employees to monitor their achievements.
- Develop and implement a peer mentorship program.
- Create an improved orientation program which provides all the tools and information needed to support an employee's success.

GOAL 2: *Workforce is well trained and efficient in providing compassionate care*

Our greatest asset and our greatest cost is our people. SVNH is committed to providing a planned approach to our education and training of staff that will support them to be leaders, both formal and informal, in our organization. This will start with orientation and follow them throughout their career with SVNH.

Our Path

- Create an education plan that will support the completion of the strategic directions for the organization and RFCC.
- Utilize technology and streamline processes including the implementation of Point Click Care.
- Invest in leadership training for leaders.

GOAL 3: *Employees are supported, recognized and respected*

We recognize that our employees work extremely hard in a difficult environment of decreasing budgets, increasing workloads, and higher expectations. Despite the challenges, employees provide excellent care and service for residents and families. A renewed focus on employee health and wellness, safety, and recognizing the positive impact of employees will improve our ability to provide RFCC.

Our Path

- Develop a health and wellness strategy to support staff with a focus on psychological health and self-care.
- Provide care giver support especially around end-of-life care.
- Develop formal recognition program for work excellence.
- Continue implementation of respectful workplace policy.

Our Outcomes			
Target	Indicator	Source	Frequency
✓ 80%	"The people I work with treat me with respect." Employees responding strongly agree or agree.	Worklife Pulse Tool (#11)	Bi-annual
✓ 75%	"Overall, how satisfied are you with your job?" Employees responding very satisfied or satisfied.	Worklife Pulse Tool (#29)	Bi-annual
✓ 10 %	Decrease in paid and unpaid sick leave.	Financial reports	Monthly & Annual
✓ 50%	Decrease in use of overtime and agency staff.	Financial reports	Monthly & Annual
✓ 75%	"The care I receive is consistent every day." Residents and families responding strongly agree or agree.	RFCC Survey (#10)	Annual
✓ 80%	"My supervisor provides feedback on how well I am doing my job." Employees responding strongly agree or agree.	Worklife Pulse Tool (#15)	Bi-annual
✓ 75%	"I receive recognition for good work." Employees responding strongly agree or agree.	Worklife Pulse Tool (#8)	Bi-annual

CONCLUDING REMARKS

This new strategic plan will lead Saint Vincent's work over the next three years. We believe it expresses our continued commitment to provide resident and family centered care with clear strategic directions focused on residents and families, community partners and our workforce. We are happy with this result yet recognize it is only a plan. It provides a path to achieve the goals and meet the outcomes, but will not achieve success unless we incorporate the strategic directions into our daily activities, with links to our performance appraisals, budget, quality improvement, communication and human resource processes.

As the long-term care sector continues to evolve, Saint Vincent's will work to ensure that whatever the future brings we will provide our residents with quality care and services.

ACKNOWLEDGEMENTS

A sincere thank-you to the individuals who assisted in the strategic planning process for Saint Vincent's Nursing Home. Your role has helped us to define a strong direction for our future. We hope we have included you below but if not, please know your involvement was greatly appreciated.

Thank-you to Laurene Rehman, Rehman Consulting, who lead us through the process from setting out our goals, leading our focus groups, refreshing our vision and mission and creating our plan.

Board of Directors:

Peggy Gorman, Anna LeBlanc, Helen Cameron, Rosalind Benoit, Donna Richardson, Grace Allen, Susan MacLeod, Mike McDonah, Sister Helen Danahy, Alfred Doucet, Dr. Barry Clarke (Ex-officio), Angela Berrette (Ex-officio)

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