

ANNUAL REPORT 2021



A CARING COMMUNITY

2080 WINDSOR STREET
HALIFAX • NOVA SCOTIA

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

Board of Directors

Peggy Gorman, Chair

Anna LeBlanc, Vice Chair

Mike McDonah, Treasurer

Alfred Doucet

Helen Cameron

Rosalind Benoit

Louis Matorin

Sister Patricia Wilson

Angela Berrette

Leadership Team

Angela Berrette, Executive Director

Ken Rehman, Director of Resident Care

Scott Bell, Director of Finance

Kim Wright, Director of Quality & Operations

Joanna Johnson, Resident Care Manager

Debbie Coombs, Resident Care Manager, IC Designate

Anya Teri, Resident Care Manager

Krista O'Hearn, Support Services Manager

John McDonald, Facility/Maintenance Manager

Lauren Richardson, Clinical Dietetic Manager

Kathy MacDonald, Resident Services Coordinator

Once again, I am honoured to speak to the Saint Vincent's community about our achievements and challenges over the past year. At the last Annual General Meeting we were only three months into the pandemic and very much in crisis mode. The fear of the virus spreading within the facility was a daily topic as we strategized to maximize our prevention efforts. The what-ifs were overwhelming as we tried to find a way through this unparalleled time. Now that 15 months have passed, we have settled into a COVID-19 routine. The vaccinations have brought relief as has our employees' consistent approach to managing risk through their behaviour at work and at home.

Although COVID-19 was at the forefront there were lots of positives for Saint Vincent's throughout the year. Long service awards were presented and once again we had employees who have been part of Saint Vincent's for over 35 years. It is no longer common to hear of employees spending their careers at one organization. I believe this reflects the positive environment we share at Saint Vincent's.

Our new strategic plan which is set to roll out this fall speaks to our values as an organization to which we remain true. We have updated the wording but not changed our meaning or underlying mission. I look forward to sharing this with you soon.

The annual *Gift from the Heart* fundraising campaign raised \$29,000 towards a resident bus. This was a great start but much more work was needed before the bus would become a reality. The Saint Vincent's Nursing Home Foundation oversees our fundraising efforts and manages the income from various campaigns. As the charitable arm of the organization, they issue tax receipts for donations and allocate money to projects that mean the most to the greatest number of residents. After discussing how vital a bus would be to residents, especially those who can no longer travel by car, the Foundation decided to purchase the bus. This is a game-changer. The flexibility provided by having our own vehicle will greatly improve the quality of life for many residents.

As you read the operating reports you will see examples of the work we have achieved over the past year. It has been busy, always rewarding, and at times difficult adjusting to how we interact with each other at a distance. Despite the restrictions, the fundamentals continue that make us who we are – where our caring community, compassionate nature, dedication to safety, accountability, and respect, continues.

Warm Regards,
Angela Berrette, Executive Director



BOARD OF DIRECTORS ANNUAL REPORTS

When I wrote the Board report this time last year I believed that by now we would have returned to a post pandemic time. I now know that is not so, but I also know that at Saint Vincent's each one of you have done your part to live the vision of a caring community focused on the residents and families entrusted to your care.

I am grateful to each member of the Board who not only did the usual work involved with oversight, evaluation and quality improvement but also met frequently to support the work related to the pandemic and to help create a strategic plan that will guide the organization over the next three years. In addition the Board has also undertaken a review of each of its committees and By-Laws and made appropriate changes.

As a Board, we are grateful to Angela Berrette and her team for their leadership in responding to the pandemic, keeping the residents safe and connected to families and carrying out the regular business of the organization. We are also grateful to Nancy Maguire for providing us with administrative support and keeping us on track.

Two of our Board members, Anna LeBlanc and Mike McDonah have completed their term and it is with much gratitude that we, the Board thank them for their dedicated service and wish them well.

As the Chairperson of the Board I want to add a big thank you to each member of the Board for not only the tremendous work that you have done but for the support you have shown to me.

To the residents and families, the Board commends you on how you have continued to follow the Public Health rules.

To Angela and all the staff thank you for a job well done during this crisis.



Peggy Gorman, Chairperson
Saint Vincent's Board of Directors

In this unusual COVID year, the Quality & Standards Committee met virtually via Zoom. The committee members included Alfred Doucet, Sister Pat Wilson, Angela Berrette, Kim Wright and Ken Rehman.

In spite of the many challenges that the pandemic posed we received timely and valuable information regarding quality measurements and action plans to address issues.

There has been a tremendous amount of work regarding COVID prevention interventions including education regarding PPE, setting up a COVID unit, adjusting family visiting schedules, encouraging and arranging vaccination for staff as well as residents and designated caregivers. There has been ongoing COVID testing and participation in an antibody study. There was focus on pressure ulcers and many new interventions have been put in place to address this issue. There are now biweekly rounds to assess all pressure injuries, assessments of wheelchair seating and footwear has been done, new mattresses and use of heel protectors has been stressed. Ongoing education with staff regarding early interventions has been put in place. As well, there has recently been notification that we have a provincial wound care specialist available to us for consults.

We continue to receive detailed quality reports and I am pleased to say that we are doing well with regards to medication management, least restraint use, use of antipsychotics and infection control. Falls injury rates decreased the last quarter of the year.

We have received education with regards to the use of hip protectors. Explanation of the stages, causes and interventions regarding pressure ulcers has been very beneficial in helping us understand the reality underlying the statistics.

We received the annual licensing report and addressed deficiencies, and updated our terms of reference with a goal to track more closely the results of the action plans put in place.

I would be remiss not to mention the tremendous work done by the Recreation Department with regards to helping residents and families adjust to the new virtual world and setting up in-person visits for families and designated caregivers.

I would also like to thank the members of the committee, Alfred and Pat. Pat jumped right into this role with no orientation due to the current circumstances. Thanks to Angela, Kim and Ken who have worked tirelessly during this challenging time. Nancy Maguire has kept us on track with regards to arranging meetings and providing minutes. We are very grateful for her help.

We appreciate the work of all employees at Saint Vincent's. They have worked, and continue to work through this pandemic in hot and uncomfortable personal protective equipment (PPE) and have carried the worry of bringing COVID to the residents and their own families.

Roz Benoit, Chair
Quality & Standards Committee

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, 2021. In meeting the needs of our residents, the management team and Board of Directors used sound fiscal management practices in the planning and forecasting for the financial needs throughout the year.

Our Finance and Facility Committee met regularly with the management team to review the financial reports, to approve the 2020-21 budget and discuss the progress of capital projects.

For the 2020-2021 fiscal year, we achieved a reduction to our general fund accumulated net deficit from \$991,890 to \$590,527. Much of this outcome is attributed to efficiencies realized in variable cost savings due to vacant beds throughout the COVID-19 pandemic. With an operating budget of \$14.1 Million we were able to achieve an operating gross margin of 2.8%, surpassing our goal of break even.

Throughout the year, Saint Vincent's was active with several capital projects. These capital projects totaled just over \$1 million, each more complex than normal when considering the

CAPITAL PROJECTS 2020-2021

Replaced domestic hot water tank	\$342,125
Replaced the roof	\$305,000
Replaced exterior doors & vestibule	\$200,275
Replaced 5 resident bathing tubs	\$171,000
Replaced humidifier	\$15,380

extra planning required due to COVID protocols that were designed to protect our residents and staff. I would like to congratulate management and staff on the successful completion of these projects during such a difficult period of time.

With the extraordinary circumstances brought on by the pandemic, the requirements of our organization shifted at a rapid pace. In keeping the needs of our residents in mind, management and staff were able to realign our resources in an effective and efficient approach. The management team has provided quality financial management and reporting and has continually looked for ways to increase efficiencies that lead to reduced costs and a sustainable future.

I would like to thank the committee, Board members Anna LeBlanc, Alfred Doucet and Peggy Gorman, staff members Scott Bell, John McDonald, Angela Berrette and Nancy Maguire as well as the management and staff of Saint Vincent's for their support, assistance and hard work over the past year.

Michael McDonah
Treasurer

Management Committee

The Board Management Committee is a new committee whose purpose is to provide support to the Board in the management of their responsibilities. The committee met monthly from October 2020 to May 2021.

One of the major initiatives undertaken this year was the development of a new three-year strategic plan for Saint Vincent's. With the assistance of a facilitator, the Mission, Vision and Values were refreshed and new strategic priorities identified. The implementation plan will be developed over the upcoming months by the Leadership Team with the assistance of the facilitator. The Board Management Committee will monitor the strategic plan results on behalf of the Board as one of the committee responsibilities.

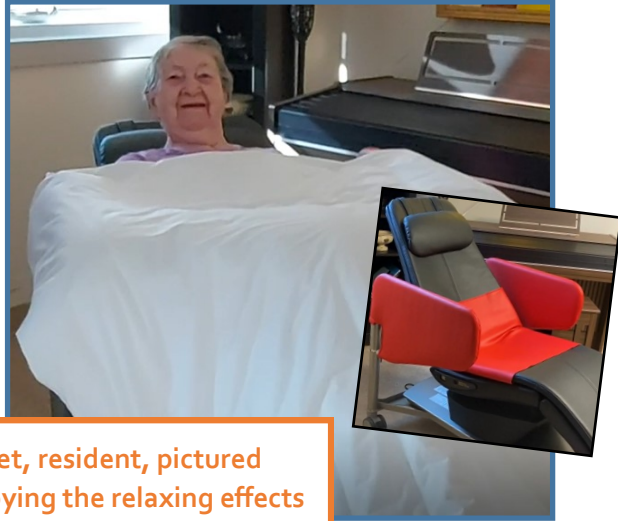
A thorough review of the By-Laws was undertaken by the committee. These changes and updates were approved by the Board and will be presented at the Annual General Meeting for approval.

Saint Vincent's was scheduled for a survey from Accreditation Canada in October 2020, but due to COVID-19 and restrictions on access to the nursing home, the survey was postponed. We are working with Accreditation Canada to find a satisfactory date early in the spring of 2022.

I want to thank the committee members for their time and commitment and look forward to continuing the work next year.

Helen Cameron
Chair, Board Management Committee

Innovation Projects



Violet, resident, pictured enjoying the relaxing effects of the Nordic Wellness Chair

The Department of Health & Wellness funded three projects last year to encourage innovative solutions to common issues within the long term care sector. We received funding for a Nordic Wellness Chair, Paraglide repositioning devices for residents in wheelchairs, GPS wander protection system and a custom system to allow residents to use Google Home and other assistive devices.

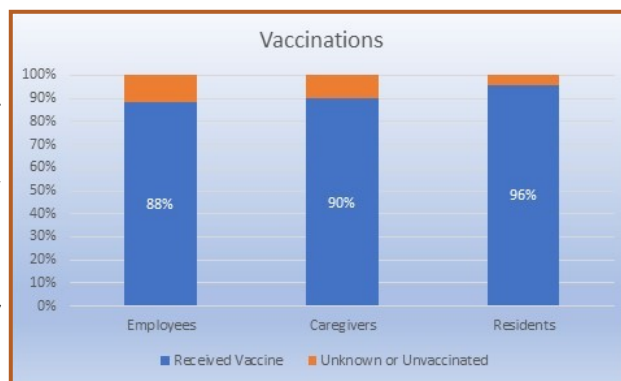
The chair was introduced in the fall. We are working on implementing the remaining projects by September this year.

OPERATIONAL REPORTS

COVID-19

This last year has been very challenging but we have shown once again that in times of need, the staff at Saint Vincent's will come together to support one another and to do what is necessary to keep the residents safe. We have worked throughout this pandemic, coming to work when it was down right scary. Staff have adapted to the ever-changing guidelines, rules and restrictions. They have stepped up and have gone for their COVID-19 vaccinations in greater numbers than we have seen before with flu shots. They have returned week after week for asymptomatic testing. Staff have been forthcoming and honest and have informed us when they have worked at other facilities which may have had a COVID case so that they could stay home to prevent an outbreak at Saint

Vincent's. The leadership and support from the executive director and the members of the Pandemic Outbreak Team have enabled us to look at each possible threat and go one step further than the recommendations by Public Health. Staff who live with someone who works



where there was COVID-19 were asked to stay home with pay. This extra level of protection prevented COVID-19 from getting into Saint Vincent's on several occasions.

Our residents have been through a lot. For many, it has been 15 months since they have been able to enjoy the simple pleasure of leaving the property to go to the Superstore or to a church service. They have been frustrated and at times angry. They too have been frightened that COVID-19 would get into Saint Vincent's and

what would happen if it did. All residents have been offered the COVID-19 Moderna vaccine and very few have declined.

The residents' designated caregivers have been appreciative of our efforts to keep their loved ones safe. They tell us they are so happy that their family member is at Saint Vincent's Nursing Home. The designated caregivers stepped up and came for their vaccinations when we were able to offer it. You could see the relief on the faces of the family members when they got vaccinated, knowing that they were helping to keep the residents safe. We were able to host four days of vaccine clinics for designated caregivers and fully vaccinated over 150 caregivers. Our families have stayed home and not interacted with others for the sole purpose of keeping this virus away.

There have been many accomplishments for the Infection Control Committee over the past year as we collaborated with the Pandemic Outbreak Team to implement new initiatives. Visits from Infection Prevention and Control Nova Scotia (IPAC NS) consisted of walk-about results in suggestions for improving our infection prevention and control practices. Screening upon entry to the building and wearing a mask are now second nature. We continued to develop our COVID policies focusing on what we would do if we had a positive resident, how we would transfer them to the COVID unit on the second floor and how they would get to the Regional Care Unit at Oceanview. We conducted education about donning and doffing personal protective equipment and the importance of hand hygiene time and time again. New furniture was purchased to replace older items which were chipped and worn and new privacy curtains were installed between resident beds. We have increased our auditing and made changes and improvements where necessary. All of the handrails in the hallways have been sanded and

refinished to prevent bacteria and viruses from hiding in the crevices.

Our combined efforts have paid off. We can see the light at the end of the long tunnel and know that soon things will get back to a more normal way of life. We are proud of the fact that we have succeeded in keeping COVID-19 out of Saint Vincent's. This is an accomplishment which cannot be overlooked.

Nursing

In the face of staff shortages, this past year required dedication to maintain our standards for quality care for which we are known. With a decrease in the CCA enrollment there are less available staff across the province. We turned to a new classification of workers, Long Term Care Assistants, to help our front line care providers meet the needs of the residents. We are now seeing the results of the electronic charting system implemented last year. It has improved accountability in documentation and also exposed some areas that need attention, such as "real time" documentation. We have been working on these areas and are seeing improvements.

We have continued to invest in training to improve safety for staff including safe resident transfer equipment/education. This has been challenging given gathering restrictions and the need for virtual learning.

Physician Services

Our medical director, Dr. Barry Clarke, has been a knowledgeable resource on our pandemic response. He is also leading the search for new physicians as we have seen some changes to our physician coverage. We said goodbye to Dr. Bowdridge (4th floor), Dr. Leighton (4th floor) and Dr. Lindener (3rd floor). We thank them all for their amazing care of the residents at Saint Vincent's. We continue to have a fantastic

physician team with Dr. DiPenta covering 2nd floor, Dr. Alian covering 3rd floor, Dr. Clarke (Medical Director) covering 4th and 5th floors, and Dr. Robichaud covering 6th floor. Thank you all for your continued support for the residents.

Research

During the last year, Saint Vincent's Nursing Home residents as well as many notable physicians including our own medical director, Dr. Barry Clarke, participated in a research study led by Dr. Lisa Barrett. The study is aimed at determining which health factors cause long term care residents to experience severe COVID-19 outcomes, including death. The study is extremely important as it will help understand which health factors cause elderly people to be more susceptible to severe or fatal cases of COVID-19. It will help understand if vaccines protect residents in long term care facilities from re-infection, or at least from severe disease. It will also provide an understanding of immunology in the elderly population which will be important for vaccine development and healthy aging. We had 62 residents (or their SDMs) consent to participate in the study.

Therapeutics

COVID-19 has certainly made us look for innovative ways to provide service to residents. Recreation, Pastoral Care, and Music Therapy had to pivot to overcome the challenges brought on by the inability for residents to gather. Working together they have continued to provide quality programming and adapted to the ever-changing restrictions imposed on us by Public Health. Recreation and Music Therapy invested in new equipment to facilitate new programs and adapted offerings to unit-based, small group, and one-to-one activities while promoting social distancing. One of the popular trials last summer was an outdoor fire pit for evening s'mores. Recreation has continued to facilitate video calls with family and friends in

order to help residents stay connected to loved ones.

Our efforts to meet spiritual needs have included virtual church services for the major holidays and for our memorial services. Unit-based hymn sing/worship services, scripture, and televised services have taken the place of gathering in the chapel. The distribution of palms for Palm Sunday and the distribution of ashes for Ash Wednesday were accomplished this year while still meeting infection control guidelines.

We have been able to maintain funding for a Music Therapist thanks to the Windsor Foundation and in partnership with The Mental Health Foundation of Nova Scotia, Nova Scotia Health Geriatric Psychiatry, and Heartsparks Music Therapy. The focus has been on one-on-one sessions in resident rooms, small group music therapy sessions with social distancing and roving floor parties. Our Music Therapist has also created videos that can be played should she be unavailable due to COVID-19.

Quality

Saint Vincent's is committed to the ongoing assessment, evaluation, and improvement of care and services.

Through our Quality Management Program we continuously seek ways to improve clinical practices and service delivery at every level of the organization. Quarterly a quality report is issued reviewing specific indicators used to measure our success and highlight areas for improvement. This document is available to any member of the Saint Vincent's community.

The following are a few key areas of note from 2020-21:

Falls

Falling is always a risk with a least restraint philosophy. Many of our residents are admitted

with a high risk for falls and 64% of our current residents are considered high risk. Although our falls rate has continued to rise slightly year over year, the last three quarters of the year saw a slight decrease in injury from the falls. This is a more valuable indicator as it shows our program is working. Through a variety of interventions (such as a toileting program, increased monitoring and beds that lower to the floor), we work to reduce a resident's risk for falls and injury from a fall while maintaining their right to be free from restraints.

Wound Care

We continue to focus on our wound management through education and monitoring. This issue is a high priority for the organization and we feel we are making strides. Our home uses an interdisciplinary collaborative approach to prevent and manage wounds and promote skin integrity. Our nursing and personal care staff, physicians, clinical dietitian, physiotherapist, physiotherapist assistant, and occupational therapist work closely to provide evidence-based care appropriate for each resident.

Our Approach to Wound Care

- Daily head-to-toe assessments and preventative skincare,
- Weekly wound assessments,
- Exercise and mobilization programs,
- Comprehensive care planning to address individual needs based on risks,
- Safe resident transfers and mobility education (PACE Program) to reduce the risk of wound development from friction and shear,
- Bi-weekly team meetings to review wounds, assessments, and care plans,
- Team reviews of new or worsening wounds including a root cause analysis and follow-up action plan,
- Regular audits to review care planning, turning/repositioning documentation, initial/weekly wound assessments, and assessments with treatment.

Antipsychotic Medication

It has been over seven years since Saint Vincent's joined a national project with the Canadian Institute of Health Information (CIHI) to decrease the inappropriate use of antipsychotic medication. We are proud to say our commitment to ensuring appropriate use of these medications did not stop with the end of the project. We continue to report rates below the national average. Residents who receive antipsychotic medications do so for appropriate reasons such as psychosis or physical aggression (as opposed to being used to treat responsive behaviours like wandering). Staff have been educated on interventions to manage responsive behaviours and although COVID-19 put a damper on in-person education, the PIECES resource team has resumed meetings (virtually) to continue this important work.

Resident & Family Centred-Care (RFCC)

Our Resident and Family Centred Care Advisory Group has had its challenges over the past 18 months due to the impact of COVID-19 restrictions within the facility. This committee provides residents and family members with a forum to share information, provide feedback on our day-to-day operations, collaborate in policy and program development, and make decisions in the delivery of care. While we are no longer able to meet in person, we are now meeting virtually over Zoom.

Administration

Our administration team expanded over the past year as we added screeners. We have a screener present daily to ensure our surveillance is performed on everyone who enters the facility.

Nutrition Services

Meals are the most anticipated activity of the day in long term care. With this in mind Saint Vincent's is committed to providing a positive and enjoyable mealtime experience with nutritious and delicious meals, good company and assistance for those in need. Our Quality Improvement Plan (QIP) focuses

on promoting a more positive dining experience for our residents, catering to their food preferences and nutritional needs, while ensuring their comfort, safety, independence, and dignity in eating.

Through ongoing interviews and/or meetings with the clinical dietitian, residents and staff, our plan will include:

- Bimonthly audits of meal service delivery, daily “meal rounds” by the clinical dietitian and/or support services supervisors;
- Personalized menus for residents with specific nutritional needs or food preferences and religious or cultural requirements; and
- A systematic review of our house menu and service delivery.

All outcomes of these improvement measures will be reported to residents, families and staff at Residents’ Council, the Resident and Family Centred Care Advisory Group and department/unit meetings.

Environmental & Maintenance

Direct care is a central part of what we do but it is not possible without our support departments who keep the building clean, safe and provide service to residents. These employees are as essential as our care providers.

Over the past year, environmental services provided over 2000 extra hours of cleaning above our normal compliment. High-touch surfaces within the building were cleaned twice a day in addition to the regular routine cleaning that occurs. Infection control and prevention initiatives don’t work in isolation; each protective measure supports all the others. There is no doubt that the work performed in keeping our building clean has contributed to keeping COVID-19 out of Saint Vincent’s.

The maintenance department kept our building systems running all through COVID-19. They oversaw numerous contractors in the facility when restrictions allowed as work continued on our capital projects.

Residents’ Council

The Residents’ Council has been active despite the limits on in-person meetings. Bobby Desmond continues as president and Hilary Wellard treasurer. Hilary also provides monthly updates on the Crafty Cronies. We continue to support the meetings and ensure every resident has a chance to be heard.

Our temporary recreation therapist, Lindsay Oliver, provided support over the past year striving to encourage the executive to self direct the meetings.

Virtual sessions allowed the Council to continue receiving updates and address questions. When it wasn’t possible to even meet as a group the executive was always willing to be the voice for the residents.

Crafty Cronies

Despite the limited number of people coming through the doors and the limit on the number of cronies who could gather at one time, the group managed to keep up with their creative work. Greeting cards are their specialty but they also provided pins and flowers on both Mother’s Day and Father’s Day.

A special thank you to our Cronies!

Meet Leah, an exciting addition to the 2nd floor. She is fitting in purrfectly. Residents and staff are enjoying her playfulness and snuggles. We look forward to adding more feline friends to other units.



Saint
Vincent's
NURSING HOME

A member



facebook.