

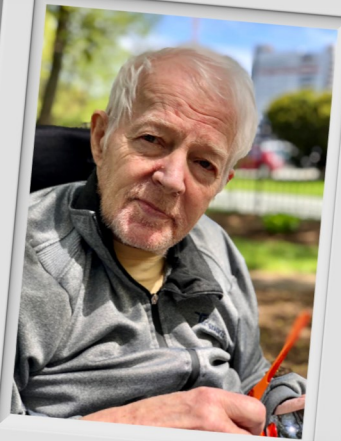
ANNUAL REPORT



2022

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Report from the Executive Director

It is my pleasure to address the 2021-22 fiscal year to share the successes achieved and barriers faced during what proved to be another taxing year. We experienced three separate outbreaks, staffing shortages, and multiple building system issues including the loss of our AC during the peak of last summer. There were several changes to our administration and management team and an influx of new front-line staff. As an organization, we resisted the urge to focus only on COVID-19 and continued with our quality improvement initiatives by participating in the Accreditation Canada on-site survey and implementing our strategic plan. It was a busy and rewarding year as we learn to live within the limitations of the new reality.

The ability to gather together was hampered by the pandemic, but this year we worked to find ways to celebrate within the public health regulations. Besides holiday activities, there were coffee breaks, pizza parties, ice cream socials, and even a Hootenanny in our new storage shed. We know it is important to take every opportunity to recognize each other and participate in events that lift spirits and create moments of joy. A particularly important celebration was the first annual Long-Term Care Proud Day last June. An initiative of the Nursing Homes of Nova Scotia Association, the day is a chance to recognize the unique elements of our sector and to acknowledge the contribution of the employees who dedicate their careers to serving the frail elderly.

At the last annual meeting I announced the completion of the strategic plan and I'm happy to report work is well underway. Our leadership team is tackling the Quality Care and People priorities and I am focused on Sector Leadership. Through relationship-building with peer organizations and sector partners, Saint Vincent's is working to improve life for all those who live in long-term care. The recent progress with funding for replacement homes, increased wages for CCAs, and increased hours of care per resident are important, but only drops in the bucket. Ensuring the voice of Saint Vincent's and the sector is heard will continue to be a priority.

The first section of this report includes updates from the Saint Vincent's Board of Directors' committees which reflect how they work to protect the interests of the organization. The remainder of the annual report includes our operational reports, each written by the manager who oversees the area. They reflect how we have worked together as an organization providing quality care to the residents. There is also a page dedicated to the amazing results of our Accreditation survey.

Warmly,



Angela Berrette
Executive Director



CORE VALUES



Collaboration



Accountability



Caring



Respect



Safety

VISION

Engaged Residents.
Meaningful Relationships.
Moments of Joy.

MISSION

We are a resident and family centred
community caring for each other.

STRATEGIC PRIORITIES 2021 – 2024

Quality Care

To provide a positive experience for residents and their loved ones by focussing on their individual needs and providing care for the human spirit as well as care of the human body.

People

To create a positive, inclusive workplace culture that attracts and supports a cohesive team of healthy, engaged, skilled employees who are passionate about the important role they play in our caring community.

Sector Leadership

To create strong partnerships in the long-term care sector to advocate for standards and address shared challenges.



BOARD REPORTS

Board Chair

In September, the Board of Directors welcomed four new directors, allowing us to reach our full complement of ten members for the first time in two years. COVID-19 continued to keep us physically apart, but Zoom allowed us to conduct our business of the Board.

They say “It takes a village to raise a child” and in this instance it has taken all residents, families, staff, and the leadership team to manage the impact of COVID-19. As a Board, we are proud of their efforts.

We continue to be engaged in the oversight of the strategic plan as it is carried out through living the mission, vision, and goals. We were pleased to hear the results of the on-site accreditation survey in April 2022. The surveyors acknowledged the good work at both the governance level and within the organization. These results are another reason to be proud of the work that everyone at Saint Vincent’s is doing to maintain a resident-focussed and caring environment.

I offer my thanks to the outgoing directors, Helen Cameron, Chair of the Management Committee and Roz Benoit, Chair of the Quality and Standards Committee. Over the past six years they have demonstrated their commitment and dedication to Saint Vincent’s during very challenging times.

I would also like to extend a thank you to Angela Berrette for her leadership and Nancy Maguire for her administrative support to the Board.

I wish to express a huge thank you to all members of the Board for their hard work and especially for the support that I received as Chair. I am grateful for the time I have served on the Board and shall miss being part of the future. I leave knowing that Saint Vincent’s Nursing Home will continue to be a resident and family-centred community, caring for each other.

Respectfully submitted,



Peggy Gorman
Chair, Board of Directors

A CARING COMMUNITY

Management Committee

The Board Management Committee, whose purpose is to provide support to the Board in the management of their responsibilities, met monthly from September 2021 to May 2022.

The committee had an active year which began with an in-depth review of the Board policies, work that will continue into next year.

Progress has been made in the development of Key Performance Indicators for the Board to monitor the implementation of the 2021-2023 strategic plan. Additional input was obtained from the facilitator and regular reporting to the Board will begin this fall.

Accreditation Canada was finally able to conduct their survey in April 2022, having been delayed due to COVID-19. To prepare for the interview by the surveyors, the

committee assisted the Board in reviewing our responses to the governance standards questionnaire and governance functioning tool. Others will report more fully on the results, but the Board Management Committee would like to add our congratulations to the executive director, her team, and staff and volunteers of Saint Vincent’s for receiving the outstanding decision of *Accreditation with Commendation*.

I want to thank the committee members, Peggy Gorman and Louis Matorin, for their commitment to and engagement in the work of this committee. Thanks also to Angela Berrette and Nancy Maguire for their ongoing support.

Respectfully submitted,
Helen Cameron
Chair, Board Management Committee

Nominating Committee

The Nominating Committee met several times from late 2021 to early 2022 to discuss the need for new Board members. Comprised of Alfred Doucet, Rosalind Benoit, and chaired by Annette Thibodeau, under the guidance of Peggy Gorman, the committee formalized its policies and procedures. Based on this work, the committee targeted their search to individuals able to fill specific skillsets.

As with everything, COVID-19 added to the challenge of finding qualified volunteers. Thankfully, we successfully recruited three individuals who bring a shared commitment to their community. Ellen Duinker, Marilyn Oliver, and Rhonda

Grandy have each accepted a three-year appointment ending in 2025. In addition, the committee oversaw the selection of the new executive and committee membership. Thank you to the directors who are moving into a new role.

Lastly, as chair of the Nominating Committee, I offer appreciation and thanks to the outgoing directors Peggy Gorman, Rosalind Benoit, and Helen Cameron. We wish them well on their future endeavours.

Respectfully submitted,
Annette Thibodeau
Chair, Nominating Committee

Our Board of Directors
Peggy Gorman, Chair
Alfred Doucet, Vice Chair
Monica Moriarty, Treasurer
Angela Berrette, Secretary
Annette Thibodeau
Helen Cameron
Louis Matorin
MT Grant
Patricia Bilski
Patricia Wilson, SC
Rosalind Benoit

Quality & Standards Committee

The COVID-19 saga and its associated challenges persisted this year at Saint Vincent's, therefore we continued to meet virtually. Members of the committee include S. Pat Wilson, Roz Benoit, chair, Angela Berrette, Kim Wright, and Ken Rehman. We welcomed new director Patricia Bilski to the committee in September.

We received timely monthly and quarterly quality reports highlighting work done with regards to rates of pressure ulcers, falls, infections, restraints, antipsychotics, medication errors, and pain management. The reports included action plans and the subsequent results of the interventions, all clearly explained. We supported the focus on education and initiatives put in place for pain control and the appropriate use of antipsychotics which contributed to improved outcomes.

A highlight of these reports is the decrease in the rate of falls by 50% from last year. The rate of pressure ulcers also decreased from 8% to 5% for the same period. Pressure ulcers are being detected at an earlier stage, thus being treated sooner. The assistance of the physiotherapy and occupational therapy departments have played a part in this improvement as well as the ongoing education and diligence of front line workers.

Medical Director

Thankfully the world with regards to COVID-19 is much less intense, although not out of our lives or day-to-day care planning. The Omnicron virus strain was front and center as the lead type of COVID-19 infection which is much less virulent despite being more infectious. Saint Vincent's did an excellent roll out of vaccines and boosters (98%) to all our residents where appropriate and this made Saint Vincent's ability to treat small outbreaks much more manageable. Also helping with treatment of COVID-19 has been the introduction of new treatment guidelines and antiviral medications. With these new guidelines and medications our Care By Design physicians were able to easily manage their own residents most of the time.

Indirectly our medical base has been under considerable strain largely due to retirements at Northwood with whom we share on call physicians. As a result our physicians at Saint Vincent's had increased call volumes which is not sustainable. A lot of recruitment work is being done which

There is ongoing work to contain COVID-19 infections and give residents quality care and meaningful interactions. All staff have made courageous efforts in spite of the daily stress and the loss of residents.

The highlight of this year has been receiving Accreditation with Commendation. Thanks to all who prepared for this and the commitments to quality by all those involved.

I would like to thank S. Pat and Patricia who bring their unique perspective to this committee.

It has been a pleasure to work with Angela, Ken and Kim over the past six years. I would like to make special acknowledgement of the work by Kim, Director of Quality & Operations, who retires this year. Thanks to Nancy Maguire for keeping us on time and on task.

I am happy to say that Saint Vincent's commitment to quality care makes me proud to have served on the Board.

Respectfully submitted,
Roz Benoit
Chair, Quality & Standards Committee

I am directly involved in, and it looks hopeful that this issue will be mostly resolved by the fall. Drs Dipenta and Robichaud at Saint Vincent's continue to be very happy with the care given by the team and the support provided by administration when needed for difficult cases.

The Medical and Therapeutics Committee continues to operate well from my perspective and demonstrates excellent collaboration on very clinically-relevant concerns using evidence-based approaches. I am pleased with the clinical indicator reports which reflects a high standard of care.

I continue to feel a part of an excellent culture of care at Saint Vincent's and I remain pleased to continue as your Medical Director.

Respectfully submitted,
Dr. Barry Clarke, MD CCFP COE Extra Fellow

Finance & Facility Committee

The past year was another challenging time for the organization as we strive to meet the needs of our residents while facing staffing shortages. Industry-wide there was increased sick time, and the resulting overtime has definitely put a strain on our staff.

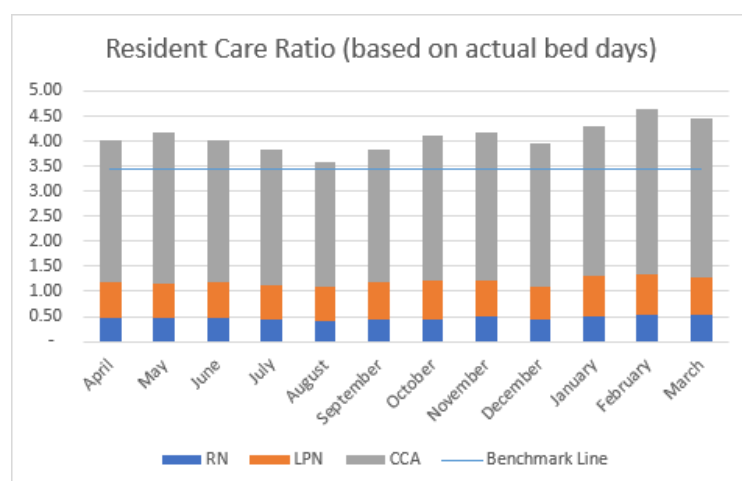
The Finance and Facility Committee met throughout the year to discuss the challenges and pressures facing Saint Vincent's. Our meetings focused on the financial implications of these challenges along with the impact of funding that has been directed by the province to address the issues.

For the 2022 fiscal year, we ended with an overall surplus of \$489,238. This helped reduce the accumulated operating deficit of the organization to \$149,104. The financial goal of the organization for the year was to break-even. The surplus arose as we continued to experience lower costs due to resident vacancies throughout the year. The positive variances were further offset by a number of things such as the impact of the increased CCA rates, higher food prices and higher natural gas prices. Despite our challenges related to sick time and the resulting overtime, we seemed to be able to weather the storm.

The committee was involved in the oversight of numerous capital improvements during the year. Issues arose due to delays pertaining to outbreaks and navigating multiple global interruptions to the supply chain.

The capital projects that were either finalized or started during the year were:

- New PPE Storage Shed
- Chiller replacements
- Booster Pumps
- Replacement of some Resident Beds
- Parapet Project
- Variable Frequency Drive (Air Handling Unit)



The challenges that continued through the year required adjustments to plans. However, the focus was always to maintain adequate staffing levels and strive to provide exceptional care for our residents.

I am pleased to report that Saint Vincent's is fiscally positioned to be able to meet the needs of our residents and advance the strategic plan of the Board of Directors. The Finance and Facility Committee looks forward to working with the Board, management and staff to continue to support the organization to achieve its goals and objectives.

Respectfully submitted,
Monica Moriarty, Treasurer
Chair, Finance & Facility Committee

ACCREDITATION *with Commendation*

Accreditation is a process which assess organizational outcomes against global standards. Participation is voluntary for nursing homes in Nova Scotia and not funded by the government. At Saint Vincent's, we recognize the value of measuring ourselves against independent standards and have been accredited with Accreditation Canada for over 25 years.

Once every four years an on-site survey is conducted by leaders in the long-term care field who review policies and practices for adherence to the standards. During the 2016 survey, areas requiring improvement were identified. The accreditation award was delayed while we worked to meet requirements. This year, after multiple delays due to the pandemic, our on-site survey was conducted, and the results are stellar. The resulting award decision was **Accredited with Commendation**, meaning the organization has surpassed the fundamental requirements of the accreditation program. This is a remarkable feat for which our entire community should be proud.

There were five areas of focus used to assess the organization's programs and services during the on-site survey: Governance, Medication Management, Infection Prevention and Control (IP&C), Long-term Care Service and Leadership. We met 98% of the 521 standards and all tests for compliance of the 25 required organizational practices.

Areas of strength:

- Medication Management and IP&C both met all standards and practices!
- Infection Prevention is prioritized,
- Investment in equipment to prevent injuries, improve infrastructure and provide education,
- Building is clean with a warm and welcoming feeling,
- There is a sense of team spirit and pride,
- Strong operational plans, succession planning, and staff recruitment.

A common theme emerged from the unmet standards. We must refocus on developing new strategies to increase family participation. This includes seeking and receiving input on the ethics committee and the Resident & Family-Centred Care (RFCC) Advisory Group on topics such as education and record-keeping. In addition, the surveyors identified the need for the Board to increase their understanding of how families and residents experience a safety incident. An environmental scan will be conducted to identify changes and challenges in the community and departmental goals which align with the strategic plan will be developed.

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Throughout the on-site survey there was no question that all staff genuinely care about each other and their residents, model the values and are dedicated to the mission. Considering the pandemic and related public health restrictions, Saint Vincent's is commended for the work they have completed and sustained surrounding the mission and values, and in ensuring quality improvement and safety were a priority even during the time of a crisis.

Surveyors, Accreditation Canada, April 2022

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OPERATIONAL REPORTS

RESIDENT CARE

It has been another year of pivoting due to COVID-19 restrictions, staff shortages, and outbreaks. Residents continue to feel the impact of ongoing restrictions, enduring long periods of isolation. Although this helped reduce the spread of the more contagious variants of the virus, it had a significant cost to residents' mental and physical health.

The employees at Saint Vincent's Nursing Home once again have shown their dedication and strength this past year. They have continued to wear their masks and when outbreaks occurred wore hot and uncomfortable PPE to prevent the spread. They truly are remarkable. Our teams have continued to come to work day in and day out and have provided great care to residents.

The following operational reports give a snapshot of the work to create our resident and family-centred care environment.

Nursing

Even with the challenges that the pandemic brings, life at Saint Vincent's must go on. We continue to move forward with our strategic plan objectives. We are focussing on wound care and have seen improvements in our management and prevention of wounds. Our wound care team meets every two weeks to review any wound, its treatment, and the care plans. We have invested in equipment and advocated for improved discharge planning for residents coming to the facility to ensure the equipment is in place before they arrive. We now have a full time occupational therapist and a second full time occupational therapy/physiotherapy assistant to strengthen our OT/PT team. These factors have helped reduce the number of wounds and facilitated timely treatment of those that do surface, preventing them from worsening.

As part of our focus on staff, recruitment has been a priority, especially in the PCW/CCA classification. With the hire of our human resources consultant, we were successful in filling PCW/CCA positions and reducing vacancies from 28 positions in September 2021 to 6 positions this spring. We have not seen the shortages in RN and LPN positions that other homes are experiencing; however we have had days over the past year that have been a challenge to maintain full complement.

In early 2022 the Provincial Government announced that long-term care would move to a model providing 4.1 hours of care per day per resident. The breakdown is intended to be 3.0 hours of care for CCA and 1.1 hours of care for licensed staff (RN and LPN). This should allow us to add a CCA per floor on the day shift thus reducing the number of residents per CCA. It is hoped this will decrease workloads and increase the care residents receive. Unfortunately, the funding is not being provided up front. As Saint Vincent's currently has several vacant beds, we are not eligible to receive the increased funding. We experienced bed closures over the past year due to COVID-19 outbreaks and staff shortages and it has been a struggle to "catch up". We are working hard to admit residents to fill our beds to be eligible for this increased funding.

Recreation Therapy

Finding engaging ways to fight the effects of isolation was tackled by the combined efforts of recreation therapy, music therapy and pastoral care. Efforts to reduce loneliness, boredom, and responsive behaviors included adapting to the ever-changing COVID-19 restrictions, while juggling between individual, unit, and global programs. A new program this year included a hydroponic garden which is a big hit. Marisa and our newest bus driver, Amy, continued to get residents on the bus as much as

possible. The team is using a new method of tracking resident participation in programming. The data provides insight to the distribution of services between the units, improving equity and maximizing interactions with residents.



We were fortunate again this year to have our funding for Music Therapy continue. It has helped with the isolation the residents have experienced. Although the funding is due to end August 2022, we are working to maintain this valuable program.

Volunteers

Due to the pandemic, volunteer participation was lower than typical. We maintained our collaboration with several schools including Sacred Heart, Fountain Academy and Citadel High. We had people return to volunteering and welcomed new additions to the team. With their support, we were able to provide programs when allowed and ensured many 1:1 visits. In total, we had 207 volunteer hours! We continue our volunteer recruitment and hope to add another pet therapy team from Saint John Ambulance.

Quality

Falls and Falls Injury Rates

Our falls and injury rate related to falls has decreased significantly over the past year. Our home uses a variety of interventions to help reduce a resident's risk for falls and injury from a fall. A sample of activities include (not exhaustive):

- Regularly-scheduled and as needed specialized assessments to measure level of risk,
- Toileting programs,

- Frequent rounding to anticipate care needs,
- Medication reconciliation to reduce drug related falls,
- Exercise, walking programs, and physiotherapy,
- Nursing interventions to teach safe transfer techniques and promote the use of mobility aids to residents,
- High-low beds, crash mats and alarms,
- Appropriate footwear to ensure safe walking,
- Team 'huddles' to identify contributing factors and ways to reduce risk of falls.

Prevalence of Pressure Injuries

Saint Vincent's has reduced the prevalence of pressure injuries, stage 2, 3, 4, unstageable and deep tissue over the past year. Our interdisciplinary collaborate approach to prevent and manage wounds and promote skin integrity includes nursing and personal care staff, physicians, dietitian, physiotherapist, occupational therapist and PT/OT assistants who all work closely to provide evidence-based care appropriate for each resident including:

- Assessment of all new admissions to identify and address risks,
- Daily head-to-toe assessments at point of care,
- A comprehensive care plan to address individual needs and interventions,
- Bi-weekly team meetings and team huddles to review care plan, off-loading equipment and additional interventions,
- Regular audits and assessments.

Pastoral Care

Pastoral care has also been able to adjust and focus on care in the broadest sense providing support to residents, families, and staff. There were many 1:1 visits for hymn singing, virtual church services on the iPad, or whatever the resident wished including Conway Twitty, Elvis, or the Beach Boys. Creative time was spent with residents most affected by the isolation with seasonal and special occasion crafts. In addition to working closely with recreation, virtual church services played on the units were created with participation of staff and community musicians.

Debbie MacDonald maintained an open door for staff to drop in to talk about stress and she facilitated on-unit discussions to support staff in these challenging times.

We maintained contact with our external pastoral care partners and volunteers to keep them up-to-date with our situation and worked with them to return when able. Our partners and volunteers have been very flexible with our openings and shutdowns.

Residents' Council

The Residents' Council has had a mix of virtual, in-person and executive only meetings throughout the year due to various factors such as COVID-19 outbreaks and a Code Yellow. During the year meetings consisted of two virtual, two in-person and two executive only (chair, treasurer, executive director and a recreation team member).

The work of our staff over the past year was once again remarkable. The pandemic has taken a lot from all of us, and the employees at Saint Vincent's continue to find ways to minimize the effects of isolation and restrictions on residents. The Residents' Council and Crafty Cronies decided to express appreciation by setting up Vinnie's Café booths offering Tim Horton's coffee and donuts throughout the building. It was a fun afternoon.

Resident and Family-Centred Care (RFCC)

Our RFCC Advisory group provides a forum for residents and families to share information, provide feedback on day-to-day operations, collaborate in policy and program development, and make decisions in the delivery of care. As COVID-19 extended through a second year, family

involvement in our Saint Vincent's community suffered. We have strived to continue our RFCC Advisory Group, moving to a virtual environment. Attendance by families has been low. Over the coming year we will focus on increasing the number of families involved in the meetings as this is a great venue to get input on policies and decisions being made in the facility. Anyone wanting information should contact Lauren Richardson at ext. 104.

Admissions

The pandemic that began in 2020 continues to influence our vacancies. Outbreaks and staff shortages forced us to close to admissions and we are struggling to get back to capacity.

We work very closely with Continuing Care, particularly the Placement Office, to admit in a safe but timely manner. We are currently on track to admit 2-3 new residents per week. An ongoing concern is residents who require specialized equipment upon admission. We try to work with the hospital to ensure that wheelchairs, walkers, and specialized mattresses are being prescribed prior to

discharge; however, if proper discharge planning is not met the admission may be delayed until the essential equipment arrives.

In February 2022 the Department of Health introduced a new province-wide software program for the admission process, called Pathways. The benefits of the program are:

- To optimize bed utilization,
- To improve efficiency by streamlining and standardizing processes,
- To reduce manual administrative effort,
- To improve client and family satisfaction,
- To monitor compliance, performance and accountability.

We are still adapting to the system but hope to soon realize all the benefits.



ADMINISTRATION

The work of the administration team often goes unseen, but it is the hard-work of these dedicated employees who keep things running smoothly in the background. This year the group started meeting formally on a bimonthly basis to discuss pressing issues and improve collaboration.

2021-2022 INTERESTING FACTS	
Employees pays processed	6,712
Benefits & Pension applications	127
ROEs issued	113
Employees onboarded	118
Invoices processed	2,382
Cheques written	1,254
Journal entry lines created	177,817
Journal Entry Adjustments/Errors Corrected	36 (0.2%)

Finance

Did you know that it is only three individuals who ensure that, among other duties, all staff and numerous bills get paid on-time and collected? The “small, yet mighty” team is under the direction of the new Director of Finance, James Pratley who enthusiastically joined Saint Vincent’s in November 2021.

Reception

We have four wonderful receptionists who alternate a 9AM-5PM shift, seven days a week. If you have general questions, they will be happy to assist. This group knows just about all the workings of the home and are happy to make sure visitors and staff are kept connected to what is going on.

Screeners

Nova Scotia Public Health continues to require active screening for long-term care facilities. When visiting Saint Vincent’s, you will be greeted by

one of six friendly screeners who act as the first line of defense to helping ensure the safety of the residents and staff. One of the team members will be on-site to greet and screen visitors and staff from 6AM-7PM daily. To ensure proper screening, evening visitors are asked to arrive by 6:30PM.

Human Resources

A welcomed addition to the team in August 2021 was Sheryl Pangilinan, Human Resources Coordinator. Taking on the responsibility of ensuring that Saint Vincent’s continues to attract and retain team members is a very difficult, yet vital role, a function previously performed by managers and supervisors. The current labour market requires an HR specialist, and with Sheryl’s previous background and experience in the immigration process, her recruitment efforts now include reaching out to foreign workers in other provinces. We also applied for a designation with the Atlantic Immigration Program to further expand the pool of applicants, including those from outside Canada.

SUPPORT SERVICES & MAINTENANCE

Nutrition Services

The Nutrition Service Department continues to face challenges from the ongoing epidemic with the biggest repercussions in rising food costs, supply chain issues, staff shortages and recruitment of new staff. Our efforts continue to focus on the provision of a pleasurable meal service for our residents and a well-balanced menu which caters to their food preferences and choices while meeting their nutritional needs.

Unfortunately, our resident menu committee met only once this year due to Public Health restrictions. In lieu of our quarterly meetings, the dietitian has been checking in at mealtimes and interviewed many residents to obtain their perspective on our service delivery and menu offerings. One area that has been identified is the timing of



Annual
Visitors Screened
~14,000
Nov/21—Mar/22
Rapid Tests Distributed
~10,000

our meals. Several residents and family members reported that the breakfast and lunch meals are too close together. As such, over the next year we will be exploring a change in the timing of our meals. This change will have a significant impact on both nutrition services and nursing departments. Gathering information from all stakeholders (residents, families, and staff) and working collaboratively to initiate this change will be instrumental to its success.

Another goal for the department is to move towards a digital system to assist with resident menu plans, meal service delivery, and food production. A dietetic intern from Mount Saint Vincent University will be working with our dietitian over the summer to explore options for our menu programs.

Environmental Services

As the pandemic continues to be top of mind, the Environmental Services team continues with an enhanced cleaning schedule that has provided over 5000 hours of extra cleaning above our normal compliment in the past 2.5 years. High touch surfaces within the building are cleaned twice daily in addition to the regular, routine cleaning that occurs.

Over the past year we have installed new blinds throughout the facility including the solarium,

Windsor Room, and unit dining rooms. We are currently looking into funding to install blinds in the residents' rooms.

We have also purchased new ergonomically designed linen carts for the laundry staff, hoping to reduce risk of injury.

Over the coming year we will continue to be vigilant in our efforts to keep our residents and staff safe and healthy.

Maintenance

The maintenance team ensures that the facility is kept running without any interruption to services. Maintaining the inner workings of an aging building is no small feat. The team coordinates numerous projects both small and large to make sure that the facility is in top shape. Working as a team, throughout the year they completed a combined 3,241 maintenance work orders that were logged into the electronic system. This doesn't include the numerous tasks that don't get logged (including amongst many other things yard work, lawn mowing, moving beds, pest control and many verbal requests). All of these tasks are done with minimal disruption to the residents.

FUNDRAISING

The annual fall fair was held in November with our fabulous recreation team hosting a silent auction, bake sale, and several draws. This event is a well-loved tradition and a great kick off to the Christmas season. The money raised supports recreation initiatives.

The Crafty Cronies get together regularly to laugh (and craft!). Their sought-after cards are a deal at \$3 each. They support various initiatives including the Alzheimer's Society and recently Vinnie's Café. This winter they donated 100 cards to be sent to someone "needing a hug".

The 2021 Gift from the Heart campaign in December was a great success. We raised \$23,000 to purchase decals for resident room doors, murals for the end of the hallways and other décor items to improve the physical environment. We installed a sample door decal and look

forward to the next step of choosing and purchasing the 'new doors'. In April we replaced some of the art work in the building and plan to paint the common spaces throughout the facility.



In the fall, we participated in a series of Rafflebox 50/50 Fundraisers with seven other nursing homes. We sold \$10,000 in tickets, splitting the proceeds. The money raised supports the maintenance of the bus. Another series of draws has started. Be sure to get your tickets in support of Saint Vincent's by visiting: www.rafflebox.ca/raffle/ltns.

COVID-19 REPORT

As expected, this has been another busy year for Infection Control with two COVID-19 outbreaks, and a Norovirus outbreak. It will come as no surprise that the wonderful staff at Saint Vincent's pulled together and worked hard to ensure adequate coverage and consistent care. All outbreaks were managed under the care of our Medical Director, Dr. Barry Clarke and in consultation with Public Health, Infection Prevention and Control Nova Scotia, and Continuing Care, Nova Scotia Health.

The first outbreak started in September and lasted for 33 days, resulting in one resident and two staff on the third floor testing positive. This was our first positive case with a resident which helped to prepare for the outbreaks that were to come.

The second outbreak started in January and lasted 70 days involving 23 residents from the 2nd, 4th, 5th, and 6th floors and 45 staff members. It was compounded by the Norovirus outbreak which involved 46 residents and 14 staff members.

Overall, the general public faced mild effects from the virus during waves 5 & 6. Unfortunately, the elderly are at a higher risk with the virus compounding their already frail status. Sadly, COVID-19 was a factor in the death of three residents during our second outbreak.

In November we were pleased to offer residents first and second booster doses in-house. All new residents will be offered vaccines and boosters as needed.

Residents at Saint Vincent's continue to be involved in Dr. Lisa Barrett's research study looking at immune response to the COVID-19 vaccine and frailty level. Dr. Barrett's team will be onsite in August for the final portion of the study. We look forward to hearing about and sharing the results.

This has been a very challenging year at Saint Vincent's, as it has been throughout the world. I look back with pride at how we have come together during this pandemic. The staff have proven once again that they are second to none. The support and encouraging words that we have received from family members and residents was wonderful and it gave us the boost we needed to keep going when we were discouraged and tired.

We look forward to getting back to our pre-pandemic activities. Until then, we will continue to do what is necessary to keep COVID-19 to a minimum within Saint Vincent's.

Respectfully submitted,
Debbie Coombs RN BScN
Resident Care Manager/Infection Control Designate

Safety

As a key value, safety is at the forefront of all that we do. This year, a focus on our emergency plans included voluntarily working with the province to review and update our Hazard Response Plan, Fire Plan, and Business Continuity Plan. Should the worst occur, we are well prepared.

Exercises to practice emergency code responses help keep us on our toes. We hold monthly fire drills and practice other codes throughout the year. In March we held an evacuation exercise. The scenario prompted the employees to activate Code Brown (chemical spill) and Code Green Stat (evacuation) response procedures. Our employees were able to activate both response procedures successfully.

The major strengths identified during the exercise included the quick response of the team who ensured residents and staff were evacuated. Staff were knowledgeable on the Code Brown procedures and their roles with excellent communication and collaboration by the team members. Thank you to the staff and residents who participated and to Nicole at Emergency Preparedness NS Health for her assistance.

Each employee now carries the emergency codes on the back of their name tag for quick reference.

NAME TAGS

We introduced a new name tag this winter which includes our smiling faces! The goal was to allow residents to see who was behind the mask, but the benefit extends to families and employees as we connect with familiar and new faces.



Joint Occupational Health & Safety (JOHS) Committee Annual Report 2021-2022

The JOHS Committee meets monthly to discuss critical factors affecting staff and promotes health and safety. The team is comprised of managers, representatives from CUPE & NSNU and admin/non-union employees. The 2021-22 members were Kim W, Kim M, Charlene S, Terri, Natalie, Jeff, Jessica, Danelle, Laura, John, and Taralee.

A primary focus of the JOHS Committee is the analysis of staff incident reports. This year, of the 58 incidents reported, 43 resulted in injury ranging from 49% muscle strain/sprain, 28% soft tissue, 14% laceration/scratch, and all others 9%. The committee recognized that this is not reflective of all staff incidents/injuries. Employees are encouraged to report all incidents, including near misses. Although all injuries were considered minor, some staff needed care by a healthcare provider, i.e. physiotherapist. 12 staff returned to work for a period of time on light duties; all but two have returned to their full duties. The top three risk activities identified through incident reporting were

approaching/caring for distressed residents, misuse of equipment and improper resident transfer/body mechanics.

The actions recommended by the committee for 2022-23 were:

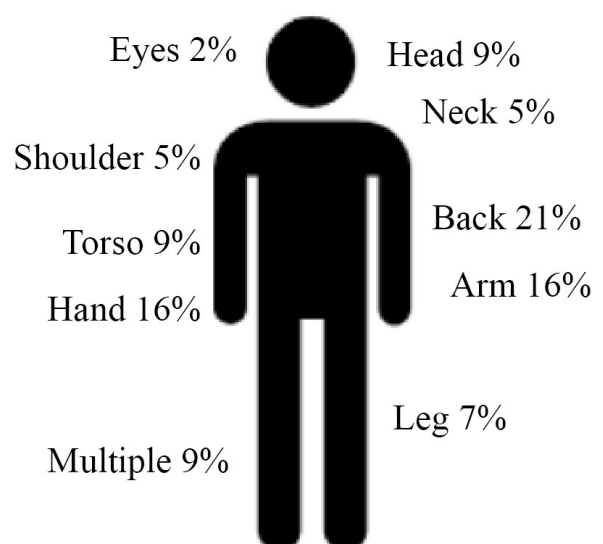
- Continue with Safe Resident Transfer and Mobility training for nursing staff,
- Continue rollout of Workplace Violence Prevention program,
- U-first training for front line staff,
- Workplace safety audits to include use of PPE,
- Orientation to consist of workplace safety,
- Ergonomic assessment for support services staff,
- Review membership to encourage CCA staff to join.

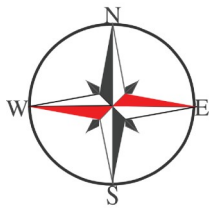
Thank you to all the employees of Saint Vincent's from the JOHS Committee for all you do to improve Workplace Health and Safety. Safety works when we all work together!

Respectfully submitted,
Kim Wright and Kim Moulton
JOHS co-chairs

Initiatives at Saint Vincent's to help reduce staff incidents/injury from incidents:

- Mandatory education (includes WHMIS, Fire Safety, Code White and All Hazards Plan, Infection Control, Positive Physical Approach),
- Risk Management Framework,
- Employee Hazard Management Program (JOHS),
- Safe resident Transfer and Mobility Training,
- Infection Control audits,
- Workplace Safety Audits (JOHS),
- Workplace Violence Prevention Plan,
- Report Occupational Health & Safety Form (JOHS.)





Leading BY EXAMPLE

The *Leading by Example* award is presented annually by the executive director to the manager or director who exhibits exceptional leadership, a dedication to resident and family-centred care, and a commitment to the vision and mission of Saint Vincent's Nursing Home.

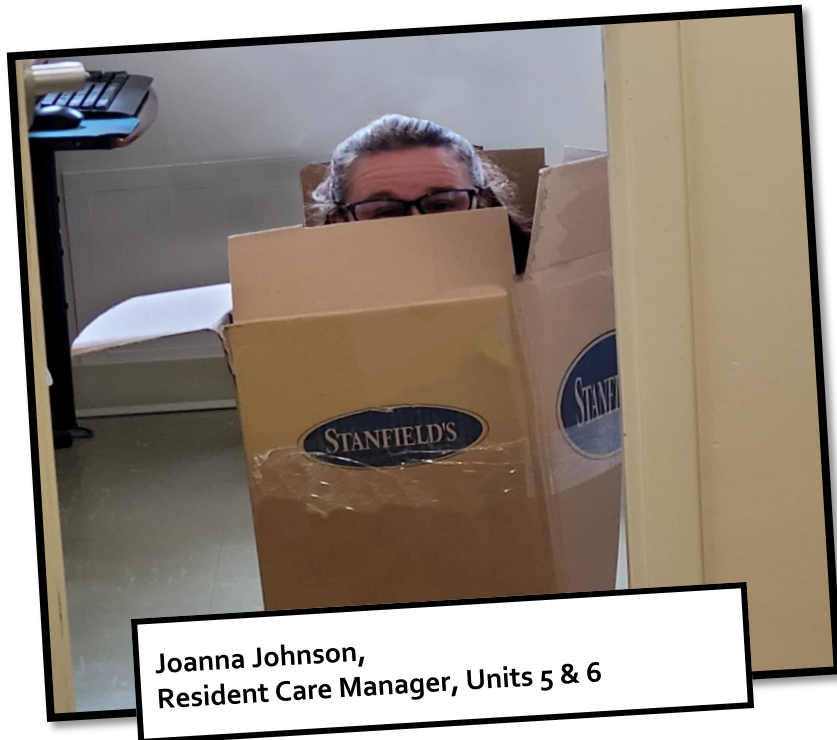
Joanna Johnson, our Resident Care Manager for the 5th and 6th floors, is also trained in infection control and backs up our Infection Control (IC) Designate when called upon. She willingly accepts all duties and extras thrown her way without hesitation. This past year she donned her scrubs to cover shifts when staffing levels fell too low and acted as the IC Designate during our most recent outbreak.

Each time I offer a thank you for her effort, Joanna responds with "You don't have to thank me, I'm just doing my job". Despite her humility and her quiet approach to the responsibilities of her position, there is no doubt she distills the qualities of this award.

With her playful spirit Joanna never hides from the opportunity to participate in special events. She has come to work in a poodle skirt, western plaid, PJs, and sporting temporary neck tattoos in an effort to bring levity to the workplace.

As an advocate for the employees with whom she works and a commitment to prioritizing residents and family, Joanna leads by example and is this year's award recipient.

Angela Berrette,
Executive Director



Leadership Team

Angela Berrette, Executive Director
Ken Rehman, Director of Resident Care
James Pratley, Director of Finance
Kim Wright, Director of Quality & Operations
Debbie Coombs, Resident Care Manager/IC Designate
Joanna Johnson, Resident Care Manager
John McDonald, Facility/Maintenance Manager
Kathleen MacDonald, Resident Services Manager
Krista O'Hearn, Support Services Manager
Lauren Richardson, Clinical Dietetic Manager
Taralee Walsh, Resident Care Manager*

Taralee joined us in the summer of 2021 and is a great additional to the team.



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