

ANNUAL 2023 REPORT



Saint
Vincent's
NURSING HOME

Report from the Chief Executive Officer

I am pleased to provide my first report as Chief Executive Officer for Saint Vincent's Nursing Home. The past year has been one of change, recovery, and innovation. We saw significant changes in our leadership team, most notably the exit of Angela Berrette, Executive Director, and my transition from Director of Resident Care to Chief Executive Officer. We thank Angela for her many years of service to Saint Vincent's.



As the year progressed, we began the recovery from the pandemic state to a new normal of living with COVID-19. Resident activities returned to near normal and mandatory masking was lifted. It is hard to fathom that 83% of our residents had never seen our faces. COVID is still around, but our approach to managing the virus has evolved in line with infection prevention and control guidelines. We did experience outbreaks over the year, and once again, the dedication of Saint Vincent's staff was highlighted in their tireless efforts in managing those outbreaks.

Despite the changes and focus on recovery, we were not deterred in continuing our work on the strategic plan and finding innovative ways of working. We were able to implement an innovative new way of scheduling CCAs, to create innovative partnerships for shared services, and to begin the design of a new dietary software application. These innovations will improve efficiency, make Saint Vincent's an attractive place to work and will ultimately benefit resident care.

Like many homes in the province, we saw the benefits of the provincial government's investments in long-term care. Most notably are the increased wages for continuing care assistants (CCA), the support of free tuition for CCA training, hiring recruiters specifically for health human resources, and the funding to support a new standard of care to 4.1 hours of nursing care for each resident. These investments have made it possible for us to increase the number of CCA staff on units and has assisted in our own recruitment efforts. Advocacy continues through our partnerships with the Nursing Homes of Nova Scotia Association and Health Association Nova Scotia for more strategic funding for long-term care.

This annual report includes updates from the Board of Directors and their committees that demonstrate the busy year they have had as they oversee the interests of Saint Vincent's Nursing Home. The operational reports are written by members of the organization who oversee those teams. They demonstrate the ongoing efforts to ensure that we create meaningful relationships, engaged residents, and moments of joy.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken Rehman'.

Ken Rehman, CEO

Meaningful Relationships. Engaged Residents. Moments of Joy.

BOARD REPORTS

Board Chair

The past year has been an active one for the Board of Directors. In September we welcomed two new directors, Marilyn Oliver and Ellen Duinker and later we accepted two resignations due to personal commitments. Donna Richardson, a former director, agreed to return to the Board and complete one of these terms. We appreciate her contribution.

In January we said goodbye to our executive director, Angela Berrette, after many years of truly dedicated service to Saint Vincent's. We contracted with Igility, the recruiting service of Health Association Nova Scotia, to conduct a broad search for a replacement.

In April we were pleased to welcome Ken Rehman as our first Chief Executive Officer. For the past nine years, Ken had ably held the position of Director of Resident Care at Saint Vincent's. I want to acknowledge Trish Bilski, Ellen Duinker and Monica Moriarty for their important contributions to this hiring process.

In November we signed a shared service agreement with Ocean View Continuing Care Centre in Dartmouth, which allows personnel in specific areas from each facility to work together. This arrangement enables Saint Vincent's to continue to provide the appropriate quality of care required while remaining within our budget.

I want to thank all the directors for their participation on our committees: Finance and Facility chair, Monica Moriarty; Quality and Standards chair, Annette Thibodeau; Board Management Committee chair, MT Grant. Thank you to Helen Cameron, a former Board member, for her significant contribution to this committee. A special thank you to Annette Thibodeau for assuming the responsibilities of the Nominating Committee on her own.

Without the constant support and assistance of Nancy Maguire, Executive Assistant, the Board's work would never have been done. She organizes and distributes the required information and arranges the meetings, which have continued to be a combination of in-person and virtual. For this and the many other tasks that you do for the Board, we thank you.

Sister Pat Wilson's term on the Board of Directors will come to an end after her three year term. In addition to committee work, S. Pat has also provided considerable support in her role as vice-chair. Her wisdom and insights will be greatly missed. Her inspired reflections at the beginning of each meeting always help to put us in the proper frame of mind to undertake this important work.

On a personal note, I want to thank Peggy Gorman. She is a longtime friend of Saint Vincent's Nursing Home, having previously served on the Board of Directors for over 15 years, including as the most recent chair. This past year Peggy served as a mentor in my first year in this role. She generously shared her thoughts, insights, and wisdom on a wide variety of matters regarding our governance role as a Board.

Finally, I want to thank all the staff and volunteers at Saint Vincent's for your on-going commitment to providing the best possible care to the residents who have been entrusted to your care. Saint Vincent's has a reputation in the long-term care community as a special place with a history of providing trusted and excellent care. It is an honour to be associated with Saint Vincent's.

Respectfully submitted,
Alfred Doucet, Chair

Board Management Committee

The Board Management Committee, whose purpose is to provide support to the Board in the management of its responsibilities, held seven meetings between October 2022 and May 2023.

Although challenged with the loss of the committee co-chair early in the year, the following policies were updated and approved by the Board:

- Conflict of Interest
- In-Camera Meetings
- Confidentiality

Next year's efforts will include the continued review of Board policies and bylaws, and the development of guidance for leadership review.

Thank you to committee members Alfred Doucet and Helen Cameron for their continued guidance and commitment to the work of this committee. Also, thank you to Angela Berrette, and to Nancy Maguire for her ongoing support. We wish to welcome Ken Rehman as Chief Executive Officer and wish him success in his new position with Saint Vincent's Nursing Home.

Respectfully submitted,
MT Grant, Chair

Quality and Standards Committee

In spite of much improvement in the COVID-19 situation at Saint Vincent's compared to the previous two years, the Quality and Standards Committee continued to meet virtually. The members of the committee were Sister Pat Wilson, Trish Bilski, Ellen Duinker, Angela Berrette, Ken Rehman and committee chair, Annette Thibodeau. Also reporting to the committee were Rehana Thampi, Quality & Risk Coordinator from Saint Vincent's together with Tracy Bonner, Director, Quality & Risk from Ocean View Continuing Care Centre.

The committee received timely monthly and quarterly reports highlighting the work done regarding rates of pressure ulcers, falls, least restraints, infections, use of antipsychotics, medication errors and pain management. The reports included action plans and interventions. All indicators are trending positively downwards. The assistance of physiotherapy and occupational therapy departments along with a focus on education for all staff brought results we could all be proud of.

Resident and Family Centred Care meetings were held, a questionnaire was circulated to the families and results showed overall satisfaction. In the coming year we will attempt to increase family participation.

The emphasis on COVID-19 vaccines have also brought positive results. Although a few residents tested positive this past year, they recovered well and isolation procedures were only necessary in a few cases. All eligible residents received the spring COVID-19 booster.

Saint Vincent's commitment to quality care continues to show an organization for which we can all be proud.

Respectfully submitted,
Annette Thibodeau, Chair

Medical Director

Another year has passed with another year of excellent work in challenging times. My largest challenge this past year has again been physician gaps and providing direct care while trying to recruit new physicians to Saint Vincent's. At one point there were only two physicians with myself taking care of four out of the five floors. I presented a Nurse Practitioner (NP) proposal to Saint Vincent's and Northwood in the hopes of stabilizing medical services; but for unknown reasons this was unsuccessful. I hope we can continue to have this discussion around onsite NP support in the future as I know now from experience it helps not only to stabilize the medical services, but also is a great asset to have in times of crisis.

Although I was able to manage patient care with so many physician gaps it was not sustainable, and while patient care was the highest priority other medical director duties were not met with the same standard. The biggest gap was my attendance in Pharmacy and Therapeutics meetings which, because of time management, I could not attend. I can say that I did follow the minutes and felt the work being completed was of a high standard and that I had no issues with any of the work.

I am pleased to report that I have recruited two physicians and presently we have four physicians and myself which means for a time I will only have to take care of one floor. However, in mid July one of the physicians is moving out of the country so I will fill that gap until another solution can be found. On all exit interviews with physicians the common theme is how much they enjoyed working at Saint Vincent's, and circumstances beyond any issues at the home was the reason for their resignation.

This past year went through a leadership change at the very top which I found stressful but was very pleased with the outcome. I am happy for Angela Berrette and wish her success in her career move to Ocean View and I know for sure they will have excellent leadership with her at the helm. I have great respect for Angela and all the work she accomplished for Saint Vincent's and will miss working directly with her. The stressful part of the transition was the concern for future leadership at the facility that would be consistent with the challenging times we have in Central Zone and the opportunities for Care By Design which is such a huge support for medical services for Saint Vincent's.

I applaud the Board for choosing Ken Rehman to take over the helm. I have known and worked with Ken nearly his whole career and know how hard working he is, how successful he has been with team development, and that he has always been deeply committed to quality while still being committed to innovation and progress. One only has to observe a leader in times of crisis to know their worth and I can absolutely say that during the COVID crisis, Ken was a dedicated and selfless leader who worked beyond expectations to take care of the residents and the staff. I am also pleased that Ken will be key in choosing the next Director of Care because he is fully versed in the landscape of Saint Vincent's and Care By Design which will help him make the right choice.

As your medical director I continue to enjoy working with everyone and I am looking forward to continuing the high quality and innovative work at Saint Vincent's.

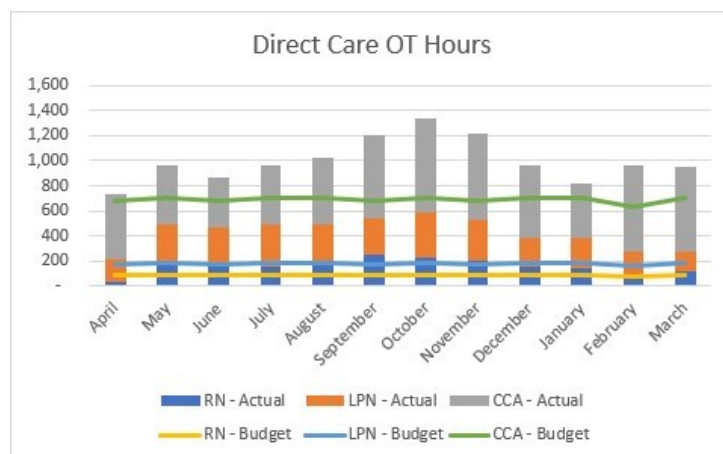
Barry Clarke, MD, CCFP (COE), EXTRA Fellow
Medical Director

Treasurer's Report

Overall, the last fiscal year had some very encouraging changes that we optimistically feel will positively impact our future. These initiatives will help to support the staff of Saint Vincent's to provide the best possible care to our residents while focusing on employee health and satisfaction. The first of these was a long discussed change to the sector and implementing increased care hours for residents of long-term care. In order to facilitate this important change, Saint Vincent's engaged with consultants and union representation to revamp our schedules for our CCA staff. Still a work in progress as we continue to work towards filling all of the vacancies, we are encouraged by the results.

Despite these positive changes, there were also several challenges that we faced throughout the year. Saint Vincent's saw costs rise in nearly all areas of our organization. The impact of rising inflation was and will remain a challenge. The difficulties within the healthcare sector of recruiting and retaining staff continued to have an impact on both overtime, sick time and our use of third-party agencies.

For the 2023 fiscal year, we ended with an overall surplus of \$197,784, which equates to approximately 1% of our overall annual budget. The financial goal of the organization for the year was to operate at a small deficit. The surplus arose as we continued to experience lower costs due to resident vacancies throughout the first part of the year. In addition, the province provided additional funding to the sector for increased resident care hours. As we strived to reach our recruitment goals to meet these new care hour requirements, there were times that the

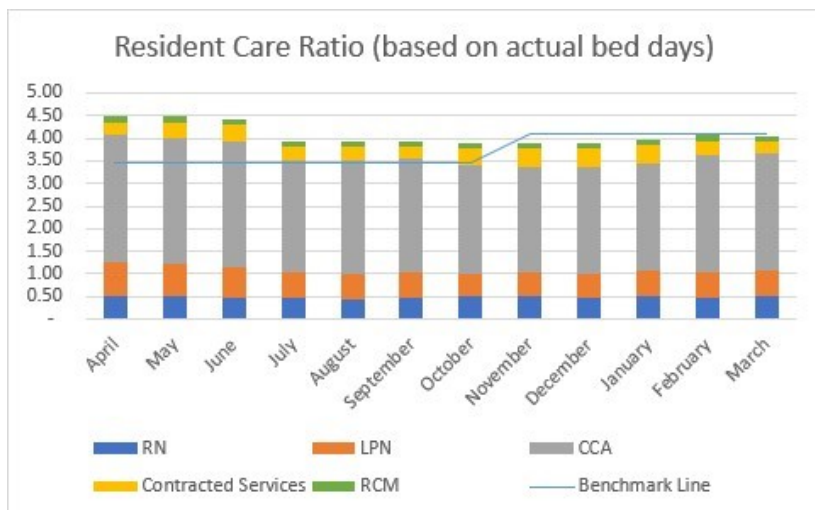


full amount of additional funding was largely used to offset other costs in direct care.

The Finance Committee was heavily involved in oversight of the numerous capital improvements during the year under the maintenance team. The team had to work through issues arising from delays of projects due to continued multiple interruptions to the equipment supply or contractor availability issues.

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

- 6th floor redesign (delayed pending approval of updated design due to escalating costs)
- Chiller replacements
- Replacement of some resident beds/mattresses
- Replacement of 10 ceiling lifts
- Replacement of two clothes dryers
- 5th floor nursing station
- Flooring replacement on 5th and 3rd Floors



I am pleased to report that Saint Vincent's maintains its strong balance sheet and is positioned to be able to meet the needs of our residents. The Finance and Facility Committee looks forward to continuing to work with the Board, management and staff to continue to support the organization to achieve its strategic plan.

Monica Moriarty
Treasurer

OPERATIONAL REPORTS

The following reports demonstrate the work that has continued over the last year as we began to shift from pandemic to a post pandemic world. As we have learned more about COVID and continued with vaccinations, we have been able to approach outbreaks with a more measured approach. This has meant that the lockdowns seen in earlier years were replaced by more targeted approaches that balanced the need to protect from spread and the need to ensure that residents were not isolated.

NURSING

The new funding for increased hours of care has been a welcomed investment from government. We continue to have a strong focus on recruitment to fill the new CCA positions in order to fully meet the new level of care. We have seen many of our internationally trained nurses, who were working as CCAs, obtain their RN license. While this adds to vacant CCA positions, some have stayed on as casual RNs which will help with registered staff levels. We had some challenges with registered staffing levels and for the first time, relied on agency staff to fill vacant shifts. Despite these challenges, we have continued to make progress on the strategic plan showing significant improvements in wound care and restraints. We have increased compliance with timely documentation and assessments.

QUALITY & RISK

Within long-term care, quality improvement and risk management are a journey. It takes residents, families, and staff at all levels of the organization to come together, stay together and work together towards improved outcomes.

At Saint Vincent's, we have an active quality and risk management team who monitor trends and detect any risk to prevent harm to residents and staff. A risk registry was implemented in the past year to track identified real or perceived risk to act proactively in mitigating those risks. Several indicators, such as falls

management, least restraint, pressure injury, and use of antipsychotics, are monitored quarterly. Indicator statistics for the year 2022-2023 are found in Figure 1. Over the last year we have seen improvements in many of the key indicators of quality.

For the last few years, we have had a specific focus on wound prevention. Our Wound Care Team meets bi-weekly to review all wounds, their treatment and progress. The addition of the provincial wound care

INDICATOR or STATISTIC		Preferred Direction	Trend	Q1	Q2	Q3	Q4
Fall injury rate per 1000 resident bed days		Lower is better	↓	1.1	1.5	1.6	1.1 ↓
# of residents using restraints	PASD	Lower is Better	↓	22	19	16	12 ↓
	Restraints	Lower is Better	↓	15	12	11	7 ↓
Incidence of Pressure Injury		Lower is Better	↓	10	14	12	1 ↓
Infection Rate per 1000 resident bed days		Lower is Better	↓	5.78	5.28	2.79	2.64 ↓

Figure 1: Quarterly Indicator Statistics for year ending March 2023

specialist to our meetings has been of great benefit and resulted in improved knowledge around treatment options and classifying wounds. Other strategies are unit huddles to provide education and to discuss high risk residents. The result can be seen in the drastic reduction in pressure injuries seen in the final quarter in Figure 2.

Restraint use has also decreased. The Least Restraint Team is comprised of resident care managers, OT/PT, RNs and the quality department. They meet quarterly to

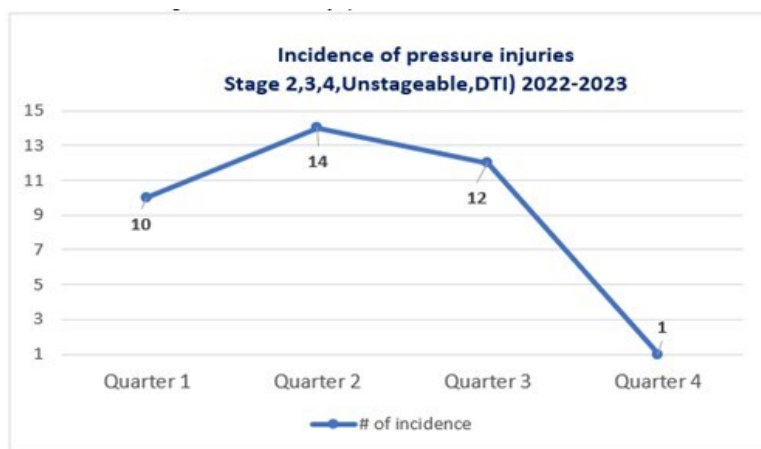


Figure 2: Pressure Injury Incidence Data 2022-2023

review restraint use. They determine the need for restraints, residents' response and review the care plan. The OT/PT review all newly admitted residents with restraints to determine appropriateness. We also have ongoing audits to ensure policy compliance and that assessments are in place. The downward trend is shown in Figure 3.

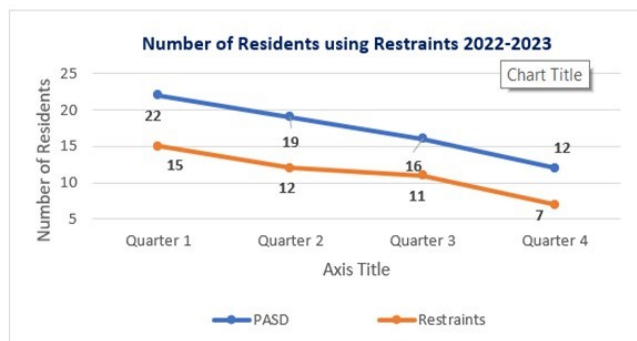


Figure 3: Use of Restraints 2022-2023

Antipsychotic use in LTC is always a balancing act. We monitor the use of antipsychotics to ensure they are used appropriately. Figure 4 shows the indications for the use of antipsychotics over the past year. The goal is to minimize the use of these drugs for inappropriate or unknown reasons. The use of these drugs should be a last resort in most cases. Team huddles on units to review care plans, including non-pharmacological interventions for residents with responsive behaviors occur. We have a PIECES team that meets monthly to discuss residents with behaviours and to review care plans and approaches to care. Medication use is evaluated regularly by the team, physician, and pharmacist to ensure appropriate use and whether the medication may be reduced or discontinued. Staff also receive education on approaches to care and workplace violence prevention.

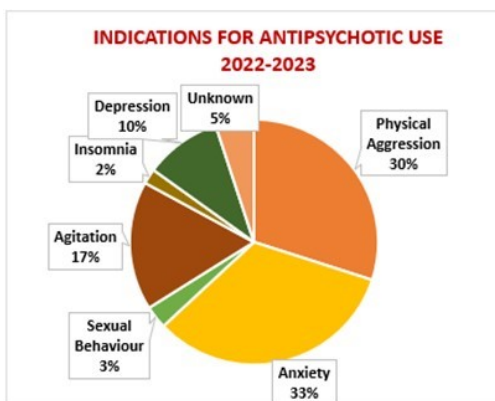


Figure 4: Indications for antipsychotic use

THERAPEUTICS

Recreation Therapy last year had the opportunity to facilitate on-unit and global programs and provide one-to-one interventions for those who require additional support. When completing the monthly calendar, we focused on ensuring that all floors received the same

amount of service. Our program delivery is focused on the following domains: social, physical, emotional, cognitive, and spiritual. Through these interventions we provided an average of **1,129 engagements** per month. There were some months we were able to provide almost 2,000 engagements with the help of additional staffing in the summer.

Our team added a very important member, Darrel Cameron, Music Therapist, who works two days per week. You may recognize him as he worked at Saint Vincent's for several months through the Heart Sparks program. We are excited to have him as a permanent member of our team!

This past year has seen a significant increase in our volunteers. Volunteers were recruited through various university-based fairs, the return of collaborative programs, and support from volunteers who have stayed with us throughout the pandemic. Together this totalled **1,839 volunteer hours**! We owe a huge thank you everyone who has supported us. Without our volunteers, it would be impossible to provide the services that we do, so thank you!

While this has been yet another challenging pandemic year, we continued to offer Roman Catholic, United, Anglican and Presbyterian Church services whenever possible. We said good bye to one of our well respected ministers, Rev. Dr. Helen Ryding from All Saint's Cathedral who retired, but we were very fortunate to gain the support of St. Mark's Anglican Church Rev. Vivian Hannon and Rev. Tammy Hodge. A special thanks to Father JJ MacDonald who continued to offer revised RC Services and to provide Sacrament of the Sick whenever it was safe to do so. We also gained the support of Ged Blackmore, organist extraordinaire, to play for our RC services. For everyone's safety communion has been discontinued due to strict infection control protocol in long-term care. We reconnected with the Salvation Army who have been supporting a couple of our residents and who provided a wonderful hymn sing. A couple of very talented volunteers join us on a monthly basis to assist in providing hymn sing on the units; one of whom is very excited to trial a small choir together with recreation and music therapy, targeting those residents for whom belonging to a church choir was an important part of their past.

The Palliative Care team has been busy implementing ways to improve our approach to “Dying with Dignity” for residents approaching end-of-life. Part of this involves a “Palliative Pathway” tool used by nursing staff which encompasses the use of a butterfly door decal to trigger our awareness to enter the room quietly, the placement of a butterfly decal on the elevator when it is being held for a funeral home attendant, the draping of a home-made “dignity quilt” to exit the building, a “Code Butterfly” announcement so people can respectfully pause and pay their respects, and the development of a new policy on dying with dignity.

RESIDENT AND FAMILY-CENTRED CARE (RFCC)

RFCC is an advisory group that provides a forum for residents and families to share information, provide feedback on day-to-day operations, collaborate in program development, and make decisions in the delivery of care. The RFCC meetings continue despite ongoing COVID-19 challenges. This year saw the return of “in person” meetings as well as the new option to attend remotely. We continue to issue invitations to family members and include the previous month’s minutes with the agenda. Despite the attempts to increase attendance, the participation from family continues to be low.

RESIDENTS’ COUNCIL

Residents’ Council has been back in action with in person meetings this year. Our executive members are president, Bobby D and treasurer Hilary W. Our meetings have seen good resident participation with new members added to the group. Moving the meetings to the middle of the month allows opportunity for changes in programming from feedback from the Council. Our meetings will continue to be held monthly.

HUMAN RESOURCES

Recruitment & Retention

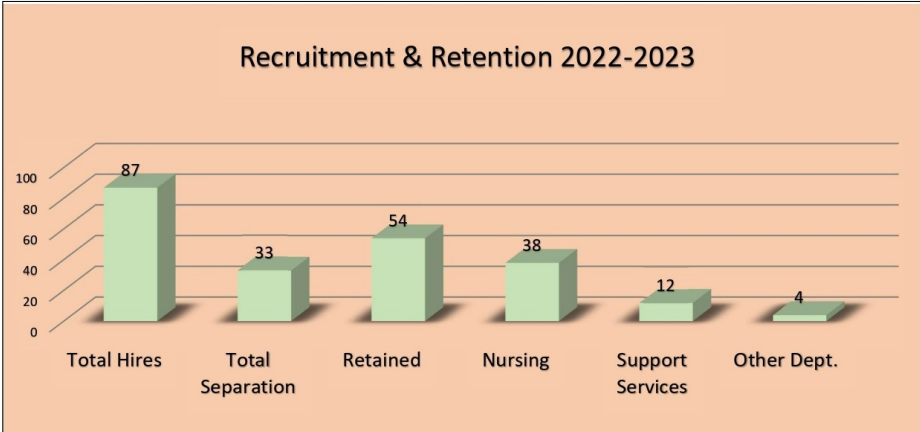
This year, we are pleased to witness many successes from our CCAs who are Internationally Educated Nurses (IEN) obtaining their LPN or RN licensure; but we are saddened that we cannot retain them for long due to a limited number of regular positions for these roles. Nonetheless, 63% of our new hires from 2022–2023 have been retained,

and 40% of those we kept are from the nursing department (see table below). We reached these results by requesting feedback from new hires via an online survey.

The HR office has an open-door policy, which welcomes all opinions on any topic. Based on employees' feedback, we started to review and reassess our onboarding process to improve our orientation and to encourage a more welcoming start at Saint Vincent’s. We introduce new staff with their photo via email in order that all staff may welcome them. We also formed an orientation committee from volunteer staff who are willing to transfer their knowledge, skills, and attitudes/abilities to our new hires. As this is a work in progress for the committee, we are looking forward to achieving higher retention rates in the coming years. In addition, we have seen former staff members separated in the past few years and who recently rejoined our team.

Diversity, Equity, and Inclusion (DEI)

Our leadership is starting to acquire more knowledge and background on how to infuse DEI in the workplace. Saint Vincent’s is comprised of employees representing the four



designated groups as defined in the Employment Equity Act including the 2SLGBTQ+ so we are committed to making efforts to implement an employment equity plan.

Our team became even more diverse by attracting talents from outside Canada. We already have 12 foreign workers and seven more are expected to arrive this summer or at the latest before the end of the year. The immigration process is indeed time-consuming, beginning with recruitment and continuing with applications to the Nova Scotia Nominee Program (NSNP) or the Atlantic Immigration Program (AIP), where the applicant is deemed eligible, before finally submitting their work permit application to the federal office of immigration. We also

collaborated with the colleges in the province that provide the CCA program to recruit CCA students while they were still in school and to aid and support international students in remaining in the province by offering our assistance in becoming permanent residents (PR).

JOINT OCCUPATIONAL HEALTH & SAFETY (JOHS)

The JOHS Committee promotes staff health and safety and meets monthly to discuss critical factors affecting staff at work. The team is comprised of managers, occupational therapist, physiotherapist, and representatives from CUPE, NSNU, and administration/non-union. The primary focus of the JOHS Committee is to analyze staff incident reports. There were 54 incidents reported this year, 30 of them resulted in various injuries out of which 53% were muscle strain/sprain, 6% soft tissue, 20% laceration/scratch, and all others 30%. The committee recognizes 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., a physiotherapist. 13 staff returned to work on light duties for a period of time; all but four have returned to their full duties. The top three risk activities identified through staff incident reporting were approaching/caring for distressed residents, misuse of equipment and improper resident transfer, and improper body mechanics.

The committee continued with the 2022-23 recommendations by ensuring all new and existing staff receive ergonomic assessments and education from our physiotherapy and occupational therapy department who also run the Safe Resident Transfer and Mobility program provided to new staff on orientation. The Workplace Violence Prevention program was rolled out and registered staff have received non-violent crisis intervention training and registration for U-first training for front line staff is ongoing. New members joined the committee and OHS education is planned with the support of WCB and Aware NS. For the upcoming year the committee aspires to continue with education on strategies to identify, report and mitigate workplace hazards.

Other initiatives to help reduce staff incidents/injury include mandatory education, Risk Management Framework, Employee Hazard Management program, Safe Resident Transfer and Mobility training, Infection Control audits, Workplace Safety audits, and Workplace Violence Prevention plan.

ADMISSIONS

In the past year we admitted 75 residents. We work closely with Continuing Care to ensure a safe and timely admission

process. The province's admission software, Pathways, has strict policies that must be adhered to. Within those policies the Continuing Care Placement Office, the hospital and nursing homes each have specific timelines for admitting residents. Typically, Saint Vincent's has six days from the date of vacancy to fill the bed. Occasionally, these timelines are not met due to circumstances such as equipment needs, health reasons or family dynamics. In these situations we must justify why the admission was extended. These cases are few and far between.

COVID-19

During the past year, we had five outbreaks of COVID-19 and had a total of 102 residents test positive. We had a tough fall when we had three outbreaks back-to-back, resulting in 62 residents testing positive. Throughout it all, the staff were quick to adapt to constantly changing situations and never hesitated to do what was asked of them. As usual, the staff went above and beyond, volunteering to work in the COVID unit, and offering to stay well past their scheduled shifts. They even made their own schedule to ensure that the unit was adequately covered so that the residents would receive the best possible care. Dr. Clarke was available around the clock and checked in with the staff and residents daily. At Saint Vincent's, we believe in teamwork and the family members of our residents are part of our team. They were a constant source of support throughout the entire pandemic, and we are grateful for the encouragement that they offered.

On May 23rd, 2023 Public Health announced that the Health Protection Order Act was lifted. This Act came into effect on March 15, 2020 and allowed the chief medical officer of health to impose restrictions to combat the spread of COVID-19 throughout the province. While this change does not mean that COVID-19 is gone, it means that we are now at a stage where we can live with COVID-19 and respond to it like we respond to any other respiratory virus. Most of the residents have received six doses of COVID-19 vaccine and we have anti-viral medication available for use.

The lifting of this Act and subsequent restrictions marked the first time in over two years that our residents saw the faces of the staff who care for them. Suddenly, we are seeing the smiling faces of staff and families who we have never seen before, and it is wonderful. We look forward to the upcoming year and going back to a new state of normal where we can change the focus of our care from crisis after crisis to providing the best possible quality of life to our residents.

Innovative Practices

RELIEF IS IN SIGHT

In October, 2022 Saint Vincent's Nursing Home was approved for funding for 4.1 hours of care. While our funding for RN and LPN hours did not change significantly from our actual staffing levels, this was a significant increase in CCA hours. We saw an opportunity to improve our schedules and staffing processes to address some of the challenges inherent in our existing state. In our old state, the CCA schedules consisted of 56% full time (total 45) and 44% part time (total 35) positions. This presented an issue given that the majority of weekend shifts were held in the part time positions which were difficult to fill. This meant that entering every weekend, there were often several vacant CCA shifts to fill. The result was a high number of weekends where we were short staffed even with a heavy reliance on agency and overtime. This impacted continuity of care and contributed to staff burnout. We were also struggling with approving time off requests in a timely manner. Given staff shortages and the weekend issue, staff were often waiting until just days before their requested day off to find out if their request was approved.

We contracted with Workforce Edge, a consulting company specializing in health human resources to assist us. Through discussions with CUPE representatives and working with Workforce Edge, we successfully rolled out new schedules for CCAs on February 12, 2023. The new schedules increase the total number of positions from 80 to 93 with 80% being full time (total 72) positions. The majority of weekend shifts are in full time positions. The full time positions have a smooth week that gives every 6th week off. We believe that this schedule will make us more attractive to new employees and will help with work-life balance.

The innovative aspect of the new schedules is the addition of a relief model. Workforce Edge performed a review of our spending on CCA overtime, sick time, and agency over the past three years and worked with us to develop a budget for relief positions. These positions are permanent full time (total 6) and 0.8 FTE part time (total 3), that are scheduled each day to allow for replacement of vacation requests and sick calls. Our relief model provides two extra 12 hour day and one extra 12 hour night staff every day. The expectation is that with the relief model, we will be able to approve vacation requests sooner

given that we have already scheduled replacement staff. We will also have a buffer for sick calls. The result is expected to be a decrease in our reliance on agency staff, decreased overtime, less working short, and more satisfied staff.

To date, we are still working on recruitment of the extra staff to fill positions. As a result, we have not yet seen the benefits of this model. We have seen a slight decrease in sick time and agency use; however, we cannot yet attribute that to the new model. We remain optimistic that this model of staffing will be successful. We plan to formally evaluate the model in the fall of 2023.

NUTRITION SERVICES IS GOING DIGITAL

Across the country many long-term care facilities have been converting their dietary records into a digital format. Going digital improves operational efficiency and productivity, increases safety, improves resource management, and enhances data collection for future improvements. In the summer of 2022, our nutrition services department began exploring the process for digitizing our residents' dietary records and meal delivery. While there are many food service software programs on the market, it was quickly determined that none of them met our specific requirements for a simple, user friendly system for meal service, nutritional care planning, and food production.

We began to explore the idea of developing our own food service software program and application which would be specifically tailored to meet our needs and requirements. After many meetings with Supercity, our contracted IT provider, it was determined that such a program could be created, and the application development is now underway.

With a tagline that reads "Simplicity Meets Efficiency", this program will improve our meal service operation and production and allow us to cater to the food preferences and nutritional needs of our residents, thus improving meal satisfaction and the overall dining experience. We are hoping to have the initial phase of this innovative program up and running by the end of the summer of 2023, with the potential to market it to other long-term care facilities in the future.

SHARING SERVICES

In 2022 we entered into a shared services agreement with Ocean View Manor and the Birches Nursing Home. To date, shared services have been developed in the following areas:

Quality and Risk Management

We share the roles of Director, Quality and Risk and Quality and Risk Coordinator. Together we have prepared the Surge Learning and Quality/Risk Management digital platform for roll out in June 2023.

This provides an enhanced and efficient way to complete incident reports as well as all required audits. This platform was chosen for its ease of use, educational materials, and ability to obtain useful information for making future improvements.

InterRAI assessments

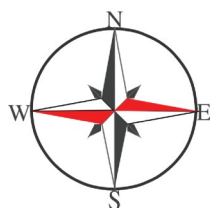
We share an Informatics Coordinator who provides services to the three homes. Education, support, and monitoring are provided to all homes to ensure completion of DSLTC required assessments which enhances resident care and planning.

FAMILY TESTIMONIALS

So pleased I was able to get my wife into Saint Vincent's. I haven't once regretted it.

We have been doing Zoom calls during COVID. This has been very special for me.

Mom has only been there for six weeks and I am very impressed with the care she receives. It includes the friendly cleaning and kitchen staff.



Leading
BY EXAMPLE

The Leading by Example award is presented annually by the CEO 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.

John McDonald, Facility/Maintenance Manager, has been with Saint Vincent's for seven years. Like all managers, he has a lot on his plate managing to keep the facility together as well as the many major projects that are always on the go. No matter how busy he is, John takes the time to get to know residents and families by name. I have often seen him stopping to talk with residents in a meaningful way. He always seems to know something about the resident, be it their family, where they lived, their history, or their interests. He exemplifies Resident Centred Care.



Congratulations John!



Fundraising

Thank you to all our wonderful donors

The 2022 Gift from the Heart campaign in December was another success raising \$18,712 to purchase specialized glider rocking chairs for the facility. These chairs are safer alternatives to traditional rocking chairs since they automatically lock in place when a resident attempts to stand up. We have also seen a benefit for some residents who tend to wander. The ability to rock in the chair has, for some residents, reduced their wandering behaviours.

We were fortunate this past year to receive significant donations from two donors. Deborah Felt donated \$6,766 for new recreation equipment and will be used to create a more resident centred space in the Windsor Room. We also received a significant donation from the Duggan family to purchase new furnishings for the solarium on the 2nd floor. These donations are greatly appreciated and will help enhance these resident spaces.

Leadership Team



Back row (L-R): Taralee Walsh, Judy Changwony, Krista O'Hearn, James Pratley, Debbie Coombs, Kathleen MacDonald, John McDonald.

Front row (L-R): Lauren Richardson, Rehana Thampi, Ken Rehman, Sheryl Pangilinan, Joanna Johnson.

Board of Directors

Alfred Doucet, Board Chair

Pat Wilson, SC, Vice Chair

Monica Moriarty, Treasurer

Ken Rehman, Secretary

Patricia Bilski

Ellen Duinker

MT Grant

Marilyn Oliver

Donna Richardson

Annette Thibodeau

Our Mission

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

A CARING COMMUNITY



MEET BEANS FROM THE 6TH FLOOR

Our new resident cat, Beans joined the 6th floor on July 19, 2022. Beans likes to spend her days lying in her bed in the window watching the birds flying around. When she isn't sleeping, she is wandering the unit, greeting the residents, family members and staff looking for snuggles.



2080 Windsor Street • Halifax • Nova Scotia • B3K 5B2

