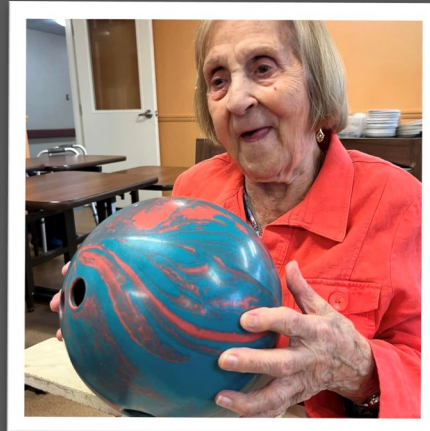
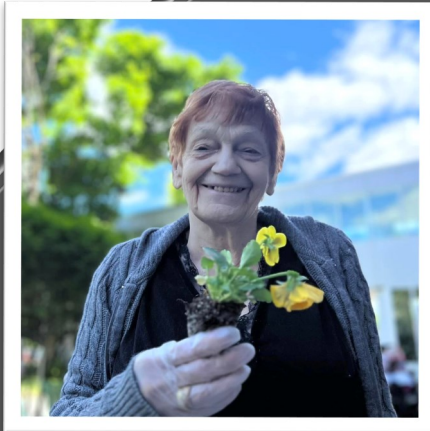


ANNUAL REPORT

2024



A **CARING** COMMUNITY

Saint
Vincent's
NURSING HOME

Report from the Chief Executive Officer

I am pleased to offer my report for the last year of our current strategic plan. This past year has been about growth, improvements in care, and setting out on new journeys. We made strategic investments to support ongoing achievements in quality care, people, and sector leadership.

This year changes were made in our leadership team to increase accountability and enhance the capacity of our leaders. We welcomed Steve Casey into the role of Support Services Manager, Tracy Bonner as Director of Quality and Safety, and Amy Parker as Coordinator of Recreation. In addition, through innovative approaches to recruitment our workforce grew by nearly 100 employees. With that, we are beginning to see the benefits of the scheduling changes made to the CCA schedules in 2023. We are using less agency staff and have greatly reduced days being short staffed, which has a positive effect on quality and continuity of care for the residents. This was evidenced in the improvements in key quality indicators such as facility acquired wounds and antipsychotic use.

We have set out on our journey to become a more inclusive organization to recognize the diverse population we serve as well as our diverse workforce. The Equity, Diversity, Inclusion, and Accessibility (EDIA) team was created to guide us in this endeavor. Thank you to the team for your work to date and to the co-chairs, Judy and Janie.

We received a wonderful Christmas present in 2023 when the Provincial Government announced that Saint Vincent's Nursing Home will be replaced with a new home to open in 2030. We are anxiously looking forward to starting that journey in the fall of 2025.

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. The operational reports were written by members of the organization who oversee those teams. The reports demonstrate our ongoing efforts to ensure that we create meaningful relationships, engaged residents, and moments of joy.

Respectfully submitted,
Ken Rehman, CEO

Meet the Leadership Team



Back row L-R: John McDonald, Steve Casey, Judy Changwony, Ken Rehman, Debbie Coombs, Kathleen MacDonald, Taralee Walsh

Front row L-R: James Pratley, Joanna Johnson, Krista O'Hearn, Sheryl Pangilinan, Tracy Bonner

BOARD REPORTS

Board Chair

This has been another productive year for the Board of Directors. In September we were pleased to welcome two directors, Janet Dunphy and Bill Nearing.

The Board of Directors at Saint Vincent's has an oversight or governance role and carries out this responsibility through the following committees: Finance and Facility Committee, Monica Moriarty, chair; Quality and Standards Committee, Ellen Duinker, chair; Nominating Committee, Annette Thibodeau, chair; and Board Management Committee, MT Grant, chair.

Working with the Chief Executive Officer (CEO) and members of the Senior Leadership Team, each committee has made important contributions to ensure adherence to the mission, vision and values of Saint Vincent's as detailed in the organization's Strategic Plan.

The Board voted to increase its complement by two directors for a total of twelve. This addition will expand opportunities for diversity of background and experience among the Board of Directors and will also assist each Board committee to deliver more fully on their terms of reference.

In November the Provincial Government announced its commitment to add or replace 2,200 long-term care beds across the province; Saint Vincent's was named as a facility to be replaced by 2030. Even though we have not yet received direction from the province, preliminary discussions about this important and complex project have begun at the Board level with the CEO.

In April the Board of Directors was pleased to confirm Ken Rehman as the permanent CEO. Ken has taken to the role with enthusiasm and is actively seeking out resources and learning opportunities both locally and beyond, to further develop his knowledge and leadership skills.

In September 2024 the Board will undertake a new strategic planning process as we continue to develop and evolve towards our goal to provide the best possible resident-centred care to all residents of Saint Vincent's.

I want to thank all the members of the Board of Directors for their time and contribution over the past year. Annette Thibodeau and Patricia Bilski have both completed a three year term and will be leaving the Board. Both have made significant contributions during their tenure on the Board.

I also want to thank Nancy Maguire, the Executive Assistant, whose many responsibilities also include managing and distributing all the considerable information required by the Board of Directors as well as organizing and recording the numerous committee and Board meetings. She does all of this with considerable efficiency and good cheer. Thank you, Nancy.

Finally, a sincere thank you to all the staff and volunteers. Saint Vincent's continues to have a reputation in the long-term care community as a special place with a history of providing quality care. It is an honour to be associated with Saint Vincent's.

Respectfully submitted,
Alfred Doucet, Chairperson

Board of Directors

Alfred Doucet
Monica Moriarty
Ellen Duinker
MT Grant
Ken Rehman
Annette Thibodeau
Bill Nearing
Janet Dunphy
Marilyn Oliver
Patricia Bilski

Board Management Committee

The Board Management Committee, whose purpose is to provide support to the Board of Directors in the management of their responsibilities, held nine meetings and one working group session between October 2023 and May 2024.

The committee had a successful year updating policies for approval by the Board. These included:

- Responsibilities of the Board (including newly developed Chief Executive Officer Performance Evaluation Process)
- Code of Conduct
- Board Performance Evaluation
- Board Sub Committee Terms of Reference
- New Board Member
- Complaints Review

In addition, the committee worked to kick-off a new Strategic Planning Process which will begin in the fall of 2024.

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 Ken Rehman, and to Nancy Maguire for her ongoing support.

Respectfully submitted,
MT Grant, chair

Quality and Standards Committee

Eight Quality and Standards (Q&S) Committee meetings were held virtually and/or in person during the 2023-24 reporting period. Committee membership includes Annette Thibodeau, Patricia Bilski, Ken Rehman, CEO, Debbie Coombs, Director Resident Care, Tracy Bonner, Director Quality & Safety and Ellen Duinker as chair. Highlights include:

Appointment of Tracy Bonner as Director of Quality and Safety. The enhanced monitoring of quality indicators for the monthly and quarterly reports has greatly increased the committee's understanding. Her new initiatives include *Leadershift*, on-boarding staff education and resident safety plans. As a result, the quality benchmarks indicate

an overall improved resident care through staff's early awareness and the resulting care plan adaptations.

COVID-19 and RSV outbreaks were managed efficiently and successfully. Residents now receive semi-annual COVID-19 boosters administered in-house.

A more stable workforce has resulted in enriched and more consistent resident care.

I am very pleased to acknowledge the exceptional resident care provided by staff. Congratulations to all who embrace Saint Vincent's core values to promote a resident and family-centred care community.

I wish to thank retiring committee members Annette and Trish for their informed perspectives and support over the past year. Their contributions to this committee were invaluable.

Respectfully submitted,
Ellen Duinker, chair

Nominating Committee

The Nominating Committee, with members Marilyn Oliver, Janet Dunphy and Annette Thibodeau, met several times over the past year. Throughout the year the terms of reference were updated with an enhanced roll for the committee. We are looking to increase the number of Board members to 12 in order that no director will need to serve on more than one committee.

The post COVID-19 world has created a need for volunteers as many people who used to volunteer dropped away and have not returned. That said, we are enormously grateful for the four people who have agreed to serve on the Saint Vincent's Board next year.

The current Board executive is comprised of: Alfred Doucet, Chair; Monica Moriarty, Treasurer; Ellen Duinker and MT Grant, vice chairs and Ken Rehman, secretary.

Respectfully submitted,
Annette Thibodeau, chair

Treasurer's Report

Overall, the last fiscal year was a year of building stability. We increased our staffing levels in order to improve care and meet the ever-changing needs of our residents. Maintaining and stabilizing staffing levels is vital for the overall health of our organization. Continued monitoring of both sick time and overtime remains a priority as benchmarks, to ensure that staffing is appropriate to be able to provide the excellent care for which we are known.

Through hard work from all areas within the home including HR, payroll, resident care managers and our dedicated staff who have been helping with orientation of new staff, we continue to be able to recruit and retain staff at levels that could be described anecdotally as better than sector averages. We have seen positive improvements compared to the past few years in sick time, overtime and use of third-party contracted staff.

In addition, there were continued cost pressures this past year that were not isolated to Saint Vincent's or the healthcare sector in general. We saw drastic price increases in many areas such as raw food, insurance, and utilities. Through continued advocacy with our counterparts and provincial representatives, the province will be addressing some of the impact of funding shortfalls in future years' funding levels.

For the 2024 fiscal year, we ended with an overall surplus of \$131,427, which equates to approximately .7% of our overall annual budget. The financial goal of the organization for the year was to operate near breakeven.

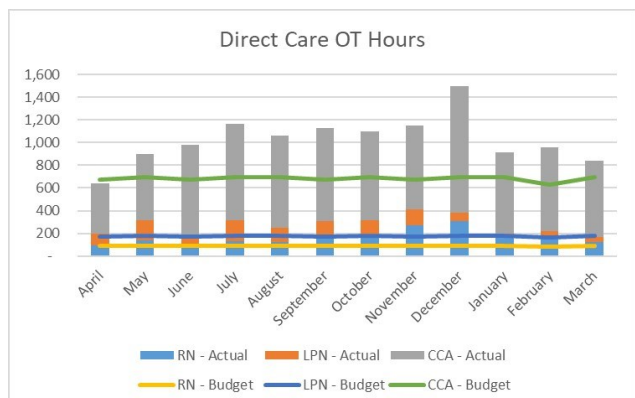
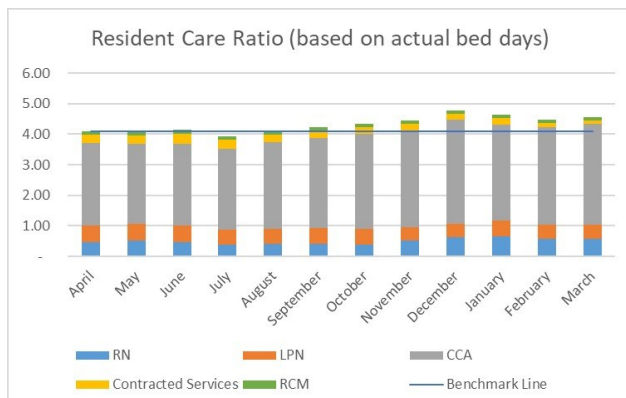
The committee was also heavily involved in oversight of the capital improvements during the year under the maintenance team. The team had to work through issues and make decisions based on changes to provincial requirements with regards to some equipment.

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

- 6th floor redesign (delayed indefinitely due to escalating costs)
- Chiller replacements
- Backflow prevention
- Nurse call system
- Paving repairs
- Flooring replacement on units 2, 4, & 6 (to be completed in next fiscal year)

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

Respectfully submitted,
Monica Moriarty, Treasurer



OPERATIONAL REPORTS

The following reports introduce you to the teams and the work they have done throughout this past year. Their reports have been arranged according to the chapters within the Accreditation Canada standards.

UPHOLDING RESIDENT CENTRED CARE

High-quality, safe, resident-centred LTC services requires balancing multiple forces, such as the rights and choices of individual residents while protecting the well-being and safety of the collective; and approaches to providing care that ensure consistency and continuity while respecting individualization. Themes include respecting residents' rights and responsibilities, enabling resident-centred care, promoting essential care partners, and actively communicating with residents.

The focus last year in the nursing/resident care department has been to ensure that the care we provide to the residents is of the highest quality and that it is delivered in a safe, respectful manner following a resident and family-centred approach. We expect that the care given to the residents is the same quality of care that we would provide for our own family or loved ones and that residents and families are partners in care. To that end, we engage residents and families in day-to-day decisions as well as through the Resident and Family-Centred Care (RFCC) Advisory Committee and Residents' Council.

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. We continue to offer the option to join the meeting virtually. Invitations to family members include the previous month's minutes together with the agenda. Family attendance has started to increase, and we continue to encourage participation as well as to provide agenda items for discussion. The meeting takes place on the last Monday of the month, excluding July and August, for a total of 10 meetings per year.

RESIDENTS' COUNCIL has met monthly over the past year. There were two virtual meetings due to outbreaks, and one was cancelled due to illness of the chair. The executive members include the chair, treasurer, CEO and a member of the recreation team (who assumes the role of secretary). Hilary W is our current treasurer and the newly appointed chair as of May, is Helen D.

ENABLING A MEANINGFUL QUALITY OF LIFE FOR RESIDENTS

Providing a meaningful quality of life for residents involves prioritizing the rights, needs, and satisfaction of residents; caring, compassionate, and competent interprofessional care teams; and a home-like environment with meaningful community experiences that fulfill residents' physical, spiritual, intellectual, social, cultural, and creative needs.

DINING EXPERIENCE: meals are often the main event of the day. Food ultimately brings pleasure to the residents. Meal service provides a sense of community and belonging by encouraging residents to see and socialize with other residents and staff. Making mealtimes more enjoyable is part of the shift towards resident-centered care, which aims to make food service more flexible and focused on the needs of the resident.

After many hours of creating and developing, the Nutrition Services Department has officially launched its own dietary app, *KDL Dietary Solutions*. While there are many food services software programs on the market, we realized that none of them met our specific requirements for a simple, user-friendly system for meal service.

Our app streamlines the processes by digitalizing meal planning while facilitating seamless communication among residents, caregivers, and nutrition services staff. By centralizing information and enabling real time updates, the digital dietary app ensures that residents receive meals tailored to their preferences and health requirements. This transparent exchange of information not only enhances the quality of care but also cultivates a culture of shared responsibility and engagement, where everyone works together towards a common goal of optimizing resident health and well-being.

Moreover, the integration of the *KDL Dietary Solutions* app has led to tangible benefits in terms of resource optimization and waste reduction. This not only contributes to cost savings but to time management as well. Repetitive administrative tasks such as manually changing resident food options in different locations have been greatly reduced, allowing more time to share conversation and smiles with the residents.

RECREATION: one of the most important aspects of our resident care is the Recreation Therapy Department. We hear from families over and over that their loved ones enjoy the recreation activities but that they want more. This past year has seen many changes in the department. Amy Parker has assumed the new role of Co-Ordinator, Recreation Therapy Department. She has thrived in this role, taking on more responsibilities as well as the important role of recruiting and organizing the many volunteers who we are grateful to have. The recreation therapy team also includes Amy Greene as a second recreation therapist, and Taylor McKay as a recreation programmer. We are fortunate to have added Hannah Whelan to the department in the role of therapeutic assistant, providing one-to-one interventions. This addition of staff will assist the team in implementing care plans and ensure all residents benefit from



Our Recreation Team L-R: Amy Parker, Amy Greene, Taylor McKay, Hannah Whelan, Pearse Sweeney, Darrel Cameron

optimal therapeutic services. The recreation team averaged over 1000 visits per month this past year! We have been very busy adding new programs to our calendar such as Vinnie's Café, virtual reality, sensory groups, and music with Andy and are still providing resident favorites such as music and bingo.

MUSIC THERAPY: our music therapist, Darrel, also delegates more time for one-to-one visits. He still provides music therapy programs on units twice per week and focuses on palliative care when needed. He has introduced a hand chime choir and works collaboratively with Debbie, our Chaplain, to facilitate a Saint Vincent's Choir.

VOLUNTEERS: we have had students from many different schools completing projects this year including some recreation therapy students from Dalhousie University. With help from our dedicated volunteers and student support we were able to provide a total of 2260 volunteer hours this year! We truly appreciate all their support and would not be able to provide the services we do without them.

PASTORAL CARE: our chaplain, Debbie MacDonald, rounds out the recreation therapy team with her focus on the spiritual care of residents and staff. Many staff have had the fortune of attending one of Debbie's debrief sessions that always make the staff feel better after a tough event or stressful time.

ENSURING HIGH QUALITY AND SAFE CARE

Providing high quality and safe care involves conducting comprehensive assessments, developing resident's individualized care plans, ensuring the safety and effectiveness of care, and timely access to appropriate care and services.

Quality starts with the Resident Services Manager, Kathleen MacDonald. Kathleen is the first connection that a family member has when their loved one is being admitted to Saint Vincent's. She provides a warm, professional welcome and can calm any fears or uncertainties with her personable, kind nature.

We are fortunate to have the services of a full-time physiotherapist, a full-time occupational therapist and two physiotherapy/occupational therapy assistants. Diane Garagan is our physiotherapist who recently joined the team as she fills in for Sara's maternity leave. Diane brings with her many years of experience and a fresh view and some new ideas that we will be implementing next year. Laura Fowler is our occupational therapist. She has been instrumental in organizing biweekly wound care meetings and has taken the lead with our least restraints program. Laura and Diane offer in-depth education sessions to all new nursing staff on lifts and transfers of residents. They can often be seen on the units conducting education sessions for staff and participating in team huddles for residents who have frequent falls. Our two PT/OT assistants, Tracy Herridge and Jenna Ferris, can be found providing much needed exercises and therapeutic walking programs for the residents.

We have been fortunate to add Tracy Bonner to the Senior Leadership Team. She is the Director of Quality and Safety and brings with her many years of knowledge, experience, expertise, and a wealth of new ideas that we have started to implement to ensure a high quality of care.

Another addition to our team this year is Caylene Manning. She is a registered dietitian who oversees the menu and ensures that all of the residents receive their optimal nutrition based on their individual assessments and needs.

The team of registered nurses, licensed practical nurses, continuing care assistants and long-term care assistants work incredibly hard to make sure residents receive compassionate care. The care plans take into consideration each residents' specific needs, while striving to maintain the best quality of life for the residents for as long as possible. The nursing staff work under the guidance of resident care managers who assure care provided is the high-quality that our residents deserve, while holding staff accountable for their specific responsibilities and tasks. The nursing staff work very closely with Dr. Clarke, our Medical Director and the team of Care by Design physicians Dr. DiPenta, Dr. MacLean and Dr. Nowlan. Liz Card, staffing wiz, can staff this large facility using sheer willpower and determination. Her efforts are tireless and help the nursing staff care for the residents at safe staffing levels.

The Support Services Department at Saint Vincent's is comprised of many different staff members. Manager, supervisors, cooks, dining room, dishroom, storeroom staff as well as laundry, housekeeping, janitor and the seamstress all play an important role in everyday life at Saint Vincent's.

Housekeepers provide a clean, safe-living environment that not only prevents the spread of illness but also contributes to a resident's sense of dignity and respect.

The laundry staff and seamstress ensure that our residents are dressed each day with the clothes that they brought with them into Saint Vincent's. Clean and properly fitted clothes are essential to providing a sense of identity for our residents.

The support services team at Saint Vincent's should be commended for their hard work and dedication to our residents who are often referred to as an extension of their own families.

QUALITY INDICATORS: the care team has achieved exceptional results in key resident safety areas. Our resident falls injury rate, facility acquired pressure injuries, infection rates, medication error rates and antipsychotic use are all below provincial and/or CIHI (Canadian Institute for Health Information) benchmark levels. This could only

<i>INDICATOR / STATISTIC</i>	<i>Target/ Bench- mark</i>	<i>Com- pared to bench- mark</i>	<i>ANNUAL 2023-24</i>
Falls Moderate to Serious Injury rate/ 1000 resident bed days	Experi-ence	↓	0.8
# Residents using Physical Restraints	CIHI 5.6%	↑	7.0%
Incidence of new or worsening SVNH Ac- quired Pressure Injury	NS 3.0%	↓	0.2%
Infection Rate per 1000 resident bed days	IPAC 2.5	↓	1.9
Medication error rate per 1000 resident bed days	Experi-ence	↓	0.6
Antipsychotic Use	CIHI 22%	↓	12.7%

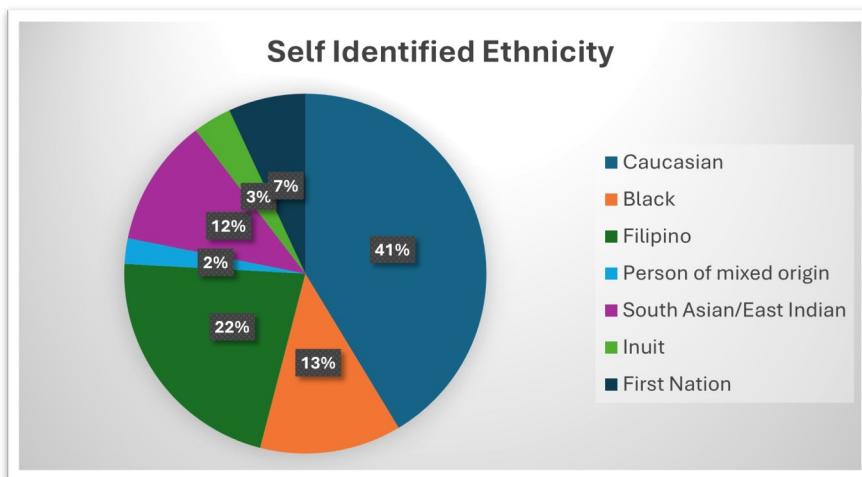
have been accomplished through adherence to preventative safety protocols and early interventions. Regular nursing and allied health assessments as well as consultation with provincial expert services have also contributed to this success. One area of opportunity for improvement is the benchmark usage of restraints (see insert). Often new residents will arrive with these in place, and through a

multidisciplinary approach, we are able to achieve a minimal number of physical restraint use reserved only for those who are monitored regularly and for whom other forms of safety interventions are not effective. Overall, this is an incredible success for the staff and residents at Saint Vincent's!

ENABLING A HEALTHY AND COMPETENT WORKFORCE

A healthy and competent workforce is key to providing safe, high-quality resident care. This includes ensuring an appropriate skill mix of the workforce; providing proper training on care practices, use of health care equipment and information and communication technology and collecting information on the workforce that includes workforce experience data.

EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY (EDIA): In June 2023 a self-identification online survey was distributed to all staff to analyze our workforce before we launched the EDIA Committee in



December 2023. The poll yielded 79 responses from our team members. Saint Vincent's has a diverse population that employs nationalities from across the world as can be seen in the chart below. This has increased significantly since the original survey due to our recruitment efforts. The EDIA team is a grassroots team of

staff with management support. Their initial work has been to develop a terms of reference and a strategic plan for moving EDIA initiatives forward. This year's goal is to incorporate EDIA into our mandated education so that all employees understand its purpose and value. We are committed to viewing our organization through an EDIA lens moving forward.

RECRUITMENT: recruitment was indeed a success story this year as we filled over 30 full-time positions including the new positions added for the CCA (Continuing Care Assistant) role in February 2023. The number of unfilled CCA positions has always fluctuated in the past; however, within the final quarter of 2023-24, all these positions were filled, and we finally achieved a zero vacancy for CCAs. Thanks to the efforts of Sheryl, our HR Coordinator, and the managers, there were 153 new hires between April 2023 and March 2024; 102 were in the CCA role as full-time, part-time, or casual. We are proud to announce that 75% of new hires in this reporting period were retained versus 63% last year.

We employed an innovative strategy for recruitment of international hires that we believe made us a preferred employer with international CCA students. We provided students with assistance in navigating the immigration process rather than their having to hire a consultant. In return, these students have signed a return of service agreement.

We sponsored eight nurses or IEN (Internationally Educated Nurses) from Singapore, Philippines, and

Saudi Arabia who are now working in the CCA role. There were also nurses hired from Bangladesh in November 2023, with a projected arrival at the beginning of next year.

ORIENTATION: our orientation team is comprised of mentors who have devoted themselves to training new employees and mentoring students in the CCA program during their placement. Our goal is to create a warm and welcoming workplace by transferring KSA (knowledge, skills, and attitudes) to the newest team members. This team meets regularly to analyze the process and review feedback to ensure ongoing development.

We made the decision to extend orientation days to ensure that new hires have the support they need to succeed in their roles before they begin working. Managers perform check-ins with new staff during the orientation and at the mid-point of their probationary period to provide support to ensure their success.

ENABLING INFECTION AND PREVENTION CONTROL PRACTICES (IPAC)

Ensuring proper infection prevention and control practices is key to keep residents and staff safe. It involves having an appropriate infection prevention program in place that includes the use of personal protective equipment (PPE), cleaning and disinfection, and having procedures in place to manage outbreaks.

Since taking over the role of Infection Control Designate at Saint Vincent's in September 2023, Joanna Johnson has been very busy. In September, she enrolled in the Queen's University "Infection Prevention and Control" course which was very enlightening and was able to connect with medical professionals all over Canada to share stories and experiences in this field.

With a total of four outbreaks, the fall and winter were busy. All outbreaks were managed under the care of the Medical Director, Dr. Barry Clarke, and in consultation with Public Health, Infection Prevention and Control Nova Scotia, Continuing Care and Nova Scotia Health.

Our first outbreak was COVID-19 which was declared on October 6th and declared over on November 15th, 2023. The outbreak lasted a total of 40 days and was contained to the 6th floor. There was a total of eight residents who tested positive, all had mild symptoms.

The second outbreak, Influenza A, was declared one day after the COVID-19 outbreak was declared over. This outbreak ran from November 16th to November 30th, 2023; a total of 14 days and affected 18 residents on the 2nd, 3rd, 4th and 5th floors. Those affected residents had mild symptoms and were treated with Tamiflu for a period of five days, and the residents who weren't affected were treated with a prophylactic dose of Tamiflu during the duration of the outbreak.

Our third outbreak occurred on December 12th, 2023, and was declared over on January 2nd, 2024. The outbreak lasted a total of 21 days and was isolated to the 2nd floor. There was a total of three confirmed RSV cases, and nine suspected RSV cases which equaled 8.2% of the total population of Saint Vincent's.

Our most recent outbreak was COVID-19, affecting six residents on the 5th floor and four residents on the 3rd floor. The outbreak started on January 30th, 2024 and lasted 21 days.

Residents were offered both Influenza and a fall COVID-19 booster vaccine in October/November 2023, as well as a spring COVID-19 booster vaccine in April/May 2024. The 2023-2024 Influenza Vaccine campaign observed 95% of our residents, and 42% of our full/part time staff receiving the vaccination. The spring COVID-19 booster vaccine was successful with 84.2% (123/146) of residents receiving their dose. The remaining 11.6% (17/146) of residents chose to not be vaccinated.

Thank you to the staff at Saint Vincent's for all their hard work and being diligent with infection control practices which helped decrease the duration of the outbreaks, as well as the number of residents who were affected.

MAINTAINING SAFE MEDICATION MANAGEMENT PRACTICES

Medication safety is extremely important for safe care. Medication safety includes taking a collaborative approach to medication management; providing up-to-date policies and procedures; and assigning responsibilities for prescribing, storing, preparing, and administering medications, and monitoring their effects.

At Saint Vincent's we use a collaborative approach for medication management. The Nursing/Pharmacy Committee meets monthly to discuss the same and appropriate use of medications in the organization. The committee develops medication management policies and procedures, maintains the organization's medication supply, and evaluates medication use and resident safety incidents involving medications.

We work collaboratively with the doctors, nursing staff, pharmacist, residents, and families to bring forth successes and deficiencies for discussion and resolution. We review policies to ensure procedures for all activities related to medication management are developed and implemented on a consistent basis.

Comprehensive medication reviews are completed for each resident upon admission and twice annually. A medication review is an analysis of the resident's current medications, medical conditions, and allergies. We work in collaboration with an interdisciplinary team, consisting of physicians, nurses, and pharmacists to ensure the residents receive optimal medication therapy according to their care plan. As residents change over time, their medication treatment plan adapts accordingly. Medications that are no longer beneficial or pose unnecessary risk are decreased or discontinued.

Engaged Residents. Meaningful Relationships. Moments of Joy.

PROMOTING QUALITY IMPROVEMENT

Quality improvement in long-term care plays an important role in achieving better care and quality of life for residents. It is a systematic and structured team effort to achieve measurable improvements in care delivery, experiences, and outcomes.

WHAT IS LEADERSHIFT: it is a Quality Management System adapted to long-term care from the Sick Kids Hospital and Accreditation Canada Leading Practice “Daily Continuous Improvement Program” (DCIP). The purpose is to develop our staff to solve problems and improve performance.

This system includes:

Daily status discussions led by the resident care managers.

Huddleboards three times weekly, where staff can identify, categorize, and plan improvements to process related issues.

Leadership Teams – interdisciplinary teams who meet monthly to review measures, so we know how we are performing, and work on larger issues that require more time and resources to solve.

Training began in April 2024 and we will conclude the formal training in September 2024.



LEARNING: in 2023/24 we concentrated efforts on making mandatory training accessible to all staff via the Surge Learning platform. Surge Learning has been used by many long-term care facilities across Canada for years and has content that is province-specific to ensure the information is updated to the most recent legislation and best practice.

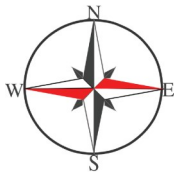
QUALITY & RISK MANAGEMENT (QRM): on the Surge Learning platform, we created our incident reporting system in the QRM section. This allows timely access to incident reports by nurses and management, as well as the ability to analyze and follow-up in one place so all information is available to those who need it to make improvements. This also has automated our tracking of incidents such as falls, employee incidents, etc. We began implementing environmental audits through Surge Learning as a preventative measure.

POLICIES: In the fall of 2024, all staff will be able to access policies and procedures on the “Policy Professional” platform via Surge Learning. This will give timely access to important protocols.

Gift from the Heart



With much heartfelt thanks to our dedicated and new donors, the annual tradition of the *Gift from the Heart* campaign was once again a success. Launched in the fall of 2023 the aim was to raise money for new physiotherapy equipment. With your help we raised almost \$16,000. We cannot thank you enough for showing how much you care and for helping to bring joy to residents who are once again enjoying cycling and other physical activities with the new equipment. Pictured are Carol and Carl who stopped by the PT/OT Department to burn some calories.



Leading BY EXAMPLE

Kathleen MacDonald, Resident Services Manager, has worked at Saint Vincent's Nursing Home since 1992. She is the first connection to Saint Vincent's for most residents and families and shows amazing skill at creating a trusting and caring relationship. She demonstrates compassion and empathy with families who are often stressed and overwhelmed. She builds excellent working relationships with other stakeholders such as the placement team. Kathleen leads the Resident and Family-Centred Care Advisory Group and is always willing to step in to help with whatever is needed. Kathleen truly leads by example.



This award is presented 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.



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

