

# 2025

## ANNUAL REPORT



Saint  
*Vincent's*  
NURSING HOME

[www.svnh.ca](http://www.svnh.ca)

## Report from the Chief Executive Officer

As the strategic plan 2021-2024 comes to an end, it is time to look back at our accomplishments as we prepare for our future. Over the last four years we have made strategic investments to support ongoing achievements in quality care, people, and sector leadership. We have benefited from provincial investments in long term care that have allowed us to fill vacant positions, expand our recreation department, improve our dining experience, and maintain our aging physical plant.

Investments in information technology and the implementation of the RAI-LTCF have allowed us to leverage data that demonstrates the quality of care we provide. The RAI-LTCF is a well-researched and standardized assessment of our residents' care needs that also provides quality data that is comparable to other LTC providers across Canada. As you will see in this report, Saint Vincent's Nursing Home performs very well when compared with other nursing homes.

Quality of care does not happen without a quality workforce. Through innovative recruitment strategies, we have all but eliminated our staff vacancies in the Continuing Care Assistant role. We have seen our workforce expand as we welcome

staff from many diverse backgrounds. With that, we are on a journey to ensure we are an inclusive and welcoming organization through the work of our EDIA (Equity Diversity Inclusion & Accessibility) team. We have had the privilege of seeing our staff grow within the organization. Staff have transitioned from roles in Support Services to CCA, CCA to LPN or RN, LPN to RN, RN roles to management, and managers to higher levels of responsibility. I am proud of the work of all the Saint Vincent's Nursing Home team.

On the new build front, we are still awaiting our approval to move forward. The expected start is fall of 2025; however, we are prepared that this timeline may be delayed.

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. We also present a high-level look at our strategic plan 2025-2030. Operational reports are 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

**Back row L-R:** John McDonald, Debbie Coombs, James Pratley, Bernard Mabatid, Manuel Bautista, Steve Casey, Judy Changwony, Taralee Walsh, Ken Rehman

**Front row L-R:** Joanna Johnson, Amy Parker, Sheryl Pangilinan, Krista O'Hearn  
*Missing from photo:* Kathleen MacDonald



It is with much appreciation that we thank the organization, **100+ Women who Care Halifax**, for their very generous donation that allowed us to purchase new furniture for our garden. These durable tables and benches were made by a local not-for-profit company, **LakeCity Works**, and will continue to be enjoyed by residents, family and friends, as well as staff for years to come.



## Board Chair

2024-25 has been another productive year for the Board of Directors. In the fall we were pleased to welcome four new directors to the Board: Bob Vaughan, Rose Marie Smith, Katherine Cashen-Aucoin, and Catherine Sheffer. Additionally we plan to welcome three new Board members in the fall.

The Board of Directors at Saint Vincent's has an oversight and governance role and carries out this responsibility through the following committees: Finance and Facility Committee, chaired by Bill Nearing; Quality and Standards Committee, chaired by Ellen Duinker; and the Board Management Committee, chaired by MT Grant. This year we determined that the Nominating Committee will only be struck when required, and Board member recruitment will remain a standing agenda item at Board meetings to ensure we continue to have a full complement of diverse and experienced Board members.

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 which continues to evolve in the organization's new strategic plan. In the fall, after significant planning and input from all levels, the Board and the senior leadership team met for a strategic planning session. With the guidance of a facilitator, everyone rolled up their sleeves and was fully engaged in finalizing a new three year strategic plan. This plan will help position Saint Vincent's as a nursing home focused on resident-centered care and ready for the future given the decision to replace Saint Vincent's with a new facility by 2030.

I would like to thank all members of the Board of Directors for their time, dedication and contribution this year to Board meetings and committee work. In particular, their patience with me as I stepped into the role of Board Chair. I would also like to thank CEO Ken Rehman and his leadership team for their time and support for Board and committee meetings, and the continued dedication of all staff during GI outbreaks.

As always, I must thank the executive assistant, Nancy Maguire, whose corporate memory of Saint Vincent's has been indispensable to managing and distributing considerable information required by the Board and the various committees. She has kept us on track with rules, deadlines, minutes and technology and all Board members are grateful.

I would also like to sincerely thank all the staff and volunteers for their hard work and dedication. Your professionalism and commitment enable Saint Vincent's to maintain its reputation for providing quality care to our residents.

Respectfully submitted,  
Monica Moriarty, Chairperson

## Board of Directors



**Front row L-R:** Rose Marie Smith, Marilyn Oliver, Monica Moriarty, MT Grant.

**Back row L-R:** Bob Vaughan, Ellen Duinker, Bill Nearing, Ken Rehman, Catherine Sheffer, Katherine Cashen-Aucoin.



## 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 five meetings throughout the year.

The committee worked to update policies, bringing them to the Board for approval. Those amended included:

- Board Chair Job Description
- Committees of the Board
- Board Member Job Description
- Treasurer Job Description
- Planning for Succession and Diversity of the Board of Directors
- Committee Chair Job Description
- Risk Management

Thank you to committee members 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

The Quality & Standards (Q&S) Committee welcomed two new members, Cathy Sheffer and Kathy Cashen-Aucoin. With the departure of Tracy Bonner, resident care manager Joanna Johnson assumed the quality portfolio. The committee held five meetings in addition to an all-day strategic planning session in the fall of 2024. Highlights of those meetings include:

**Licensing inspection:** conducted in February, went well overall. A plan to address the few identified deficiencies was submitted to the Department of Seniors and Long-Term Care in March.

**Annual Quality Care Report:** was well received. Saint Vincent's as well as other

provincial long-term-care facilities are now required to report and utilize the Canadian Institute of Health Informatics benchmark indicators. The standardization of these new measures allows Saint Vincent's to compare its performance with other facilities locally, provincially and nationally. To date, Saint Vincent's has performed well. Concerns were addressed by the clinical leadership team and appropriate measures taken. A welcome addition to the quality report is resident recreation interactions.

**Seven Day a Week Admissions:** a new government mandate, brings with it the challenges of staffing, medication reconciliation, and mobility/nutrition assessments on a weekend.

**Norovirus Outbreak:** in March and April which lasted 23 days and affected 88 residents and 44 staff. There were two resident deaths.

**Resident and Family Centered Care Committee:** reported a positive 93% response to their "Quality of Life" survey.

**CCA Standardization:** is a provincial initiative whereby all CCA's will be educated and assessed in five specific competencies. The Co-ordinator of Staff Development, Manuel Bautista, is successfully spearheading this initiative. The major change in a CCA's practice is the taking and documenting of vital signs (blood pressure, pulse) and administering medication (creams, eye/ear drops, nasal spray).

**RN Prescribing course:** Dalhousie University has accepted three Saint Vincent's RNs to start in September 2025.

The Q&S Committee applauds the initiative from many staff to advance their personal scope of practice. Building capacity within the organization shows Saint Vincent's to be a preferred place to work and, for our residents, a preferred choice to live.

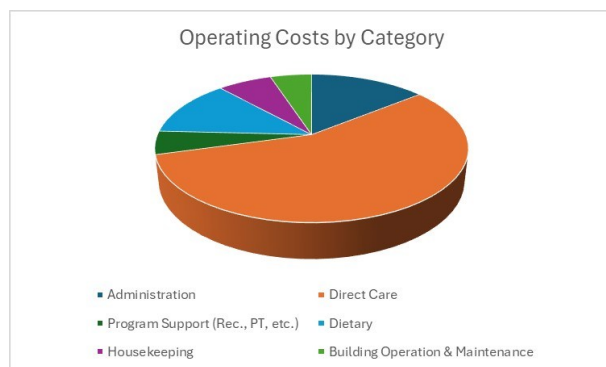
Respectfully submitted,  
Ellen Duinker, chair

## Treasurer's Report

Overall, the last fiscal year continued building stability. The drastic decrease in use of contracted services for resident care highlights the hard work and dedication to increasing and maintaining sufficient staffing levels. The stabilization of staffing levels was also evident in the overall reduction in both overtime and sick time compared to prior years. Of course, there is always work to do in this area and we continue to strive to maintain these staffing levels.

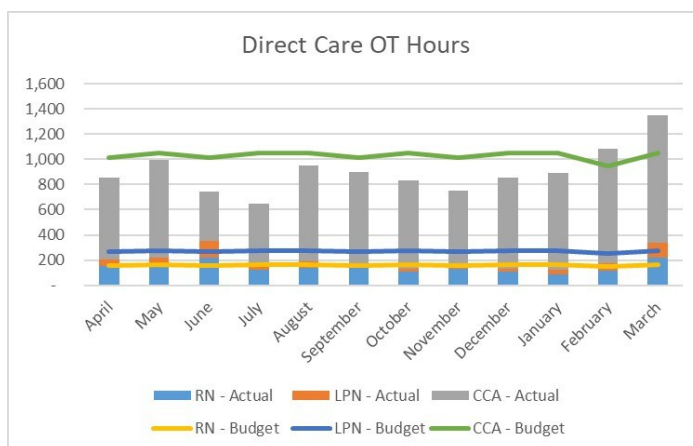
In a year of such economic instability, we saw increases in costs. Some of the most significant increases occurred in food, insurance, and employee health benefits. We continue to work with our counterparts across the sector to ensure that the province sets out our funding appropriately. In addition, we recognize that although as an organization we are funded in a way that shields us from some of this risk, we continue to advocate on behalf of our employees to ensure that they are compensated appropriately.

For the 2025 fiscal year, we closed with an overall deficit of (\$352,365), representing



approximately 1.8% of our total annual budget. Operationally, the home maintained a near break-even position. The reported deficit is primarily within the capital fund and is largely due to the timing of revenue recognition. Importantly, this shortfall is offset by surpluses carried over from previous years.

The committee was also heavily involved in oversight of the capital improvements during the year under the maintenance team. The team continues to prioritize capital projects while continuing to be good stewards of provincial funding and find the balance between ensuring safety and comfort of residents and staff but acutely aware that we are scheduled for a new build in the coming years.



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

- Chapel stairs
- Resident window coverings
- Flooring: Windsor Room and 1<sup>st</sup> floor hallway
- Flooring: units 2, 4 & 6 (hallways and dining)
- Rooftop Chiller

I am pleased to report that Saint Vincent's remains financially strong, with a solid balance sheet that enables us to meet the needs of our residents and stakeholders. The Finance and Facility Committee looks forward to ongoing collaboration with the Board, management, and staff to support the organization in fulfilling its renewed strategic goals.

Respectfully submitted,  
Bill Nearing, Treasurer

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

## UPHOLDING RESIDENT CENTRED CARE

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, and 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.

**Residents' Council:** we welcomed Carl Dugas as the new Council President. Hilary Wellard continues to be the treasurer, and Amy Greene is now recording secretary. This year they voted and passed to help fund the lobster dinner which was a big success! We continue monthly meetings to promote input for all departments and an opportunity to discuss and address concerns and achievements.

**Resident and Family Centred Care Advisory Group (RFCC):** this is an advisory group that provides a forum for residents and families to have access to the management team. We share information, request 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 sent 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.

## ENABLING A MEANINGFUL QUALITY OF LIFE FOR RESIDENTS

**Support Services:** providing safety for all members of the Saint Vincent's community is critical, not only for the well-being of the residents but also for our staff.

We have recently purchased more adaptive cutlery for our residents to support those with physical impairments such as arthritis, Parkinson's disease, or neurological impairments. These specialized utensils are designed to be easier to hold and manipulate, making mealtimes more independent and less frustrating for residents.

For our residents, the primary benefit of adaptive cutlery is improved independence. With ergonomic designs such as larger handles, angled grips, or special attachments, residents can continue to eat without requiring assistance, which can enhance their self-esteem and dignity.

We have also purchased a new oven for our kitchen. Modern ovens come with various safety features such as automatic shut-off systems, temperature control mechanisms, and sensor alerts, which can prevent overheating and reduce the risk of fire. These features are especially important, as staff may be multitasking or working under time constraints. The back-up of the oven's safety functions adds another layer of protection. Moreover, new ovens can improve

energy efficiency, reducing costs for the facility. They can also offer more precise cooking capabilities, ensuring that meals are prepared to the highest standards, directly impacting the nutritional quality of the food served to residents.

Empowerment through professional development boosts employee morale and retention. Staff who feel invested in and supported by their career progression are more likely to remain in their roles, reducing turnover and ensuring continuity of care. We are currently providing support to a nutrition services worker in their training to be a chef. A highly trained chef can create a more dynamic kitchen environment, enhance teamwork and improve the overall atmosphere in the facility.

The integration of adaptive cutlery, the installation of safe new kitchen appliances, and the empowerment of Saint Vincent's employees are key components in our new strategic plan.

Environmental and laundry services prioritize creating a safe, clean, and welcoming environment where residents can thrive. This fosters an atmosphere that promotes wellness and engagement, ensuring residents feel secure and supported every day. Clean and inviting surroundings contribute to a sense of pride and dignity, allowing residents to feel more confident and comfortable in our home, enhancing their safety, and improving their overall physical and mental well-being.

**Recreation:** with Taylor McKay now a Recreation Therapist, we will be hiring a part time recreation programmer. The recreation team averaged over 1500 visits per month this past year! We have added some new names to our Saturday music rotation as well as Golden Music Hour on Monday afternoons. We continue to provide programs that follow best practice and of course resident favorites like Mind Matters and Balloon Ball! The long term care assistants have been assisting the recreation therapy department with programs as well as providing one to one engagements.

**Volunteers:** this year saw students from many different schools including Citadel High, Dalhousie University and Sacred Heart. We had two students complete work terms through NSCC and we continue to facilitate student opportunities. Volunteers help in many ways, and we have added many new faces to the volunteer team. With our dedicated volunteer and student support we were able to provide a total of 1430 volunteering hours! We truly appreciate all their support and everything they do to improve the quality of life for our residents.



## ENSURING HIGH QUALITY AND SAFE CARE

We have had several initiatives implemented over the past year that have improved the quality of care provided to the residents of Saint Vincent's Nursing Home. We have also had a few challenges thrown at us, but in true Saint Vincent's fashion, our wonderful staff have managed to rise to the occasion and complete what needed to be done in a timely manner.

**Leadershift:** this year we implemented a Leadershift program at Saint Vincent's. The purpose of this program is to learn how to problem-solve small and medium sized issues by engaging staff at all levels to come up with solutions by working together to eliminate resource waste and reduce variation throughout the building. The concept of Leadershift includes a daily status report between the resident care manager of the unit and the clinical leaders of each unit. This quick status report updates the manager of any issues which have occurred since the previous day and gives an overview of any safety, staffing, IPAC concerns and any changes with resident status. The status report helps staff to proactively manage their day and helps develop staff to be unit leaders. Leadershift also involves team huddles that are held three times a week. Available staff from any department gather for 15 minutes to problem-solve the "tickets" which are any concerns raised by staff. This year we have successfully closed 96 "tickets". Each huddle concludes with our celebrations where we discuss successes in both our work and personal lives.

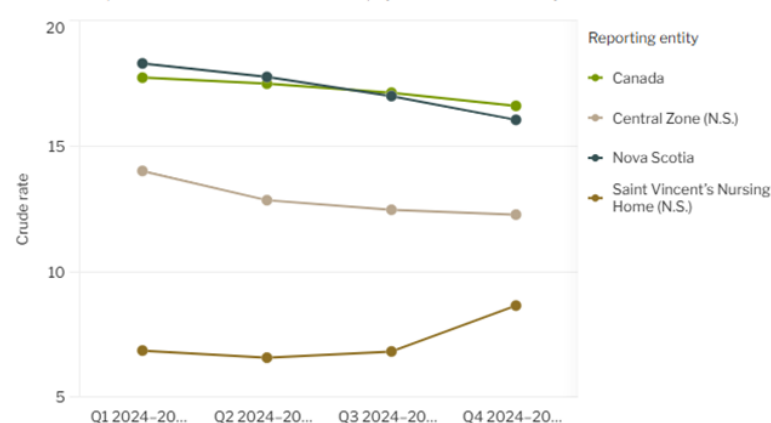
**Greenbelt Training:** several members of the leadership team have been participating in Greenbelt Training. This training teaches continuous quality improvement methodology tools which can be used to solve bigger issues that are too big to tackle through daily management check-ins with clinical staff and the huddle board. These projects require data collection, a data driven quality strategy for improving process capacity and the presentation of the result of the project to the instructor and co-workers. The program aims to find the root cause of bigger concerns and change processes to make them more organized while eliminating wasteful steps and defects in the process.

**Leveraging Data:** in the past year we have gained access to more data that allows us to monitor the quality of our care. This data is the result of the RAI-LTCF assessments. This is a standardized tool used to evaluate the needs and preference of individuals in health care settings, particularly in long-term-care. The assessment is a comprehensive list of questions that is completed for all residents on a quarterly basis and includes information such as diagnosis, medication history, activities of daily living, falls, behaviors etc. This information is then submitted to Canadian Institute for Health Information (CIHI).

Through this organization, we can pull data to compare our facility to similar facilities across the country, Nova Scotia and Central Zone. The graphs are examples of the data we can access. This data is useful for decision-making with respect to resource allocation and quality improvement initiatives. We can easily see where we are doing well and where we need improvement. This data is also reviewed by Government.

**Residents in Daily Physical Restraints**

Crude rate, trend for selected locations, Q1 2024–2025 to Q4 2024–2025



Canadian Institute for Health Information. Integrated InterRAI Reporting System Long-Term Care Secure Reporting. Accessed April 16, 2025. Data refreshed at: April 2, 2025. Reporting entity: Canada; Fiscal quarter: 4 of 34; Indicator selection: Residents

**CCA Standardization Program:** this year we started the standardization program for all of our CCA's. This was a huge undertaking and will ensure that all of the CCA's at Saint Vincent's are trained to the same level of quality care, and that any CCA at Saint Vincent's is competent in all of



the tasks that they are expected to complete, from lifts and transfers to the administration of eye drops. We are fortunate to have Manuel Bautista in his new role as the Coordinator of Staff Development and Danelle Callaghan in her role as CCA Quality and Compliance Lead. They have been instrumental in the success of this initiative. Manuel immediately jumped in with two feet and competently and efficiently met with each CCA to work through the program. As we are starting to wrap up the CCA standardization, Manuel will begin the same process for both LPN and RN staff to ensure that they feel comfortable in their roles and understand our expectations as an employer. Each and every one of the nursing staff will be provided educational opportunities to expand their knowledge base.

**7-day per week Admissions:** we have entered into a new service agreement with the Department of Seniors and Long Term Care (SLTC). A requirement under this agreement is to admit residents seven days a week. We are working with our sector partners to problem-solve issues such as the need for weekend staff resources, for instance a physiotherapist, an occupational therapist, a dietitian and pharmacy services, which traditionally have been Monday to Friday roles. This has caused a considerable amount of additional strain on our resident service manager and the nursing staff, many of whom have never been part of the admission process. Throughout the past two months, we have seen staff adapt and learn how to manage this huge change with grace and compassion. We are working on staff education and making frequent changes to the admission process to ensure these admissions are welcomed with the same amount of attention and care that new residents and new residents’ families expect from us.

**Staffing:** we are so pleased to have added Bernard Mabatid, Resident Care Manager of the 2<sup>nd</sup> and 3<sup>rd</sup> floors. Bernard was the clinical RN on the 5<sup>th</sup> floor for several years and is proving himself to be a valuable member of Saint Vincent’s Leadership Team. He prides himself on excellent resident care with a focus on building relationships with his staff, residents and family members.

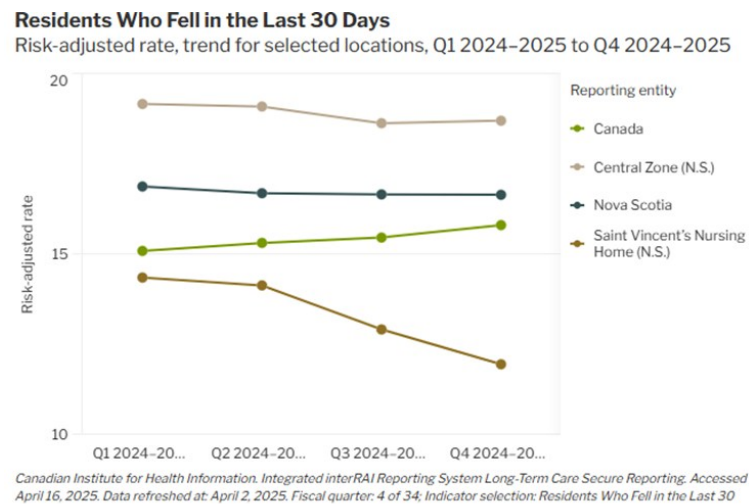
Joanna Johnson has changed from her role as a resident care manager on the units to Resident Care Manager/Quality in addition to her role as IPAC designate. She has over ten years

experience at Saint Vincent’s and has quickly adapted to her additional responsibilities proving she is able to master any challenge with ease.

We are thrilled that three nursing staff have applied to the RN prescriber course being offered through Dalhousie University. They will be under the watchful eye of medical director, Dr. Barry Clarke, for their student placements at Saint Vincent’s. Having three RN

prescribers on staff will help ensure that residents receive the best possible care we can offer and will help our dedicated team of physicians.

As we begin to work on our new strategic plan, we will be focusing on service excellence by incorporating continuous quality improvement, a renewed commitment to safety for both



residents and staff and becoming more focused on resident-directed care. We are determined to invest in our staff by offering professional development and leadership capacity, building opportunities while fostering a safe, inclusive and respectful work environment.

## **ENABLING A HEALTHY AND COMPETENT WORKFORCE**

**Recruitment:** throughout the last year we started to see the benefits of our recruitment initiatives for CCA vacancies. We are delighted to report that we have no unfilled full-time CCA positions. We have a strong casual pool and no longer are reliant on CCA staffing agencies. In fact, we have not used any CCA agency staff since October 2024.

Saint Vincent's Nursing Home benefited greatly from the province's funding of tuition for CCA programs. We were able to recruit many CCA international students directly from their placements with us. By offering to assist them with immigration applications, we became an employer of choice for these recruits. Immigration, Refugees, and Citizenship Canada gave a two-year work permit to CCA graduates who possessed an international student permit and were offered a full-time position. Our focus now is on retaining these individuals.

Although the hardship for CCA shortages has subsided, we continue to face challenges in attracting and retaining LPNs and RNs. The greatest challenge in the LPN group is the lack of wage parity with the acute care sector.

**Orientation:** we continue to improve the orientation of new staff. We strive to provide new workers with a sophisticated and instructive orientation, which has been constructed over the last two years with the help of our volunteer staff who mentor new hires and with the hiring of the Coordinator of Staff Development and the CCA Quality and Compliance Lead. The mentorship team meets on a regular basis to analyze the process and review input to ensure continuous improvement. With management support, we work hard to engage our employees in workplace activities, employee appreciation, diversity celebrations, and multicultural events. We ensure that support is provided for new recruits to succeed in their roles before they start working. Managers check in with new employees throughout their orientation and at the midpoint of their probationary period to provide assistance and to ensure their success.

**Equity, Diversity, Inclusion and Accessibility:** EDIA has been a success this year! The team consists of very dedicated members of staff with management support. Saint Vincent's has such a diverse population and EDIA wanted to be sure all employees have a voice; therefore, an EDIA survey is given to all new hires during their orientation. This survey is a way of gathering their opinion on how to make Saint Vincent's a more welcoming environment and to keep it moving forward through an EDIA lens.

This past year has seen the incorporation of Diversity, Equity & Inclusion (DEI) into our yearly mandatory education. This is a goal we put forth last year and worked hard to achieve.

Some of our members attended Respectful Workplace training. This training carries over into our everyday lives at work and in our homes and communities.

Monthly announcements celebrating DEI events and cultural months are posted on our e-boards for all to read. It was also decided to install grab bars and sharps containers in all public washrooms on the main level and the units for staff.

We had a lot of fun celebrating this year. We incorporated birthday celebrations for staff by serving cake in the lobby every third Wednesday of the month.

A very successful multicultural food festival was held with food prepared by staff, for staff, to sample. Many countries were represented including Canada, Philippines, Mexico, Peru, Nigeria/Kenya, Ukraine, Taiwan, Nepal, India and Singapore. Judging by the comments it looks like it may be an annual celebration.



As a group we are looking forward to learning, listening, and acting on a few new initiatives we have planned for the coming year.

### **ENABLING INFECTION AND PREVENTION CONTROL PRACTICES (IPAC)**

We have had a very busy fall and winter for outbreaks with a total of five; four were COVID/RSV outbreaks, and one was a Norovirus outbreak. All our 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, Nova Scotia Health Authority, and the Department of Environment.



Our first outbreak was COVID which started on August 6, 2024 and was declared over on September 3, 2024. This outbreak lasted a total of 28 days and was contained to the 2<sup>nd</sup> floor. There was a total of 17 residents who tested positive and all had mild symptoms. A total of 10 staff tested positive for COVID during the outbreak.

The second outbreak started a day after the COVID outbreak was declared over; this outbreak was caused again by COVID. This outbreak started on September 3, 2024 and was declared over on September 28, 2024. The outbreak lasted a total of 25 days and affected 10 residents on 4<sup>th</sup> floor and one resident on the 5<sup>th</sup> floor. Affected residents had mild symptoms and were deemed adequately vaccinated against COVID, so therefore did not require Paxlovid. There were three staff who tested positive for COVID during this time and were required to remain off work for a period of five days, returning to work on day six.

Our third outbreak occurred on January 17, 2025 and was a combination of RSV and COVID. Three residents tested positive for RSV, and two tested positive for COVID, all were isolated to the 3<sup>rd</sup>

floor. The outbreak was declared over on January 30, 2025, lasting 13 days. The staff did an excellent job of keeping the virus contained and preventing any further cases.

Our fourth respiratory outbreak was again caused by COVID, and started on February 7, 2025. There was a total of seven residents affected on three units. The outbreak was declared over on February 24, 2025, 16 days after it had started.

Our most recent outbreak lasted the longest and was the highly contagious Norovirus which started on March 19, 2025. In the past, the typical progression of Norovirus is that once infected, the person exhibits GI symptoms and they will recover within 12-24 hours. However, this strain was particularly severe, and some residents took 72-96 hours to recover. In total, 88 residents and 44 staff were affected. The outbreak was declared over on April 11, 2025, 23 days after the initial confirmed case.

All residents were offered both Influenza and a fall COVID booster vaccine in October/November 2024, as well as a spring COVID booster vaccine April/May 2025. The 2024-2025 the Influenza Vaccine Campaign observed 98% of our residents receive the vaccination. The percentage of our full and part time staff who received the vaccination was significantly lower than usual.

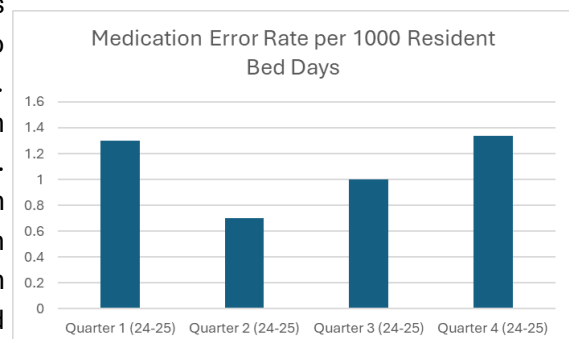
The spring COVID booster campaign was very successful resulting in 97% (142/146) of our residents being vaccinated. The remaining 2.7% (4/146) did not receive it due to previous allergic reactions or complications.

In the summer the Medical Officer of Health announced that people over 65 who reside in long-term-care facilities are eligible for a publicly funded RSV vaccine which is a one-time dose. All the residents were vaccinated between December 2024 and February 2025, and any new residents will be offered the RSV vaccine on an ongoing basis.

Thank you to the staff at Saint Vincent's for all their hard work and being diligent with their infection control practices.

## **MAINTAINING SAFE MEDICATION MANAGEMENT PRACTICES**

Safe medication practices are paramount in preventing adverse events that affect residents. Safe practices refer to prescribing, storing, preparing, and administering medications as well as monitoring their effects. Saint Vincent's works closely with Lawton's, our pharmacy provider, to ensure quality and safety of our medication system. The Nursing Pharmacy Committee meets each month to review issues related to medication safety. The committee provides education to RNs and LPNs on topics related to our medication administration software. They also review audits of medication storage areas, narcotic and other controlled medications, and documentation of medication delivery to ensure policy and processes are followed.



Saint Vincent's has maintained a very low rate of medication errors through the work of the Nursing Pharmacy Committee, the investment in electronic medication administration software, and the processes we have in place.





*Leading*  
BY EXAMPLE

**Steve Casey**, Support Services Manager, has been with Saint Vincent's Nursing Home since 2016. In the past year he has taken on the Support Services Manager role where he consistently demonstrates the values of Saint Vincent's. Steve approaches members of our community with caring and respect whether that is a resident, staff, manager, or a member of the community around us who wanders in. He responds to challenges and safety issues quickly and with a positive, collaborative attitude. It is how he treats others that fosters an environment that promotes belonging and inclusion. It is because of these attributes that I present this award to Steve who truly leads by example. Congratulations Steve.

*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.*

## STRATEGIC PLAN 2025—2030

### SAINT VINCENT'S NURSING HOME

Early in September 2024, the Board and Senior Leadership Team embarked on a process to renew our strategic plan, establishing the priorities that we will focus on over the next five years. The timing of this plan is perfectly aligned with the planning that is just getting underway for our new building that was announced by the province in December 2023. This plan will guide us as we build on our strengths and the great work that we are already doing as we prepare to transition to a new, modernized facility. A new build is a great opportunity to address some of the challenges we currently face, such as space limitations for residents and staff, as we strive to become the home of choice for people to live and work.

A comprehensive process was undertaken to gather data, information, insights, and ideas to inform the development of our new five-year roadmap to the future. We reviewed an analysis of key reports, such as our most recent Accreditation Canada audit results, quality reports, etc. We gathered input from our residents and families. The external consultant supporting this work held a focus group with the Residents' Council in October. Families were surveyed in September, providing them with an opportunity to share their thoughts and ideas. Thank you to everyone who took the time to complete the survey. Your insights are extremely valuable as we continue to enhance the delivery of resident-directed and family-centred care.

We also sought input of our staff. Surveys were distributed to all employees in September. The external consultant held two staff focus groups

in October, providing an opportunity for more in-depth discussion of workplace related issues.

Thank you to everyone who participated

in the consultation. We want Saint Vincent's Nursing Home to be an employer of choice and a home that people choose a career path with. So, your feedback was instrumental in shaping our strategic plan.

Our strategic planning process resulted in changes to both our mission and value statements. As we envision the future, we will maintain our focus on enhancing quality care and resident experiences by moving to a resident-directed and family-centred care philosophy. We will continue investing in our staff, building leadership capacity at all levels of the organization and supporting employees to be successful through ongoing professional development. We will continue to place a priority focus on fostering a workplace culture that welcomes and values diversity, equity and inclusion.

With this in mind, our new **Mission Statement** is:

***We are a community caring for each other with a resident-directed and family-centred approach.***

We made minor wording changes to strengthen

our existing values and have added two new values:

**Diversity and Inclusion:** we celebrate diversity and demonstrate equity and inclusion in every interaction as we seek to foster a sense of value and belonging for every individual within our caring community.

**Professional Development and Leadership:** we are committed to lifelong learning, innovation, and building leadership capacity at all levels of the organization in our pursuit of quality care and exceptional experiences.

We have re-affirmed our **Vision Statement** that describes our reason for being:

***Engaged Residents, Meaningful Relationships, Moments of Joy***

The Board and Senior Leadership Team have identified three strategic priorities that will guide our efforts over the next five years in pursuit of our mission and vision.

**QUALITY CARE:** one of the messages that we heard loud and clear through our consultation process is that there is a shared commitment to care at Saint Vincent's Nursing Home. Everyone works hard to provide the best possible care and to enhance our residents' quality of life. We will maintain our focus on enhancing quality care and resident experiences by moving to a resident-directed and family-centred care philosophy.

Our goal is to cultivate a culture where every member of our caring community is united in our pursuit of service excellence through continuous quality improvement, a shared commitment to safety, and by embracing our resident-directed and family-centred philosophy of care. We want to empower our residents to be more actively involved in their care and activity planning and likewise, we would like to see families more engaged as care partners.



**OUR VALUABLE TEAM:** ensuring the people who work here are healthy, safe, and engaged is paramount to everything we do today and aspire for the future. We are committed to fostering a safe, inclusive, and respectful work environment; to supporting employees to learn, grow and thrive; to building leadership capacity at all levels of the organization; and to ensuring that people participate in decisions that impact them.

We know there are things that we need to work on, such as improving communication, strengthening accountability, and promoting employees' physical and psychological health and safety. We are committed to working with our team to address these issues.

**STRATEGIC PARTNERSHIPS:** the road to a new model of care is a journey that we cannot travel alone. Partnership engagement and building connections with our broader community is integral to providing resident-directed and family-centred care and moving closer to our vision for the future. Sharing knowledge, expertise and services will allow us to increase efficiency and direct our resources to where they will make the greatest impact. Forging impactful relationships and partnerships will also allow us to build greater connections with our local community and grow our partners in care as we seek to eliminate loneliness, helplessness, and boredom.



Accountability is among the fundamental guiding principles of our strategic planning process. The Board and Senior Leadership Team are committed to monitoring and evaluating our progress in implementing our new strategic directions.

Qualitative and quantitative performance measures have been established to track the success of the strategic priorities and key initiatives comprising our new strategic plan.

We will be reporting regularly on our results to residents, families, staff, as well as engaging stakeholders in the process as we move forward.

We are excited to start moving forward with our new strategic plan and,

concurrently, to begin planning for our new building which is expected to be ready by 2030. These two important and significant initiatives really go hand in hand. We have a lot of work ahead of us but it's important and exciting work as we forge our pathway to the

future... to become the home of choice for people to live and work... and where every day we strive to find moments of joy for everyone who is part of this caring community.



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**A CARING COMMUNITY**