**Shoreham Village Senior Citizen Association**

**Update on Strategic Priorities**

**CEO Report to the Board of Directors**

 **May 15, 2024**

I hereby confirm that all statutory withholdings and remittances relating to the organization’s employees or otherwise have been made.

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| **1. Strategic Direction: People**Everything we do is for the care and comfort of our residents, the confidence of their family members who trust us and the wellbeing of our staff and volunteers.  |

***Priority 1: Quality of care for our residents and strengthening the long-term care services we provide so that they are sustained to the highest possible standard.***

*Resident and Family Surveys-* In May, we will be launching targeted surveys- designed to elicit feedback on items that we identified during our general surveys -gathering more detail re Rec and living with dignity.

*Resident Council / New Building Consultation*- On April 16, the team provided an overview of the plan and the proposed building design. There was a great turn out!! We provided a review of the new build process to date, shared the plans and tentative timelines. They had great questions. They were very pleased with the building exterior look and are thrilled about the single rooms/bathrooms. Some were a little apprehensive about the idea of moving from the current building. Some would have preferred to renovate but were understanding why that’s not an option. They were all glad they won’t be leaving this site and happy to be staying part of the community. Some expressed concern about the building being on two stories. They were really pleased with the smaller household model and all the options for recreation spaces. They liked the dinning changes and eating in smaller groups. They Love the Family room option!

*Wing Naming*- Residents have been engaged in the renaming of our wings. This was a recommendation from our accreditation survey with the goal of creating a more warm, homey and welcoming environment. The selected names are:

A wing- Atlantic Avenue

B wing- Bayswater Beach

C wing- Chester Court

D wing – Driftwood Shore

E wing- East Coast Island

Will provide us with a good foundation for naming in our new building- each household has 2 wings. We are looking at new signage for the wings, and will update business cards for staff on wings.

*Family Council*- The next meeting is tentatively scheduled for either Tuesday June 18/or 25th

The agenda will include:

* Ongoing discussion regarding opportunities for Family input via existing Family Council meeting.
* Bed Alarms follow up
* Fireplace follow up
* Education video updates
* Survey results

*Shoreham Store*- In response to a request received via our comment box, we have extended the store hours. Additional volunteers will be required to extend the hours any further.

*Infection Control*- We have discontinued our masking and Vaccine mandate for COVID-19.

***Priority 2: The best people are attracted to organizations that have a reputation for being a great place to work. Shoreham Village needs to be a recruitment magnet, which means that all staff experience a deep sense of belonging to an organization that values them.***

*Payroll/ Staff scheduling system*- We are in the process of planning for a new system implementation for summer/ fall 2024. Shoreham will be transitioning to the same system used by Northwood, fully integrating the staff scheduling and payroll systems. This new system will also offer tools and support for staff onboarding, and performance appraisal/electronic staff files. This has been a goal for several years. While transitioning to this new system will be challenging, the long-term benefits for the Northwood team supporting the Shoreham team will be significant and there are many features that will lessen the workload for the Shoreham management team.

*Recruitment*- We have all of our CCA vacancies filled. We continue to focus on LPN recruitment. We had several RN resignations for June but have strategies in place to cover shifts and fill the vacant positions. Once we release the Travel Nurses, we will be eligible for funding to increase our Nursing/CCA staff ratio to 4.1 hours of care which will bring additional staff resources!!!

*OHPR Community Fund to support Recruit Healthcare Workers*- OPHR have announced a number of South Shore organizations, projects and funding amounts are:

- Health Services Foundation of the South Shore – $32,300 to deliver cultural events, expand and enhance its website, create promotional materials, host social events and prepare appreciation gifts for healthcare workers

- Town of Bridgewater – $32,000 to expand its Explore Bridgewater project that includes a relocation guide, welcome packages, updated online materials about the town and its lifestyle, and marketing support for local open house events

- South Shore Multicultural Association – $29,625 to host events, including family skate nights, bowling, swimming, canoeing, parents and tots events, and an array of cultural celebrations.
We are exploring opportunities to have our newcomers participate in these initiatives.

Students- We were approved through the Federal Program for 4 students. 2 of the students will work in recreation and the other 2 will function as Long Term Care Aides.

***Priority 3: Shoreham Village is fortunate to have dedicated employees, and we want to keep them. Providing a safe and supportive workplace, creating a team environment, creating pathways for progressive career development and demonstrating that we value the dedication of our employees is vital to our retention strategy. We want to be an employer of choice in the community, and in the Continuing Care Sector.***

*Staff Recognition Committee*- The committee undertook a survey for staff to gain feedback on our current celebrations of our staff contributions and new ideas for the future. Results are currently being tabulated.

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| **2. Strategic Direction: Places**Our tag line is A Campus for Living. Our campus is shared by our partners who deliver affordable housing services to our community and the Health Centre (OHC). The Campus is a home for the residents who live in our long-term care facility and the tenants who live in the apartments, a workplace for our employees and volunteers and a resource hub for the community. To fulfill this mandate, we will work collaboratively with our partners to design and maintain our buildings, grounds and services to achieve the highest standards and maximum value for those who live, work and meet here.  |

***Priority 1: Over the next five years, a major focus will be on the capital redevelopment of the current structure working with government as it fulfills its commitment to make the necessary investment to bring our facilities up to modern standards of safety and comfort.***

*Building Renewal Project*- We are preparing for the tender process in June. The land has been cleared for an additional well. The team has decided not to operationalize some of the rainwater capture and storage elements that had originally been considered. The Mechanical Engineers have identified the risk of infection. (Legionnaires' disease). The testing and treatment of stored water is cost and resource prohibitive. The land swap agreement continues to progress. The legal descriptions related to the various easements (water, sewer, and access), and for the land parcels are nearing completion. These descriptions need to be incorporated in the document(s) required by the Apartment Association’ s Mortgagee, in accordance with the Land Transfer Agreement

*Water* *Supply*- The meeting with the Apartment Association on March 19, 2024, to discuss the water agreement and future arrangements for management of water resources. They have accepted the proposal that creates water management independence with the ability to provide back up to one another in the event water production of a well drops.

Lighthouse NOW Progress Bulletin featured the new build in a recent edition.

Facility Infrastructure Assessment- We received the Facility Assessment report. The Assessment was commissioned by the Department of Seniors and Long-Term Care and completed in September 2022. One item was identified as a priority (to be completed within 1 year: interior concrete floor painting). We are investigating the details of this requirement.

*Annual SLTC Capital Application Process*- We have applied for funding to repair flooring in 1 washroom, and 2 other areas.

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| **Strategic Direction: Performance**Shoreham Village strives for excellence in all we do and will continue to build its reputation as a leader in the Continuing Care sector. The management agreement we have in place with Northwood Care, Inc. has proven to be fundamental to our success and we see a strong future for both organizations if we continue on this shared path.  |

***Priority 1: Shoreham Village will participate in the national Accreditation process with the goal of meeting or exceeding all the standards set out.***

*Community Consultation*- The March 21, 2024, community consultation session regarding our new build plan and building design was very well attended. We did have several questions that were submitted following that session. Responses to those questions have been added to our new build updates on the website. The community members in attendance we very supportive of our accreditation award.

*SLTC Licensing*- The Evaluation Officers visited on March 4, 2024. Our compliance report that documented our action plan to respond to requirements/recommendations emanating from their visit was submitted on April 5, 2024. We await their response.

***Priority 2: Shoreham Village entered into an innovative relationship in 2016 through the development of a management agreement model with Northwood Inc. On the strength of our experience, we believe there is much to be learned from this model and that it has the potential to benefit other organizations within and outside the Continuing Care sector.***

*Nova Scotia Health Partnership Evaluation*- We expect a revised draft of the survey tool to be used for the partnership evaluation. We are in the process of finalizing the stakeholder list. We welcome any additions to the stakeholder list. We are exploring options to provide insight into the financial status comparability, given that we have changed auditors in the last 2 years.

As previously noted, a barrier that has been identified is the fact that much time has elapsed since before the partnership began, making it difficult to collect comparative perspectives on both states. Most people won't be able to speak about this, so I think it might make more sense to focus on the quality, barriers, enablers, and impact of the current state (i.e., partnership). They are suggesting they conduct several qualitative interviews with key individuals who would have this perspective, though. We are recommending this process, now that it is back underway, would address the Management Agreement Evaluation (stakeholder feedback) that is due this spring/summer.

*Department of Seniors and Long-Term Care-* Our service agreement is up for renewal (industry wide). Meetings continue to be deferred. The impact of the Protected and Unprotected funding model will be a priority discussion item for us.

***Priority 3: Partner with other service delivery organizations focused on the needs of the elderly and disabled in the Shoreham Village catchment area. Advocate and support for affordable housing and supports for assisted living.***

*Staff Housing*- We have secured an additional rental in Chester. We have discontinued our lease with the Gold River House.

*Affordable Housing*- The Apartment Association has shared that, if we are successful in stabilizing the water situation, they will be exploring additional affordable housing on the site that is “swapped” once the current long term care facility is demolished following our move to the new facility.

*Music Therapy*- The Mental Health Foundation has approved our application to support our "Between the Mountains- Music Therapy".

**Risk Report**

**1. Corporate Risk**

a. Compliance Risk- **Infectious (Communicable) Disease Liability Insurance coverage:** Marsh Canada has an Insurer that will provide Infectious (Communicable) Disease Liability Insurance coverage. We are in the process of applying for this insurance. We currently have coverage until November 2025.

**2. Service Delivery Risk**

Resident concerns- We have had complaints from residents about the aggressive behaviours of one resident. The resident in question has dementia. The team continues to work on solutions to mitigate the risk to other residents. We understand that one resident has escalated his concerns to the Minister of Seniors and Long-term Care. We have heard nothing further regarding this situation.

**Risk Report Legend:**

 **1. Corporate Risk:** Strategic, Compliance, Financial, Operational and/or Reputational Risk

*Compliance Risk*: The threat posed to an organization’s financial, organizational, or reputational standing resulting from violations of laws, regulations, codes of conduct, or organizational standards of practice (Deloitte, 2015).

*Financial Risk*: The risk of financial loss to the organization’s ability to earn, raise or access capital, as well as costs associated with its transfer of risk. This includes effectiveness of financial processes for reporting, budgeting, funding allocation and fiscal stewardship (North Simcoe Muskoka LHIN, 2010).

*Operational Risk*: The risk of direct or indirect loss or inability to provide care services, especially to stakeholders, resulting from inadequate or failed internal processes, people and systems or from external events. Operational risks involve factors such as technical or equipment malfunctions and human error, lack of prioritization, management support or expertise, etc. (North Simcoe Muskoka LHIN, 2010).

*Reputational Risk*: The risk of significant negative public opinion that results in a critical loss of confidence (patient, staff, physician, family, public). The risk may involve actions that create a lasting negative image of, or loss of confidence in, the overall operations of the organization (North Simcoe Muskoka LHIN, 2010).

*Strategic Risk*: Risks that affect the entire organization and its long-term objectives and are normally managed by the Board of Directors and Executive Team (HealthcareCAN (2016).

**2. Service Delivery Risk**: This includes but is not limited to any event that meets the definition of a Harmful Patient Safety Incident (Accreditation Canada, 2017), a Critical Incident as defined by the Department of Health and Wellness or a Serious Workplace Incident, Injury or Fatality as defined in the Occupational Health and Safety Act.

*Harmful Incident:* A patient safety incident that resulted in harm to the client. Replaces adverse event and sentinel event(Accreditation Canada, 2017a).

*Critical Incident:*  A serious event affecting either the resident (client), staff or the public (Province of Nova Scotia, 2015).

*Serious Workplace Incident:* An incident such as the following: an accidental explosion, major structural failure, major release of a hazardous substance, a fall from a work area where fall protection is required by regulations (Province of Nova Scotia, 2017).

*Serious Workplace Injury:* an injury that endangers life or causes permanent injury, such as loss of limb, third-degree burn, any injury that requires admission to a hospital (Province of Nova Scotia, 2017).