



Shoreham Village and Northwood Partnership: Insights on Collaboration

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Contents

Executive Summary..... 3

 Background 3

 Approach: Survey Analysis 4

 Findings 4

 Conclusion..... 4

Findings from the Survey 5

 Respondents Information 5

 Satisfaction and Quality of Care 5

 Safety and Incident Management 6

 Operational Efficiency..... 6

 Staff Support and Work-Life 7

 Leadership and Governance 7

 Communication and Collaboration..... 8

 Community and Stakeholder Engagement..... 8

 Overall Partnership Assessment..... 9

 Enablers of Partnership Success 9

Appendix A – Shoreham and Northwood Partnership Survey 11

Executive Summary

This document presents the findings from the Shoreham Northwood Partnership survey conducted between June 11, 2024, and July 2, 2024. The survey aimed to assess various aspects of the partnership, including quality of care, safety, operational efficiency, and overall satisfaction among stakeholders.

Northwood and Shoreham Village entered into a Management Agreement in 2017, marking the beginning of their formal partnership. This collaboration has been key in providing Shoreham with financial stability through challenging periods. For example, the partnership has enabled Shoreham to maintain its old building effectively while preparing for a new one.

To assess the partnership, we have conducted a short survey that was distributed to the Shoreham stakeholders. The purpose was to gather feedback and perspectives on various aspects of the collaboration. Sixteen (16) surveys were sent out and seven responded. Findings from the surveys completed will help to identify both the strengths and areas for improvement of the partnership with Northwood.

Background

The Nova Scotia Health Implementation Science Team (IST) conducted a rapid review from April 17 to May 1, 2024, to investigate partnerships between long-term care (LTC) facilities. This review aimed to identify the types of partnerships, the supports provided, and the impacts of these partnerships on patient care, safety, cost-effectiveness, staff experience, and operational efficiencies. The literature search included 11 sources and focused on key examples of established partnerships and arrangements in the LTC sector.

The review highlighted several successful partnerships, including Health Canada's LTC+ program, which offers coaching, virtual learning, and funding for LTC homes, and Partners Community Health (PCH), a non-profit system managing LTC homes in Ontario with an emphasis on seamless care delivery and community engagement. Other examples include the RightPath program, a collaborative effort to optimize healthcare transitions involving Bayshore HealthCare, Kingston Wellness Sciences Centre, and Verto. These partnerships have had positive impacts on patient care and safety by improving outcomes and ensuring continuity of care. Additionally, partnerships have supported well-designed training programs to reduce burnout, support work-life balance, and promote leadership to enhance staff experiences within the LTC sector.

The review also identified key planning considerations for fostering successful partnerships, emphasizing the importance of interprofessional collaboration (IPC). By promoting multifaceted training and structured feedback, enhancing interprofessional communication, and clearly defining roles and responsibilities, LTC facilities can achieve better patient care outcomes, improved staff experiences, and greater operational efficiencies.

Approach: Survey Analysis

The survey aimed to gather feedback on the partnership between Shoreham Village and Northwood, focusing on various aspects of their collaboration. Respondents were asked to indicate their level of agreement with statements regarding the quality of care, operational efficiency, staff and resident experiences, risk management, leadership and governance, communication and collaboration, community engagement, strategic alignment, and the overall assessment of the partnership. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

The survey targeted leaders and other members of the Shoreham Village and Northwood community. Using the secure online platform REDCap, the survey was designed to gather comprehensive feedback from the participants. The survey was sent to 16 participants, and we received 7 responses, resulting in a response rate of 43.8%. To ensure a high response rate, multiple reminders were sent via email encouraging participants to complete the survey. The survey instrument itself is included in the appendix for reference (Appendix 1). The data collected has been analyzed using a systematic approach to identify key trends and insights pertinent to the community's needs and perspectives.

Findings

The survey results, involving 7 respondents, highlight overwhelmingly positive feedback regarding the partnership between Shoreham Village and Northwood. Respondents, including leaders, community members, and others, unanimously reported satisfaction with the quality of care and an improved quality of life for residents. There is strong agreement on the enhancements in safety, incident management, operational efficiency, staff support, and leadership, which were all attributed to the partnership. Additionally, effective communication and collaboration have strengthened community reputation and stakeholder engagement. While minor barriers such as resistance to change and occasional weakened leadership were noted, the overall sentiment is that the partnership has been highly beneficial, with key enablers like improved care, efficiency, and governance playing a pivotal role in its success.

Conclusion

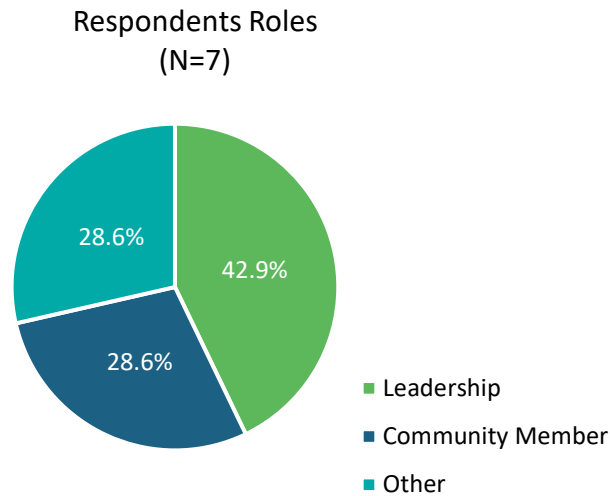
The survey findings provide a comprehensive overview of the impact of the partnership between Shoreham Village and Northwood across various dimensions. Respondents, comprised of leaders, community members, and others, unanimously expressed satisfaction with the quality of care, with all participants affirming that the residents' quality of life has improved since the partnership began. Additionally, there is strong consensus on the enhancements in safety and incident management, operational efficiency, staff support, and leadership. The positive feedback underscores the successful implementation and positive influence of Northwood's involvement on Shoreham Village's operations and resident care.

Moreover, the survey results highlight the effectiveness of communication and collaboration between the two organizations, contributing to a positive community reputation and increased stakeholder engagement. The unanimous agreement on the benefits of the partnership and the identification of key enablers such as improved quality of care, operational efficiency, and leadership, further affirm the partnership's success. Overall, the findings illustrate a broadly favorable impact of the Shoreham Village-Northwood partnership, benefiting residents, staff, and the broader community alike.

However, it is important to acknowledge that there were a couple of negative responses. We are committed to following up in those areas to explore how we can enhance our collaboration and further improve the partnership.

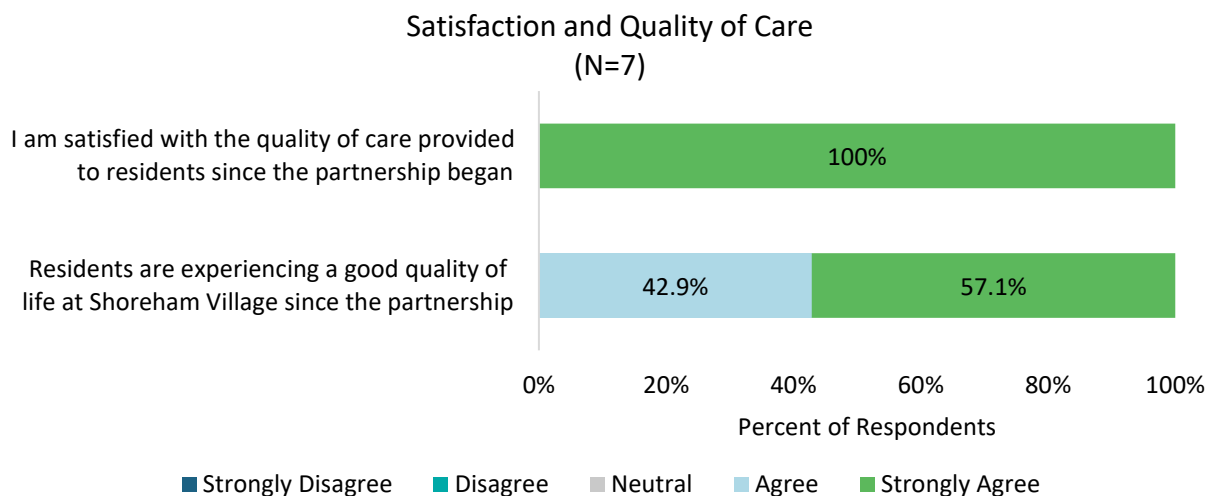
Findings from the Survey

Respondents Information



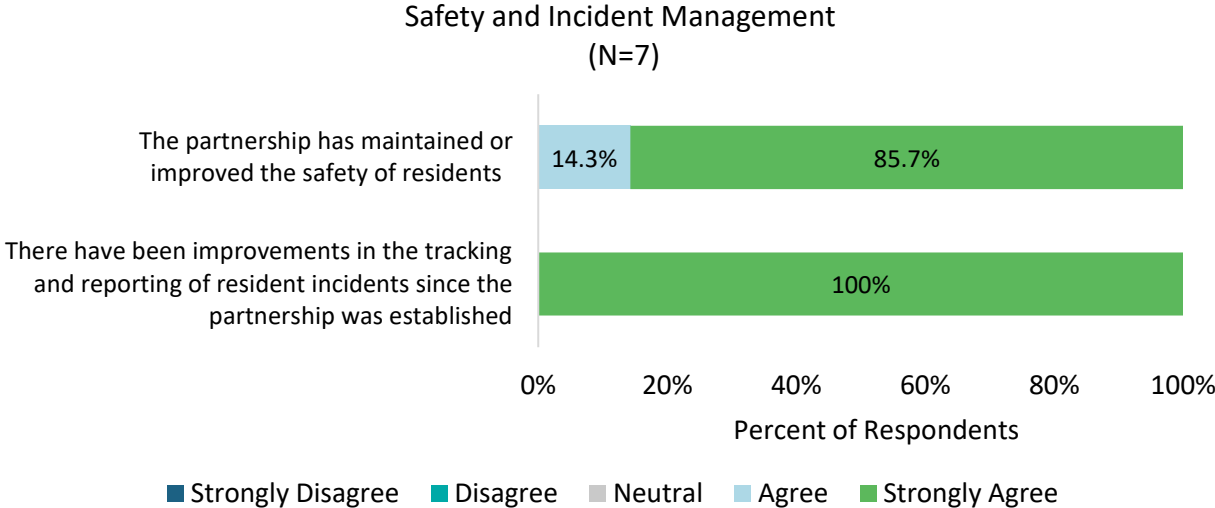
Seven (7) respondents completed the survey from a total of 16 who were sent the survey initially. The survey results indicate that 42.9% of respondents identify as leaders, 28.6% as community members, and 28.6% fall into the "Other" category. The "Other" category included a board member of 11 years who was involved in selecting Northwood for the partnership with Shoreham, as well as a former board member.

Satisfaction and Quality of Care



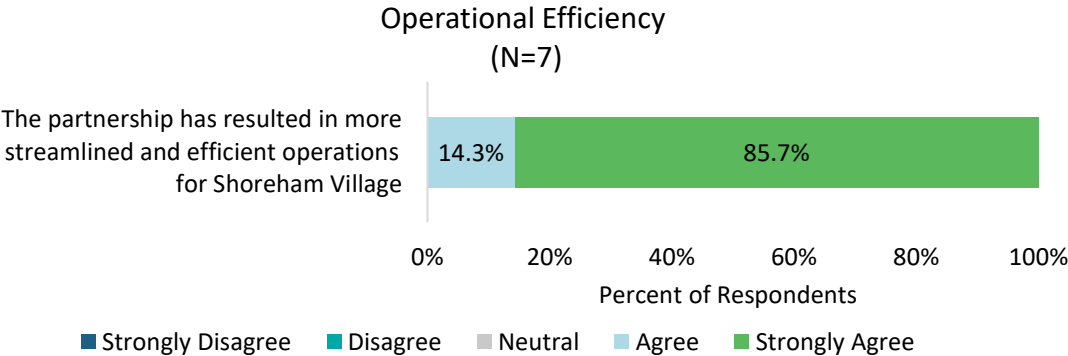
The survey results on satisfaction and quality of care reveal that 100% of participants are satisfied with the quality of care provided to residents since the partnership began. Additionally, 57.1% of respondents agree, and 42.9% strongly agree, that residents are experiencing a good quality of life at Shoreham Village since the partnership started. This indicates a unanimous satisfaction with care quality and a high level of agreement on the improved quality of life for residents.

Safety and Incident Management



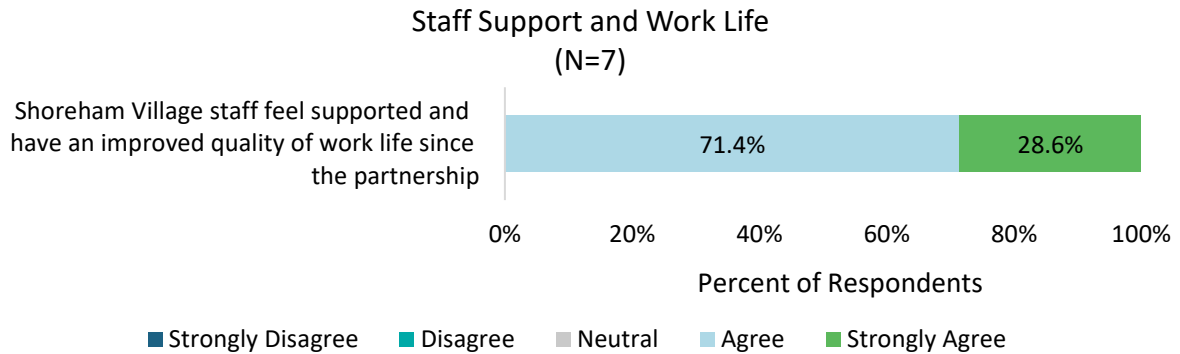
The survey results on safety and incident management show that 85.7% strongly agree and 14.3% agree that the partnership has maintained or improved the safety of residents. Additionally, 100% of respondents strongly agree that there have been improvements in the tracking and reporting of resident incidents since the partnership was established. This data highlights a strong consensus on the positive impact of the partnership on both resident safety and incident management practices.

Operational Efficiency



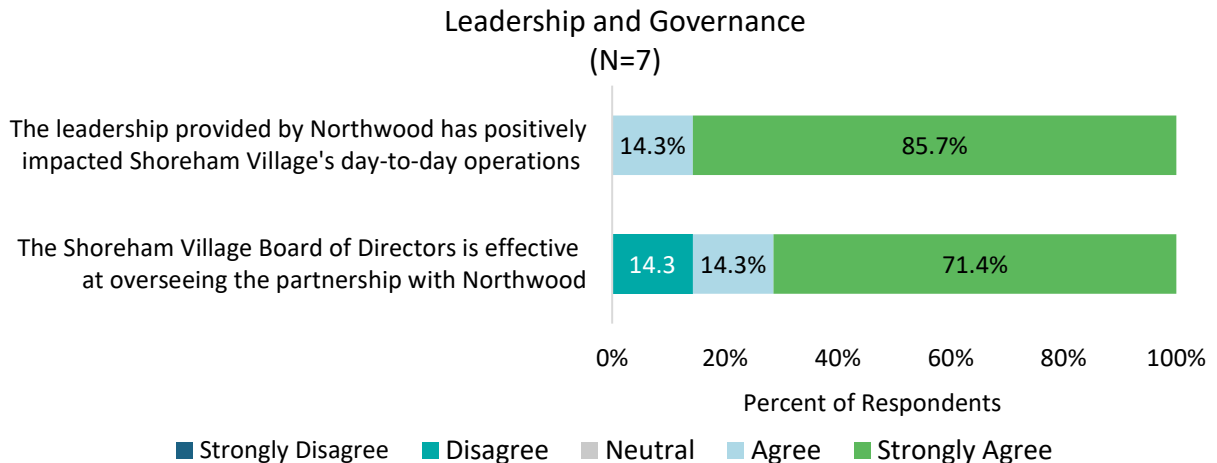
The survey results on operational efficiency indicate that 85.7% strongly agree and 14.3% agree that the partnership has led to more streamlined and efficient operations for Shoreham Village. This demonstrates a strong consensus among respondents that the partnership has positively impacted operational efficiency.

Staff Support and Work-Life



The survey results on staff support and work life show that 28.6% strongly agree and 71.4% agree that Shoreham Village staff feel supported and have an improved quality of work life since the partnership began. This indicates a strong positive sentiment among the staff regarding the support they receive and the enhancement of their work life quality due to the partnership.

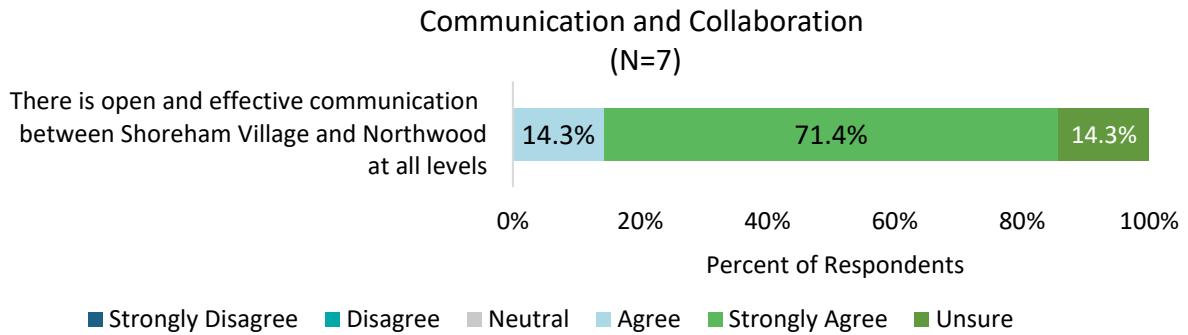
Leadership and Governance



The survey results on leadership and governance indicate that 85.7% strongly agree and 14.3% agree that the leadership provided by Northwood has positively impacted Shoreham Village's day-to-day operations. Additionally, 71.4% strongly agree and 14.3% agree that the Shoreham Village Board of Directors is effective at overseeing the partnership with Northwood, however, 14.3% express disagreement with this

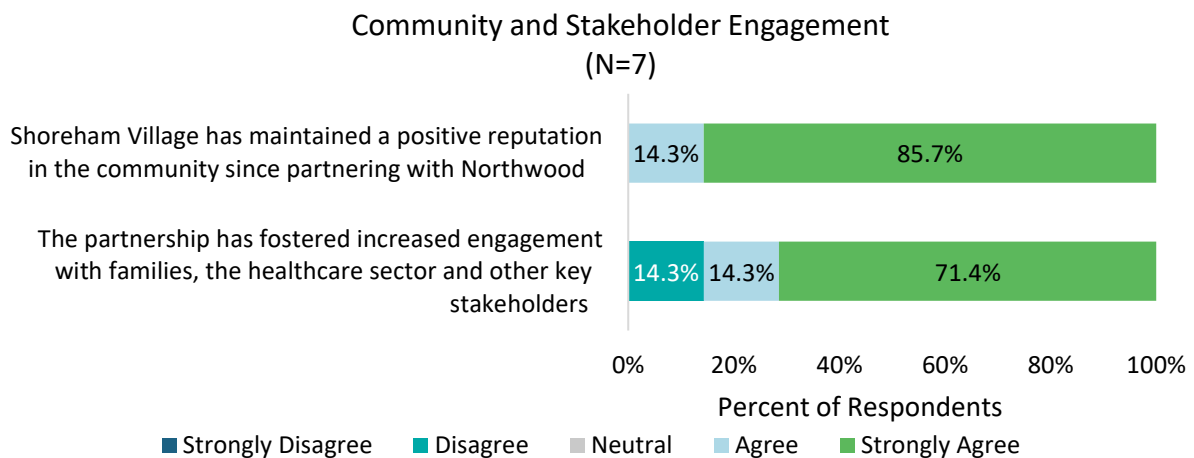
statement. This data highlights a strong positive perception of both Northwood's leadership and the oversight provided by the Shoreham Village Board of Directors.

Communication and Collaboration



The survey results on communication and collaboration show that 71.4% strongly agree and 14.3% agree that there is open and effective communication between Shoreham Village and Northwood at all levels. Additionally, 14.3% of respondents are unsure. This indicates a strong overall agreement on the effectiveness of communication and collaboration between the two organizations, although a small portion of respondents are uncertain.

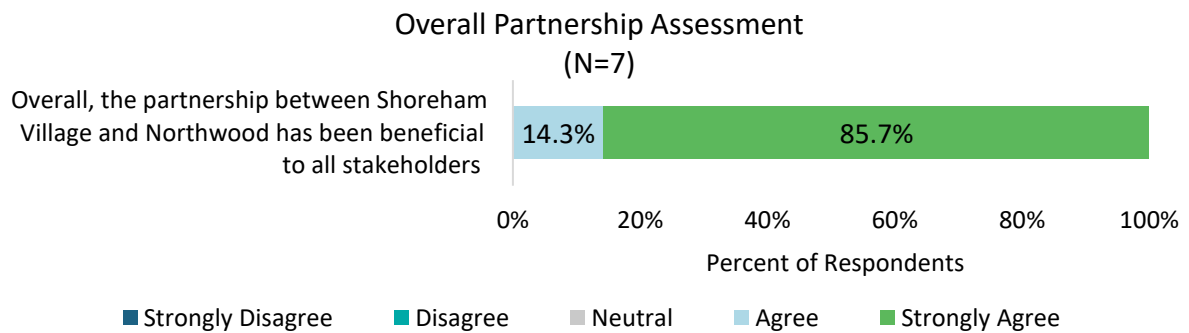
Community and Stakeholder Engagement



The survey results on community and stakeholder engagement indicate that 85.7% strongly agree and 14.3% agree that Shoreham Village has maintained a positive reputation in the community since

partnering with Northwood. Additionally, 71.4% strongly agree and 14.3% agree that the partnership has fostered increased engagement with families, the healthcare sector, and other key stakeholders, however, a minority (14.3%) disagree with this statement. This data highlights a strong positive perception of the partnership's impact on community reputation and stakeholder engagement.

Overall Partnership Assessment



The survey results on the overall partnership assessment show that 85.7% strongly agree and 14.3% agree that the partnership between Shoreham Village and Northwood has been beneficial to all stakeholders. This indicates a unanimous positive perception of the partnership's overall impact, highlighting its broad benefits for the stakeholders involved.

Enablers of Partnership Success

Please choose the enablers that have impacted the partnership between Shoreham Village and Northwood	
	n (%)
Improved Quality of Care	6 (85.7%)
Operational Efficiency	6 (85.7%)
Staff and Resident Engagement	6 (85.7%)
Effective Risk Management	6 (85.7%)
Leadership and Governance	6 (85.7%)
Improved Communication and Collaboration	6 (85.7%)
Community and Stakeholder Engagement	5 (71.4%)
Strategic Alignment between Mission, Vision, Values, and Goals	6 (85.7%)

Barriers to Partnership Success

Please choose the barriers that have impacted the partnership between Shoreham Village and Northwood	
	n (%)
Ineffective Leadership or Governance	1 (14%)
Resistance to Change	3 (43%)

Appendix A – Shoreham and Northwood Partnership Survey

8/9/24, 11:55 AM

Shoreham and Northwood Partnership Survey



Shoreham and Northwood Partnership Survey

Since 2016, Shoreham Village Long Term Care (LTC) has been in a partnership with Northwood to support their culture of continuous quality improvement, providing adoption and integration of best practices, and providing the small but capable team with access to expert resources such as finance, HR, governance, and standards. A preliminary review of the impact of these integrated standards at Shoreham Village suggested that they improved care and outcomes for residents as well as enhancing organizational culture and overall effectiveness. Shoreham Village and Northwood continue to work together, and a current evaluation of this partnership has been requested.

The purpose of this survey is to engage key stakeholders of the Shoreham Village - Northwood partnership to understand their experience of the partnership, including impact and outcomes, enablers, and future opportunities for learning and improvement.

Please complete the following survey based on your experience of the Shoreham Village and Northwood partnership. Thank you!

Please indicate if you are:

- Leadership
- Clinical Provider
- Community Member
- Other

Please indicate your level of agreement with the following statements regarding the partnership between Shoreham Village and Northwood, using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree or; Unsure

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure
I am satisfied with the quality of care provided to residents since the partnership began	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The partnership has maintained or improved the safety of residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There have been improvements in the tracking and reporting of resident incidents since the partnership was established	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The partnership has resulted in more streamlined and efficient operations for Shoreham Village	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shoreham Village staff feel supported and have an improved quality of work life since the partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Residents are experiencing a good quality of life at Shoreham Village since the partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The leadership provided by Northwood has positively impacted Shoreham Village's day-to-day operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Shoreham Village Board of Directors is effective at overseeing the partnership with Northwood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is open and effective communication between Shoreham Village and Northwood at all levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shoreham Village has maintained a positive reputation in the community since partnering with Northwood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The partnership has fostered increased engagement with families, the healthcare sector and other key stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the partnership between Shoreham Village and Northwood has been beneficial to all stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Please choose the enablers that have impacted the partnership between Shoreham Village and Northwood (choose all that apply).</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improved Quality of Care <input type="checkbox"/> Operational Efficiency <input type="checkbox"/> Staff and Resident Engagement <input type="checkbox"/> Effective Risk Management <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Improved Communication and Collaboration 						