

Annual Report



Our Vision

Nursing Homes of Nova Scotia Association is the collective voice for advancing world class nursing homes in Nova Scotia.

Our Mission

Together, we build solutions to ensure the highest standards of care for nursing homes in Nova Scotia.

Our Philosophy

The NHNSA philosophy is one of inclusiveness and equality. To achieve our vision of “advancing world class nursing homes in Nova Scotia” we have adopted the following values to guide our work.

COURAGEOUS. We challenge the status quo and proactively engage in conversations to protect and sustain the highest standards for best practice in long term care in Nova Scotia.

INNOVATIVE. We are an association of inspirational nursing home experts with a vision to completely transform long term care in the province. We explore opportunities for research and innovation to improve the quality of care for nursing home residents, strengthen capacity amongst our membership, and support the advancement of the sector.

ACCOUNTABLE. Our work is grounded in integrity and trust. We are accountable to nursing home residents and their families, and take this responsibility seriously. We are solutions-focused, make evidence-based decisions and develop resourceful plans that are actionable to protect the best interests of the people we serve.

SUPPORTIVE. We support families, residents, staff, and our members to ensure their voices are reflected in decision-making for the sector.

Message from the Board Chair	1
Meet Your Board of Directors	2
Year in Review + Highlights	3–4
Our Promise	5–6
Strategic Directions	7
Financial Year End Results	8

MESSAGE FROM THE BOARD CHAIR

What a tremendous year of growth and change for our organization! A new name, a new mandate, new strategic directions and a renewed vision for the collective impact needed to transform long-term care in this province.

Building on our first retreat in April 2018, we challenged ourselves to redefine our purpose and leverage our collective capacity. We engaged Carla Anglehart, Organizational Development Consultant, to lead us through a planning session that highlighted our past successes and identified the future opportunities that best reflect our roots of advocacy, leadership and collaboration. Our call to action as “the lead voice on behalf of all nursing homes in the Nova Scotia” emerged through meaningful discussion, recognizing our collective strengths and thoughtful consideration of the challenges and similarities all nursing homes face in Nova Scotia.

In January 2019, members voted unanimously to change our name to the Nursing Homes of Nova Scotia Association and to expand our mandate to invite all nursing homes to join us in advocating for the necessary changes needed in long term care regardless of their governance model.

We formalized our messaging to align with our new strategic directions and developed an ambitious and motivating vision statement that advances world class nursing homes in Nova Scotia; a brand promise that reflects our commitment to Nova Scotians; and values that draw on our expertise and guide our work. New branding changes to our Association website are scheduled to take place in May 2019 along with a closer review of our social media presence.

During this transition, we have continued to actively develop meaningful relationships with sector partners including Department of Health and Wellness (DHW) and the Nova Scotia Health Authority (NSHA). We have participated in face-to-face meetings with the Minister of Health and Wellness and engaged key departmental staff on issues facing the sector. We met with the Minister’s Expert Advisory Panel on Long term Care to ensure that their recommendations reflected the critical changes needed to improve long term care in this province. We also participated on the DHW’s Pressure Injury Working Group, and monthly Tri-Council chair meetings with the Continuing Care Council and Continuing Care Association of Nova Scotia.

Our partnership with NSHA required focused attention this year as our relationship was tested after a memo regarding Access and Flow Pressures was sent to members in March that questioned our support of NSHA’s goals. Rather than finger-pointing when we recognize that support is needed, we raise our voice in unity as a foundational pillar of our Association. By coming together, we reminded government that continuous quality improvements to the multifactorial system issues are required and that this issue is not isolated to just Continuing Care within NSHA and the LTC sector.

Our commitment to collaborate with NSHA continues with proactive discussions and participation on numerous working groups focused on exploring the issues and possible solutions that will result in better outcomes for Access and Flow in long term care.

In May 2019, we will join senior staff from the DHW, NSHA and other sector partners to discuss the expectations and direction of long-term care in Nova Scotia and share our collective responses to the LTC Panel Recommendations.

We have much to be proud of this year. We demonstrated as a vibrant Association, that our collective voice has the expertise and the knowledge to advance world class nursing homes in Nova Scotia.

This transitional year required additional commitment and dedication from our board members. I would like to thank them for their support, particularly as we navigated through the many changes to our organization. We said good-bye to Judy Heffern as she returned to the King’s Regional Rehabilitation Centre as CEO and thank Judy for her contributions. We were very pleased to welcome Michele Lowe, who brings 20 years of leadership in Continuing Care to the role of Managing Director for NHNSA.

Best regards,


Debra Boudreau
Board Chair

MEET YOUR BOARD OF DIRECTORS

Debra Boudreau

Chair

Debra is the Administrator of Tideview Terrace Nursing Home in Digby, NS; the first Eden Alternative Registered Home east of Manitoba. She has been in this position since 2005, prior to that she worked for the Continuing Care Branch of the Department of Health and in acute care as a regional manager. She has chaired the Continuing Care Council at HANS, and is a member of CCANS. She graduated from Dalhousie with an Occupational Therapy degree and furthered her studies in this area by doing a research-based Master's degree. She is actively involved in research with the Nova Scotia Center on Aging and is a member of their advisory board.

Gail Kaiser

Vice Chair

Gail is the Administrator of Nakile Home for Special Care in Argyle, NS. She has held this position for the past two years. Previous to this she was in multiple roles at Nakile and completed the LTC Management Program from HealthCare CAN. She graduated from Acadia University and worked in hospital and community settings as a dietitian before moving to the long-term care field 15 years ago. She served on the Board of Directors of the Nova Scotia Dietetic Association and has been on the CCANS Board for the past two years.

Angela Berrette

Treasurer

Angela began her career in long-term care at Saint Vincent's Nursing Home. Over the past thirteen years she has held a succession of positions within the organization. As the current executive director, she applies a lens of equality and a commitment to service and quality improvement to create conditions which allow employees to carry out their important work with residents in a safe, caring environment. She believes the NHNSA is uniquely positioned to lead the long-term care sector and is excited to be part of the process of redefining our purpose and way forward. Angela studied sociology before obtaining a diploma and master's in health service administration from Dalhousie University. She lives in Bedford with her wife, two 6-year-olds and their 2-year-old overlord. She is excellent at stepping on stray Lego, parallel parking and peak-a-boo.

Michelle Langille

Member at Large

Michelle joined NHNSA in June 2018 and has been the Director of Nursing Services at Oakwood Terrace in Dartmouth, NS since April 2013. Prior to her move to long term care, Michelle spent 16 years at NSHA as a staff nurse and Health Services Manager in the Cancer Care Program/ VG Site: acted in a three-year role as the CDHA/NSHA lead for the Provincial Kronos Staff Scheduling Project and spent four years as a Clinical Supervisor in the private home care sector. Michelle's passion in nursing is advocating on behalf of staff, residents and families for the sake of "something more and something better". Michelle lives in Cole Harbour with her husband, is a mother of four, and grandmother of one. Michelle is an avid tackle football/hockey mom and loves riding her Harley motorcycle.

Marisa Eisner

Member at Large

Marisa is the Administrator of Hillside Pines in Bridgewater, NS. Her career passion has always been in long term care. After graduation from St. F.X. with a Bachelor of Science in Nutrition. She completed a gerontology specialization as part of her Dietetics diploma. She has held positions as Director of Dietetics and Environmental Services in long term care facilities in Bonavista NL, Liverpool, NS and Bridgewater, NS. Additionally, she has had several years of experience consulting with a variety of long-term care facilities on Nova Scotia's South Shore. In 2007, after completing a diploma in Long Term Care Management with CHA, she took on the role of Administrator and strives to make a difference in the lives of those who choose to live at Hillside Pines.

Susan Hayes

Member at Large

Susan joined NHNSA in January 2019. She is the Administrator of the Windsor Elms Village, Falmouth, NS. Prior to this, she was the Regional Manager, Annapolis Valley and South Shore for Shannex Incorporated, responsible for the operation of three long term care facilities. With experience in both healthcare and financial service fields, in both public and private settings in Canada and the U.S, Susan has a deep understanding of blending dynamic operations with sound leadership and fiscal accountabilities. Sue is a proud Acadia alumna, born and raised in the Annapolis Valley. She and her family live in Kentville.

Michele Lowe

Managing Director

Michele joined NHNSA as its new Managing Director on September 1, 2018. She is a seasoned professional with a strong background in the not for profit sector. She has worked in Continuing Care most of her career as well as volunteering as a past board member at Windsor Elms Village. She was involved with the Continuing Care Council as co-chair of the provincial Homecare network and contributed to various sector working committees. Michele supports organizations to uncover their passion and plan for their future through her social consulting business. She holds a degree in Public Relations from Mount Saint Vincent University and an MBA from Sobey's School of Business, Saint Mary's University.



This past year has not only been a year of transition and redefined purpose for the Nursing Homes of Nova Scotia Association but it has also been a year of intense scrutiny from Nova Scotians about the performance of our provincial health care system.

Demands for new nursing homes; additional long-term care beds; access to more human resources and improved infrastructure in nursing homes contributed to the Minister's appointment of an Expert Advisory Panel

on Long Term Care. The following recommendations from the panel were identified and NHNSA members responded with key feedback:

RECOMMENDATIONS

#1 **Invest in Human Resource Capacity and Enhance Staff Mix.**

An investment that provides greater access to Allied Health providers; allows flexibility within roles to best meet the client's need and assigns nurse practitioners to homes where access to primary care is limited will ensure client focused care.

#2 **Attract and Grow a Healthy Workforce of Staff who Feel Supported.**

Matching the unique needs of our clients with a flexible recruitment strategy and compensation for roles that recognizes the skills required to meet the increased needs of our clients will contribute to sustaining the workforce.

#3 **Optimize Care-Team Capacity and Knowledge by Increasing their Skills and Improving Resident Quality of Care.**

Investing in education and skills development for all staff is critical as complex client care needs emerge. Creating capacity in the sector with care specialists that supports primary care and is accessible for nursing homes is critical to our service delivery.

#4 **Improve Transitions of Care for Residents and Their Families.**

Better communication and access to client information and options to support and stabilize aggressive behaviours will ensure the right care is provided at the right time for our clients.

Adopt the recommendations from the CGO report, *Task Force on Heightened Aggression 2015*.

#5 **Improve System Performance and Optimization.**

Supporting innovative approaches in nursing homes that measure quality outcomes; creating alternatives for convalescent care/restorative care and rewriting legislation that reflects today's health care realities are critical to achieving the highest standards of care all stakeholders want to see in NS.

Recognizing the infrastructure and funding inequities among Nursing Homes in NS, and implementing improved access to the services and support needed, will ensure all Nova Scotians are treated equally.



In May 2019, we will represent members as we join senior staff from DHW and NSHA along with other sector partners to discuss the future of long-term care in NS and respond to the panel's recommendations.

Our voice was heard at many other tables this past year as members participated on numerous working groups to identify system barriers and solutions and provided input on new initiatives.

2018–2019 Highlights

Achievements

- Conducted an extensive branding and mandate review resulting in a redefined vision, mission, expanded mandate, identifying our association as the lead voice for nursing homes in Nova Scotia;
- Increased our membership and welcomed new members from across the province;
- Contributed to the Minister's Expert Advisory Panel Long-Term Care report and will continue as a member on the working committee;
- Participated on the Workplace Violence Prevention Project;
- Represented members on the interRAI-LTC working committee;
- Participated on HANS LTC finance working group on setting benchmarks for financial performance and will continue as a member;

- Participated on NSHA LTC Refusals working group and will continue to represent members;
- Established ongoing dialogue and information sharing with senior staff from DHW and NSHA;
- Continued to collaborate with the Continuing Care Council and the Continuing Care Association of NS through regular Tri-Council meetings;
- Participated on the Continuing Care Public Relations Network and will continue as a member;
- Increased awareness of NHNSA through our media/communication strategy;
- Developed a new three-year Strategic Plan for NHNSA.

Challenges

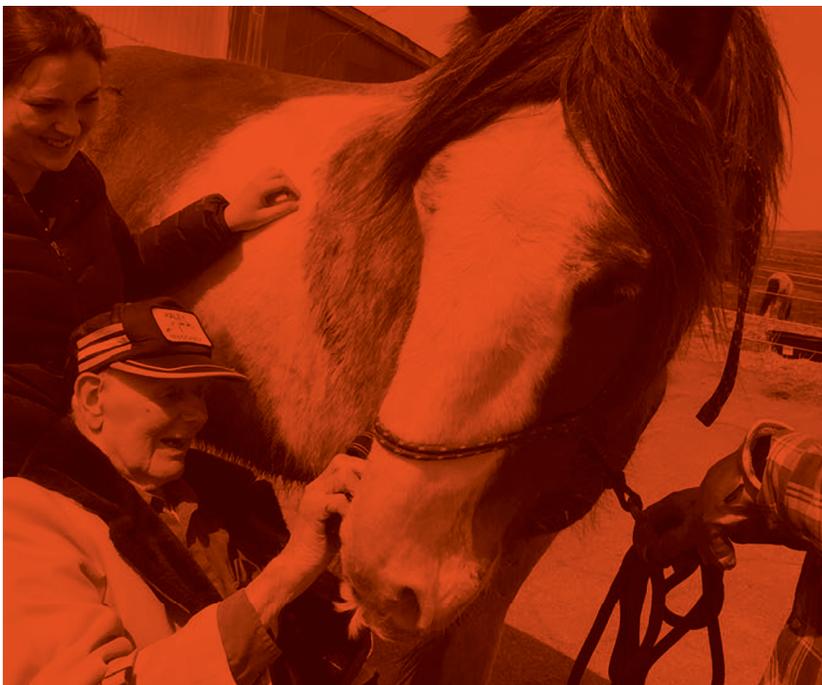
- Infrastructure needs for member homes;
- Aggressive behaviours and the impact to staffing and morale;
- Flexibility to use human resources for identified needs;
- Funding issues to support innovation;
- Equitable resource allocation for all nursing homes.

OUR PROMISE

“Together, we build solutions to ensure the highest standards of care for nursing homes in Nova Scotia.”

Over the past year, members captured images that represent our promise to Nova Scotians. Here are a few examples of members creating meaningful relationships; recruiting and developing reliable and gifted staff; creating special opportunities for those we serve and supporting residents to flourish.

GLEN HAVEN MANOR, New Glasgow, has an innovative and progressive recruitment approach that actively recruits both local talent and immigrants. These new graduates participated in a six month comprehensive customized program that consists of comprehensive training through study modules on personal care, palliative care, moving and transporting residents, infection control, feeding sensitivity and more on site placement/training. Glen Haven has been welcoming international staff to its team for the past several years and it has been an ongoing success story through several programs. Staff who have come to Canada from the Philippines, India, and Africa have adjusted extremely well to work and life in Nova Scotia and are all making meaningful contributions to Glen Haven in the areas of nursing, nutritional services and environmental services. Several of the Glen Haven Filipino staff have gone on to achieve Canadian nursing certifications demonstrating a strong work ethic and commitment to “Having a team that is diverse makes us stronger in so many ways as does investing in the professional development of our staff.” — Glen Haven CEO, Lisa M. Smith.



DYKELAND LODGE, Windsor, started a men's group with residents that meets twice a month. When they realized that they had several men who use to work with trained work horses, they partnered with Serenity Acres Family Ranch and Riding Stables in Ardoise, Hants County to create a special visit for the men's group. These previous horse owners had an amazing afternoon interacting with many beautiful horses and reminiscing of days on the farm.

Dykeland Lodge resident, Leslie Haley grooming "Ozzie."



NORTHWOOD, Halifax. Seeds of Success is a mental health and wellness support program open to Northwood’s long term care residents and retirement living tenants. Jennifer Saulnier is a Northwood resident and Seeds of Success participant. Here, she is on stage at the 2018 Models for Mental Health fashion show, a fundraiser for Seeds of Success hosted by the Northwood Foundation and the Mental Health Foundation of Nova Scotia (Photo by Ian Selig).

WINDSOR ELMS VILLAGE, Falmouth, knows the value that music brings to elders. Students from Acadia University’s Music Program have partnered with them to support elders wanting to play a tune or two. “When our residents interact with music, be it individually or as part of a group, we get to see their spirit come alive. When you think about how music makes any of us feel, the emotion and connection to our past experiences, music therapy is a critical part of understanding, and celebrating, who we are. It’s a blessing in our LTC community.” Windsor Elms CEO – Susan Hayes.

Therapy students Rachel Field (left) and Hannah Roth (right) enjoy playing guitars with residents Rick Robar (left) and Dale Spencer (right).



GLEN HAVEN MANOR has integrated mechanical pets to support memory care residents. The interactive and life like pets provide great comfort and company. They take away the loneliness that sometimes accompany aging with very special bonds formed. Resident Charlotte Rhyno, enjoys time with “Duke and Duchess.”

OCEAN VIEW CONTINUING CARE CENTRE, Eastern Passage, encourages staff and volunteers to participate in meaningful activities that enrich the lives of residents. A simple one-on-one game of cards or a lively laugh over a shared activity, strengthens relationships and fosters a sense of community.



OUR STRATEGIC DIRECTIONS

In April 2018 we came together in our first ever Retreat “Defining Our Future” to build on the success of our achievements from the five-year Strategic Plan 2012–2107.

A key theme investing in a sustainable future emerged from the retreat as a key component to our future planning. Although a preliminary strategic plan was drafted during the retreat, the decision to rebrand our organization and change our mandate required adjusting the plan to better reflect our new organization. Gathering inspiration from our new vision, mission and values, our Strategic Plan for 2018–2021 has evolved to better reflect the Nursing Homes of Nova Scotia Association.

NHNSA Strategic Plan 2018–2021

Elevate Association Profile

**Influence the message and focus on the positive;
Support all nursing homes;**

Be recognized as the Lead Voice and Advocate for people living and working in Nursing Homes

**Showcase innovation and expertise;
Strengthen sector relationships;**

Create a Thriving Association

**Collaborate; Learn; Stronger together;
Build on best practices.**

STATEMENT OF OPERATIONS YEAR ENDING MARCH 31, 2019

REVENUE

Membership Fees	\$48,840.00
Balance Forward 2017/18	\$48,724.34
Workshop Fees	\$440.00
TOTAL REVENUES	\$98,004.34

EXPENSES

Stipend	\$34,500.00
Administration Expenses	\$522.94
Communication	\$882.50
BOD	\$216.93
Website Services	\$952.50
Meeting Expenses	\$1,627.60
Membership Development / Retreat	\$2,472.99
Professional Fees / Legal	\$1,150.00
Public Relations	\$2,885.99
Joint Stock Registration	\$31.15
AGM Printing	\$476.10
Fees / Bank Charges	\$100.29
Facilitation	\$2,185.00
Membership Dues	\$280.00
Training	\$215.63
Travel	\$1,401.55
Rebranding Website	\$986.50
Visual Identity Branding	\$5,692.50
TOTAL EXPENDITURES	\$56,580.17
EXCESS OF REVENUES OVER EXPENDITURES	\$41,424.17

OUR BRAND PILLARS

Advocacy

We are the collective voice for people living and working in nursing homes in Nova Scotia. We engage with members across the province to ensure our advocacy priorities reflect their needs, and use a solutions-focused approach to address opportunities and challenges across the sector.

Communications and Awareness

We build trust and confidence in the citizens of Nova Scotia by providing transparency and awareness of sector issues, showcasing best practices, and celebrating innovation and success in the nursing home community.

Education and Learning

We create opportunities for shared learning and problem-solving, providing a safe space for members to openly communicate and collaborate. We work with universities, colleges, and the Province to build a strong, stable workforce for Nova Scotia's nursing homes today, and the future.

Relationships

We build strong relationships with Members, Government and sector partners by aligning priorities, collaborating on emerging issues, and developing evidence-based solutions that support our members and the communities they serve.

FOR MEMBERSHIP / ENQUIRIES

Michele Lowe, Managing Director / michelelowe@nhnsa.ca / 902.497.4270



P.O. Box 48044, Bedford, NS B4A 3Z2 / info@nhnsa.ca

nhnsa.ca