



[nhnsa.ca](http://nhnsa.ca)

# LONG TERM CARE #PROUD

ANNUAL REPORT - 2020

## 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, 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.

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## MESSAGE FROM THE BOARD CHAIR

Never before have we experienced a year of such challenge and perseverance!



Debra  
Boudreau

The issues that hinder our sector did not go away but they strengthened our resolve to find solutions and advocate for change. As an association we created a shift in momentum towards transforming long term care in Nova Scotia. We reached out. We raised our voices. We innovated together. However, we continue to wait for a vision for long term care in Nova Scotia.

We saw members on the national and international stage present new and innovative approaches to delivering care and recruitment of skilled staff from other countries. We shared ideas and best practices and looked for solutions in other jurisdictions to adopt in our homes. In September 2019, we co-hosted the Danish Design and Innovation for Health Ageing event which created a keen interest among members in learning more about Denmark's approach to aging. We supported sending our Managing Director on Denmark's Healthy Ageing Tour, in the Spring 2020 to learn and share these practices with members. We advocated for government decision-makers to also participate in the tour so their understanding of Denmark's practices could create possibilities for change in Nova Scotia.

We invited thought leaders and experts to share their knowledge on innovative care approaches at our April 22-24 conference, *Designing the Future of Care*. Unfortunately, because of the COVID-19 pandemic, we had to postpone this event but the response from stakeholders and industry leaders confirmed to us that this platform to embrace innovation and learn new approaches was long overdue.

As I enter into my last year as Board Chair, I reflect on our association's journey. Our perseverance to advocate for flexibility, equality, new approaches and demand change has been the hallmark of our association. The year ahead, will be transformative as we adjust to the impact of COVID-19 on our residents, families and staff. Creating a sustainable future for long term care will require all of our voices. WE must continue to lead the change!

A handwritten signature in black ink that reads "Debra Boudreau".

Debra Boudreau  
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## BOARD OF DIRECTORS

Debra Boudreau  
Chair

Gail Kaiser  
Vice Chair

Angela Berrette  
Treasurer

Michelle Langille  
Member at Large

Marisa Eisner  
Member at Large

Susan Hayes  
Member at Large

Michele Lowe  
Managing Director

## MESSAGE FROM THE MANAGING DIRECTOR

When I reflect on this past year, the word synergy springs to mind.

By definition, “the interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects,” rightly captures the momentum and progress that we have achieved by coming together as an Association. Our redefined brand and revised Strategic Plan solidified our focus and determination to ensure our voice was heard at every table where strategies and issues were discussed that impacted long term care in Nova Scotia.

Our growth is a reflection of this renewed synergy. Administrators and their teams see the alignment with NHNSA as a valuable source for information and a bridge to action and advocacy that is foundational to our work. This was clearly evident in the early stages of the COVID-19 pandemic when we came together to share practices and learn from one another as we urgently prepared our staff, and residents to meet this unprecedented challenge.

I want to acknowledge and thank the Board of Directors for their support over the past year and members who shared their suggestions, advice and feedback on surveys, letters and strategies.

In the coming year, our collective impact will be more important than ever as we lead the transformation of long term care in Nova Scotia.

Michele Lowe  
michelelowe@nhnsa.ca



Michele  
Lowe



**Ad·vo·ca·cy** – the act or process of supporting a cause or proposal : the act or process of advocating something

A key pillar to our mission, advocacy has taken centre-stage this past year. Here are a few issues that required our advocacy:

- **Leap Year Funding**- We voiced our concerns with senior DHW officials last fall about the impact to operations that the 2020 Leap Year would have if funding for the extra day was not provided. We were successful in demonstrating the need with funding provided.
- **Innovation Funding**- We advocated for innovation funding to be recognized in LTC. Adopting new approaches to care delivery is a critical step to transforming continuing care. \$3.5 Million in funding was awarded in March 2020.
- **Bursary Support**- Recruitment to our sector is one of the biggest challenges we face. We have repeatedly asked for bursaries to attract CCA students to our sector. While \$460k in funding was provided to NSCC students, bursary funding for private CCA programs was not recognized. More needs to be done.
- **InterRAI-LTCF** implementation: NHNSA members were asked to participate on a working committee established to advise the project team on the implementation and funding of the software for a 2020 launch.
- **LTC Advisory Panel committee**- NHNSA is represented on this committee and while we have provided valuable input on the deliverables outlined in the report, the progress has been slow.
- **Community of Practice**- We requested funding to coordinate a “hub” where continuing care best practices, research papers and action plans can be shared and new knowledge developed to address the issues facing our sector.
- **Discussions with political opposition parties**- As part of our advocacy agenda, we have discussed the state of long-term care in NS with both the NDP and PC parties.
- **COVID-19 continuing care system planning committee**- “Don’t talk about us without us.” We advocated for representation to ensure our interests were heard as restrictions shifted.

## OUR MEMBERS

This past year we experienced tremendous growth in our Primary membership. Our provincial network of members has enriched our conversations, increased our shared knowledge and aligned our advocacy. We are pleased to welcome nursing homes from across Nova Scotia who share a commitment to advancing transformational change and investment for long term care in this province.



## CORPORATE & ASSOCIATE MEMBERS

Late this past year, our Association amended our bylaws to expand our membership to include sector partners who support our members with their products and services and organizations that are aligned with advancing our mission and enhance our quality of care. We were thrilled with the response early this Spring and are pleased to welcome:

### Corporate members:



### Associate members:



- Alderwood
- Arborstone Enhanced Care- Shannex
- Bayside Home
- Bisset Court- Shannex
- Blomindon Court- Shannex
- Cedarstone Enhanced Care- Shannex
- Celtic Court- Shannex
- Centennial Villa- GEM
- Cove Guest Home
- Debert Court- Shannex
- Dykeland Lodge
- East Cumberland Lodge
- Elk Court- Shannex
- Evergreen Home for Special Care
- Gables Lodge- GEM
- Glasgow Hall- Shannex
- Glen Haven Manor
- Grandview Manor
- Haliburton Place Long term Care
- Harbour View Facility
- Harbour View Haven
- Harbourstone Enhanced Care- Shannex
- Harbourview Lodge-NSHA
- Heart of the Valley- GEM
- Hillside Pines
- Inverary Manor
- Ivy Meadows Continuing Care-Rosecrest
- Maple Hill Manor
- Maplestone Enhanced Care- Shannex
- Maritime Odd Fellows Home
- Mary's Court-Shannex
- Melville Gardens- GEM
- Melville Lodge- GEM
- Milford Haven Corp
- Mountain Lea Lodge
- Musquodoboit Valley Home for Special Care (Braeside)-NSHA
- Nakile Home for Special Care
- North Queens Nursing Home
- Northside Community Guest Home
- Northside General-NSHA
- Northumberland Hall- Shannex
- Northwood Care Halifax
- Northwood- Bedford
- Oakwood Terrace
- Ocean View Continuing Care Centre
- Orchard Court- Shannex
- Parkstone Enhanced Care- Shannex
- Queens Manor
- R.C. MacGillivray Guest Home
- Rosedale Home for Special Care
- Roseway Manor
- Ryan Hall- Shannex
- Sagewood Continuing Care- Rosecrest
- Saint Vincents
- Seaview Manor
- Shoreham Village
- St. Anne Community and Nursing Care Centre
- Taigh Na Mara-NSHA
- Taigh Solas-NSHA
- The Admiral- GEM
- The Birches
- The Magnolia
- The Meadows
- The Mira -GEM
- Tideview Terrace
- Villa Acadienne
- Villa St Joseph-Du-Lac
- Waterford Heights-NSHA
- White Hills Long Term Care Centre-GEM
- Willow Lodge Home for Special Care
- Windsor Elms

# WHAT A YEAR!

None of us could have predicted a year ago that the issues of **funding inequities**, lack of **infrastructure investment** and **staffing vacancies** that plague long term care, would be part of the daily headlines in 2020. While we have faced **significant challenges** in many of these areas, we've also **experienced important initiatives** that have **positively** impacted our sector.

Nova Scotia nursing homes association wants quick action on staffing shortages

Good people providing long-term care, but 'a lot of work to be done' Atlantic Canadian advocates say

Nova Scotia  
**Nursing homes get creative to keep families connected during COVID-19**

**GOING GLOBAL: Innovation Partnership to Help Canadian Employers Facing Labour Shortages**  
JAN 23, 2020

Glen Haven Manor Received National Employer Award from Immigration, Refugees and Citizenship Canada

**All hands on deck': Nova Scotia seniors homes brace for COVID-19**

Nursing home managers look at new ways to care for residents

**MICHELE LOWE: Nursing homes doing what we can, to control what we can**



Over 140 sector representatives attended a seminar that we co-hosted with the **Royal Danish Trade Council in September 2019** to hear how Denmark's health innovations and government policies support care approaches that are truly person-centered. Hanne Fugl Eskjær, Ambassador of the Kingdom of Denmark described the similarities in the demographics that exist between Canada and Denmark particularly our senior populations. She invited attendees to learn more about the solutions her country has adopted that contribute to person-centered care.



Workshops were offered throughout the province to members who want to achieve green belt certification in the **Lean/Six sigma** practices for long term care.



NHNSA held preliminary discussions this winter with **Dalhousie's School of Health Administration** on the development of a certificate program in long term care management. Members have expressed their interest in a program that could provide new administrators and senior team leaders with the knowledge specific to managing long term care in Nova Scotia. This program would be available to the entire sector and could support the succession planning for administrators across the province.

The response to our inaugural conference, **Designing the Future of Care** has been amazing. While we've had to postponed our April event to May 2021, it has not dampened the enthusiasm and commitment from our conference committee, vendors, speakers or sponsors. There has never been a more important time than now to bring together service providers, decision makers, researchers, innovators and designers with one goal in mind: to transform continuing care in Nova Scotia.



**COVID-19** has had a devastating impact on long term care across Canada and here in Nova Scotia. As we prepared for the pandemic to enter our province this winter, members came together as a show of unity by; sharing their policies and approaches on our share point site; discussing best practices on our conference calls; accessing supplies for each other; sending staff resources to homes with COVID-19 outbreaks and supporting those impacted with kind words of encouragement and condolences. **WE ARE STRONGER TOGETHER.**



## MEMBER SHOWCASE

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The stories in this year's Annual Report are inspired by those we serve and those who serve, and by the compassion, care and hope that makes up NHNSA



**QUEENS MANOR, Liverpool**, has a recreation department with a reputation for thinking outside the box and finding fun and new innovative ways to keep the residents engaged, entertained and connected yearlong, even despite this trying time of COVID-19. Highlights of this past year included a mass fishing trip outing, pub crawls to their local brewery, learning and embracing technology such as Alexa, and creating wild themed tea parties such as "Alice in Wonderland."

Other programs include their "Wheelers Club" which involves pushing residents in wheelchairs around their local community and their Campfire Circles where residents enjoy the ambiance of a propane firepit, while enjoying live music and mandatory marshmallows. Currently, while on quarantine Queens Manor has been featured on CBC for spreading "fun and cheeky" messages showcasing residents thriving during the pandemic, clearly letting their family know they are hanging in there and still living it up!

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**WILLOW LODGE, Tatamagouche**, knows the value of community support. Their history is built on the generosity of volunteers. One of their community outreach programs includes the Meals on Wheels Program which was started in 1983 and has continued through the support of their community volunteers and grant funding. Nutritious meals are prepared at the Lodge and delivered by volunteers three times a week to community members living within a 5 km radius of Tatamagouche Village.



"We are one of the very few who has been able to maintain the Meals on Wheels program, so it's a big hats off to our volunteers for keeping it going," says Janine Jaconelli, executive director of the Willow Lodge.

COVID 19 did not stop volunteers from their commitment. Through generous support from the community, PPE was provided to their drivers, along with disposable containers for meals so there was no chance of any cross contact or contamination. During this time of isolation, volunteers are one of the few people meal recipients see on a and be able to speak with on a regular basis.



**GEM HEALTHCARE**, has implemented an early detection and documentation process of pressure injuries and other skin related concerns as part of their quality improvement initiatives. Time was spent perfecting their wound care policy and nurses received wound care education from outside

agencies in addition to education that was provided by the wound care committee. Continuing Care Assistants were recognized as the most important front-line team members in the prevention of pressure injuries and were provided extensive skin and wound care education. This education has now become a primary focus in their general staff orientation. The PointClickCare Skin & Wound program has allowed all aspects of skin and wound care to come together. Nurses can easily and quickly complete accurate resident wound assessments at the bedside on the secure iPhone. The information is uploaded to the resident's electronic chart making the sharing of information and wound photos accessible for physicians and other interdisciplinary team members outside of the facility. The Skin and Wound program facilitates best practices in documenting wounds, which helps to improve care delivery, mitigate risk, increase operational efficiency, increase collaboration between team members and improves resident engagement. The wound care committee meets weekly and all skin and wound concerns are reviewed easily without disturbing the healing process by removing dressings to view the wound. Within minutes, a series of wound photos are viewed to show the progress of wound healing, all without disturbing the resident.



**GRAND VIEW MANOR CONTINUING CARE COMMUNITY**

**-Berwick** has created a special space for dementia clients that is impacting their dignity and quality of life. With a facility 50 years old, the structure and decor were misaligned with the compassionate resident centered care they provide. The Winslow unit structure prior to renovation had a hallway outside resident bedrooms, a small living room and a long narrow dining room. Residents with dementia paced up and down the hallway outside their bedrooms. Their remodel of this space included knocking down all the walls from a dining area and building in multiple large full-length windows and a fireplace to create a large open walking and sitting space that brings the outdoors inside. "It brings such joy to see our residents enjoying this space for recreation activities, family visits and simply sitting overlooking the beautiful countryside visible from our windows", says Menna MacIsaac, CEO. All living room and dining room furniture was replaced with homelike warm colors. Since this space has been opened up, residents are calmer, getting both exercise and rest and demonstrating decreased aggressive behaviors.



**RC MACGILLIVRAY GUEST HOME, Sydney,**

implemented a "Horse Therapy" program for their Sydney residents in July 2019 and immediately saw the long- term benefits of this program. Residents provided feedback on their experiences and staff learned the following:

- Residents who came from an agricultural background stated that horses triggered positive childhood memories and made them feel young again.
- Brushing the horse helps with dexterity and has a calming effect on both the resident and the horse.
- Resident mobility is encouraged by getting up for a closer look.
- The horses deep soulful eyes reinforce connection with residents.
- They are the perfect size for a hug.
- Horses are known to be intuitive animals. This makes a horse an ideal therapy animal for anyone with a language barrier, emotional issue, physical disability or cognitive issue like dementia.

Therapy Horses "Breagha" and "Foxy" have been a great addition to their "Pet Therapy" program and will continue to be part of their event calendar three times a year.

## STRATEGIC PLAN

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The Strategic Plan directed our work this past year. Our successes were in alignment with the strategies set out for 2019/20 and supported our thinking as we approached new issues and projects. Next year will be the conclusion of our current plan. Our expertise, creative thinking and innovative approaches will continue to guide as prepare for the future in long term care.



### **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 2020



Revenue	2019 - 2020 Budget	2019 - 2020 Actual	Variance
Membership Fees	\$ 50,295	\$ 57,855	\$ 7,560
Corporate Membership	\$ -	\$ 1,000	\$ 1,000
Balance Forward	\$ 14,750	\$ 14,750	\$ -
<b>Total Revenues</b>	<b>\$ 65,045</b>	<b>\$ 73,605</b>	<b>\$ 8,560</b>
<b>Expenses</b>			
Administration - Contract Services	\$ 48,000	\$ 53,000	-\$ 5,000
Administration - Expenses	\$ 2,500	\$ 2,879	-\$ 379
Tax Paid		\$ 3,150	-\$ 3,150
Website Services	\$ 1,000	\$ 1,546	-\$ 546
Meeting Expenses	\$ 2,000	\$ 2,820	-\$ 820
Membership Retreat	\$ -	\$ -	\$ -
Professional Fees / Legal	\$ 1,000	\$ -	\$ 1,000
Public Relations Consultant	\$ 1,000	\$ -	\$ 1,000
Facilitation	\$ -		\$ -
Membership Dues	\$ 280	\$ 294	-\$ 14
Training	\$ 250	\$ 218	\$ 32
Travel	\$ 2,000	\$ 3,720	-\$ 1,720
Rebranding - Visual Identity	\$ 3,565	\$ 3,680	-\$ 115
Rebranding - Website	\$ 3,450	\$ 3,450	\$ -
<b>Total Expenses</b>	<b>\$ 65,045</b>	<b>\$ 74,758</b>	<b>-\$ 9,713</b>
<b>Excess of Revenues Over Expenditures</b>	<b>\$ -</b>	<b>-\$ 1,153</b>	<b>-\$ 1,153</b>

Fund Balance April 1, 2019	\$ 65,045
Fund Balance Recorded March 31, 2020	\$ 41,424
Fund Balance YE March 31, 2020	\$ 23,621

## FOR MEMBERSHIP / ENQUIRIES

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