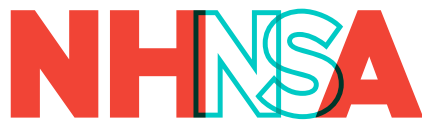


2022 | ANNUAL REPORT

CHANGE

# *transforming* Long Term Care



Nursing Homes  
of Nova Scotia  
Association

## OUR VISION:

Creating the Very Best  
Long-Term Care for  
Nova Scotians

## OUR VALUES:

### **Courageous –**

We empower our members to challenge the status quo, address shared issues and develop actionable plans and measurable outcomes to create meaningful system changes that advance world-class nursing homes.

### **Innovative –**

We are an Association of professionals who are committed to research, best practises and innovation that improve the quality of care and service in long term care

### **Accountable –**

Our work is grounded in integrity and trust with a forward-thinking lens. We are accountable to our members and those they serve. We are solutions-focused and make well informed decisions.

### **Inclusive –**

We embrace cultural diversity in all its forms as reflected in our organizations and communities and actively pursue opportunities to learn, understand, embrace and leverage diversity, equality and inclusion as a value system for growth and enrichment.

## OUR MISSION:

Together, we build solutions for the timely advancement of excellence and innovation in nursing homes in Nova Scotia.

# 2022 *to* 2025 STRATEGIC PLAN



# Strength, Compassion, Ingenuity & Determination

Did anyone really think that two and a half years in we would still be talking about the dreaded pandemic? Well, today I'm going to push it aside and focus upon the incredible strength, compassion, ingenuity, and determination that I have seen radiate across our sector over the past year.

A year ago we focused on opportunities that would present in the face of an election. Advocacy, awareness, strategy and accountability were front and centre, and I am incredibly proud of the story we told. That story was pushed out from the shadows, to reveal, at last, the strength and perseverance that exists in long term care in Nova Scotia. A secret no more!

As an Association we have been committed to continuous quality improvement, both as an evolving sector and an association. Emerging with a new

strategic plan in place, we will learn from our past, reflect on our present and strive for our future; united with one voice.

I must recognize both my fellow Directors and our phenomenal Executive Director, Michele Lowe for the limitless attention and passion they have given to ensure our collective voice was not only heard but sought after.

To our sector colleagues and community, government and corporate partners, we thank you for supporting a space where those who understand the delivery of current and future long term care can collaborate safely and respectfully. It is our differences that will strengthen the necessary outcomes for those we serve.

**Susan MacDougall MSc.,ICD.D**  
**CEO, Windsor Elms Village**

*"True courage is being able to smile in the face of adversity while embracing one's own vulnerability."*

-- Unknown

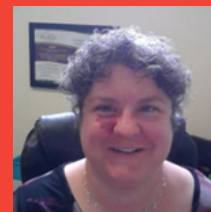
## Meet our Board



**Marisa Eisner,**  
Administrator Hillside  
Pines Nursing Home,  
Bridgewater, NS



**Kyle Richardson,**  
Director, First Nations &  
Regional Manager for  
Enhanced Care, Shannex,  
Sydney, NS



**Angela Berrette**  
Executive Director,  
Saint Vincent's  
Nursing Home  
Halifax, NS



**Gail Kaizer,**  
Administrator, Nakile  
Home for Special  
Care, Glenwood, NS



**Susan MacDougall**  
MSc.,ICD.D  
CEO, Windsor  
Elms Village,  
Falmouth, NS



**Michelle Langille**  
Director of Care,  
Oakwood Terrace  
Dartmouth, NS

# Change is happening

In last year's annual report, I stressed the importance of building upon the momentum and growth our Association and sector were experiencing. We had released our *Enough Talk* paper earlier that year and we were preparing for a potential summer election in 2021.

## What a difference a year can make!!

Heightened awareness of the issues facing long term care in Nova Scotia has never been stronger. Historic investments by our province in resources that reflect the specialty skills and support needed to deliver quality care are materializing and financial commitments to replace aging infrastructure and modernize nursing homes in Nova Scotia have brought a sense of optimism to our sector that didn't seem possible a year ago. Expanded partnerships with industry and corporate members have resulted in tangible solutions brought forward to address barriers.

Advocating for these investments including the call for a Ministerial portfolio dedicated to long term care, were part of the awareness campaign we ran during the provincial summer election. Our third-party status gave us the right to publicly advocate for the changes that our sector needed. Key messages were proudly displayed on hundreds of lawn signs throughout the province and the call for change from staff, families and residents were posted on social media platforms and our voice, positions and expertise was presented strong in traditional media reporting.

## Change is happening!

Our new provincial government has acknowledged the impacts that decades of underfunding has had on our sector. The Government of Canada recognized the importance of supporting provinces with specialized funding for infection prevention and control, staffing, and infrastructure. These



overdue investments and appropriate funding that NHNSA and our sector partners have been advocating for, are the beginning of a transformation for long term care in Nova Scotia.

While we welcomed this positive movement, we must acknowledge the continued impact that the delta and omicron variants have had on our residents, families, and workforce. This unrelenting pandemic has made it difficult to balance the implementation of these much-needed investments with the reality of our exhausted staff and leaders.

The significant impact on our workforce and our ability to deliver quality care to our elders, has seen many facilities, for the first time, pause or stop admissions to their homes. Many administrators and their teams were disheartened to see Covid enter their facilities after months and months of effective IPAC measures. Despite heroic efforts to keep it out, these highly contagious variants were insidious. Fortunately, the effectiveness of the vaccine and booster programs combined with continued vigilance lessen the severe outcomes on residents and staff.

While it feels like there is no end in sight to the many challenges we face, we must take time to reflect on the gains that have been made and celebrate the achievements that we have worked so hard to realize.

I want to thank our Board of Directors for their guidance and support over the past year and our members for their insights.

**Michele Lowe, MBA, BPR**  
**Executive Director, NHNSA**

*"A leader is one who knows the way, shows the way and goes the way."*

JOHN C. MAXWELL



Building capacity among our long term care leaders is a key area of focus for NHNSA. Preparing our emerging leaders as a vital part of their organizations' succession planning, ensures their success for future opportunities within the sector and builds capacity for our leaders to lead LTC boldly and expertly into the future.

In the Fall of 2021, we were very proud to launch our inaugural class of administrators and senior leaders in the *Leadership in Continuing Care Administration* Certificate program with our partners, the School of

Health Administration, Dalhousie University. Minister Barbara Adams attended the evening reception demonstrating her support of the program. Timeline

*"Great nursing homes start with great leadership"*

HON. BARBARA ADAMS  
NS Minister of Seniors and Long Term Care  
Certificate Launch Event, November 2021

### *Quotes from students who participated:*

"The Leadership in Continuing Care Certificate Program was an invaluable experience for me as newer LTC administrator. The curriculum was thoughtfully considered to focus on very practical topics directly relevant to leadership in long term care in Nova Scotia. Modules transitioned from engaging conversations about the leadership skills that are required in long term care to more operational topics such as finance, human resources, risk management, and governance. I have returned to my administrator role energized to implement all that I have learned during the program."

-Andrew MacVicar, Administrator,  
Queens Manor, Liverpool, NS

"Every session was worth attending. I didn't have one moment of thinking, this is not the best use of my time. The speakers gave historical context, critical information on risk management, quality and legislation; they were motivating, and through it all gave realistic, relevant beginning steps. I also really enjoyed the other class participants and took many ideas from those conversations as well."

-Janet Lussier, RN, Acting  
Administrator/DOC- Rosecrest  
Communities

This intensive executive-style certificate program blends academic rigor with extensive front-line expertise to provide Nova Scotia continuing care leaders with the knowledge and skills needed to successfully meet today's challenges. The program consists of two, three-day sessions.

**CERTIFICATE PROGRAM**  
*Leadership in Continuing Care Administration*

 <b>Philosophy of Care</b> client-centred care, examine health care system's structure, and analyze philosophical issues. <i>(1/2 day plus reflection)</i>	 <b>Leadership</b> leading self and leading through systems & relationships <i>(2 days)</i>	 <b>Financial Management</b> will use risk management, planning, and budgeting tools common to the private and not-for-profit sectors. <i>(1/2 day)</i>	 <b>Operations &amp; Continuous Improvement</b> explore techniques and tools to manage daily operations and continuous quality improvements. <i>(1.25 days)</i>	 <b>Human Resources &amp; Communications</b> investigate equity, diversity and inclusion issues and cultural safety strategies. Examine public relations needs, including strategies for effective external communication and marketing. <i>(1 day)</i>	 <b>Legal: Legislation &amp; Licensing</b> identify the legal and policy context and analyze how it impacts day-to-day functioning and administration. <i>(1/2 day)</i>
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Attending the Fall launch, left to right is Minister Barbara Adams, DSLTC; NHNSA Executive Director, Michele Lowe; Dr. Tanya Packer- Director, School of Health Administration, Dalhousie; Dr. Brenda Merritt, Dean, Faculty of Health, Dalhousie.



Leadership in Continuing Care Administration Spring Class

# ADVOCACY

Advocacy is a strategic priority for our Association. We are a respected collective voice for this critical sector within the Nova Scotia health care system with an ear to the ground about the needs, strengths, challenges, opportunities awaiting, and the investments needed for long term care.

From the front lines, to behind the scenes, to the leadership and governance tables; from quality care standards to best practices, to staffing needs and infrastructure, we have expansive expertise that is recognized by community partners, orders of government, media, business, and communities.

Our campaign, It's Our Turn, along with an extensive communications strategy, shone the spotlight brightly on long term care and this increased awareness garnered significant outcomes. We advocated strongly for a Ministerial portfolio and department dedicated to long term care. We were very pleased to see the creation of the first provincial department of seniors and long term care. Our call to action was rewarded with investments in infrastructure, staff recruitment support, increased infection prevention and control resources and wage increases for front line staff.

Long term care is gaining strong momentum and we are proud to play a lead role in the transformation that is on the horizon.

## ADVOCACY MATTERS!



## AVOIDING BED CLOSURES

In late Spring 2021, our sector partners, CCANS, and HANS joined us to explore the factors that were contributing to staff vacancies throughout the sector. We saw the growing concern from operators and wanted to explore strategies that could mitigate bed closures across the province due to staff shortages. Through inter-disciplinary interviews and discussions, we identified the factors that were contributing to low staff resources and the impacts they are having on resident care, and daily operations. A framework was created based on the street light concept, green (steady state), yellow (challenged state) and red (critical state).

Within each colour state, mitigating strategies were identified with corresponding quality indicators to guide the decision process that leaders would have to make when they were faced with these situations. Up until this innovative collaboration, there was no framework developed in Canada to support long term care.



# CACCY

## SOLUTIONS STRATEGY

In September 2021, our Board Chair, Susan MacDougall and Executive Director, Michele Lowe had the opportunity to meet with Minister Barbara Adams shortly after she took office. It was a pleasure to meet with her and share in the excitement of her new portfolio, within the newly established Nova Scotia Department of Seniors and Long-Term Care.

We presented Minister Adams with a copy of our Solutions Strategy which includes five strategies to respond to the key action areas highlighted in our position paper, Enough Talk. This collaborative work with industry partners focused on our most critical issue, Investing in our Workforce.

The initiatives described in the Solutions Strategy, highlighted our project work with Fit First Technologies, The Barrington Consulting Group, Landmark Decisions, Workforce Edge, Dallas Mercer Consulting and Glen Haven Manor.

We demonstrated the undeniable need for increasing staffing levels, flexibility to hire the right mix of talent and skills to meet the needs of residents and the funding to invest in the further development of specialized skills and training for all staff, including international and domestic recruitment.



## ADOPTING INNOVATIVE RETURN TO WORK PRACTICES

In early 2021, NHNSA launched a nine-month collaborative training program led by Dallas Mercer Consulting, and partially funded by NS Labour and Advanced Education for eight NHNSA members, to build their proficiency in Stay at Work and Return to Work strategies. Leaders from the participating nursing homes were supported in their management of sick leave and worker's compensation claims. The results showed a significant reduction in the number of active open claims.



# The Art of Resilience-Leaning into the Hard Cracks Open the Door to a Sector Culture Shift

Our Art of Resilience - Leaning into the Hard initiative launched in January 2022 begins an important journey towards creating a culture shift regarding how long-term care mental health wellness can be supported. Funded by Healthcare Excellence Canada and managed by our Association, this progressive program was designed to support nursing home teams through these incredibly tough times, addressing the chronic impacts of overload, burnout, moral distress, grief and compassion fatigue that threaten the well-being of staff and leadership.

We welcomed 46 participating members in this multi-faceted project that was facilitated by Pamela MacLean and Serena Lewis of Dallas Mercer Consulting, two impressive experts in the field of mental health wellness. This journey cracked open the door to a conversation about what it means to work in our sector in these uncharted times and how to give rise to a shift in culture that truly supports consistent and constant resilience. It offered individual and team modules as well as a Community of Practice for

leaders. These elements focused on an inside-out and from the ground up approach. We partnered with the Nova Scotia Centre on Aging to determine the program needs of the participants and to evaluate the implementation of this ground-breaking program. We are looking forward to the participants' insights.

NHNSA is proud the Art of Resilience project has highlighted the importance of a mental health strategy focused on their workforce. Several participants are continuing their work toward adopting the National Standards of Canada for Psychological Health and Safety in the Workplace, which is recommendation #17 from the NS Workplace Safety Action Plan.

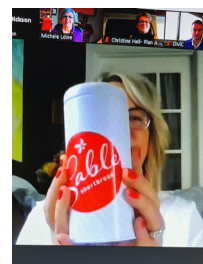
**Individual**  
focuses on self-care, self-awareness, self-compassion.

**Team**  
impact focus on integration of processes, reimagining resiliency, leadership skills that address mental health wellness, trauma informed and grief aware based

**Sector/Community**  
impact builds a dynamic, growing, evolving community of practice in our long-term care sector that is peer led and is built from the inside out and from the ground up.

## Administrators Surprised by Care & Comfort Boxes

The past 24 plus months of a global pandemic have been exhausting, challenging, emotionally draining and at a rapid pace for our nursing homes administrators. They have heroically led their teams through a maze of public health measures and mounting workforce pressures while enduring and ensuring the quality care and dignity of cherished residents is consistently delivered. As a tip of the hat for their strong, caring leadership always putting others first, under extraordinary pressures, we created 80 care & comfort boxes so that these brave leaders were offered some quality care for themselves. The boxes arrived as a surprise brimming with Nova Scotian made treasures such as soaps, chocolate, and specialty treats as well as entertaining note cards, words of gratitude and journals. A zoom meeting unveiling the contents was attended with over 50 leaders who shared a few laughs and were moved by the heartfelt messages of appreciation, respect and thanks by our three generous sponsors who helped to make this wonderful gesture possible - **Dallas Mercer Consulting, Surge Learning and Plan A Nova Scotia.**



**THE ART of RESILIENCE**  
*Leaning into the hard*  
SELF | TEAM | SECTOR **NHNSA**  
Nursing Homes of Nova Scotia Association

**THANK YOU TO OUR PARTNERS**

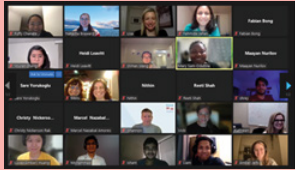
**Centre on Aging**  
Nova Scotia

**Healthcare Excellence**  
Canada

**Excellence en santé**  
Canada

# Innovation that is **TRANSFORMING** Long Term Care

Members from across the province are adopting smart technologies, process enhancements and innovative best practices to incorporate into the quality care they deliver each day. Here are a few members who have taken unique approaches to solve some challenges that they face.



## **Dal Students and Shannex work together to solve Long-Term Care Challenges**

Shannex joined with Pulse, Dalhousie's Health Innovation Sandbox, to host a hackathon event in March that gave students from several local post-secondary institutions the opportunity to work in teams on real-world long-term care challenges such as resident falls, social isolation, disease progression, care transitions, and responsive behaviours. Using sample data provided by Shannex, the winning team developed a system to help identify residents in long-term care homes who may be at a greater risk of falling. Their Fall Prevention Scoring System assigns scores for various circumstances in which the risk of falling was found to be greater for some residents versus others.



## **PARAGLIDE- a game changer in LTC**

The Paraglide® personal repositioning system is the world's first automated posture correction device for wheelchair users and is a homegrown Nova Scotia solution. There are over 150 systems in LTC facilities throughout the province. In a voluntary 14-week Continuing Care Innovation pilot evaluation, Paraglide collected data from 24 of their units in seven LTC sites. The Paraglide made 2,891 repositions which equals better care AND 2,891 potential workplace injuries avoided. Residents and staff in Nova Scotia are the first in the world to use this game-changing technology.



## **Deep Energy Retrofit project at Windsor Elms Village**

Nova Scotia energy services firm, Equilibrium Engineering engaged with Windsor Elms Village in 2018 to complete an energy audit and solar PV assessment. This led to a detailed engineering feasibility study being completed in 2019 which led to a deep energy efficiency retrofit completed in 2021. "This project has reduced our carbon footprint while redirecting resources to enhance the resident experience and our staff recruitment and retention priorities" says Sue MacDougall, CEO. NHNSA has partnered with Equilibrium Engineering to conduct the Long-Term Care Facility Deep Energy Retrofit Demonstration project which involves studying five (5) LTC facilities through energy audits, energy efficiency retrofit feasibility studies and recommendations for moving forward.



## **Take a breath....**

Mountain Lea Lodge has created a "safe space" for staff to access when they need to take a mental health break at work should they be struggling. This space has no judgement, no stigma and is accessible to staff 24/7. "A 'safe space' is paramount to the mental health of our staff especially at this time," says Joyce d'Entremont, CEO. This space may also be used for staff who just need a few minutes to be alone. This space has two massage chairs, dim lights, small fridge with water and gentle natural sounds playing to help staff relax. A recreation coordinator oversees this space ensuring that the fridge is restocked, pamphlets on EAFF and Mental Health Self-Referral forms are available for all staff. This space is used a lot by staff and on a few occasions, they were able to de-escalate staff that may have ended up going home on sick leave for the day. Another purpose of the "space" is simply to model their organizational values and provide each other with a supportive and respectful environment. "Creating an environment of trust and respect is our main goal," adds d'Entremont.

# Celebrating

## # LTC Proud Day

Long Term Care Day was celebrated in fine style with an exciting launch at the lovely Peace by Chocolate store along the Halifax waterfront of our hero bars, an innovative collaboration between our Association and this inspiring business. Highlights of the day include several of our front line long term care everyday superheroes, two of them in capes incognito, being in attendance for the introduction of the bars by Tareq Hadhad, Peace by Chocolate Founder and President and our NHNSA Executive Director Michele Lowe. There was a great buzz on both social media, on the airwaves and in print about the contributions of our sector. Inside each Peace by Chocolate product is uncompromising quality, exuding excellence as do our teams. Proceeds from the bar, which is a strong seller is being used to support NHNSA's CCA bursary fund.



Hundreds of staff in nursing homes across the province were presented with a hero bar and proudly sported their LTC Proud T-shirts. Nursing homes held their own #LTC Proud Day celebrations with some such as Glen Haven Manor reaching out to community partners thanking them for their dedication and support to long term care with hero bar presentations. Many residents also enjoyed the delicacy and were acknowledged for their courage, resilience and strength.

# Our CORPORATE MEMBERS



"Complete Purchasing Service's partnership and corporate membership with the NHNSA provides us the opportunity to directly engage with the industry's leaders and decisions makers at the various events offered throughout the year. We gain further insight into the challenges they face, so we can deliver meaningful solutions." - **Angelo Colalillo, Vice President, Eastern Canada Complete Purchasing Services and QUASEP**

"Being part of the NHNSA team is both a valuable and exciting experience. At Surge, our mission is to research healthcare trends and needs so that we can develop and offer the best possible solutions to all providers across Canada. NHNSA is a key partner in helping us achieve this goal with Homes in Nova Scotia through its informative newsletter, collaborative meetings, and inspirational conferences. We look forward to extending our fruitful collaboration with NHNSA for many years to come, as we take pride in engaging and supporting the valiant and dedicated healthcare providers of Nova Scotia." - **Sal Gentile, Business Development Manager, Surge Learning Inc.**

"We value our strong partnership with NHNSA and appreciate the opportunities to be engaged with the member facilities and other long-term care sector vendors as we work together to better support the facilities, their staff and most importantly, the residents we are privileged to care for. NHNSA, through Michelle and the board's leadership and direction has definitely become one of our go-to partners. Their proficient and accessible team excels at communication within the sector and continues to find new ways to support each other in the work we do." - **Jenn Schmalz, Business Development Specialist, Continuing Care and Medical Clinicso, Lawtons**

# TREASURER'S REPORT

It is my pleasure to address the financial position of the Nursing Homes of Nova Scotia Association for the fiscal year ending March 31, 2022.

We show an operating surplus at the end of this fiscal year which exceeds the break-even budget target. This increase is due in part to the expanded corporate memberships and administrative support funding from various grants. This additional income supports the financial sustainability goals of the association set out in our recent strategic plan.

For the third year, our nursing home membership fees were unchanged. We saw some changes to our primary membership with the departure of one member but welcomed new members to our association bringing our total representation to 76 nursing home sites. Our corporate membership continued to grow, demonstrating the value our industry stakeholders place on partnerships with our association members.

Historically, the treasurer maintained a simple ledger with a dozen budget lines. Our financial picture has drastically expanded, so we are re-developing our financial management processes. The move to Sage 50 allows for improved tracking of the various projects and increased reporting tools. Our bookkeeper, Jackie Titus-Smith, is a valuable addition to the association, handling deposits, invoicing, and maintaining records. We continue to work with our bank to establish a secure method for managing the accounts by board members separated by geography and create improved safeguards within our processes.

As we continue to grow, we must be vigilant in supporting a sustainable funding model to provide the level of advocacy and value to the membership within the realities of our budget.

## Here are highlights for 2021-22:

- The transition of Michele Lowe from an independent consultant to an employee of the Association. This change provides a more robust compensation package and better reflects the autonomous nature required within the role of the Executive Director.
- \$500,000 grant from Healthcare Excellence Canada to implement The Art of Resilience project.
- Administration fees through a partnership with NS Healthcare Sector Council to support the Workforce Edge demonstration project and the creation of the Knowledge Hub.
- Administration fees through a partnership with Equilibrium Engineering on the Deep Energy Retrofit demonstration pilot.
- The hiring of a communications student over the summer through the Canada Summer Grant program to support the organization and the HEC grant.
- Rafflebox draws in October, November & December, generating \$10,000 in sales. The participating members shared the proceeds.
- Addition of Director and Officer Liability insurance for the board of directors.

The Board of Directors adopted the financial statements for the 2021-22 fiscal year; members may review the statements upon request.

**Angela Berrette**  
Treasurer

## PRIMARY MEMBERS

Alderwood Baddeck  
Arborside Enhanced Care  
Bayside Home  
Bisset Court  
Blomindon Court  
Canso Seaside Manor  
Cedarstone Enhanced Care  
Celtic Court  
Cove Guest Home  
Debert Court  
Dykeland Lodge  
East Cumberland Lodge  
Elk Court  
Evergreen Homes for Special Care  
Evergreen Homes for Special Care  
Gables Lodge  
Glance Bay Health Care Facility  
Glasgow Hall  
Glen Haven Manor  
Grandview Manor  
Haliburton Place  
Harbour View Facility  
Harbour View Haven  
Harbourview Lodge Continuing Care  
Harbourstone Enhanced Care  
Heart of the Valley  
High-Crest Home New Glasgow  
High-Crest Place Ltd  
High-Crest Home Sherbrooke  
High-Crest Home Springhill  
Highland Crest RCF  
Highland Manor  
Hillside Pines  
Inverary Manor  
Maritime Odd Fellows Home  
Maple Hill Manor  
Maplestone Enhanced Care  
Mary's Court  
Melville Gardens  
Melville Lodge  
Mountains and Meadows Care Group  
Musquodoboit Valley Home for Special Care  
Nakile Home for Special Care  
Northside General Hospital  
Northumberland Hall  
North Queens Nursing Home  
Oakwood Terrace  
Ocean View Continuing Care Centre  
Orchard Court-  
Parkstone Enhanced Care  
Queens Manor  
R.C MacGillivray Guest Home  
Rosedale Home for Special Care  
Roseway Manor  
Ryan Hall  
Sagewood  
Saint Vincent's Nursing Home  
Seaview Manor  
St. Anne Centre  
Taigh Na Mara  
The Admiral  
The Birches  
The Magnolia  
The Meadows-Tidal View  
The Mira  
Tideview Terrace  
Villa Acadienne  
Villa Saint-Joseph du Lac  
Vimy Court  
White Hills Long Term Care  
Willow Lodge  
Windsor Elms

## FOR MEMBERSHIP/ENQUIRIES

Michele Lowe, Executive Director | [michelelowe@nhnsa.ca](mailto:michelelowe@nhnsa.ca) | 902.497.4270



NHNSA is proud to present  
**Complete Purchasing Services**  
as our inaugural  
**Premium Title Sponsor**

We applaud Complete Purchasing Services and  
our other faithful sponsors for their investments  
as we work together as leaders committed to  
transforming long term care in Nova Scotia.



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