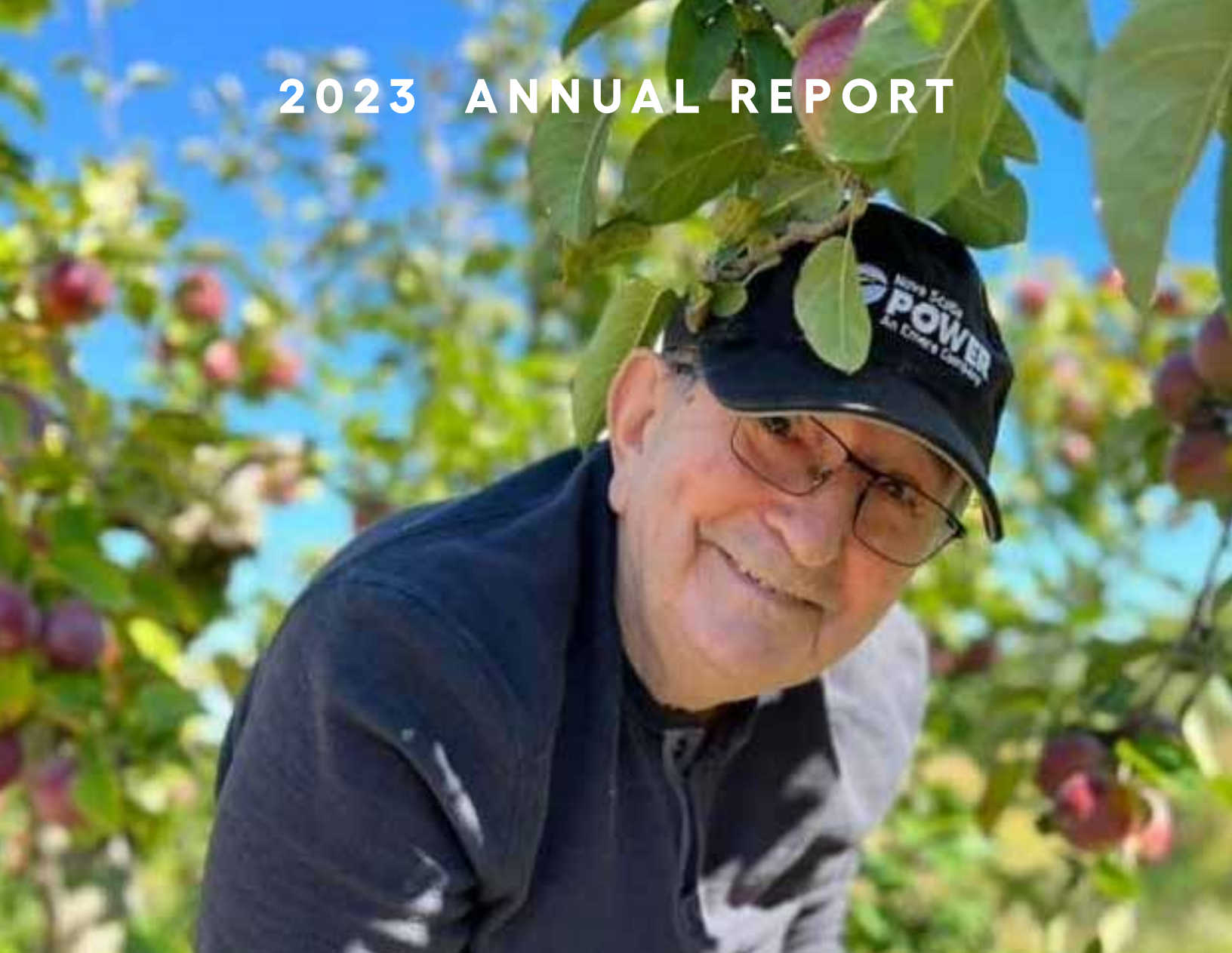


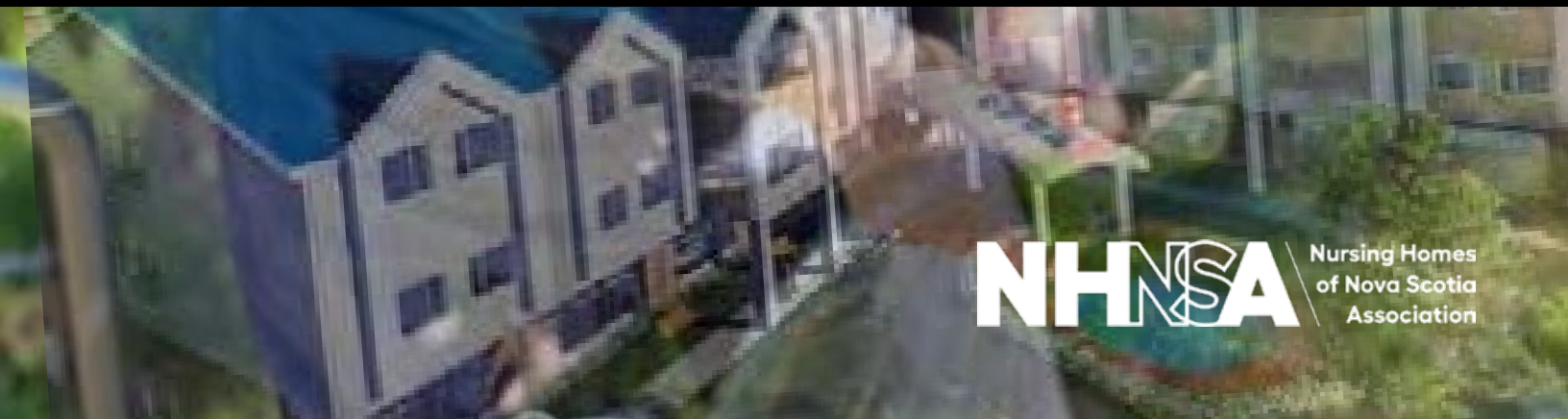
2023 ANNUAL REPORT



building

MOMENTUM

for change



NHNSA | 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**

“When your world comes crashing down, you have a chance to do something you couldn’t have done before: rise up” - Jennifer Healey



Scotia Association heard the voices of the sector loud and clear and made it our mission to advocate for the absolute best long-term care for Nova Scotians.

It has been a monumental year for both the Association and the sector. We have seen unprecedented investments from government and a true comradery among members. Our collaboration and commitment to change is inspiring and what we will become uplifting.

We have, and will continue to, celebrate our successes, seek out innovation and best practice, be an advocate for change and strengthen the voice of our members to draw attention to our vision of what long-term care should look like in Nova Scotia.

We are not finished. In fact, we have just begun. Thank you to our sector colleagues, the support from government, our corporate partners, and the bold and courageous actions from our Board of Directors.

Most importantly, thank you to our Executive Director, Michele Lowe whose expertise, dedication and compassion is unmatched.

We have another bold year ahead of us and can look forward to what is to come!

Kyle Richardson
NHNSA Board Chair
Director of First Nation Services & Regional Manager for Sydney Enhanced Care, Shannex

Wow. What a year it has been.

Three years ago, the COVID-19 pandemic saw the world of long-term care as we knew it change on a dime. It felt as though it was crashing down around us, but it gave us the opportunity to rise up and re-image our world as we knew it. Last October, we were finally able to come together again in person at our annual conference. Our theme, Bold and Courageous Change, was no coincidence. We know as our province continues to age, the demand on long-term care will increase and we must continue to advocate for residents and for ourselves.

In the words of Jennifer Healey, “When your world comes crashing down, you have a chance to do something you couldn’t have done before: rise up.”

As we emerge into our new post-pandemic world, we have opportunity for change. When we need to rally together, we do. The Nursing Homes of Nova

NHNSA BOARD



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THANK YOU TO OUR RETIRING BOARD MEMBERS



Marisa Eisner
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Angela Berrette
Director
Oceanview Continuing Care & The Birches



The ball is still rolling! NHNSA has moved forward with expanded growth, magnified visibility, and positive impact, building on our successes.

In fact, we've often been told that we "punch above our weight." With member input, an active and supportive Board, a new strategic plan, and a strong brand, we set out to make a difference and focused on the issues that were important to you.

Balancing the contrast of COVID restrictions lifting in our communities with the realities of the continued pressure and strain in long-term care from COVID infections, and mandated public health measures, this past year was yet another challenging one to navigate. Many of you faced significant staff shortages, infrastructure pressures, and for the first

time many of you were hiring healthcare staff through recruitment agencies to keep your bed admissions open.

Despite these ever evolving challenges, we saw amazing efforts to position your homes for the roll out of 4.1 hours of care; innovative programming that continues to enrich the lives of residents; creative solutions to operational barriers and the implementation of healthy workforce strategies, including the expansion of psychological safe workplaces. We are #LTC Proud and thankful to you and your teams for all your efforts to keep residents and staff safe while adapting to the unpredictability that COVID has brought to your doorsteps.

As you read through your annual report, you will see highlights of our advocacy on your behalf for increased government investments in long-term care; deeper understanding of the need for flexibility in care delivery, and the recognition for the special skills required to meet the complex needs of those we have the privilege to serve. Most notable is our effort to raise concerns of the compensation issues that have been plaguing our sector for years and the impact this has on leadership

recruitment. While we still have a long way to go to see the investments needed for transformational change, we were pleased that Minister Barbara Adams and her team at the Department of Seniors and Long-Term Care recognize the collaborative value that NHNSA brings to policy considerations, investments and system-wide solutions to our sector.

This year, we saw increased growth to our Association, and welcome new sector members as well as industry and corporate partners who were integral in supporting our inaugural events. Their sponsorship brought educational opportunities to members along with celebrating excellence in LTC.

This annual report is my last as Executive Director. While I prepare for my Fall retirement, I reflect on the honour and privilege I've had to lead this Association on your behalf for almost five years. Your dedication, compassion, and fierce commitment to deliver high quality care to Nova Scotians in your homes has been incredible to witness and has inspired me daily. I extend my heartfelt thanks to YOU for making this the greatest role of my career!!

Michele Lowe, NHNSA Executive Director

Minister's Statement on Support for Long-Term Care Workers

New Investments Support Caregivers in Long-Term Care Facilities, At Home

Province Ensures Funding Available for Long-Term Care Construction, Renovations

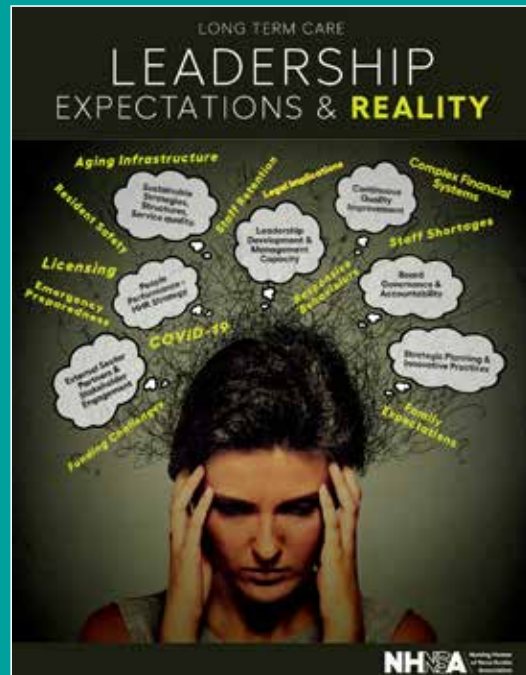
ADVOCACY

Advocacy is a foundational pillar of NHNSA. It is through our collective voice that we raise issues impacting our sector, find solutions to the barriers and engage in evidence-based strategies that support policy changes and improvements for those who live and work in LTC.

On September 7, 2022, Association members came together to discuss our advocacy priorities with the help of Crestview, a public relations agency and NHNSA corporate partner. We addressed the Province of Nova Scotia's commitment to amend the Homes for Special Care Act, principally the requirement of every long-term care facility to maintain staff care levels of combined RNs, LPNs and CCAs sufficient to satisfy at least 4.1 hours of care per resident. While our sector welcomes this investment, the realities of our human resources recruitment challenges, the complexity of care and the current system challenges all needed to be clearly defined by our members to reflect our shared priorities before engaging with political parties on these issues. When meeting with government officials, our members shared not only the concerns that needed to be addressed but solutions and strategies.

We were pleased to meet with Opposition leader, Zach Churchill and members of the Liberal Caucus as well as NDP Leader, Claudia Chender and MLA Gary Burrill. We presented the key issues raised by members, including the complexity of care, healthcare human resources recruitment and the need to modernize our current funding and operational policies in our LTC system. Providing context on the impact of the pending legislative amendment was critical to their understanding of the Bill.

We continued to play a role in advocating to the Government the need for investments in wages and salaries of long-term care staff. We were very pleased to see the changes to the salaries of CCAs and LPNs introduced earlier this past year. While these overdue investments are supporting the recruitment and retention of our hardworking staff, stagnant salaries for our allied staff professionals, many of whom are in management roles, continue to affect our sector's recruitment and sustainability of leadership.



Competitive and appropriate compensation designated for administrators and other senior leaders are integral to the strategy of effective succession planning and strong retention. Currently the compensation assigned to administrators and their leadership teams is neither reflective of the expertise, level of responsibility and expanding skill set now required, nor effective in addressing the challenge of attracting or retaining the calibre of leadership necessary to transform long-term care. It is highly competitive marketplace vying for these leaders.

Nova Scotians living in long-term care deserve knowledgeable, committed, and passionate leaders on the back line along with skilled and compassionate caregivers on the frontline.

We will continue to work with our government partners and sector allies to create a compensation model that reflects the specialty we expect from our leaders in LTC and one that supports leadership sustainability of our LTC sector now and into the future.

MEMBER TESTIMONIALS

“The Association works effectively to help educate elected officials and bureaucrats of the daily challenges faced in providing a home for our frail seniors. It’s important to have a collective voice, and our Association represents us effectively and collaboratively.”

NHNSA is always quick to send out memos with the most up to date information. They are a wonderful advocate for our sector listening and voicing our concerns when and where needed. They offer a very approachable community that we are fortunate to be a part of.

“Michele and her team at NHNSA always do a remarkable job advocating for the sector as well as keeping the sector up to date on current issues. NHNSA provides a seamless linkage between the sector and government and builds excellent relationships with them.”

Over the past year the NHNSA has provided countless educational opportunities along with supporting the formation of a Community of Practice, bringing together Nursing Home leaders to share knowledge and experiences. This connection has resulted in positive changes and has provided an intrinsic benefit to me as a leader and healthcare professional in long-term care.

THE ART of RESILIENCE

Leaning into the hard

SELF | TEAM | SECTOR



Leaders in long-term care from across Nova Scotia gathered for our Art of Resilience-Leaning into the Hard leadership development day held on April 20 at the Old Orchard Inn in Wolfville. While the day focused on the end of this 20 month project funded by Healthcare Excellence Canada, it signalled the beginning of more to come as our sector works toward recognizing that we are immersed in grief every day in long-term care; healthy workplaces need healthy leaders; every struggle is worthy of a kind response; psychological safety does not mean calm waters, and we have an opportunity to be transformational and to take care of each other as a community.



THANK YOU TO OUR PARTNERS:



Strategic Priority#2

Strengthen the Capacity of our Membership

This year we have been laser focused on supporting our strategic priority, Strengthen the Capacity of our Membership, with education delivery and knowledge inspiration through webinars, conference presentations, networking sessions, mentoring, coaching, and specialized training programs. From our Fall Conference, Re-imagining LTC, Bold and Courageous Change, to hosting monthly strategic conversations with members building replacement facilities, to learning about evidence-based solutions from our corporate partners, we have been creating opportunities for members to access relevant information and best practices that can make a meaningful impact to day-to-day operations.

We could not provide this impressive list of programming without the support of our industry partners. Our corporate members have been instrumental in the growth of our Association. They have responded to our requests for sponsorship throughout the year from our conference to our inaugural membership directory as well as other programs and support. They bring value to our sector, not only in the form of goods and services, but they help us uncover solutions to our challenges, share evidence-based knowledge and tangibly demonstrate their commitment towards supporting our priorities.

Our corporate partners are opening new doors for NHNSA to explore innovations, out-of-the-box thinking and access to expertise on projects that are making a difference to our homes, quality of care delivery and human resource management.

HATS OFF TO OUR CORPORATE PARTNERS FOR YOUR CONTINUED SUPPORT OF NHNSA

Bird
Can-med
Cardinal Health
CBBC Career College
Chandler
CIVICA
Complete Purchasing
Crestview Strategy
CSBT
Dallas Mercer Consulting
DelcoSecurity
Edgecombes
Equilibrium Engineering
Essity
First Onsite
Gordon Food Service
Lawtons Drugs
Medline Canada
Med Supply
NewGround Financial
PlanA: Nova Scotia
PointClickCare
SGP
Shaw Direct
Staff Schedule Care
Surge Learning
SWIC
Sysco
Think Breakthrough
Touch2Play
Turple

ASSOCIATE PARTNERS

Age-Well
Aging 2.0
Atlantic Baptist Housing
Aware NS



Grat · i · tude

Definition: the quality of being thankful; readiness to show appreciation for and to return kindness.

Gratitude is pausing to notice and appreciate the things that we often take for granted.

Grand View Manor (GVM) Expresses Gratitude and Lessons Learned Following Disaster-

by Menna Maclsaac

Many of you are aware that Grand View Manor (GVM) experienced two major floods in January, resulting in two units being closed for a six-week period and another two units being closed for 10 weeks, amidst facility restoration. A system-wide and community response distinguished by the willingness of others to immediately step in to provide assistance during a very challenging time made this a humbling experience. Eighty-four of our residents were relocated to other LTC facilities with care and compassion.

The Board of Directors and I profusely thank the administrators and staff in other LTC facilities for opening their doors to care for our residents, as well as the GVM management team and staff for their tireless and professional response in keeping our residents and staff cared for and safe. We are also grateful to the management team and staff at DSLTC and NSHA placement services for collaborating with GVM.

Having a strong disaster plan and regularly practising safety drills, including evacuation, were fundamental in ensuring the safety of all and minimizing damage. The RN Supervisor on site at the time of both floods followed GVM protocols while the Berwick Volunteer Fire Department and the GVM Maintenance Manager were on-site to shut the water off in 12 minutes. Staff relocated residents to safe areas

of the building in the midst of forceful water coming down. When I arrived on site shortly after the incident, residents had on dry clothes and were in beds throughout GVM with warm blankets and back to sleep.

The GVM Emergency Nurse Lead sent an emergency response message for staff to come in to provide additional care and clean up, the Maintenance Manager contacted a restoration company, and within two hours we had a clean-up crew on-site. DSLTC and the NSHA Western Zone Director were contacted to commence planning for relocations. Other duties were distributed among management, calling other facilities, arranging transportation, informing families of internal and external resident moves, and packing resident boxes with medications, chart files, and a change of clothes,

A triage took place, retaining residents of the GVM dementia area who we anticipated would have the most difficult time adjusting to a facility transfer. We also inquired who among the families of less frail residents could take them home with home care support.

EHS and the Regional Emergency Management Coordinator (REMC), the Kings Transit Authority (KTA) and Kings Point-to-Point were involved in ambulance transportation services. Rosedale Home for Special Care sent their resident bus and senior nursing staff. Berwick Home Hardware provided a truck and staff to assist in moving equipment to other nursing homes and two families took their loved ones home.

Because there were not as many empty beds in the system as there were residents being moved, logistics were complicated. We rented moving vans, with our management team driving them and moving residents' personal belongings, beds, wheelchairs, and walkers to different sites. Schedules identified which staff would remain on-site and which would be deployed with the residents transported and also for the duration of their time relocated to nearby facilities. Management held regular status updates and general staff meetings to communicate more broadly about next steps.

Our debriefing determined updating the disaster response plan to include setting up a communications hub with identified runners to ensure timely communications was needed as well as having a designated time each day for ongoing staff updates. We had mental health support following the flood for both staff and management but proactively building this into your disaster response plan is important.

DSLTC received an After Action Report and Improvement Plan (AAR/IP) which included our recommendations that recessed sprinkler heads, recessed fire extinguishers and toilet tank covers that can not be removed, be part of new facilities being built across the province. We requested that consideration be given to establishing a provincial responsive behaviors unit as a priority in the building of new beds such that resident with complex needs receive specialty care and timely geriatric assessments.

Conference 2022 & Inaugural LTC Awards of Excellence

On October 26 our sector came together for an uplifting day of education and celebration at our Re-Imagining LTC Conference. The slate of speakers and presentations inspired and challenged us to be bold transformational leaders, to believe in ourselves and the possibilities, to affect change, to lead with character and thought in these turbulent times, to share best practices, learn from each other, recognize the initiatives and great innovations right here at home in Nova Scotia and across Canada and to prepare for the future of long-term care.

We were commended for digging deep with passion, compassion, boldness & authenticity and empowered to share ideas about the big picture, integrated perspectives, and to tell our stories often and with pride. We supported, connected and empowered each other and acknowledged the great privilege and great responsibility of working in this critical sector to provide life enrichment and the very best of care to our elders and the most vulnerable.

The day ended as a highlight for many with our inaugural LTC Awards of Excellence. It was a star-studded evening celebrating the many leaders in all elements of our sector at our inaugural Awards of Excellence Gala with the award recipients both impressive and humble. There was such an atmosphere of celebration, collaboration, pride, friendship, and a commitment to transformational leadership and change.



CELEBRATING EXCELLENCE



The following awards were presented :

The Spirit Award - Georgette DeCoste, Oakwood Terrace; Trailblazer Award - Windsor Elms Village & Equilibrium Engineering; Cultural Harmony - GEM Health Care Group; Champion for Dignity - resident Dr. Naomi Black, Parkstone, Shannex; Better Together - Nanette Velasco, Evergreen Home for Special Care and Leading the Way - Dion Mouland-Pettipas, Oceanview and The Birches.

Congratulations again to the slate of impressive nominees, finalists and award recipients! You are shining stars!

Promising Practices...

Best practises and innovative solutions are being implemented across our province, impacting residents' quality of life as well as the transformation of our long-term care sector each and every day. Here are a few inspiring examples.

Creative Partnerships Translate into Increased Efficiency & Broader Vision



Oakwood Terrace in Dartmouth has successfully worked with their industry partner, Eastpoint Engineering for more than 10 years on all major capital and redevelopment projects. Eastpoint brings a breath of skills and experience that augments long-term care leadership. This is the ability to appropriately cost and manage complex construction projects to time and specification. Eastpoint's expertise has allowed Oakwood to secure more than \$10,000,000 in funding from several levels of government. Those funds have been used to deliver upgrades from everything to HVAC systems, to bathroom renovations, and everything in-between. Eastpoint has enabled Oakwood to access funding that they say they would not have had the time or competency to apply for. In addition, they have provided day-to-day project management that has allowed Oakwood to focus on what they do best - resident care and wellbeing, yet confident in knowing that these needed projects are being managed effectively to full capacity through specific expertise and collaboration.



Four Pillar Diversity

The Birches Nursing Home, Musquodoboit Harbour and Ocean View Continuing Care Centre, Eastern Passage have built a Diversity Committee with a firm commitment to ensure a welcoming and inclusive workplace. A four-pillar framework, comprised of person and family centered services, diverse workforce, engagement in diverse communities, and organizational leadership, decision-making and policies reflective of diversity and inclusion are critical to the growing success. This concept of diversity encourages acknowledgement and celebration of the experiences and heritages of all. The creation of a Respectful Workplace and Bullying Policy, as well as building a Diversity and Inclusion section into the onboarding agenda adds depth while ongoing Diversity surveys provide important understanding of the unique voices and perspectives that makeup the Oceanview and Birches teams. There are "everyone is welcome here" signs hung throughout the homes, pronoun stickers provided for staff name tags, and monthly special awareness calendars hung on bulletin boards! The two facilities have participated in the Indigenous Cultural Awareness Training provided by Indigenous Treaty Partners through a partnership with HANS and have plans for continued staff, resident, and volunteer education. Their goal is to make sure there is live diversity in all aspects of living and working at Oceanview and the Birches.



Emergency Preparedness is Not Just a Practice Run

The National Day of Mourning which is held annually on April 28 to honour and pays tribute to those who have been injured or died at work had very personal meaning for Willow Lodge staff in Tatamagouche this year. "Our experience this week here in our home has reinforced in all of us that the fire drills and

evacuation plan we practice on a regular basis do keep our care partners and all our residents safe,” says Janine Jaconelli, Executive of Willow Lodge. “We can all be proud of the part we played in workplace safety. The monthly practice of fire drills and in addition, our evacuation plan completed every three years here at Willow Lodge, had a major impact on our response to our recent fire and the quick action of our care partners in the early hours of April 25, 2023. The evacuation to a safe area was executed within 15 minutes and off property via buses while EHS transport was just another 45 minutes.” In the debriefing with the NS Fire Marshal’s Office, the Fire Marshal requested the names of the five care partners at Willow Lodge whose actions and quick response were instrumental in the safe outcome for our residents.



New Model of Staffing

Saint Vincent’s Nursing Home, Halifax was approved for funding for 4.1 hours of care which Saint Vincent’s saw as an opportunity to improve schedules and staffing processes and to address some of the current inherent challenges. Previously the CCA schedules consisted of 56% (n=45) full time and 44% (n=35) part time positions. This presented an issue given that the majority of weekend shifts were held in the part time positions which were difficult to fill. This meant entering every weekend, there were often several vacant CCA shifts to fill with a high reliance on agency and overtime. This impacted continuity of care and contributed to staff burnout as well as the ability to approve time off requests in a timely manner. Given staff shortages and the weekend issue, staff were often waiting until days before their requested day to find out if their request was approved.

Saint Vincent’s contracted with Workforce Edge, a consulting company specializing in health human resources to assist them. Through good communications with CUPE representatives and working with Workforce Edge, a new schedule for CCAs was successfully rolled out on February 12, 2023. The new schedules increase the total number of positions from 80 to 93 with 80% (n=72) being full time positions and places the majority of weekend shifts into full time positions. The innovative aspect of the new schedules is the addition of a relief model. Workforce Edge performed a review of the spending on CCA overtime, sick time, and agency over the past three years and worked with SVNH to develop a budget for relief positions. These positions are permanent full time (n=6) and part time, 0.8fte (n=3), that are scheduled each day to allow for replacement of vacation requests and sick calls. The relief model provides two extra 12-hour day and one extra 12-hour night staff every day. The expectation is that with the relief model, vacation requests can be approved sooner given we have already scheduled replacement staff and be a buffer for sick calls. The result is expected to be a decrease in reliance on agency staff, decreased overtime, less working short, and more satisfied staff. To date, recruitment of the extra staff to fill position is being worked on. There is a slight decrease in sick time and agency use. Saint Vincent’s is optimistic this model of staffing will be successful and plans to formally evaluate it in the fall of 2023.



Enhancing Ice Cream Product Delivers Great Results

GEM Health Care’s Heart of the Valley engaged an Acadia University dietetic student Taylor McDowell with supervision by Dr. Matt MacSweeney on the creation of a thickened and protein enhanced ice cream that addresses challenges being endured by residents living with dysphagia and the need for wound care interventions. The supplemented ice cream made by Farmers provided an effective and desirable product that improved skin integrity and supplemented needed protein intake while being a pleasant and enjoyable experience.

TREASURER'S REPORT

**Angela Berrette, Treasurer,
Executive Director, Oceanview
Continuing Care & The Birches**

I am pleased to present the financial position of the Nursing Homes of Nova Scotia Association. The results of our 2022-23 fiscal year were as expected; with a surplus of funds carried forward, we met our budget targets. This increase is in due part to the revenue generated from our Fall conference and the expansion of corporate and primary membership.

Here are financial highlights for 2022-23

- The Healthcare Excellence Canada (HEC) Art of Resilience funded project was extended into the Fall and early 2023. This additional funding extended the term of our summer student who supported the project and remained with us until October 2022. The project concluded close to budget with a small surplus returned to HEC.
- For the second year, we were funded through the Canada Summer Grant program for an eight-week term. The student worked on numerous projects including the Fall conference, our inaugural LTC Awards of Excellence, sponsorship development and the implementation of the extended phase of the Art of Resilience project.
- With our increased growth, event planning and brand awareness

campaign, the need for additional communications and graphic design support resulted in a monthly retainer agreement with Maureen Connors (graphic design) and Kim Dickson (social media/communications). Their professional engagement has elevated our public image including a redesigned and interactive website, increased presence on social media, an inaugural membership directory and support for the Association's milestone events.

- Last Fall we held a very successful conference and gala awards event that supported our ambitious sponsorship goals and contributed to exceeding our annual revenue targets. We launched a Title Sponsorship opportunity through an RFP that provided brand awareness throughout the year which was awarded to Complete Purchasing Services. We thank CPS and all our industry partners who made our sponsorship strategy a success.

As we entered the new fiscal year, the Board of Directors engaged an accounting firm to perform not only the monthly bookkeeping, which is currently outsourced, but also to run payroll, submit GST and payroll deductions and generate financial reports. They are assisting with the completion of tax documents which will be submitted on behalf of the board. The work to expand controls and improve processes continues with the support of the firm.

The treasurer's role will transition out of the day-to-day financial management, into a strategic position, concentrating on oversight and supporting the board with their financial stewardship responsibilities.

This past year, our continued financial growth through membership support including our industry partners, has solidified the association into a strong financial position. Last year, in my financial report, I asked members "to 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." Your increased involvement over the past year through conference attendance, participation in educational opportunities, supporting our advocacy agenda has demonstrated the value that NSNHA brings to you and to the sector.

As my term as treasurer and director on the NHNSA board comes to an end this year, I'm proud of the financial systems and processes that we have established to support the growth of the association. We have shifted our governance model from an active working board to one that governs through policies that holds the Executive Director accountable to lead the operations of the association including the financial responsibilities.

The Board of Directors adopted the financial statements for the 2022-23 fiscal year; members may review the statements upon request.



NHNSA Recognizes & Thanks Complete Purchasing Services
as our 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.



FOR MEMBERSHIP / ENQUIRIES

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