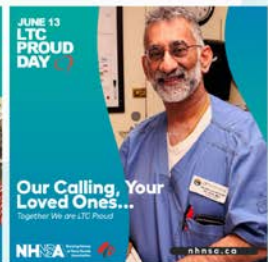


# THE PATH FORWARD

LEADERSHIP  
QUALITY  
INVESTMENT

## ANNUAL REPORT 2024/25



# Message from the Board Chair

It has been a very meaningful year for our Association as the lead advocate for our long-term care sector across Nova Scotia. Long-term care faces significant challenges while continuing to lead with progressive and innovative best practices, a strong commitment to quality care and balancing the demands of new builds with day-to-day operations as well as unpredictable conditions due to new weather patterns. It is a sector filled with great reward in concert with great responsibility.

NHNSA is communicating the great concerns being felt about the investments required to address management compensation, and we are constantly communicating with the Nova Scotia Department of Seniors and Long-Term Care. Such investments are critical to the sustainability and transformation of our sector.

Our Board has completed a new strategic plan and is also pleased with enhancements in operational efficiencies to keep pace with the Association's growth. We are proud to showcase the breadth of our sector, to provide professional opportunities, to share best practices and networking exchanges. I would like to thank Menna for her leadership and expertise.

Much gratitude also goes out to our members and our generous sponsors as well as our many community and government partners for their commitment and passion. We will continue to represent you with diligence, integrity and fortitude.

*Stephen*





# Message from the Executive Director

Long Term Care Leaders in the province continue to demonstrate unwavering commitment to residents, families and their staff. There is a strong focus on Quality Best Practices and progressive innovations. I am proud to be in this sector and to work among you. It is a pleasure to collaborate through leadership development, advocacy initiatives and operations. As we continue to learn from one another and speak with a collective voice the sector becomes stronger. Thank you to all Members for your support and engagement. Gratitude also to our generous sponsors and supportive sector partners. I want to thank our Board members for their vision, commitment and engagement and my appreciation to the operations team for their professionalism. Thank you to all for your contributions and passion each and everyday to serve LTC.

Sincerely,

*Menna*

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# 2025 *to* 2028 STRATEGIC PLAN



Nursing Homes  
of Nova Scotia  
Association

## OUR VISION:

Creating the Very Best Long-Term Care for Nova Scotians

## OUR MISSION:

Collaboratively building timely solutions for Long Term Care

## 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 leverage partnerships, research and best practices to improve quality of care and service in LTC.

**Accountable** - We are 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 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.

## STRATEGIC PRIORITIES:

**Priority 1:** Capacity Building in governance, operations & membership

**Priority 2:** Creating & Enhance Partnerships

**Priority 3:** Positioning the Association within the Province as the Compelling Voice (advocacy) for Long-term care



# Quality of Care and Leadership Development



## GALA AWARDS OF EXCELLENCE

Quality of care and leadership are the foundation this sector is built upon, as together we strive to create the very best LTC care for Nova Scotians. The Gala Awards of Excellence was a showcase of the dedication and commitment of our leadership teams in serving residents, families and staff. This is truly an annual exchange and celebration of best practices as well as the shining stars of our incredible sector.

Following are the winners of this years Awards and the titles of their initiatives:

- **Leading the Way**, Debra Boudreau, CEO, Tideview Terrace
- **Cultural Harmony**, Kiknu Eskasoni, Shannex and Sylvia Colley Ewing, Northwood
- **Trail Blazer**, LPN Training Team, Shannex
- **Better Together**, Dykeland Lodge Management Team
- **Champion For Dignity**, Bill Carol, Volunteer, GEM Yarmouth Heights
- **Spirit Award** - Marcus Taylor, Tide View Terrance





## NHNSA CONFERENCE/ TRADESHOW/MEMBERS MEETING

The exchange of best practices was prevalent in our Members Meetings and our Annual NHNSA Conference and Tradeshow as we forge relationships with Health Excellence Canada (i.e. no use of dip sticks and the appropriate use of Antipsychotic medications) and other stakeholders in the sector including exchanging best practises in disaster planning, DEI as a culture in our homes, addressing new workplace harassment legislation and approaches to risk prevention. This year's keynote speaker Dr. Janice Keefe, Mount Saint Vincent University, provided us with Nova Scotia research findings on the wellbeing of our management and staff teams and the factors impacting morale as a key component of retention and workplace wellness for the sector. *continued on next page*

Our expanding 2025 Conference/ Tradeshow and Members Meeting brought approximately 200 leaders together to share professional expertise, exchange ideas, meet with our valued service providers and network across the sector. The tradeshow featured 27 booths. The Association thanks and acknowledges our sponsors who without their support this event would not be possible.



**Dr. Janice Keefe**  
Conference Keynote  
speaker, Mount Saint  
Vincent University,  
***Understanding and  
Supporting Quality of  
Worklife in LTC.***



**Members Meeting  
keynote Ifeany  
Emesih, 360 Cultural  
Competency Dykeland  
Lodge.**



*Thank you to our tradeshow participants who joined us at the NHNSA Conference — The Path Forward. Their presence, enthusiasm, and meaningful engagement brought energy to every interaction and played a vital role in making this year's event a success. Together, you helped strengthen our Association and inspired new ideas and partnerships across the long-term care sector.*



## 2024 AND 2025 AGM & FEATURED PRESENTATIONS

The 2024 AGM focused on collaboration and shared services with guest speaker Patrick Aylward, labour lawyer. Aylward featured his book on Collaborative Pathways, as well as facilitating a leadership panel presentation on what shared services means to them.

Our 2025 AGM will focus on Centered Leadership in support of sector leadership balancing the challenges of a demanding work life and home life, innovative technologies in LTC, and the next phase in energy benchmarking initiatives for implementation.

## PROFESSIONAL DEVELOPMENT

This year we presented three free Professional Development opportunities funded through WIPSI, which addressed the essential topics identified by the sector and were provided by highly qualified and experienced educators. These programs had high levels of participation and ranged in length from six weeks to six months.



*Michelle Ray,  
Leadership in  
Recruitment and  
Retention*



*Ali Shahzada, LTC  
Quality Foundation*



*Deborah Bakti,  
Partnerships with a  
Family Focus*

## OTHER INFORMATION SUPPORTS TO THE SECTOR

Throughout the year the Association provided other information to support the sector including:

- **HIROC insurance** particularly inclusive of communicable disease coverage.
- **Infrastructure Group Meetings** for facilities in the process of new facility planning & building. These meetings exchanged design ideas and also presented information to complete the various components of governments required FDAP process.
- **Energy Assessments** with Greenwich Consulting to set a baseline for potential energy saving initiatives.



# Advocacy and Communications

In recent years, the Association has been pivotal in advocating for increased wages for clinical and support employees and new builds in the sector. Although we are grateful to the Province for these investments, we hear your concerns and frustration on the lack of increased management compensation. We remain diligent and recognize our advocacy journey is far from complete.

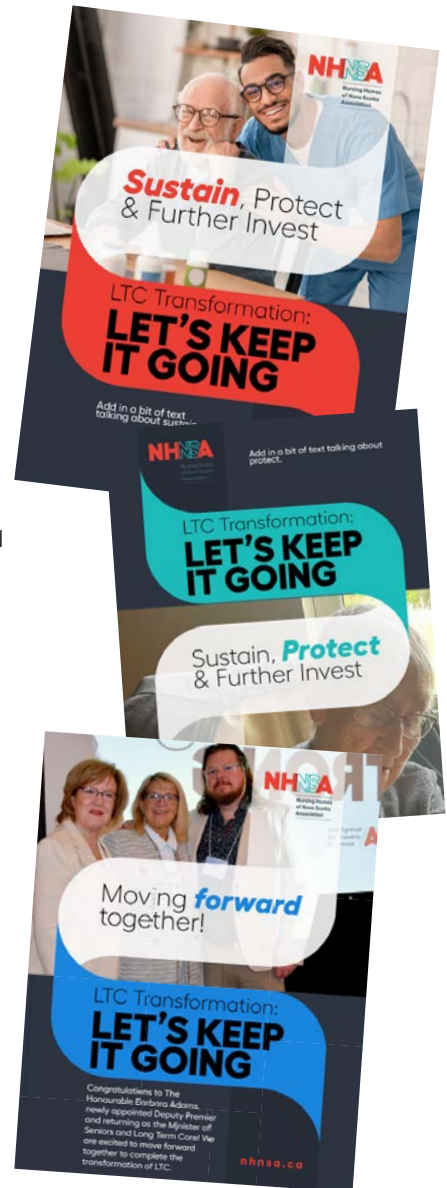
In the fall of 2024, we met with the Deputy Minister of Department of Seniors and Long-Term Care, Kathleen Trott, providing both a PowerPoint and briefing document. However, negotiations were put on hold in October due to the provincial election. During the election period we ran a comprehensive advocacy campaign inclusive of signs for nursing homes, a strategic series of social media postings, and engaged the sector in a letter writing communications campaign to the Premier and Minister of LTC.

Some of our plans and efforts had to be adjusted due to official regulations and policies that the Government must follow which prohibits advocacy meetings and commitments both prior, during, and immediately after an election.

Following the election a new Deputy Minister was appointed, Ms. Kathleen Trott. We have recently met with the Deputy, Associate Deputy Minister, as well as other departmental representatives and negotiations are continuing.

In addition to government advocacy, stakeholder communication and collaboration are essential to focusing on solutions and avoiding duplication with other organizations also serving the sector. The Association Executive Director is an active Board member of the Canadian Advisory Committee on LTC, the Health and Community Services Workforce Council and the Maritime LTC Council. This provides the latest of information and directions regarding the sector at a national level. Additionally, meetings are held to collaborate with the Health Association of NS, AwareNS, Continuing Care Association and Health Excellence Canada. Collaborations also encompass the Dalhousie Certificate in Continuing Care and other initiatives with Mount Saint Vincent University.

Being a respected advocate and leading representative for the sector entails establishing a recognizable and respected brand, building public trust and securing a strong public presence. The Association





has the expertise and experience of two communications, marketing and public relations professionals Kimberly Dickson and Maureen Connors (MMC) with backgrounds in long term care communications and recruitment, to protect and promote our sector's profile and the significant role that LTC has in the health system.

The Communications of NHNSA is driven by the Association's Mission and Vision. The strategies and goals were to enhance the NHNSA Brand, to tell the NHNSA sector story and to lead the LTC conversation. The guiding principles were professionalism and integrity, consistency, authenticity, transparency and caring.

Key goals were to position NHNSA to be a pillar for effective Advocacy, to build lasting relationships and sustainable partnerships, to foster trust with membership, partners, government officials, media and other stakeholders and to strengthen clarity, connections, and expand reach and engagement .

Authentic brand communication is an important pillar for creating a reliable and long-standing brand and today's audiences are very discerning regarding credibility and authenticity. Highlights included a government targeted advocacy campaign that conveyed strong messages but maintained a collaborative, respectful relationship, placing the sector in the public eye through celebration of our Gala Awards of Excellence recipients, supporting our sector and its contributions through the annual Long Term Care Day proud campaign and also sharing information on the professional development opportunities being embraced by our progressive LTC leaders which in turn reinforces the reputation of the sector leadership and positions it for public support. We recognize the quality and leadership of the sector and are committed to conveying a culture of diversity, equity, and inclusion in our communications.

## COMMUNICATIONS STRATEGY

The Nursing Homes of Nova Scotia Association (NHNSA) has a strategic and proactive communications framework that supports our mission, vision, and strategic priorities. This communications strategy protects and enhances the NHNSA brand through consistent, targeted, and values-based communications to enhance its influence, elevate the long-term care (LTC) sector, build trust and lasting connections with key stakeholders, and position the Association as the leading and most compelling voice for long-term care in Nova Scotia.

Values of the Communications Strategy are professionalism, consistent messaging, authenticity, clarity, transparency and caring. Tools and channels used include the NHNSA website, Facebook account, LinkedIn account, traditional media, print collateral and presentations.



### Highlights of the Communications goals are to:

- Protect and strengthen the NHNSA brand which represents strong healthcare values, diversity and inclusivity
- Position NHNSA as the leading sector advocate
- Establish NHNSA as the leading sector source and voice for media and government on long term care
- Establish trust with members, corporate members, government partners, media, and the public.
- Support and strengthen the LTC sector by amplifying the voices of NHNSA members.
- Build and sustain collaborative partnerships
- Strengthen member engagement, and sector-wide alignment and engagement
- Integrates strategies to address changing communications
- Drive awareness of sector issues and advocacy positions through strategic Advocacy Campaigns
- Celebrate and advance the sector through high quality events and recognitions

The NHNSA Communications Strategy ensures the Association communicates through both internal and external communications with focus, authenticity, and impact. Through clear, strategic messaging, selected digital tools, enhanced media relations, and robust stakeholder engagement, NHNSA will continue to advance its role as a respected leader, trusted partner and advocate for long-term care in Nova Scotia.

Communications highlights of the year were a strong provincial election advocacy campaign with the theme LTC Transformation: Further Invest, Sustain and Protect; a successful Long term Care Proud campaign with the theme Stronger Together and a strong Continuing Care Month campaign with the theme Compassion in Action- visionary leadership, a special team, partners in care, caring, expertise and dedication.

- NHNSA Facebook page has 1,000 plus followers
- There were 27,713 views on FB in the monthly period between mid May and mid June
- From June 2024-June 2025 there were 373 social media posts among three platforms .
- The NHNSA Long Term Care Proud Day campaign in 2025 on FB had a total of 17,658 views
- The provincial advocacy campaign running only a week on Facebook had 13,912 views
- The NHNSA X (Twitter) account has 210 followers
- The NHNSA LinkedIn account has 1,109 followers
- Linked In impressions from June 16, 2024-June 15, 2025 totalled 46,137\
- NHNSA appeared in 697 searches LinkedIn in the week of June 16
- Increased membership, sponsorship and attendance at the Gala Awards of Excellence
- Strong attendance at Members Meetings
- Strong and consistent attendance at Conference and Professional Development Days



# Sustainability

## Governance and Operations

### NHNSA BOARD MEMBERS 2024/25

The Board completed a **2025-2028 STRATEGIC PLAN** in late November with revisions to the Mission and Values of the organization as well as new goals to guide our direction as an Association.

In operations, we increased efficiency by contracting **BISHOPS ACCOUNTING** to conduct our first financial review, changed accounting firms to Harding Accounting, and IT services shifted to ScotiaComp. As an Association, we have also grown the organization's membership, event participation, and sponsorship, thus increasing our revenue, our collaborations and reach.

We have also provided key **PROFESSIONAL DEVELOPMENT AND EDUCATIONAL OPPORTUNITIES** and have expanded our outreach to both our corporate and nursing homes members.



Stephen Doiron, Board Chair



Kyle Richardson, Past Chair



Andrew Holland, Director



Jessica Pulley, Director



Tara Fiander-Deveau, Director



Krista Beeler, Director



# Thank You Partners

## 2024-25 TITLE SPONSOR COMPLETE PURCHASING SERVICES



*Angelo Colalillo, Vice President, Eastern Canada and Vanessa Yurchesyn, Account Manager for Complete Purchasing Services.*

NHNSA extends heartfelt thanks to our 2024-25 sponsors, whose continued investment strengthens both our Association and the Long-Term Care sector. Special appreciation goes to our Title Sponsor, Complete Purchasing Services, for their exceptional commitment. We also acknowledge our corporate and associate members, as well as our government partners, for their ongoing support and collaboration.

### **NHNSA Corporate Partners**

- Corporate and Associate Members 2025
- Advanced Care Solutions For Seniors
- Ainsworth Inc.
- Biomiq
- BioTeem
- Bird
- Bullitt
- CAN-med Healthcare
- Cardinal Health
- CBBC Career College
- Chandler Sales
- Civica
- Colliers Project Leaders
- Complete Purchasing Services
- CSBT
- Dallas Mercer Consulting
- Eastpoint Engineering Limited
- Edgecombes
- Equilibrium Engineering
- Ergoworks ( The Collective Space-Atlantic)
- Essity Canada
- First Onsite Restoration
- First Quality Products
- Go Easy Care
- Gordon Foods
- Greenwich Road Consulting Ltd.
- Grey Cardinal
- Guldman Care-Lift Solutions
- HCSC
- Health Connex
- Holsag/ Mitylite
- Home Instead
- Lawton's
- Marsh McLennan
- MCC ( Creative)
- Med Supply
- Medline Canada Corporation
- New Ground Financial
- Nycum+ Associates
- Office Interiors
- Person Centred Universe
- Plan A Nova Scotia
- Point Click Care
- SGP Purchasing Partner Network
- SSI Consulting Solutions
- Staff Schedule Care
- Surge Learning
- SWIC
- Sysco
- Tate Engineering
- THINK Breakthrough Inc
- Touch2Play
- Turple Communications Inc
- Verge Technologies
- Winmar Canada International Ltd.

### **NHNSA Associate Partners**

- Age-Well Inc.
- Aware NS
- HANS



# Members

Thank you to our nursing home members across Nova Scotia. We salute you for your insights and the devotion and outstanding care given to your cherished residents, families, teams, volunteers and communities.

- Nursing Home Members 2025
- Alderwood Baddeck
- Bayside Home
- Dykeland Lodge
- East Cumberland Lodge
- Evergreen Homes for Special Care
- Foyer Pere Fiset
- GEM - Canso Seaside Manor
- GEM - Gables Lodge / Centennial Villa
- GEM - Heart of the Valley
- GEM - Melville Gardens
- GEM - Melville Lodge
- GEM - Milford Haven
- GEM - The Admiral
- GEM - The Mira
- GEM - White Hills Long Term Care
- GEM - Yarmouth Heights
- Glen Haven Manor
- Grandview Manor
- Haliburton Place
- Harbour View Facility
- Harbour View Haven
- Harbourview Lodge Continuing Care
- High-Crest Home New Glasgow
- High-Crest Home Sherbrooke
- High-Crest Home Springhill
- High-Crest Place Ltd
- Highland Crest RCF
- Highland Manor
- Hillside Pines
- Inverary Manor
- Maple Hill Manor
- Maritime Odd Fellows Home
- Miner's Memorial Manor
- Mountains and Meadows Care Group
- Musquodoboit Valley Home for Special Care
- Nakile Home for Special Care
- North Queens Nursing Home
- Northside Community Guest Home
- Northwood Bedford, Ivany Place
- Northwood Halifax
- Northwood Ivy Meadows
- Northwood Shoreham Village
- Oakwood Terrace
- Ocean View ContinuingCC
- Queens Manor
- R.C MacGillivray Guest Home
- R.K MacDonald Nursing Home Corporation
- Richmond Village
- Rosedale Home for Special Care
- Roseway Manor
- Sagewood
- Saint Vincent's Nursing Home
- Seaview Manor
- Shannex - Arborstone Enhanced Care
- Shannex - Bisset Court
- Shannex - Blomindon Court
- Shannex - Cedarstone Enhanced Care
- Shannex - Celtic Court
- Shannex - Debert Court
- Shannex - DePaul Hall
- Shannex - Elk Court
- Shannex - Glasgow Hall
- Shannex - Harbournstone Enhanced Care
- Shannex - Kiknu
- Shannex - London Hall
- Shannex - Maplestone Enhanced Care
- Shannex - Northumberland Hall
- Shannex - Orchard Court
- Shannex - Parkstone Enhanced Care
- Shannex - Ryan Hall
- Shannex - Vimy Court
- Shannex Mary's Court
- St. Anne Community and Nursing Care Centre
- Taigh Na Mara
- Taigh Solas
- The Admiral
- The Birches
- The Cove Guest Home
- The Magnolia
- The Meadows-Tidal View
- Tideview Terrace
- Valley View Villa
- Villa Acadienne
- Villa Saint-Joseph du Lac
- Waterford Heights (New Waterford Consolidated Hospital)
- Willow Lodge
- Windsor Elms Village
- Wolfville Nursing Home







## MEET OUR

# Operations TEAM



Menna MacIsaac  
Managing Director/  
NHNSA



Jennifer Schmalz  
Executive Assistant  
NHNSA



Kimberly Dickson  
Communications/  
Marketing  
Consultant



Maureen Connors  
Website Administrator  
Creative Designer/  
Consultant



## Linda LeVernois THANK YOU!

A heartfelt thank you to Linda for your incredible dedication, warmth, and hard work during your time as NHNSA's Administrative Assistant. Your steady support, kind spirit, and behind-the-scenes efforts made a lasting impact on our team and our members. You've been such an important part of our journey, and we are so grateful for everything you've done. Wishing you all the best with your retirement and with your next adventure!



## FOR MEMBERSHIP/ENQUIRIES

Menna MacIsaac, Executive Director | [mennamacisaac@nhnsa.ca](mailto:mennamacisaac@nhnsa.ca)  
[www.nhnsa.ca](http://www.nhnsa.ca)

Writing & Editing: Kimberly Dickson | Design: Maureen Connors (MMC\_Creative)