



THE R.K. MACDONALD
NURSING HOME

R. K. MacDonald Nursing Home

Strategic Planning Document 2019/2020



Table of Contents

Message From the CEO	5
Our Values	7
Person Centered Care	9
Create a Stable and Sustainable Workforce	11
Develop a Competent and Energized Workforce	13
Increase the Vibrancy of the Home through Staff Engagement and Community Partnerships	15
Stewardship	17
Family Council Report.....	19
Resident Council Annual Review: June 2019.....	21
Foundation Report	23
Awesome Things	25-33
Vintage Car Show	25
Arts Health Antigonish (AHA!)	26-27
Special Events	29
Continuing Care Assistant Program	31
60th Anniversary Celebration With Open House	32-33
High Priority Strategic Planning Items for 2019 / 2020	35



Message from the CEO

This past year saw a strong political will emerge throughout Nova Scotia to improve staffing and conditions in long term care in Nova Scotia. As a facility, we are extremely proud of the care that is provided by a competent and engaged staff. New provincial initiatives such as investments in equipment, wound care prevention and treatment as well as the appointment of the Long Term Care expert panel to provide recommendations to guide the Long Term Sector were some key highlights in 2018-19 at a provincial level.

As an organization we are extremely grateful for the work of the R.K. MacDonald Foundation. This small and mighty group of committed volunteers provides the financial resources to the Home that allows the purchase of vital equipment (such as ceiling lifts), enhanced spaces (dementia informed sensory garden) and programming support (Arts Canopy partnership)-all of which enhance the life of the residents in many ways.

A significant highlight of this year is the tremendous amount of work done by the facility to improve staff and resident safety. As a result, the facility has had significant success in achieving a merit rate with the Workers' Compensation Board (WCB). This success was accomplished through hard work in eight key areas: human resource return to work program; excellent partners; staffing; Foundation funding; culture change; staff commitment to safety; rehab team and development of resident safe handling, lifting

and transfer program; and joint occupational health and safety committee reviewing all staff injuries. I am extremely grateful to the Sr. Leaders who led this work and the staff who participated and made this change happen.

As an organization, we remain committed to our Mission: Providing loving, dignified and excellent care in a home-like environment that enables all people to live full and abundant lives. Additionally, the core values of compassion, accountability, respect, excellence and safety continue to be the compass by which the R.K. MacDonald community functions. Growing as an organization, deepening our understanding of how we enact and keep visible our Mission and Core Values in the day to day interactions and operations of the Home and the ongoing commitment to creating a culture of inclusiveness and person-centred caring are our primary focus.

R.K. MacDonald has an incredible complement of staff throughout the Home. It takes a special person to work in long term care and the staff demonstrate this on a daily basis. As the CEO, I am very grateful for the support of the Board, a committed and professional senior leadership team, and a facility full of people who are devoted to the residents' well-being. Staff in all departments contribute to the residents' life and are a deeply caring and conscientious group of people. It is a privilege to work at the Home and to get to know the residents and their loved ones.

In addition, RK MacDonald is also thankful for the partnership and advice offered through the Resident Council and the Family Council. The insight and feedback both these councils offer those who work and run the facility is invaluable as we constantly strive to provide clinical excellence within a home-like environment.

As we enter the 2019/2020 year, we look forward to upcoming strategic planning that will inform our journey as a community over the next four years.



Michelle Thompson CEO



Our Values

Vision:

An alive and vibrant community built on meaningful relationships that celebrates and encourages a uniqueness of spirit and character.

Mission Statement:

Providing loving, dignified and excellent care in a home-like environment that enables all people to live full and abundant lives.

Our organizational core values govern everything we do.

Compassion: We are committed to understanding the feelings, needs, and desires of those we serve and take action to enhance their quality of life.

Accountability: We are committed to honesty and integrity in achieving desired outcomes for those we serve.

Respect: We are committed to respecting the dignity and value of each person we serve. We also believe in the provision of a respectful and supportive work environment.

Excellence: We are committed to enhancing the quality of life of those we serve through everyday best practices and improvement initiatives.

Safety: We are committed to building a culture of safety for those we serve incorporating right to risk in a calculated way within an informed and collaborative decision process.



Person Centered Care

The staff at RK MacDonald, across all departments, show a deep respect and person-centered approach every day. Each year the principle of person centered care deepens throughout the processes in the facility through changes in care plans and bedside communication tools, in the decisions made regarding quality initiatives, and through resident satisfaction surveys. We also look to Residents and families for ongoing feedback, as well as to Resident and Family Council, in order to improve our processes and the care provided in the Home. As we begin another strategic planning cycle in 2020, we are looking forward to resident and family engagement to inform our direction over the next four years.

Highlight

The formation of the Dietary Service review Committee was created in response to feedback from residents and family regarding food services delivery at RK MacDonald. Through the review process, a number of residents and family members were interviewed and asked for feedback. Several residents sit as members on the committee and we are grateful for their guidance and wisdom as we create a more enjoyable dining experience in the Home.



Create a Stable and Sustainable Workforce

As noted in prior years, recruitment and retention of excellent staff is a key priority of R.K. MacDonald Nursing Home- across all departments. We recognize that there are positions in higher demand than others, noting the nursing department as a key area of focus. In addition to CCAs we continue to recruit licensed nursing staff-Registered Nurses and Licensed Practical Nurses. Similar to our Long Term Care counterparts across the province, we often have vacancies available for these positions.

Our attendance support program continues to support staff members who are experiencing absence from work. Our facility sick time rate is monitored on a quarterly basis. Sr Leaders work closely with staff to support their attendance at work and support safe return to work. We encourage all employees at RK MacDonald to use their health benefits for self care and wellness and we offer an Employee and Family Assistance Program. Working in Long Term Care is incredibly rewarding. In order to care for others, it is essential that caregivers are able to tend to their wellness. Ensuring we have well trained and plentiful staff allows regular staff members to receive time off when they need and want it. We are also incredibly grateful for the students who work in the facility during peak times such as summers and over the holidays.

Highlight:

Our efforts to recruit CCAs resulted in a new training model that allows us to recruit candidates with a variety of experiences and support training within the facility while offering full time employment to trainees. This program has resulted in the recruitment of six full time CCA candidates who are working while taking the theory component of the CCA program while working in the facility. This program has been very successful thanks to the work of the HR coordinator, the RN supervisors as well as the excellent mentorship provided by CCAs, in the Home. The CCA candidates who have joined the team have been an excellent addition to the Home





Develop a Competent and Energized Workforce

Over the course of the past year, we have invested in a great deal of staff training. We have an on online platform called Surge Learning to deliver staff education. Ensuring that staff have adequate training to use available equipment and manage emergencies, possess the knowledge and skills to care for and work with the residents and their families, as well as clinical education are our key areas of focus. Wherever possible staff are sent offsite to education opportunities; topics include wound care, infection prevention and control, building and maintenance provincial meetings, and leadership training to name a few. Internally, we offer education sessions related to policies and procedures as well safe handling and lifting in-services, dementia and CPR as examples.

Finding ways to convey recognition and appreciation for all staff working at R.K. MacDonald is paramount for the organization. Annual Staff appreciation BBQs, Christmas Dinner and the Years of Service Awards.

Highlight:

Through the excellent work of the Rehab Department in collaboration with AWARE-NS, safe handling and lifting programs have been a significant success in addressing mobility and transfer safety in the facility. This was reflected in significant positive changes in the facility's Workers Compensation Board insurance costs. Staff engagement in these programs is the key to this success!



Increase the Vibrancy of the Home through Staff Engagement and Community Partnerships

There is so much activity in this facility! We benefit so much from the local volunteers and service clubs, Service Learning at St Francis Xavier University, local schools family members, and staff contributions of time and energy to the Home.

Regular exercise classes, entertainment, therapeutic arts programs, care van outings and daycare visits are just a few examples of the weekly activities throughout the Home. Families and friends of residents are always welcome to host family events in the facility in one of our community rooms.

RK MacDonald is a community within the larger community of Antigonish Town and County. We are perfectly located within the town for easy access to the Home and easy access to the Main Street and local shops for the residents.

Highlight:

The Therapeutic Arts programming in collaboration with Arts Canopy continues as a flagship program. We are so grateful to the board of Arts health Antigonish! And local artists for bringing their incredible therapeutic gifts to the facility. Open Art Studio, poetry, storytelling, music, and improv are just a few examples of the programming that brings joy to the residents.



Stewardship

Our stewardship efforts have been focused on Accreditation Canada preparation. Monitoring the quality and safety throughout the Home and refining processes to ensure the facility is aligned with best practices has been a primary initiative. Ensuring we are fiscally responsible and managing current fiscal resources has also been an important endeavour for the facility. We continue to work together across the organization to identify priorities and allocate available resources to ensure residents care is delivered safely and that residents receive excellent care.

Highlight:

In September 2018, a Long Term Care Expert Panel was appointed by the Provincial Government. The mandate of the Expert Panel was to study the LTC sector and make key recommendations regarding how best to advance the care in facilities across the province. As part of the contribution from the RK MacDonald Community direct feedback from the residents and from staff members was taken to the committee in their first stakeholder gathering. RK MacDonald has been represented on a number of committees over the past year in relation to the panel recommendations. Advocating for changes in LTC has been a key focus of those associated with the facility, including the Board of Directors & Sr Leadership, Unifor Local 2107 and Nova Scotia Nurses Union, the Family Council and Residents and families. We are grateful for having our collective voices heard and we are grateful for the spotlight and attention on improving Long Term Care in the province.



Family Council Report

The Family Council has had another active year and although we've had resignations from three long serving committee members, the Council remains solid with seven committed members.

We continue to be well informed about events, future plans and changes within the RK and are often asked for input on important topics such as the Family Satisfaction Survey and the updated 'Our Home' information booklet. We feel our voice is valued by the administration.

One of our former committee members participated in an expert panel discussion about Long Term Care and we appreciated that the Family Council was included in this government initiative. Members of the Family Council also attended the Jubilee Celebration, Volunteers Christmas Dinner and participated in the Open House.

During the past year we have invited a number of the home's staff to our meetings and enjoy the opportunity to learn in more detail different aspects of the home.

The Family Council, like everyone, is concerned about the future of care in long term care facilities and hope new initiatives will begin to deal with the challenge of recruiting and retaining individuals to work in this most demanding but rewarding field. We are encouraged by the efforts made by the CEO to recruit and train individuals. We are forever grateful to the front line staff for their commitment to the residents during these difficult times.

The Family Council continues to work with those whose goal it is to make the RK MacDonald Nursing Home a safe and enjoyable place for all.

Submitted by Barb MacKinnon
on behalf of the Family Council Members



Resident Council Annual Review: June 2019

The R.K MacDonald Nursing Home Resident Council meets monthly. Departmental representatives from Nursing, Dietary, Environmental, and Recreation, Spiritual Care and Volunteer Services provide updates to the council. Resident Council members offer feedback and suggestions on a variety of areas. Our goal as staff is to create an opportunity to improve areas of concern from residents, and to appreciate their insight and point of view.

- Resident Council continues to be updated monthly on upgrades to the home from Environmental Services such as painting, seasonal decorating, new furniture/equipment, and updates to the grounds.
- Resident Council members provide feedback to the Food Services Department regarding upgrades/changes to the menu. Resident feedback has been an important part of the recent consultant's report commissioned to improve the dining experience in the home. Changes will be implemented in short, medium and long-term goals over the next two years.
- Resident Council provides feedback on suggestions for the gardens and plants throughout the home. Residents will be assisting in the garden this upcoming summer and will help to plant vegetables and herbs.
- Resident Council members provide feedback related to in-house programming and events such as Holiday events (Christmas, Easter, Halloween, St. Patrick's Day), entertainment events (musical entertainment), special dinners (lobster supper), family events (family day), resident related events and special projects (Arts Canopy, gardening, art and more).
- CEO Michelle Thompson provided update on Accreditation process. The R.K is working towards meeting standards for full accreditation and Residents are kept updated on the process. In December 2019 we will be surveyed for full accreditation.
- Resident Council members were updated on the progress made to the Dementia Friendly Garden and Centre Courtyard.
- Planting of trees, shrubs and plants took place last summer and the fence around the garden and water feature will be completed by July 2019. An Automatic door has been installed leading into the garden and the cement grade beyond the door has been adjusted to a safe angle. This will be available to use once the push button is installed. A grand opening will take place in early summer. Residents will be given the proposed date for this.



Foundation Report

Executive Committee Report

June 20, 2019 Annual Meeting of the RK Nursing Home Foundation

The RK MacDonald Foundation's 2018 Lights of Love campaign focused on providing funds for the purchase of a therapeutic bath system for the RK MacDonald Nursing Home. Over the past several years, the facility had upgraded three of its four systems, making the completion of this modernization a priority in providing care for the Nursing Home's residents.

Organization for the campaign commenced in September 2018 and continued throughout the autumn months. With the able assistance of RK staff member Erica Murphy, brochures were distributed to past donors in early November 2018. The Foundation also obtained local business sponsors for weekly advertisements in The Casket, and solicited the assistance of CJFX in broadcasting community service messages throughout the month of November.

The campaign culminated in the annual Lights of Love ceremony, which was held in the RK MacDonald Chapel on Sunday evening, December 2, 2018. A beautifully lighted tree greeted attendees as they arrived at the RK, while the halls and RK Chapel were suitably decorated for the occasion. Foundation Board members read the Dedication Book, containing the names of individuals in whose memory donations were made. Musicians and choir members from St. James United Church provided seasonal selections throughout the ceremony, which as usual attracted a large audience consisting of RK residents and members of the local community.

By the end of the Foundation's fiscal year—March 31, 2019—the 2018 Lights of Love campaign raised a total of \$34,489.57 in support of its sponsored project. As the RK MacDonald Nursing Home subsequently received capital funding to cover the costs of the therapeutic bath system, the Foundation Board will direct the 2018 campaign's funds toward other projects designed to enhance the daily lives of the Nursing Home's residents and is currently considering several options.

Bruce MacDonald



Awesome Things

Antique Auto Show

A highlight of the Fall for Residents, Staff and the R.K. Community at large, this car show is always well attended and thoroughly enjoyed! Organized by Terry MacDonald from Environmental Services & Kim MacDonald Director of Recreation Volunteers and Spiritual Care, over 35 antique cars and trucks are available for folks to look at and more importantly reminisce! The presence of these cars evokes many stories and memories and a lot of fun for residents and staff alike.

We are very grateful for the participation of the vintage car owners. Entertainment, BBQ and community are the order of the day. Looking forward to the fourth annual 2019 addition of this terrific event!



Awesome Things

Arts Health Antigonish (AHA!)

Arts Health Antigonish (AHA!) is collaboration between artists, educators and health care workers with a mission to foster creative expression for community health. Arts Canopy is an AHA! initiative, funded through government grants, RK Foundation support and a private donation.

A team of professional artists and therapeutic artists from the local area have been engaged to facilitate Arts Canopy programming.

Since the fall of 2016, Arts Canopy has provided arts-based programming for Residents of the RK, living with dementia. A variety of creative opportunities was provided including music, dance, visual arts, pottery, and poetry and currently story writing.

These artist facilitators assist Residents in discovering the therapeutic power of the creative process. Involvement with Arts Canopy programming seeks to improve the mental wellbeing of these Residents by:

- providing a meaningful way for people with dementia to remain active, keep their dignity and encourage social engagement
- encouraging creative ways to communicate and remember, thereby improving mood, decreasing anxiety, and enriching wellbeing
- involving Residents in a communal work of art that enhances their socialization, mental health, and wellness

Participants were encouraged to live in the moment, to do and to remember what they could, and in doing so, their self-esteem and sense of worth flourished. They rediscovered joy in their lives.

"I always feel so welcome. She looks at every one of us in the group."
– Participant quote



"An honest, surprising human expression – can shift the energy of a place. I feel the possibility of creativity in the house now."

– caregiver quote.

"I think all of us long to be known for the special individuals we are. Writing a poem about oneself really gets at what is specific to us, lets us feel that others are able to get to know us on more than a superficial level. This was the session at which everyone was most particularly kind and gracious towards each other. I left the session feeling buoyed by this kindness."

-artist quote

Response to the project:

Arts Canopy has been received with a great deal of interest and positivity by all stakeholders and the target audience.

Evaluation done at each session illustrates the overall enthusiasm felt by participants and everyone involved.

By providing a supportive and stimulating environment, Arts Canopy encouraged and brought out the strengths and skills of Residents despite the challenges of living with dementia. Their skills and interests were the focus, rather than any deficits.

A combination of assessment and evaluation methods was used for this project.

The artists completed a reflection following each session.

The participants were given the opportunity to complete a self-survey or interview where they were asked about their mood, sense of social connectedness and whether they felt it was a meaningful activity.

The support people or assistants were responsible for completing an observational report on participants, noting engagement, affect, and details on participation.

Arts Canopy showed that, through focusing on the positive, enabling people with dementia to engage in arts-based social activities, they enjoy greater social support and greater quality of life. They are able to draw on their musical and muscle memory to not only live in the moment, but also to be more socially engaged for several hours after the program ended.

The greatest success of the Arts Canopy project was the overwhelmingly positive responses of the participants when asked whether they found this time meaningful, whether they felt a social connectedness and how happy they felt during these sessions.

A fascinating observed benefit by the artists was the discovery by participants of 'other' ways of remembering – finding words to songs, discovering that brush strokes were well known still.

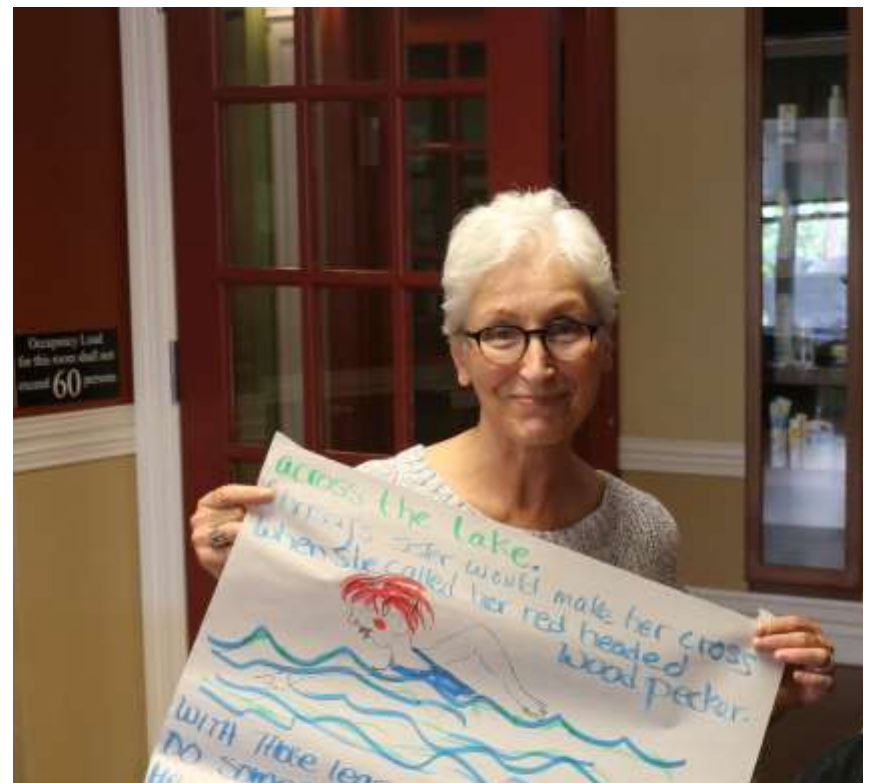
"With prompting, people came up with amazing, precious detailed

memories based on the five senses." -artist quote

"He lights up when the music starts. He's usually so quiet."

"It calms people, all of them. They are able to remember old songs and stories we don't usually hear."

"Oh yes, I've done art all my life. It's important!" "I love the young people. I was an art teacher." "I'm just doing what comes natural to me and I'm enjoying doing it."



"Getting old doesn't mean you can't still dance"



Awesome Things

Special Events

The greatest resource in the R.K. Community is the staff members who care deeply about the residents and go above and beyond to create special events and special moments for the residents living here.

Ensuring as many residents as possible attend the Highland Games Parade every year, hosting events such as the R.K. MacDonald Fall Fair, care area events such as BBQs or special meals, the annual lobster supper, care van outings, and the phenomenal Christmas decorating are just a few examples of what makes the facility awesome! There aren't adequate words to express the pride and thanks we feel for the staff that go above and beyond to make R.K. MacDonald a wonderful Home!





Awesome Things

Continuing Care Assistant Program

In 2018, like many of our provincial counterparts, we recognized that we needed to find new and innovative ways to attract Continuing Care Assistants to the facility. Despite a number of CCA programs in or nearby the community, we were unable to keep up with the demand for this valuable role in our facility. In November 2018 we decided to seek out folks who had an interest in caregiving but for a variety of reasons may not be able to take a year away from the practicalities of their lives to return to school. Working with the Department of Health and Wellness as well as the provincial Continuing Care Assistant Program, we recruited people to be trained onsite as Continuing Care Assistants. Drawing from their life experiences and previous employment we were able to identify individuals who had informal caregiving experience or an aptitude for caring and support them in learning within the facility. Trained by RK MacDonald staff and through an online learning and module based platform, these new people have been tremendous additions to the Home. The mentorship provide to these folks by current CCA's, as well as staff in food services, environmental and rehab services has been invaluable. Since November 2018, we have successfully recruited nine CCA candidates. We are incredibly happy to have them with us and we look forward to supporting them in a long career at the Home.

Awesome Things

60th Anniversary Celebration With Open House

"Let the trumpet sound – rejoice and be glad – for the spirit of celebration resounds, once again, in this special place, as we proclaim the 60th anniversary of the R.K. MacDonald Nursing Home," That's how Sister Brendalee Boisvert, Sisters of Saint Martha congregation leader, began her remarks during an open house celebration at the Antigonish residence Wednesday, October 3, 2018.

"It is a time of deep joy for us to mark with those of you gathered here today – the significance of this special day of blessing for the community of Antigonish," she said.

The R.K. welcomed its first resident – Joseph Cesale, 92, of Havre Boucher, Antigonish County – on Feb. 24, 1958, which served as the culmination of more than 15 years of planning by the Sisters, clergy and many residents. "Its beginnings were characterized by struggle, commitment to caring, courage to risk and a desire to vision," Boisvert said.

In 1955, Roderick Kennedy 'R.K.' MacDonald willed \$100,000 for construction of a seniors' home, which served as the impetus to raise \$450,000 to finance the initiative. As a sign of their commitment, the Sisters mortgaged Bethany Motherhouse to help reach the campaign goal. "From its earliest days, the values of courage and risk were essential qualities in making this project successful," Boisvert said.

Festivities were also marked by the presence of and address from longstanding Board member and RK MacDonald steward, Dr. Patrick Walsh. Using remarks from a 1975 address he made to graduates of the R.K.'s personal care worker program, with modifications made for the open house celebration, Dr. Patrick Walsh spoke on the concepts of 'caring and curing,' ones he said are "intrinsically linked."

"There's only a vowel difference but there is a big difference," the



retired St. F.X. English professor and former long-time R.K. nursing home corporation secretary said after the formal ceremony.

“Caring never succeeds – the need for it is infinite. Then you have caring – caring is finite; it is hands-on, helping people. Caring is the thing that makes us human.

“It is a sharing of love between the people who are doing and the people who are receiving,” he added. Walsh agreed the R.K. is a perfect reflection of that gift of caring, describing everyone who contributed to its first 60 years, and beyond, as “real heroes.” “You are real heroes because you care,” he said.

Celebrating 60 years of caregiving at RK MacDonald Nursing Home was a significant milestone for the organization. It

reaffirmed the mission and vision that guide us as a facility and reminded each of us of the legacy of the community, the Sisters of St. Martha’s and early visionaries. We reflected with gratitude on the ongoing commitment of the Sisters of St. Martha’s and the Town and County of Antigonish who make up the Board of Directors of RK MacDonald. We continue to be grateful for staff, past and present,



who have care deeply for residents. The celebration also called us to be present day visionaries and stewards of this incredible community resource as we continue this legacy for many years to come.

Reproduced with permission from the Casket - October 3, 2018



High Priority Strategic Planning Items for 2019 / 2020

1. Recruitment and Retention of Staff: Forecasting recruitment needs, setting recruitment targets and working with the Department of Health and Wellness regarding these forecasted needs and action plans.
2. Achieving Accreditation status: December 2019
3. Creating a Premiere Dining Experience: Implementing the new quality dining program throughout the facility (2 year implementation target)
4. Re-Enter Strategic Planning sessions: time to renew the strategic planning process and set the course for the next 4 years in 2020



R. K. MacDonald Nursing
Home

www.rkmacdonald.ca

64 Pleasant Street, Antigonish,
Nova Scotia B2G 1W7

902-863-2578