



THE R.K. MACDONALD
NURSING HOME

R. K. MacDonald Nursing Home

Strategic Planning Document 2016



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Message from the CEO



I am pleased to share the strategic directions for the RK MacDonald Nursing Home for 2016-2020. These directions were created through a community process and capture the voices of residents, families, staff, Board members, volunteers and other community partners. We were excited to embark on this consultation process and the end result is a reflection of both our past and our collective vision for the future.

The RK MacDonald Nursing Home has been an integral part of the Antigonish Town and County community for over 50 years. We are proud of the legacy of caring and excellence that was built over the life of the organization and we are committed to ensuring excellence into the future. Our core organizational values of compassion, accountability, respect, excellence and safety underpin the care we provide and the relationships we create with residents, families, staff and members of the extended RK MacDonald community. We acknowledge and appreciate the effort of those who have shared in the creation of this legacy and we are proud to be entrusted with the future of the organization.

Our direction over the next four years will be guided by the five strategic directions developed in this plan. We

will monitor our progress and report back to the community annually on what we've accomplished and the remaining goals for the organization.

Thank you to those who have participated in the creation of this strategic plan. Thank you to the residents and their families and friends, our dedicated staff, volunteers, and RK MacDonald Foundation members, as well as our community partners for your continued support and engagement. I look forward to working with you putting the strategic plan into action.

Sincerely,

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

Person centered care means that each resident is seen as a unique individual and is an equal partner in the planning, delivering and monitoring of their care. It promotes choice, purpose and meaning in daily life and celebrates the unique spirit and character of each Resident. It places residents and their families at the centre of decisions and seeing them as experts in their care and working with staff to ensure the greatest autonomy and support to live life to the fullest



Create a Stable and Sustainable Workforce

As part of a continuum of health services, Long Term Care is integral in ensuring quality of life to Nova Scotians. The RK MacDonald Nursing Home is committed to developing and implementing short and long term approaches to staff shortages, recruitment and retention of employees. Working closely with the Board of Directors, the staff, Continuing Care partners and community stakeholders, we are committed to finding innovative strategies to ongoing staffing pressures.



Develop a Competent and Energized Workforce

As an organization we are committed to ensuring that all staff will receive education and training to provide excellent and safe care to the Residents. Our goals include supporting best practice and creating targeted, organized and customized educational and training programs that support professional development and personal growth.

It is essential that staff have the skills and qualifications to respond appropriately to issues such as workplace safety, challenging behaviors, and effective professional communication.



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

Enhancing the vibrancy of the Home is essential to everyone's well-being. This means that each staff person has the responsibility to ensure that residents are provided opportunities that enhance their quality of life, and care is delivered in a loving and respectful manner.

The vibrancy of the Home is enhanced when families and friends are supported in maintaining their relationships after a Resident moves into the Home. All staff are expected to support Residents in preserving the simple pleasures in life, creating opportunities for connection and recreation and attending activities.

We encourage volunteers and community partnerships that build relationships with the Residents and staff. Everyone is engaging in Life! Each person, in the R.K. MacDonald Community, is empowered to create new opportunities, to build relationships and to support residents in achieving the joy of living.



Stewardship:

IT, Communication and Safety / Risk Management

The Board of Directors, Senior Leaders and the staff of the RK MacDonald are committed to creating an environment where safety and right to risk for the residents is balanced and reflects a person centered approach to decision making and where workplace safety for employees is paramount.

We commit to safe work practices to ensure staff safety .

We are committed to responsible spending and business planning to ensure quality and excellence in service delivery.

We commit to deliberate and responsible spending business planning to ensure that we are able to achieve our mandate as a Long Term Care facility, renew infrastructure, and anticipate future resident and community needs.

We are committed to enrolling in the Accreditation Canada process and monitoring care for quality and excellence.



R.K. MacDonald Nursing Home: High Priority Strategic Planning Items for 2016

Goal # 1: Person Centered Care:

- Objective 1.1: Solidify a comprehensive welcome process for new residents and their families
- Objective 1.2: Create regular feedback process to secure feedback from residents and their families and / or other associated stakeholders - 'the how are we doing survey.'
- Objective 1.3: Solidify plans to strengthen the quality of life of the residents during vulnerable times and high stress times

Goal # 2: Create a Stable and Sustainable Workforce:

- Objective 2.1: Cascade the culture change process (phase II) to the staff level to create a living and working environment where safe and transparent practices are embedded in our culture.
- Objective 2.2: Deepen the strategy to provide additional support for staff during shortages and the reduction of staff sick time.
- Objective 2.3: Explore the development of phase II CCA program.
- Objective 2.4: Solidify the ability to retain R.K. community assists as a position.

Goal # 3: Develop a Competent and Energized Workforce:

- Objective 3.1: Develop an in-house training program for "service excellence."(hospitality)
- Objective 3.2: Provide specific training for staff to develop the necessary skills and motivations to do their jobs effectively.
- Objective 3.3: Solidify a forum to ensure open communication processes with regard to work areas need and issues.
- Objective 3.4: Ensure all staff receive annual required educational programs.

Goal # 4: Enhance the Vibrancy of the Home Through Staff Engagement and Community Partnerships:

- Objective 4.1: Strengthen community members' relationship with the home by developing and supporting opportunities at the R.K.
- Objective 4.2: Develop an "Enjoying the Simple Pleasures" campaign for staff and residents (in servicing) so everyone is engaged in meaningful activity
- Objective 4.3: Develop a circle of family and friends to support maintaining family and friend relationships after moving in
- Objective 4.4: Creating a welcoming environment for volunteers

Goal # 5: Stewardship – IT, Communication and Safety / Risk Management:

- Objective 5.1: Create a living and working environment where safe and transparent practices are embedded in our culture.
- Objective 5.2: Develop a communication strategy and annual report.



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