



THE R.K. MACDONALD  
NURSING HOME

R. K. MacDonald Nursing  
Home

Strategic Planning Document 2018/2019





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# Message from the CEO



Reflecting on the past 12 months there is much to celebrate as a community. 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 keep our Mission and Core Values visible in the day to day interactions and operations of the Home and the ongoing

commitment to creating a culture of inclusiveness and person-centred care are our primary focus.

The challenges related to the financial position of the facility were paramount this year. Understanding the cost drivers for the facility, finding the root cause and effective strategies to mitigate the projected deficit were key learnings for us. Working closely with the Board of Directors and Department of Health and Wellness, through focused efforts of the Senior Leader staff, as well as open communication with staff, residents and families, R.K. MacDonald Nursing Home was able to address this difficult position with a solution focused approach. Staff members within the facility have been an integral part of moving through this difficult financial situation and restructuring. Their suggestions, concerns, and ideas enabled the facility to make the best decisions under the circumstances. Staff member's commitment to resident care is unwavering and the organization is extremely fortunate to have an engaged and dedicated staff.

The following pages will recap some of the achievements of the Home over the past 12 months. As the CEO, and on behalf of the Sr. Leadership team, I want to extend sincere thanks to the Board of Directors, the Department of Health and Wellness, the Residents, Family Members, and Staff Members. This year was challenging at times for us as a community; a willingness to listen, problem-solve and support one another was apparent. So often we tend to focus on the challenges, however we cannot overlook the good!

I believe that this Home is a wonderful facility filled with people who care deeply about providing excellent resident care and who are committed to creating a safe work environment. We have achieved a great deal and we still have lots to do!

It is my sincere privilege to be part of this organization and I look forward to the upcoming year.

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

As a facility we continue to adapt our current processes to align with person-centred care principles. Ensuring Residents and their loved ones are equal partners in care decisions and have opportunity to provide input into the facility's processes is an essential practice in achieving our Mission and Vision as an organization. Residents have opportunity to discuss their experience at R.K. MacDonald at Resident Council on a monthly basis. Resident Council provides an opportunity for Residents to discuss issues and provide regular input into the facility. Each department is represented at Resident Council and updates are provided to the members. Families have a similar avenue through the monthly meetings of the Family Council. Adapting and changing processes and approaches in an organization takes time, however the facility continues to research best practices and develop and adopt processes that ensures the Resident and Family voice is an equal partner on the care team.

## **Examples:**

- Changes to our every day processes such as admission, care planning and regular care conferences are evolving to ensure that the Resident and/or family have regular and meaningful input into the care provided.
- Development of new care plans and communication tools to provide more consistency amongst providers involved in a resident's care.

## **Person Centred Care Highlight**

As an organization, we continue to seek ways of serving residents well. In 2017/18 the facility was recognized for its commitment to Person Centred Care by Advanced Gerontological Education for our commitment to delivering Gentle Persuasive Approach to over 70 staff members.





# Create a Stable and Sustainable Workforce

R.K. MacDonald Nursing Home has a workforce of 250-280 staff members across all departments depending on the time of year. This includes full time, part-time and casual employees. Recruitment, retention and attendance efforts are paramount in a large 24/7 operation.

As a healthcare sector, Long Term Care experiences shortages in caregivers across all nursing disciplines, particularly Continuing Care Assistants (CCAs). As a facility we have had great success recruiting and retaining licensed nursing staff (Registered Nurses and Licensed Practical Nurses) and have been working diligently to train, recruit and retain CCAs.

For the past three years, R.K. MacDonald has hosted a CCA course in collaboration with business colleges. Providing classroom facilities and clinical placements for CCA students, R.K. MacDonald has worked with Cape Breton Business College in 2015/16 and Futureworx in 2016/17, 2017/18 to train approximately 40 CCAs. These CCAs have gained employment at our facility and also community facilities. In addition to our partnership with Futureworx, R.K. MacDonald provides clinical placement for St Francis Xavier University Nursing Students and NSCC LPN students. We are grateful to employ a number of these students in casual CCA positions. The Human Resource Coordinator attends job fairs regularly to recruit people to positions in all departments of the Home.

The facility is committed to creating a safe and positive work environment. We encourage staff input into processes within their department and ensure staff have the equipment and skills needed to do their jobs.

## **Examples:**

- Long Service Awards are held annually recognizing staff who have been part of the organization for a long time.
- Every year the organization takes opportunities to acknowledge and thank staff. Staff Appreciation BBQ's are held annually and hosted by the Board of Directors to thank staff for the care they provide and their dedication to the organization, and most importantly their dedication to the residents and their families.
- We also celebrate and highlight special events such as Continuing Care month (September), Nurses Week (April), Administrative Professionals Day, etc.

## **Highlight:**

We are pleased to announce that we will be working with Futureworx in 2018/19 to deliver a CCA program in September 2018.







# Develop a Competent and Energized Workforce

As an organization, we deeply value the contribution and work of the staff in the facility. Ensuring that staff have the necessary training and equipment to do their jobs safely and competently is a priority for the Home.

In regards to education, staff have had the opportunity to engage in a variety of educational opportunities.

Over the past year we have provided a variety of education for staff throughout the facility. The organization also invested in an online education platform called Surge Learning which allows staff to participate in education from any computer or personal device.

## **Examples:**

- Invested in Palliative care training for a number of staff members, including several Registered Nurses, Spiritual Care staff as well as some volunteers.
- Safe Handling and Lifting training offered to all staff involved in lifting and transfers.

## **Highlight:**

In September 2017, R.K. MacDonald Nursing Home began working with the Department of Labour and Advanced Education to deliver a 40 hour Communication Course for all staff In the Home. This 5 year endeavour is of minimal cost to the organization through Workplace Education Initiative of the LAED. TO date we have 20 staff who have completed the program, with 20 more people completing the program in Spring 2018. Staff who have participated have really enjoyed the program and have learned skills that are applicable in both their personal lives and work lives.

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

R.K. MacDonald has an alive and vibrant community who benefits greatly from engaged staff and engaged community members.

Over the course of the year there have been a number of events planned for residents that bring staff and community members together to create meaningful activities throughout the Home; taking opportunities to make snowmen in small tubs on a snowy day, walking through the gardens and enjoying the outdoors or simply a cup of tea and some good conversation create connection and build relationships between Residents and members of the RK Community.

Our partnerships with local community clubs are an essential part of the vibrancy of the Home. We are grateful for the regular events hosted by local service clubs such as 4-H, several Ladies Auxiliaries, Lion's Club, Knights of Columbus and others.

Music is an essential part of the Home on a daily basis. We are extremely grateful to all the local musicians and family members who generously share their musical talents. These musical interludes lift the community and provide opportunity for us to sing and celebrate together.

Regular church services are also held at the Home. Weekly mass as well as regularly scheduled services across many





denominations are hosted at R.K. MacDonald. Again, we are so grateful for the local clergy who provide opportunity for worship with the R.K. Community.

The volunteers who give so generously of their time, talents and energy are essential to the community at R.K. MacDonald. We are indebted to the regular visitors, singers, spiritual care and palliative care volunteers who spend time in the facility.

The facility is privileged to have support from so many children and youth from the broader community! Children's Place Daycare & Antigonish Montessori School children visit weekly! Their presence is palpable and wonderful from the moment they walk through the front door to the enthusiastic waves as they leave.

St Francis Xavier University Service learning students assist with Recreation and Rehab programming. These students are enrolled in a variety of programs at St FX and bring a vibrancy, energy and deep respect to their interactions with residents and staff.



Local schools give of their time and energy as well. Dr. JH Gillis and St Andrew Junior School Leadership groups host events in the Home. These events are thoroughly enjoyed by residents and staff.

We can't leave out the contribution family and friends make in the lives of the residents who live here. This facility is a shared resource and we want family and friends to feel welcome to visit often and use our community rooms, garden spaces and other amenities. Family events are encouraged on site and can easily be arranged through the Recreation Department.







# Stewardship

The stewardship of this facility is paramount for the Board of Directors, Sr. Leadership team and supervisors in the Home. In addition the stewardship and leadership of the staff is exhibited through their conscientiousness and engagement in their workplace.

Over the past year the facility has been working diligently to develop an organized quality program that ensures compliance with the Long Term Care Program Requirements mandated by the Department of Health and Wellness and in accordance with the Accreditation Canada Quality and Resident Safety standards. These requirements and standards ensure that we are using evidence and best practices as a compass for the delivery of care, that we are monitoring and measuring indicators in relation to quality and safety and we are reporting our results to the Board of Directors, Department of Health and Wellness and Accreditation Canada and the broader RK Community.

Ensuring that the facility is financially sustainable, that the care delivered to residents is of highest quality and that the work environment is safe, positive and supportive are key stewardship priorities.

## **Examples:**

- Implementation of SHARE program which allows licensed staff members and physicians to access diagnostic results in real time (Blood work, discharge summaries etc.).
- Ongoing quality indicator development and reporting within departments.
- Implementation of Surge learning to provide easy access and a more efficient education delivery system.

## **Highlight:**

In December 2017, R.K. MacDonald Nursing Home received an Accreditation Primer Award. The survey hosted in December saw 2 Accreditation surveyors spend 3 days in the facility talking to staff, residents, families, Leadership team and the Board of Directors. Using a foundational set of standards, the surveyors assessed the Home and we are thrilled to say we received a rating of 95% compliance.

This achievement allows us to move on to the full Accreditation Assessment which is scheduled for December 2-5, 2019.





# Family Council Report

For the past year the Family Council has been meeting regularly but has seen a drop in membership as loved ones pass away; we have lost two key members, our former Chair and Secretary. Both individuals were valuable and committed members of the Council. Currently the Council has four members with another six individuals who have recently joined.

During the past year we have invited several people to attend our meetings to discuss various topics. We have regular and on going communication with CEO Michelle Thompson. We met with the RK Medical Director Dr Brian Steeves, Life and Leisure staff members Kim MacDonald and Mary Partridge, Director of Clinical Services Terry MacIntyre, Dietitian Catherine Bennett, Physiotherapist Miles Tompkins and UNIFOR President and Vice President Angus MacGillivray and Jennifer Benoit.

We are kept well informed about events and changes within the home and are often asked for feedback. We provide a collective voice to effectively and productively communicate concerns to administration.

Presently we are quite concerned about the budget deficit and how the reduction in CCA staffing hours will affect the residents and front line staff. As a Council we are paying close attention to the stories reported in the media and discuss ways we could lobby the government during this time of crisis in our health care system.

The relationship between the Family Council and Administration continues to be one of collaboration as we all strive to enhance the quality of care and life for the residents of the RK MacDonald Nursing Home.

Submitted by Family Council Members





# Foundation Report

## **Executive Committee Report**

### **June 20, 2018 Annual Meeting of the RK Nursing Home Foundation**

I would like to thank everyone for their hard work resulting in another successful year for the RK Foundation. We are making our final instalment for the gardens and everyone can already see the benefit to residents, staff and visitors. We continue to fund much-needed equipment as well.

As government funding tightens, the work of the foundation is increasingly important to provide those extra amenities and services that make all the difference. It is important to keep in mind that for most of the residents this is their final stop in life's journey, and through the Foundation we can help them feel at home and increase their comfort and quality of life here.

I would like to thank the outgoing board members – Agnes Cogan, Marg Duncan, Winnie Lane and Adrian Van Berkel. You were instrumental in making Lights of Love a success each year and we will try to fill your shoes as best we can.

Thank you to Matt Whitehead who worked so hard as treasurer for many years. We are so fortunate that John Brown has agreed to take on this responsibility, and you can see already what a great job he is doing. Welcome back to Gord Morrison, who has agreed to take up the role of Chair once again.

We will welcome 5 new board members in September, when we will roll up our sleeves for Lights of Love 2018. Enjoy the summer, everyone!

Betty MacDonald, Chair

# Awesome Things

## Vintage Car 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 30 cars 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 third annual 2018 addition of this terrific event!





## Big Bike Ride

The R.K. MacDonald participates annually in the Big Bike Ride for Heart and Stroke. Organized by Sheila MacNeil, in the Finance Department, this annual tradition has raised a significant amount of money for Heart and Stroke in NS.

For 20 minutes, 29 riders power one Big Bike. Members of the R.K. Community pedal through Antigonish raising awareness and money for Heart and Stroke Association of NS.



In 2017, The R.K. MacDonald Nursing Home team raised over \$10,000 through their fundraising efforts. These efforts are spearheaded by team organizer Sheila







# 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

## Quality Program

R.K. MacDonald embarked on an Accreditation journey in 2016. In December 2017 we had two Accreditation Canada Surveyors on site to compare the facility against Canadian Long Term Care Standards.

Quality and safety monitoring at R.K. MacDonald is growing and we are learning. Ensuring our practices are aligned with best practices and evidenced based protocols is done

As an organization we are building “indicators” which are defined measurements to assess quality within the Home. In addition, safety events in the facility are tracked and trended; measures are put in place to address and improve quality and safety. As the program grows, information will be shared with the R.K. Community. Potential indicators include handwashing rates, falls rates, infection rates, and wound rates. The organization is currently building capacity to learn about how to measure quality throughout the organization and throughout departments.

We were very proud to have achieved 95% compliance with the Accreditation Standards in December 2017! We now carry on and prepare for the upcoming Accreditation survey in December 2019.

Accreditation requires a community approach and involves residents, families, staff and the board of Directors. We are very proud of this accomplishment!

Look for opportunities in September 2018 to get involved in the Accreditation preparation journey!







# Awesome Things

## **Arts Canopy & AHA!**

Arts Health Antigoniash (AHA!) is a 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. 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 living 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

By providing a supportive and stimulating environment, Arts Canopy encouraged and brought out the strengths and skills of Residents.

We are extremely grateful for this meaningful partnership and the opportunity for residents to express themselves in a variety of artistic ways. The individual and community art projects are poignant and exquisitely done. The R.K. MacDonald emblem in the main foyer of the Home is one example of the beauty created collectively by residents.





## High Priority Strategic Planning Items for 2018 / 2019

### Person Centred Care

- Continue to work with Residents and families to ensure person-centred principles are evident throughout their experience with R.K. MacDonald
- Use Accreditation Standards and resources to inform current practices throughout the facility and continue to embed person-centred principles into facility processes
- Annual Resident Satisfaction Survey and Family Satisfaction Survey with a subsequent public report and action plan

### Create a Stable and Sustainable Workforce

- Host a CCA program with Futureworx in September 2018
- Improve attendance support programs accessible to all staff members within the facility
- Increase staff awareness and access to resources to support individual wellbeing
- Continue to engage staff regarding departmental processes to improve job satisfaction

### Develop a Competent and Energized Workforce

- Ongoing education to build in-house expertise in geriatric care and chronic disease management (Wound care, Responsive Behaviours and Infection Control, Safe Handling, Lifting & Transfer)
- Continue to offer Communication Skills for Frontline Workers in collaboration with Labour and Advanced Education
- Provide in-house education about policies and procedures that support a positive and safe workplace
- Further develop the staff mentorship program to acknowledge and support the contribution of staff who mentor new staff and students

### Enhance the Vibrancy of the Home through Staff Engagement and Community partnerships

- Provide education and resources for family and friends to have meaningful visits with loved ones with a particular focus on those living with dementia.
- Continue to develop the concept of “Circle of Family and Friends” for each resident

### Stewardship

- Further develop the Quality Program through indicator reporting to the Board of Directors and broader R.K. Community
- Ensure operations and staffing levels are aligned with financial resources in order to ensure sustainability of the organization



R. K. MacDonald <sup>Nursing</sup>  
<sub>Home</sub>

[www.rkmacdonald.ca](http://www.rkmacdonald.ca)

64 Pleasant Street, Antigonish,  
Nova Scotia B2G 1W7

902-863-2578