



THE R.K. MACDONALD  
NURSING HOME

R. K. MacDonald Nursing  
Home

Strategic Planning Update 2017/2018



## High Priority Strategic Planning Items for 2017/2018

The 2016-17 year was one of both focus and transition at the R.K. MacDonald Nursing Home. Development of the new Strategic Directions for the organization, the commencement of a focused Quality Program, engagement with Accreditation Canada, and the challenges of the 1% budget reduction have all influenced the this year's work in achieving the Strategic Directions. There has been a great deal of change outside of the facility including the amalgamation of the nine District Health Authorities into one. Despite the transition and challenges, staff members have remained committed to the Mission of the R.K. MacDonald Nursing Home: providing loving, dignified and excellent care in a home-like environment that enables all people to live full and abundant lives.



## Person-Centered Care

Over the past year the organization has been working towards a more person-centered environment. Person-centered care means that as an organization, Residents and their family members are seen as partners in care and the core of the care team. Regular feedback from Resident Council assists Senior Leaders and staff to better understand the Residents' experience. We continue to work closely with Family Council as well and are very grateful for the collaborative relationship as well as the feedback we receive from these two Councils; their perspective is essential in ensuring a person-centered environment. The upcoming year will continue this work and deepen our understanding of Person-centered care principles throughout the Home.



## Create a Stable & Sustainable Workforce

Over the past year the organization has focused on recruitment and retention of staff. Recruitment has been successful in regards to filling permanent positions as well as attracting people to various casual positions in all Departments. Casual positions are an essential human resource for a 24/7 facility as these positions allow permanent staff members to take time off as required. In addition, the organization has been encouraging staff to participate in organizational changes wherever possible in order to influence the processes in their Departments. Group and individual feedback from staff has been important in addressing workplace issues such as workplace wellness and safety to name two key areas of focus.

## Develop an Energized & Engaged Workforce

Investment in the skills and qualifications of staff has been realized through a number of education events. The introduction of the *Gentle Persuasive Approach* education has been important in building support and capacity of all staff members to better understand and work with people living with dementia. Regular meetings with staff members, both individually and in groups, to provide feedback has also been an important exercise for the organization. Addressing issues, improving processes, and role clarity have been a focus over the past year. We recognize that this work must continue and that leveraging the expertise and insight of staff members is essential for us to achieve the goals outlined in the strategic plan.

## Increase the Vibrancy of Home

### Through Staff Engagement & Community Partnerships

We are extremely grateful for the many committed volunteers and community partners who have repeatedly offered their time and positive energy. The RK MacDonald Nursing Home has benefited greatly from the efforts of organizations such as area service clubs, Service Learning programs with St. FX & the Strait Regional School Board, Arts Health Antigonish (AHA!), devoted singers, musicians, and spiritual care volunteers, just to name a few. Staff have also hosted events such as one-on-one visits with individual residents, group events within the Home, and collaborations with Residents on the planning and hosting of events throughout the year such as Christmas and Valentines celebrations. The vibrancy in a community is the responsibility of all members and cannot be the sole responsibility of the Recreation team. Accordingly, in keeping with our core values, we have introduced a Simple Pleasure Educational Campaign which highlights the role of all staff, families, volunteers, and students in filling the Resident's day with meaning and purpose.



## Stewardship

Over the past year the R.K. MacDonald has upgraded the IT infrastructure throughout the Home.

The R.K. has also worked hard to develop a more robust quality assurance program and engaged in the Accreditation Canada Program. These initiatives assist the Home in reviewing processes, setting quality and safety goals, and implementing a monitoring and reporting system. While still in the early stages, these programs will allow us to compare the Home to other like facilities and report back to the community in regards to their quality and safety programs. This is an evolution rather than a destination and will certainly be a primary focus in the upcoming year.



# High Priority Strategic Planning Items for 2017/2018

## **Focus Area # 1: Person Centered Care:**

- Objective 1.1: Strengthen a more holistic and person centered approach to care.
- Objective 1.2: Have the Residents provide feedback on the utilization and development of workplace policies and processes on a regular basis.
- Objective 1.3: Define and ensure understanding of Person Centered Care principles at the R.K. MacDonald Nursing Home

## **Focus Area # 2: Create a Stable & Sustainable Workforce:**

- Objective 2.1: Work with staff throughout the organization to ensure alignment with Core Values.
- Objective 2.2: Conduct departmental appreciation inquiries to reinforce constructive behaviors and components of the ideal working culture.
- Objective 2.3: Continue to review recruitment and retention strategies across all disciplines and forecast future requirements to meet resident needs (HR Plan)

## **Focus Area # 3: Develop a Competent & Energized Workforce:**

- Objective 3.1: Ensure strong constructive departmental sub-culture through ongoing support from Supervisors, effective communication education, and Staff Coaching
- Objective 3.2: Encourage self-care plan and employee wellness through the wellness committee including the initial implementation of the Psychological Standard
- Objective 3.3: Embed opportunities for staff involvement in the Accreditation process

## **Focus Area # 4: Enhance the Vibrancy of the Home Through Staff Engagement & Community Partnerships:**

- Objective 4.1: Create a volunteer coordinator position to assist with co-ordination of volunteer opportunities and support volunteers within the facility
- Objective 4.2: Create opportunities for one-on-one volunteerism

## **Focus Area # 5: Stewardship – IT, Communication and Safety / Risk Management:**

- Objective 5.1: Engage in system reform to ensure excellence and sustainability for the organization
- Objective 5.2: Complete the Accreditation Canada Primer Process and enter into the full Qmentum Process
- Objective 5.3: Update the Information Systems at the RK MacDonald Nursing Home and implement IT solutions to improve efficiency and quality within the organization