FORWARD

A message from Lisa M. Smith, CEO

As we begin the journey of realizing our new strategic directions, I encourage everyone to actively participate in identifying, planning, and celebrating the countless opportunities for continued progress and success.

In preparation for our Accreditation survey in October 2015, we re-examined our purpose and our vision for the future. In doing do, we reflected on our accomplishments and successes in upholding our commitment to providing “exceptional individualized quality care”, easily identifying that at the very heart of all of these accomplishments are our people.

Our Residents, Tenants and Families – those who allow us to come into their home, share their memories, and provide exceptional individualized quality care.

Our Staff - those individuals who make a difference everyday in the lives of our residents and families. I continue to be marveled by the dedication and commitment of so many, and thankful that our residents receive such extraordinary care.

Our Managers and Senior Leaders – those who strive to provide the guidance, direction and support necessary to achieve Quality of Life.

Our Volunteers – without this countless number of remarkable people, we would not be able to offer our residents the activities and entertainment that brings them so much joy and pleasure.

Our Board of Directors – those who govern our associations and ensure we maximize our assets in support of our Vision, Mission and Strategic Directions.

Senior Leadership will continue to develop and support the needs of staff, as leaders and innovators in long term care. We will also work closely with the Board of Directors, Department of Health and Wellness, Nova Scotia Health Authority and Elected Officials to ensure Glen Haven Manor is equipped with the resources (financial and human) required to meet the needs of our residents, tenants and families.

As the CEO, I am privileged to lead a team of caring professional staff, and as I look ahead to 2019, I know it is this very team that will achieve great promise and opportunities for Glen Haven Manor as they contribute to fulfill all the goals and initiatives we’ve committed to in this strategic plan.
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ACKNOWLEDGEMENTS

Glen Haven Manor’s Strategic Plan represents a collective vision from over 500 individuals, consisting of residents, tenants, staff, volunteers, families, friends and community partners.

We are grateful for the contributions of our Senior Leadership and Management Team, our Values Committee and our Board of Directors.

The Strategic Planning Core Team consisted of all Senior Leaders and Managers.

SENIOR LEADERSHIP

Lisa M. Smith
CEO

Heather Shepherd
Director of Quality & Resident Care

Laura Nauss
Director of Finance

Pauline Marks
Director of Health, Wellness & Nutrition

Darlene MacNeil
Director of Safety, Environment and Infrastructure

Donna MacLane
Director of Community, Relationships & Engagement

MANAGEMENT

Janice Jorden
Employee Relations Specialist

Robert Clarke
Manager, Safety, Health & Environmental Affairs

Debbie Canning
Manager, Nutritional Services

Alana Rondeau
Quality Manager

Andrew Heighton
Resident Care Manager

Arlene Taylor
Resident Care Manager

Ann DeCoste
Manager, Professional Development

We are also grateful to Gary Hollett, Insights Discovery Consultant for facilitating the strategic planning sessions, and Alana Rondeau, for leading the Values Committee meetings, the Strategic Planning Sessions and preparing final documents.

INTRODUCTION

Glen Haven Manor is an accredited, community-governed nursing home and enriched housing facility (East River Manor) located in New Glasgow, Nova Scotia. Glen Haven Manor was originally built in 1969 and is municipally owned and governed by the towns of New Glasgow, Stellarton, Trenton and Westville.

Glen Haven Manor prides itself on providing “exceptional individualized quality care” to each resident, tenant, family and friend who come through the doors. Staff and volunteers are committed to honouring and respecting resident’s rights and their actions are guided by the organization’s core values and standards of conduct.
VISION - MISSION - VALUES

VISION

To be the place where residents and tenants want to live; and staff and volunteers want to work.

MISSION

We are committed to providing exceptional individualized quality care within a safe environment.

VALUES

Our actions are guided by our values, which keep us accountable to our partners in care.

- Resident's Rights
- Individualized Quality Care
- Our Partners in Care Residents, Tenants, Family, Friends, Staff, Volunteers and our Community
- Integrity & Accountability
- Dignity & Respect
- Health, Safety & the Environment
RECOGNIZING OUR ACCOMPLISHMENTS

Before looking forward it is important to acknowledge and celebrate the many accomplishments achieved over the past five years. Some of those accomplishments include:

QUALITY CARE
- Marked 46 years of “exceptional individualized quality care” in the community.
- Achieved Accreditation with Commendation.
- Designed Amirah Garden - a serene accessible green space for residents and families.
- Installed a state of the art telephone system, allowing residents access to additional features and reduced costs.
- Advanced quality of life by introducing Music Therapy.
- Endeavoured to improve communication with all our partners in care.

LEADERSHIP & ENGAGEMENT
- Sustained a leadership presence on councils and associations focused on continuing care and the elderly at local, provincial and federal levels.
- Restructured leadership roles and responsibilities, aligning skills and competencies to meet organizational needs.
- Created a sustainable change in culture by implementing the Wellness Journey - a program to encourage and support staff in selecting healthy choices to maintain well being and personal health.
- Increased flexible staff scheduling and improved work life balance by implementing innovative shifts.
- Invested heavily in leadership development for individuals responsible for leading high performance teams.
- Launched the Academy of Learning - an on-line professional development alternative.
- Developed and executed a robust Return to Work Program allowing injured staff to remain engaged with work.

SAFETY HEALTH & INNOVATION
- Implemented an electronic medication administration record (MAR) that increases quality, safety and accuracy during the delivery of medication.
- Enhanced information technology infrastructure,
- Introduced biometric time clocks to improve payroll accuracy,
- Partnered with Dalhousie University to host the First Health Administration Fellowship in Long-term Care,
- Contracted EmployerMD to provide WCB claims management expertise and effective injury prevention strategies,
- Improved WCB industry rating by 238% since 2011

COMMUNITY
- Showcased and recognized the talents and abilities of residents and staff alike by hosting seven seasons of Dancing with the Stars and five Oscar Award Nights.
- Expanded safe and accessible visitor parking
- Fundraised almost $60,000 for local charity, resident activities and staff support.
LOOKING TO THE FUTURE

Glen Haven Manor recognizes the ever changing environment of continuing care, the evolving long term care patient population and the modern workforce challenges, and as such, identified the strategies necessary in mitigating these factors.

We are looking forward to a future that includes:

- Applying best practices and defining promising practices that ensure safe and effective quality care to our residents.
- Recruiting and retaining a talented, engaged and accessible workforce.
- Investing in education as a teaching facility.
- Developing and maintaining an environment focused on safety, health and wellness.
- Continuously being innovative in the long-term care sector.
- Working creatively to strengthen and develop relationships to meet community needs.
- Enhancing associations with unions, government and other long-term care facilities by collaborating from an interest based approach.
- Improving resident medical care by introducing a full time facility physician.
- Designing a replacement facility that provides new opportunities for our community.

The Strategic Plan for 2015-2019 has identified four strategic directions that include five goals and a number of strategic initiatives that are critical for the future success of Glen Haven Manor.

It is recognized that the collective efforts of every employee, volunteer, Board Director, family, friend, and community member is required to ensure the success of the plan as we move into the future.
OUR STRATEGIC PLAN 2015-2019

STRATEGIC DIRECTION

ENHANCING Quality Care

GOAL

To ensure safe and effective quality care to our residents.

INITIATIVES

1. To identify and implement best practice guidelines.
2. To implement our ethical decision making framework.
3. To improve and evaluate the interdisciplinary care processes.
4. To safely uphold resident rights.
5. To achieve exemplary status with Accreditation Canada.

EVALUATORS

- Initial policy audit
- Monthly review to identify best practice guidelines for each policy
- Implementation of bi-annual ethics rounds in all departments
- Annual review of ethical decisions made using the decision making framework
- Annual review of interdisciplinary care committee progress
- Semi-annual audits of resident care plans
- Annual Family Satisfaction Survey
- Quarterly review of Protection of Persons in Care referrals
- Quarterly review of potential threats to Resident’s Rights
- Achieving Exemplary status with Accreditation Canada

SHARED ACCOUNTABILITY

The responsibility of achieving our goal is lead by:

Heather Shepherd, Director of Quality & Resident Care

Lisa M. Smith, CEO

Andrew Heighton, Resident Care Manager

Alana Rondeau, Quality Manager

Arlene Taylor, Resident Care Manager

With shared accountability amongst the following:

- Senior Leadership
- Management
- Registered Nurses
- Social Worker
- Various organizational committees
STRATEGIC DIRECTION

OPTIMIZING Leadership & Engagement

GOAL

To have an inspired and talented care team of engaged and committed employees.

INITIATIVES

1. To offer feedback and recognition.
2. To effectively recruit and retain.
3. To promote continuous learning and development.

EVALUATORS

- Quarterly status reports on bi-annual employee performance appraisals
- Annual review of the number of staff recognized in various recognition programs/events
- Annual staff survey score on recognition
- Annual report on staff turnover rate and number of new hires
- Annual review of career fairs attended
- Annual report on volume of educational opportunities and attendance

SHARED ACCOUNTABILITY

The responsibility of achieving our goal is lead by:

Pauline Marks, Director of Health, Wellness & Nutrition
Lisa M. Smith, CEO
Janice Jorden, Employee Relations Specialist
Debbie Canning, Manager, Nutritional Services

With shared accountability amongst the following:

- Senior Leadership
- Management
- Supervisors
- Various organizational committees
STATEGIC DIRECTION

INVESTING in Safety, Health & Innovation

GOALS

To provide a safe and healthy environment for individuals to live and work.

To continually be innovative in long-term care.

INITIATIVES

1. To embrace and adhere to our plan for safety.

2. To promote and support our healthy workplace initiatives.

3. To implement a new physician model.

4. To identify and implement opportunities for advancements.

EVALUATORS

- Quarterly report of number of incident reports completed and near misses documented
- Annual review of completed safety walks and Joint SHEA Meetings
- Number of employees on Return to Work versus number of employees on WCB
- Annual report of staff sick absences
- Annual review of healthy workplace initiatives and number of participants in the Wellness Journey, Walking Challenge and Health Fair
- Implement the new medical model of resident care
- Annual review of technological advances
- Annual review of changing roles and responsibilities

SHARED ACCOUNTABILITY

The responsibility of achieving our goal is lead by:

Darlene MacNeil, Director of Safety, Environment & Infrastructure

Lisa M. Smith, CEO

Robert Clarke, Safety Health & Environmental Affairs Manager

With shared accountability amongst the following:

- Senior Leadership
- Management
- Employee Relations Specialist

- EmployerMD
- Supervisors
- Various organizational committees
STRATEGIC DIRECTION

STRENGTHENING Relationships

GOAL
To strengthen and develop relationships with all who directly influence resident care.

INITIATIVES
1. To improve our image and reputation in our community.
2. To improve opportunities for family to staff engagement.
3. To build and foster positive relations with strategic partners

EVALUATORS
- Develop and implement a Public Relations strategy
- Annually review of Family Council
- Annual Family Satisfaction Survey
- Annual review of external memberships, registrations and partnerships
- Annual review of presentations/conferences attended
- Annual report on the number of joint union meetings held and shared employer/union initiatives

SHARED ACCOUNTABILITY
The responsibility of achieving our goal is lead by:

Donna MacLane, Director of Community, Relationships & Engagement
Lisa M. Smith, CEO
Janice Jorden, Employee Relations Specialist
Laura Nauss, Director of Finance

With shared accountability amongst the following:
- Senior Leadership
- Management
- Social Worker
- CUPE Executive
- NSNU Executive
- Various organizational committees
GLEN HAVEN MANOR

739 EAST RIVER ROAD, NEW GLASGOW
NOVA SCOTIA, B2H 5E9

(902) 752-2588

WWW.GLENHAVENMANOR.CA