



Table of Contents

1. MESSAGE FROM BOARD OF DIRECTORS CHAIR - Camilla Benoit	3
1.1 Board Members	7
2. STRATEGIC PLAN, MISSION, VISION & VALUES	8
2.1 Strategic Plan	8
2.2 Mission, Vision & Values	9
3. BOARD COMMITTEES, CHAIR REPORTS	10
3.1 Finance Committee - Chair: Diane Roberts.....	10
3.2 Building & Grounds Committee - Chair: Shawn Brophy	11
3.3 Quality, Safety & Governance Committee - Chair: Monica MacDonald.....	12
3.4 Executive Committee – Chair: Camilla Benoit	13
3.5 Infrastructure Renewal Steering Committee 2023 – 2024	15
4. FAMILY COUNCIL REPORT	17
5. RESIDENT COUNCIL REPORT	19
6. MESSAGE FROM CEO – Terry MacIntyre	20
6.1 Strategic Plans Operationalized – 2023 - 2024	22
6.2 Quality Improvement Plan - Summary 2024 - 2025	24
7. DEPARTMENTAL REPORTS	25
7.1 Clinical Services - Lee Kelly.....	25
7.2 Environmental & Food Services - Mark Chisholm.....	27
7.4 Human Resources - Jacqueline Delorey	29
7.5 Therapeutic Recreation, Spiritual & Volunteer Services – Kim MacDonald	31
7.6 Education Coordinator - Debbie Horne	34



7.7 Melissa Arnott, BSW RSW 35

8. Meet Some Of Our Staff 36

9. Did You Know 41

10. 30th Anniversary for the Foundation 43





1. MESSAGE FROM BOARD OF DIRECTORS CHAIR - Camilla Benoit

.... ***“Coming together is a beginning; keeping together is progress; working together is success”***

As we move forward from 2023 into 2024, on behalf of the Board of Directors, we welcome you to our AGM for the fiscal year ending March 2024. I want to extend a special thank you to all the RK MacDonald staffs, Senior Leadership team, and our stakeholders, that have made the commitment along with their dedication to improve the lives of our Residents and Families. Additionally, I would also like to thank the Board of Directors for their true heartedness and investment to the organization.

The Board is truly appreciative for the past and present RK Foundation members on their 30th Anniversary, and for their ongoing and generous support. The donor’s contributions have certainly impacted the lives of the residents and staffs. To the volunteers that support the Home and Residents we are very grateful for all you do.

The Board from post pandemic to resuming normalcy in 2023 marked the 65th year of our relationship with the Congregation of the Sisters of St. Martha. Although the Congregation has not been involved in the management of the Home since 1971, the Congregation continues to support the Corporation’s governing body. The Congregation appoints one-third (1/3) of the membership of the Board of Directors and continues to play an active role in reviewing amendments to the by-laws of the Corporation.

There are twelve (12) Board of Directors, four of which are appointed by the Municipality of the County of Antigonish and the Town of Antigonish and the Sisters of St Martha. The Board has five (5) working committees; Executive, Quality Safety & Governance, Finance, Infrastructure Renewal, Building & Grounds. Chairs of the Committee report to both the Board Chair and Directors monthly. The Board of Directors have a fiduciary duty to ensure the Cooperation is well managed and in a stable financial position.

The Board was thrilled with the Nursing Home’s award and recognition from the National Accreditation which was conducted in December 2023. The RK MacDonald received the award of full accreditation with commendation. This most certainly reflects the organization’s staff’s dedication and expertise that everyone on the team at the RK MacDonald Home brings with them in their role each and everyday. Planning for an onsite accreditation visit was a significant undertaking and required the whole organization and Board to come together to prepare.



Other key milestones achieved last year:

Board Governance:

- Board of Directors AGM was held June 2023 for the first time with residents and their families invited to attend.
- All Board Policies were reviewed and approved by the Board of Directors.
- By laws approved by the Ministry of Housing and Municipal Affairs.
- Board self evaluations and results of the action plans completed in March 2024.
- Agreement renewed with the Sisters of St. Martha.
- The RK website now hosts the monthly meeting minutes of the Board of Directors, Family Council, Resident Council, and the Organization's Quality Indicators.
- Incorporated First Nation Land Acknowledgement is read at the start of each meeting.
- Review and updated the Mission Statement.
- Review and updated of Philosophy statement.
- Review and updated the Committees' Term of Reference.
- Review Quality Indicator and Risk Management Reports quarterly.

Board Professional Development:

- Review of Financial Statements-September 2023- Director of Finance.
- Board's role in Accreditation- October & November 2023 -Lead Tracey MacDonald-Accreditation Coordinator.
- Indigenous Culture Training workshop- September 2023.
- Roles of Social Worker- presented by Melissa Arnott 2023.
- Board Succession Planning – presented by Terry MacIntyre January 2024.
- Occupation Health & Safety – presented by Byron Donovan March 2024.
- Board Governance and Professional Development – April /2024 by KPMG and Senior Long-Term Care.
- Health Care Providers role in Caring for 2SLGBTQIA – presented by Suzanne Litke K.C. May 2024.



Culture:

- The Indigenous Reconciliation Plan drafted.

Electronic Charting:

- Inter_ RAI program is an electronic charting system for enhancing care plans for residents.

Financial Audit – 2023:

- Auditor presented to the Board. Financial position was in good standing.
- 2024 Financial Statement will be presented at the June Board Meeting.

Infrastructure Renewal:

- Completed Step 1-5 and was submitted to Senior and Long-Term Care -Facility Development Approval Plan (FDAP).
- Site selection completed September 2023.
- Site Investigations initiated in October 2023
- Architect Firm -Fowler Bower & Mitchell initiated Concept Design, staffs, residents, and families recruited for feedback.
- Step 6 approved with comments 2024.
- Public announcement is anticipated in June 2024 pending Treasury Board and Government agencies approval of design and budget.

Medical Director:

- Dr Steeves resignation accepted, in June 2023 and he was acknowledged at the AGM 2023.
- Dr JaneAnn Howard accepted the Medical Advisor position for the Home May 2024.



Strategic Plan:

- High level goals incorporated into the Operational Plan.
- Quality indicators not meeting the benchmark have been integrated in the Quality Management Plan.
- Quality Indicators are reviewed quarterly.

As the Chair of the Board, it remains an honour to work with the Leadership Team and Directors of the Board to strengthen the organization and deliver efficient governance and support the organization to strive and experience growth as a Long-Term Care facility, in providing care for our residents, their families and our valued staff.

Sincerely ,

Camilla Benoit

Chair of the RK MacDonald Nursing Home



1.1 Board Members



Board members back row left to right: Gerald MacDonald, Fran Haley, Harris McNamara, Gary Mattie, Diane Roberts and Willie Cormier

Front row: Shawn Brophy, Sean Cameron, Camilla Benoit (Chair), Monica MacDonald and Sr. Catherine MacGillivray

Missing: Duncan Chisholm



2. STRATEGIC PLAN, MISSION, VISION & VALUES

2.1 Strategic Plan

Strategic Goals:

- Co-Creating a Healthy Workplace
- Promoting a Culture of Safety and Accountability
- Fostering Collaborative Relationships





2.2 Mission, Vision & Values

Vision

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

Mission Statement

Providing loving, dignified quality and enabling all people to live full and abundant lives.

Core Values

Our Commitment to C.A.R.E.S. Our organizational core values govern everything we do in our interactions with residents, staff, families, volunteers and the greater community.

Compassion

We are committed to understanding the feelings, needs & 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.



3. BOARD COMMITTEES, CHAIR REPORTS

3.1 Finance Committee - Chair: Diane Roberts

Committee Members: Camilla Benoit, Chair of the Board of Directors, Fran Haley, Gerald Mac Donald, GayleMarie Grant, Director of Finance.

Ex Officio: Terry MacIntyre, CEO, Marvin MacDonald (Town of Antigonish, Interim CAO)

Mandate: To address all matters of a financial nature and to make recommendations where appropriate, to the Board.



The Department of Seniors and Long-Term Care has been extremely supportive of the RK. Extra funding was given for over hires, wages adjustment, Covid and holiday funding. The Financial cost drivers for the home were oil, food, repairs and maintenance and cost of travel agency staff. These areas have costs that are not within our control. They are monitored and every effort is made to ensure residents are not impacted.

I am pleased to report that Dental Hygienist equipment has been purchased. A request has been submitted to purchase updated computer operations system, hardware and installation. Our diversity of hardware platforms makes it impossible for Finance and Human Resources & scheduling to be able to talk to each other resulting in operational inefficiencies.

It is my pleasure to work with the Finance Committee members for the betterment of our Residents who reside at the RK Mac Donald Nursing Home.



3.2 Building & Grounds Committee - Chair: Shawn Brophy

Committee Chair: Shawn Brophy

Members: Sean Cameron, Ken Farrell, Gary Mattie

Ex Officio: Mark Chisholm, Director of Environment & Food Services, Terry MacIntyre, CEO

Mandate: To address issues related to the general upkeep, maintenance and infrastructure planning of the property of the nursing home and make recommendations to the Board of Directors as necessary.

2023 - 2024 Highlights:

All Hazards Plan updated to include:

- Hurricane Preparedness Plan
- Heat Stress Plan
- Asbestos Management Plan

Key Building Upgrades:

- Replaced 40 Thermostats
- Replaced Main Entrance Door Operating System
- Replaced Kitchen Steam Booster
- Installed a new Boiler Room Feed Water Tank
- Installed Dish Room AC Unit



3.3 Quality, Safety & Governance Committee - Chair: Monica MacDonald

Committee Members: Chair, Monica MacDonald, Camilla Benoit, Duncan Chisholm, Willie Cormier, Sr Catherine MacGillivray
Ex Officio: Terry MacIntyre, CEO & Lee Kelly, Director of Clinical Services

Mandate: The Quality, Safety and Governance Committee is responsible for ensuring accountability, good governance and transparency of the Board of Directors through regular analysis and reporting of quality data, strategic oversight of the Accreditation Canada process and the regular review of governance processes.

2023 - 2024 Highlights

- Preparation and participation in Accreditation Survey
- Review and oversee the Annual Board of Directors Evaluation and Individual Board of Directors Self Evaluations that help develop education sessions to meet board needs.
- Continuing to monitor the Board Quality Dashboard and Safety Reports that provides information on whether we are meeting or exceeding benchmarks or quality indicators originating from Long Term Care Program Requirements, Licensing Standards and Surveys from Residents, Families.
- Continue to review progress on Foundational documents including:
 - 2020-2025 Strategic Plan
 - 2024-2025 Operational Plan
 - 2024-2025 Quality Improvement Plan
- Reviews annual Fire Marshall, Occupational Health and Safety Inspections and Dept. of Health and Wellness Licensing reviews and Compliance Reports



3.4 Executive Committee – Chair: Camilla Benoit

Our Executive team are nominated by the Directors.

Committee members: Chair: Camilla Benoit, Vice Chair: Sean Cameron, Secretary: Fran Haley, Treasurer: Diane Roberts, Harris McNarama.

Ex- Officio: Terry MacIntyre, CEO

The Board consists of five (5) committees; Executive, Finance, Quality Safety & Governance, Building & Grounds, and Infrastructure Renewal. All Committees meet monthly, and a report is prepared by the chair of the committee for the Board’s monthly meeting.

The Executive and Board collaborates with the CEO Terry MacIntyre, Senior Leadership and Administration Assistant who provide many extended hours of work and time to us.

As we moved forward into 2024 the Executive and Directors have continued to remain focused to ensure sustainability for both short and long-term improvements for the organization and its residents and their families.

Our Focus for 2023 - 2024:

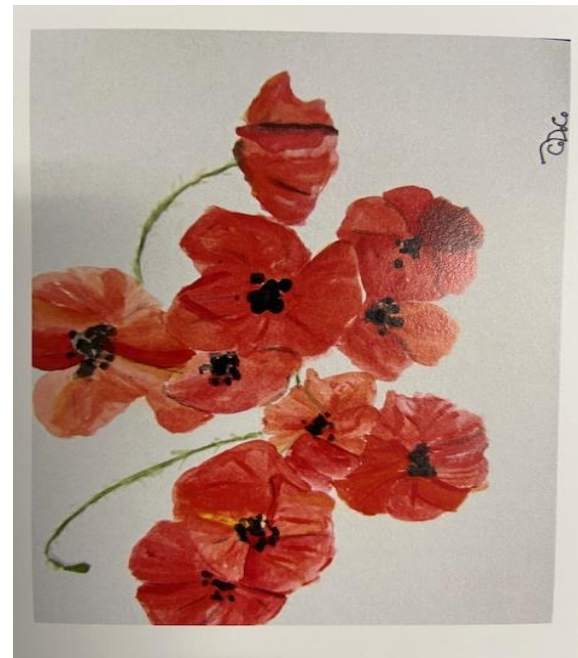
- Continue to update the Board of Directors Orientation Binder.
- Continue to support and identify the recruitment of necessary expertise to the Board of Directors.
- Achieving National Accreditation Award with Commendation.
- Establishing community relationship with Indigenous Partners.
- Participate in the SLTC Governance Professional Development.
- Conduct annual Board and Directors evaluations and implement action plan.
- Provide a supportive role with the Steering Committee for the Infrastructure Renewal Project.
- Continue to support the Board of Directors’ Professional Development with monthly education sessions.
- Promote and support Culture and Diversity within the organization and Board.
- Building relationships with the RK Foundation Board.
- Provide ongoing support to Family and Resident Councils.
- Support the organization in building their Occupation Health & Safety program.
- Monitor Quality and Risk Indicators.



- Support the CEO's challenges.
- Develop and or renew Strategic Goals.
- Conduct annual CEO Performance Appraisal.

Once again, I would like to extend an immense "Thank you" to the dedicated Directors for their trust and support.

Respectfully Submitted,
Camilla Benoit, Chair of the Executive Committee



Resident Artwork



3.5 Infrastructure Renewal Steering Committee 2023 – 2024

Background: The R.K. Macdonald Nursing Home is one of the homes identified in the province to receive provincial funding for infrastructure renewal. Evaluation and planning began in 2022. Planning must follow the provincial Long-Term Care (LTC) Facility Requirements as well as the 11 Step LTC Facility Development Approval Process.

A special committee of the Board, titled the Infrastructure Renewal Steering Committee was formed and is charged with providing executive direction and general oversight to ensure an infrastructure project realizes the vision and mission of the R. K. MacDonald Nursing Home. The Committee acts as a liaison between the appointed Project Managers (Colliers Project Leaders), the Prime Design Consultants (Fowler, Bauld & Mitchell (FBM) of Halifax NS) and the R.K. MacDonald Board of Directors.

Committee Members: Chair: Fran Haley, Camilla Benoit, Duncan Chisholm, Willie Cormier, Gerald MacDonald,

EX Officio: Gerry Gillis, Terry Macintyre, Mark Chisholm, Glenn Horne (Municipality of the County of Antigonish CAO), Marvin MacDonald (Town of Antigonish, Interim CAO)

2023 - 2024 Highlights

- June 2023 – Interim Financing process set in place.
- August 2023- HIVE engineering awarded the contract to complete site investigation.
- September 2023 – Step 4, approved by Department of Seniors and Long-Term Care (SLTC). Received final report from Colliers Real Estate Brokerage. Staff provided significant input in the site selection process. An Agreement of Purchase and Sale was issued for the Preferred site.
- October 2023- Concept Design drawings of the facility displayed in the RK’s main dining room for resident’s, families’ and staff’s review and input. Over 170 comments were submitted and FBM took all comments into consideration.
- November 2023 - Step 5, part 1 approved by SLTC. Budget Class C estimate
- December 2023 – Step 5, part 2 approved by SLTC.
- February 2024- Land Use Bylaw review.
- March 2024- Change Management Request For Proposals issued. Step 6, submission to SLTC
- April - Municipal Bylaw approved, no encumbrances to purchasing the property.



- May 2024 - Completed the Agreement of Purchase and Sale of the property for the new RK. Step 6, building design approved by SLTC and the revised budget Class B estimate was submitted. A 4–6-week review and approval period is anticipated through Treasury and Policy Board. Once received, the Development and Service Agreements between the Service Provider (the RK) and the Department (SLTC) will be signed and a public announcement can be made.





4. FAMILY COUNCIL REPORT

The Family Council's Terms of Reference state that its purpose is: "To advise the Administration on strategies to enhance the quality of life for all residents at the R. K. MacDonald Nursing Home by acting as advocates on their behalf."

Since our last report (May 2023), the Family Council has met seven times. The following emerged as specific priorities:

- **Footcare** – Family Council previously expressed concerns about basic footcare being provided to residents and are very pleased to see the RK administration /staff respond by hiring Tina Pinkham to provide advanced footcare to residents who require it. An LPN was also hired to provide basic footcare to RK residents and deliver staff education. Lee Kelly provided Council with several updates throughout the year. We are pleased with the improvements made and therefore feel this concern has been successfully resolved.
- **Recreation, Spiritual Care, and Volunteer Services** – Council members continue to view such important services as essential to the overall wellbeing of RK residents. We are pleased and encouraged to see an increase in recreational activities offered, as well as an increase in the volunteers assisting residents. Due to the dynamic nature of these services and in consideration of the changing needs/diversity of the resident population, members view recreation, spiritual care, and active recruitment of volunteers as an ongoing priority for Council. As such, we will continue to actively advocate for the resident's, on ways to improve and enhance these services.
- **Family Council Membership** - "Council consists of members who have or have had relatives/friends residing at the R.K. MacDonald Nursing Home". Due to the turnover of members, we feel it is very important to maintain recruitment efforts. Therefore, we request that R.K. Administration maintain efforts to actively recruit new members to the Council (minimally two times per year).
- **Terms of Reference** - Family Council Terms of Reference (ToR) had last been revised in 2010. In collaboration with CEO Terry MacIntyre, the ToR have been successfully updated (April 2024).

R.K. Administrators and staff frequently joined a portion of our meeting to address a range of topics. We appreciate the support and engagement from CEO Terry MacIntyre and RK staff members who actively listened to our concerns and made positive steps towards addressing them. We look forward to this continued collaboration.

Submitted by the RK Family Council: Mary Chisholm, Albie Falkenhalm, Debbie Horne, Heather MacInnis, Joanne MacKenzie, and Susan Wood.



Pic Left to Right: Susan Wood, Debbie Horne, Joanne MacKenzie and Mary Chisholm



5. RESIDENT COUNCIL REPORT

The R.K MacDonald Nursing Home Resident Council typically meets on the last Wednesday of each month. The Resident Council will meet next June 19th (date change necessary this month) and per resident consensus, will decide if a break for July and August will be taken, resuming on a monthly basis in September 2024. The Resident Council meetings continue taking place in the Rhubarb Patch. Meetings have continued in this space; allowing for residents to discuss and share matters important to them, in a private environment where there is a representative from each department in the Home.

CEO and departmental representatives from Clinical Services, 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 such as the home's menu, suggestions for recreation programs, nursing care, etc. Resident Council members have been provided updates regarding the building of the new RK facility design.

Our goal as staff is to create an opportunity to address 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, new staffing and updates to the grounds.
- Resident Council members provide feedback to the food services department regarding upgrades/changes to the menu.
- Resident Council provides feedback on suggestions for the gardens and plants throughout the home. Residents have been assisting in the garden – planting seedlings indoors, prepping garden boxes, planting transplants outdoors, garden maintenance and daily watering/plant care
- Resident Council members provide feedback related to in-house programming, Recreation staff will include residents in planning programs and events throughout the home. Also, a suggestion box is located outside Director's office.
- CEO Terry MacIntyre updates residents on the status the R.K's new build/land allocation process as well as any new business within the home.

Respectfully submitted,

Mary Partridge, Resident Council Co-Chair, Jane Gorman, Resident Council Co-Chair



6. MESSAGE FROM CEO – Terry MacIntyre

‘If everyone is moving forward together, success takes care of itself’

- Henry Ford

In last year's message, I mentioned the RK continues to move forward in its accreditation journey and I am so pleased to offer that as a group, from our staff, the Board, and our community partners, we have achieved national Accreditation with Commendation! Accreditation challenges us to “say what you do, do it, and prove it!” ... and we did it!

Feedback from the accreditors suggested we add more focus on areas in need of improvement by a creating Quality Improvement Plan. In doing so, this approach enables us to stay focused and allocate resources to specific areas of need. As I said last year ... not all quality indicators hit their marks and we openly accept these challenges to improve which enhances our ability to care for our residents.

Very special thanks to our entire staff and the many family visitors for adhering to our infection prevention and control protocols. Through Nolan's leadership and our collective commitment, COVID, as well as other contagious characters have been put in their place. Keep it simple, keep up the hand washing!

In early 2023 we were visited by Occupational Health and Safety (OHS) Officers as part of a province-wide exercise to see where long-term facilities were in regards to occupational health and safety. Although the RK performed admirably in terms of managing Covid and resident safety, the inspection revealed we needed to re-visit our commitment to occupational workplace safety. In response, we contracted a wonderful gentleman, Byron Donovan, to lead the rebuilding of our OHS safety program. With a lot of effort, our Joint Occupational Health and Safety Committee has been rejuvenated, however, we were saddened to hear that Byron passed away suddenly at this summer home in Iona.

In regards to staffing, our regular staff continues to welcome our many travel staff and provides mentorship to our Continuing Care Assistant program. Our staff are my heroes and as I've said before, that light at the end of the staffing tunnel is sunshine ... not a train!

A huge step for the RK community, in terms of our core value of accountability, is the posting of our Board minutes, our Master Score Card, and our Resident and Staff Indicator Dashboard. Soon our Quality Indicator Plan will be posted as well. These postings provide an opportunity for our stakeholders to see how and what we are doing and to provide constructive comments which we welcome.



This past year we funded an Operations Gap Analysis conducted by SSI Solutions. The goal of this exercise was to assess our computer software and operating programs in Maintenance, Human Resources, Scheduling, and Finance. This analysis clarified the need to update many of our processes and the need to do so well before we move to the new RK.

Speaking of the new RK, the location for the new build is probably the best kept secret ever! At the time of writing this message, Step 6 had been approved by Seniors and Long-Term Care and we are awaiting a decision from the Treasury Board. What I will readily share is that we are truly blessed with the leadership and expertise of Colliers Project Leaders, the team at Fowlers Bauld and Mitchell, and the good people at Seniors and Long-Term Care. Their collective expertise, patience, and commitment to resident-centered care are acknowledged and greatly appreciated.

To our residents and their families, our amazing staff, our Board, our Union reps, and community partners, I am truly humbled to be in a position to partner with such an incredible group of people!

Most Sincerely,
Terry MacIntyre, CEO





6.1 Strategic Plans Operationalized – 2023 - 2024

Strategic Pillar: Co-Creating a Healthy Work Environment

Operational Highlights:

- Emerging Leaders: creating engaging and empowering workforce opportunities for developing leaders
- Training: Diversity, Equity, and Inclusion
Indigenous Treaty Rights
- Recruited Accreditation Consultant to guide our Accreditation survey – achieved Accreditation with Commendation

Strategic Pillar: Promoting a Culture of Safety and Accountability

Operational Highlights:

- Recruited an OHS Consultant to ensure compliance with the Occupational Health and Safety Act
- Supporting our Joint Occupational Health and Safety Committee to ensure we maintain our Worker's Compensation Board merit status & a healthy, safe workplace
- Implemented the Quality Improvement Dashboard to ensure areas in need of improvement are focused on

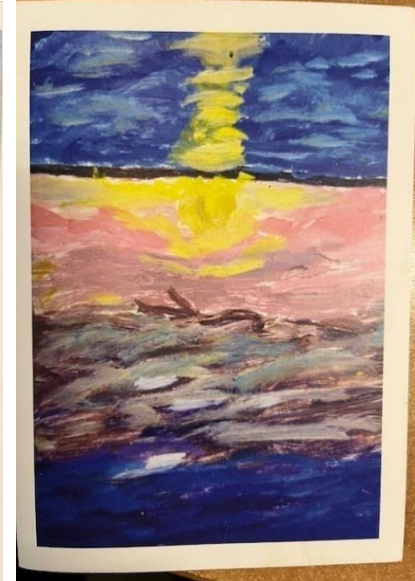
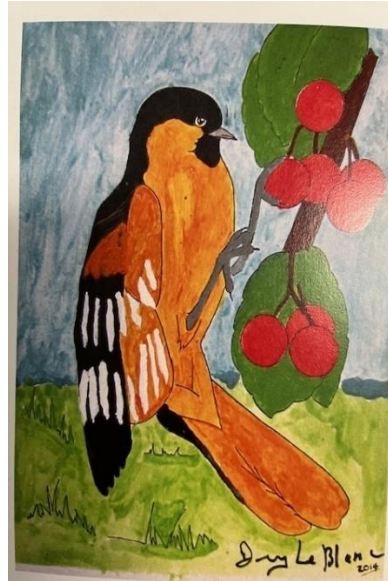
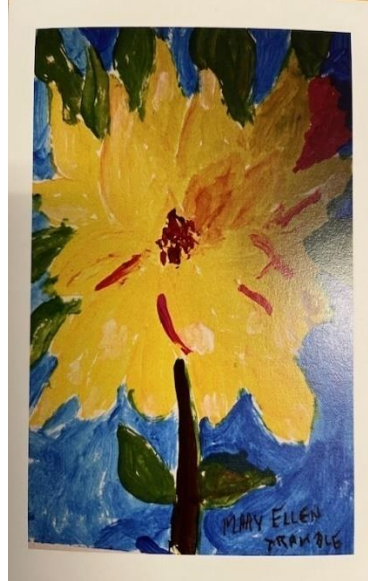
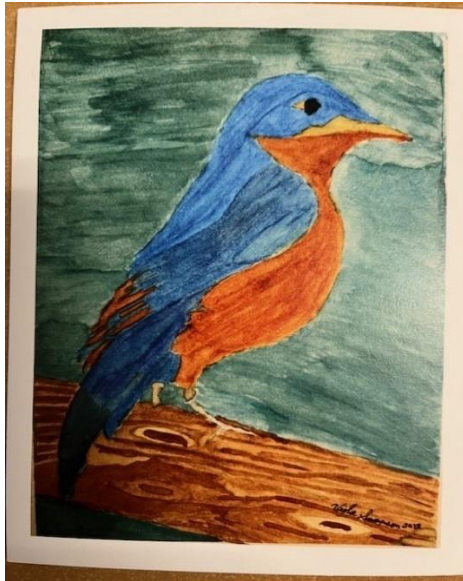
Strategic Pillar: Fostering Collaborative Relationships

Operational Highlights:

- Partnerships: Family Council
- Resident Council
- RK MacDonald Nursing Home Foundation
- Arts Health Antigonish
- Emergency Health Services
- Antigonish Volunteer Fire Dept.
- Antigonish EMO
- St. Francis Xavier University – Nursing and Service-Learning Programs



- Nova Scotia Community College – Nursing Programs



Resident Artwork



6.2 Quality Improvement Plan - Summary 2024 - 2025

Reduction in the number of unsigned medications by 75%.

Reduction in the number of falls with harm causing serious injury by 20%.

95% of residents tell us “I enjoy my dining experience” as part of the resident satisfaction survey.

Inappropriate Antipsychotic usage within acceptable national range of 10% or less.

Suicide Risk Assessment completed on admission for all new admissions starting July 1st 2023. Pressure Injury incidence % 0.85 or below.

Team member sick time 8% or below overall for each quarter and annually.

Workers’ compensation board rate below \$5.68/ per \$100 of payroll.





7. DEPARTMENTAL REPORTS

7.1 Clinical Services - Lee Kelly

Clinical Services is the largest department at the RK MacDonald Nursing Home comprising of over 200 employees.

The Nursing Department consists of a Clinical Services Manager, Nursing Supervisors, IPAC Nurse, RNs, LPNs, Foot Care Nurse, CCAs, LTCAs, Custodial Care Attendants, and RK Assist. Additionally, the department offers services from a Social Worker and a rehabilitation team, including Physiotherapy, Occupational Therapy, and Rehab Aide Assistants.

Palliative Care team adopted Specialized Palliative Approach – Long Term Care (SPA-LTC platform) - A palliative approach in long-term care (LTC) empowers families and staff to provide personalized and high-quality care for LTC residents living with chronic and life-limiting illnesses. This approach provides individuals with a seamless transition from chronic disease management to compassionate end-of-life planning and care.

The Recognized Prior Learning (RPL) program is a crucial component in expanding our Continuing Care Assistant (CCA) workforce. It allows individuals to learn and earn a full wage while working towards their CCA designation. The RK continues to foster a supportive learning environment.

The Department of Seniors and Long-Term Care established a working group to identify ways to improve staff work distribution and enhance resident support. Prototypes were developed for testing and trialing to ensure the delivery of the "Right Care by the Right Person at the Right Time." The RK is among the few homes in the province trialing these prototypes to improve care delivery by;

- Formalizing the Long-Term Care Assistant role to support CCA's with care tasks.
- Standardizing the CCA role to ensure they work to their full scope of training.
- Introducing a Skin Integrity CCA.

Health Association of Nova Scotia (HANS) – Igility has funded over \$104,000.00 to support Professional Development and Innovation Funding here at the RK.



Inter-RAI (Resident Assessment Inventory) assessments are forming the foundation for Care Plans and paving the way for a paperless system.

The Healthcare Excellence Canada Patient Safety Action Plan used a multidisciplinary approach with a coach, emphasizing the importance of empowering residents and staff by actively involving them in identifying concerns and the problem-solving process for sustained success and practice integration.

We have 2 Registered Nurses completing a Wound Care champion course through Wounds Canada and will be Wound Care leads in the home in providing evidenced base best practices to residents in prevention and treatment. The Clinical Services Department is working closely with the Human Resource coordinator to address the ongoing staffing shortage in the sector. Working with a variety of external agencies to ensure safe staffing, including travel agency staff, and the recruitment of internationally educated nurses.

The team is dedicated to excellence in resident care and have navigated staffing challenges and found innovative ways to staff the home. While also supporting ongoing education for staffs professional development. All in an effort to provide resident centered clinical excellence in a home like environment.



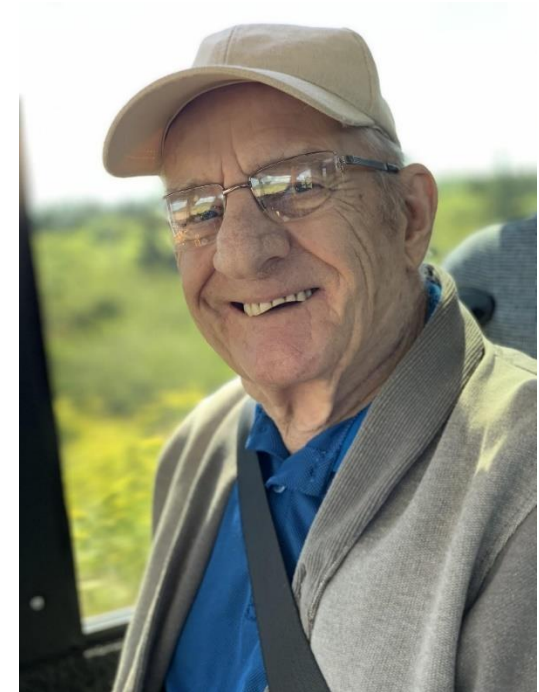
Lee Kelly, Clinical Services



7.2 Environmental & Food Services - Mark Chisholm

Environmental Services:

- New Feed Water Tank installed in the Boiler Room
- Install Sim Pair Door Operators in Main and Side Delivery Doors
- Replace 40 Thermostats and an Air Dryer throughout the Home
- Purchased new Truck for the RK
- A # of new A/C Units purchased for the home
- 11 Ceiling Lifts purchased for the RK
- 20 new mattresses purchased
- New Water Softener System installed in the boiler Room
- 3 New maintenance software systems were reviewed and the Maintenance Care Software was the one selected for on-line repair requests plus PM's and Capital Asset Management
- New Supervisor hired to replace a 43-year employee at the RK





Dietary:

- Replace Booster for Dishwasher
- Installed new Air Conditioner in dish room
- 14,892 Resident Meals served during the year
- 19 New 4-seater dining tables purchased for the residents throughout various care areas
- 2 Dietitians plus 2 Cooks attended the Gordon Food Services (GFS) Show to learn of new products to possibly introduce to menu
- 1 Dietitian and 1 Dietary Aide attended the GFS Education Day to expand their learning on new food service topics for healthcare



Mark Chisholm, Environmental & Food Services



7.4 Human Resources - Jacqueline Delorey

Human Resources Plan: Updated stats to end of December 2023. Presented to Accreditation and Senior Leader Team Dec 2023- Jan 2024. Document contains valuable analytical data re: staffing and initiatives, in support of Recruitment and Retention. Surveys for Exit Interviews and Onboarding were reviewed at this time for noted areas to improvement or successes, surveys presented very positive results and highlighted need to continue to fill CCA vacancies.

International Recruitment ongoing: Onboarded 5 International recruits from Sept 2023 – June 2024 with Igility (Hans NS). Expect 3-5 International CCAs with supports and collaboration with Port Hawkesbury Nursing Home and 15 candidates interviewed via SWIC (Study Work & Immigrate Consultants) to fill roles of RN or CCA'S.

RPL CCA Program: (Recognized Prior Learning) 2 Paths 1) (Learn/Work Path & Recognition RK program) – 4 new (Sept – June 2024) currently 12 students working on Phase I or Phase II Modules, expect to onboard 2-3 more by end of summer. 7 students completed Phase II in 2024. RK to host 2nd RPL Graduation in Oct 2024. 2) In addition, support (PSW- CCA Certification Path) – All international hires, and any hires outside of province not certified as CCA's following RPL path. Currently have 6 enrolled.

Travel Staff RN/LPN/CCAs: Seniors and Long-Term Care (SLTC) Funded via Magnus, Staffing Agency; released 7 staff 3 remain, RK Funded; onboarded 18 (Mar 1 – June 2024).

NEW HIRES/INTERVIEWS (RK & Travel) April 1 2023 – June 2024

New Hires: 139

Interviews: 181

Nursing Vacant Positions: CCAs (19 TFT) RN (1 /.50 PT) LPN (1.6 TFT/ PT).

Recruitment/Advertising: Initiatives on behalf of the Hiring Committee ongoing for 2024-25 campaign. Success with Website & Posting QHR Code and with SaltWire Digital Ads and Geo Fencing Campaigns and RK Facebook for 2023-24. SaltWire results up to Feb 7, 2024, ends April 30, 2024 GEO Fencing 955 clicks, 1.12% CTR- benchmark for a good campaign 0.50% CTR. Two (2) stories digital results as follows: July 17, 2023- "Take pride in being able to provide good care" Results were great! 1,680 pageviews (means 1,680



people clicked to read story), a benchmark for this type of product is 500 pageviews, which means we had over 3 times the goal. Nov 22, 2023- “Seeking new recruits” Results again were quite good. 1,155 page views, which means you were over 2 times the goal.

WCB/RTW Plans: 2024 Continue to be in merit status – Working with Dallas Mercier (DMC) since Oct 2023 (third party) going well. GOS (Gradual Onset Stress Claim) new to WCB in Sept 2024. Education commenced. Feel will significantly impact our ratings. JSAs (Job Site Analysis) & Return to work Plans (RTW) completed on all positions with CBI between Nov 2023 and April 2024 to enhance RTW work plans. –

Safety Initiatives: Job Descriptions and Performance Appraisals updated April 2024 to include Safety Responsibilities.

Service Awards Recognition: In June 2024, celebrating 15 Staff members; 1 (45 yrs.), 5 (25yrs); 3 (20 yrs.); 2 (15yrs); 4 (10 yrs.).



Jacqueline Delorey, Human Resources



7.5 Therapeutic Recreation, Spiritual & Volunteer Services – Kim MacDonald

Recreation, Spiritual, and Volunteer Services Department continues to provide a wide variety of therapeutic recreation activities and programs which stimulate the mind, body, and spirit. A wide variety of planned programming includes nature based activities, baking, you tube video parties, games, mini-bingo, poetry groups, Open art studio, meditation, musical entertainment, Club Bingo, rosary, and so much more. And, certainly programming is dependent upon the season.



Check out the RK Gardens Video which is highlighted on our RK website (<https://www.rkmacdonald.ca/recreation-programs>) to learn more about the RK's Therapeutic Horticulture Program, the various indoor and outdoor garden green spaces, and the value and importance of maintaining a connection to nature/the outdoors.

We are so very fortunate to have such wonderful talented community members who visit the RK weekly, bi-weekly, or monthly to provide music and friendship (i.e. Laura Teasdale, Tyke Wallace, Len PD MacDonald, Bill Grover & Friends, and so many more). Thank you so much!

Roman Catholic Mass continues to be held every Friday morning at 10:30 in our Martha Chapel served by a rotation of very dedicated priests from the Antigonish Diocese and Chapel volunteers. Mass & Services are held for celebratory occasions as well (i.e. Easter, Christmas). Multi-faith services (i.e., United Church, Anglican) continue to also be held regularly.

We continue to welcome former and new Volunteers to the Home and we expand our Volunteer Program. We continue to have a very strong relationship with our friends at STFX and the Service Learning Program and the RK provided volunteer service placement for many students over this past 2023-2024 school year. These placements included individual volunteer service to the RK Residents as well as direct support for Resident Recreation Programming. In addition, these placements also included large groups of students who visited to provide specially planned student RK community programs (i.e., Pumpkin carving, Karaoke Parties, Spa Afternoons, etc.).



All of these opportunities for the residents and students to come together provide an invaluable intergenerational experiential learning experience. And, there certainly have been some lifelong friendships established as well as returning students for volunteer work.

The Therapeutic Recreation department continues to regularly utilize the C.A.R.E. Van to provide regular community opportunities/outings for the Residents to enjoy while also helping to maintain that vital link to the greater Antigonish community. A great big thank you to all the volunteer drivers who make these community outings possible!

The RK continues to join communities across Canada (including the town of Antigonish) as Butterfly Rangers through the David Suzuki Butterflyway Project. This movement supports the creation of habitat for local bees and butterflies – monarch friendly communities. Please take the opportunity to visit the RK's 3 B's (Butterflies, Birds, & Bees) Garden to see such a habitat. <https://davidsuzuki.org/take-action/act-locally/butterflyway/national/>. This garden also continues to be certified with the Canadian Wildlife Federation <https://cwf-fcf.org/en/> & the Mersey Tobeatic Research Institute – resource for Monarchs & other butterflies <https://www.merseytobeatic.ca/>

Creative Arts Programming continues weekly with Open Art Studio held every Wednesday afternoon with local artists Susan Walsh and Deborah Jenkins. Local musician and artist Laura Teasdale has also been visiting weekly to host a Song Writing Workshop. With the support of RK Foundation, these songwriters will be professionally recording their songs this spring, 2024. Calls are being sent out for Volunteer Singers/musicians (Residents, volunteers, staff, family, and friends) – anyone wishing to be involved are welcome to join in. We are really excited to share these tunes when they are complete!



All Therapeutic Recreation staff continue to expand upon knowledge and learning for working with those living with dementia. All Recreation staff have been trained through <https://DementiAbility.com>, an accredited training designed by Gerontologist, Gail Elliot. And, have completed training in Gentle Persuasive Approach to Dementia Care (GPA) <https://ageinc.ca/>. Recreation staff members have also been involved directly with the JOHSC committee and have received AWARE NS SAFERi Safety Leadership Training.



To support family & visitors with visits to the RK, the Therapeutic Recreation Team created a Meaningful Visits Booklet which is now a part of the Resident Admission Brochure. A digital copy of this handbook is also available on the RK MacDonald Nursing Home website. And, in support of meaningful activity for residents, staff, family, and friends, please see Resource Cupboards which are available in each care area and filled with a wide variety of resources for all to use.

Please see Core Values Video on our RK website which was filmed in late spring, 2023.

<https://youtu.be/NZtin9uHdBw>



Kim MacDonald

Therapeutic Recreation, Spiritual & Volunteer Services



7.6 Education Coordinator - Debbie Horne

As the part-time Education Coordinator, I am excited to support clinical and service excellence here at the R. K. by providing education that focuses on our Mission, Vision, Core Values, and best and emerging practices in geriatric and long-term care. In this new position my primary role is to ensure that annual mandatory education is readily available to all staff, and in collaboration with Senior Leaders, identify, organize, and assist in the delivery of education.

Since April I've been engaging staff in conversations to get an understanding of what the barriers are to completing required education. The next step will be to remove those barriers in making education accessible, fun, and enjoyable. My outcome measure is to increase mandatory education participation to a minimum of 60%, by December 31, 2024.

In the bigger picture, I look forward to working with Senior Leaders and staff to develop a manageable education strategy that not only enables all staff to complete the required education, but also enables our staff to grow professionally and personally.

I look forward to supporting and contributing to the ongoing learning experience here at the RK!



Debbie Horne, Education Coordinator



7.7 Melissa Arnott, BSW RSW

Working as the social worker at the RK continues to feel like an amazing gift and this past year has been no different. I have enjoyed welcoming 53 new residents and their families to the RK and hope that I have helped them feel more comfortable and supported during what can be a difficult and scary transition. I also had the opportunity to participate in a number of relevant education sessions including becoming certified in Mental Health First Aid and PIECES, both of which will better equip me to support our residents. In speaking with residents, particularly our newer residents, I am hoping to start a regular check in style support group for folks to meet and chat about the impact of transitioning into long term care and lean on one another for that support. As social work is still a fairly new role to the RK, I am always open to feedback and suggestions from residents, families and staff on ways I can be most helpful.



Melissa Arnott, BSW RSW

~People will forget what you said, people will forget what you did, but people will never forget how you made them feel~ - Maya Angelou



8. Meet Some Of Our Staff

Meet Our Staff





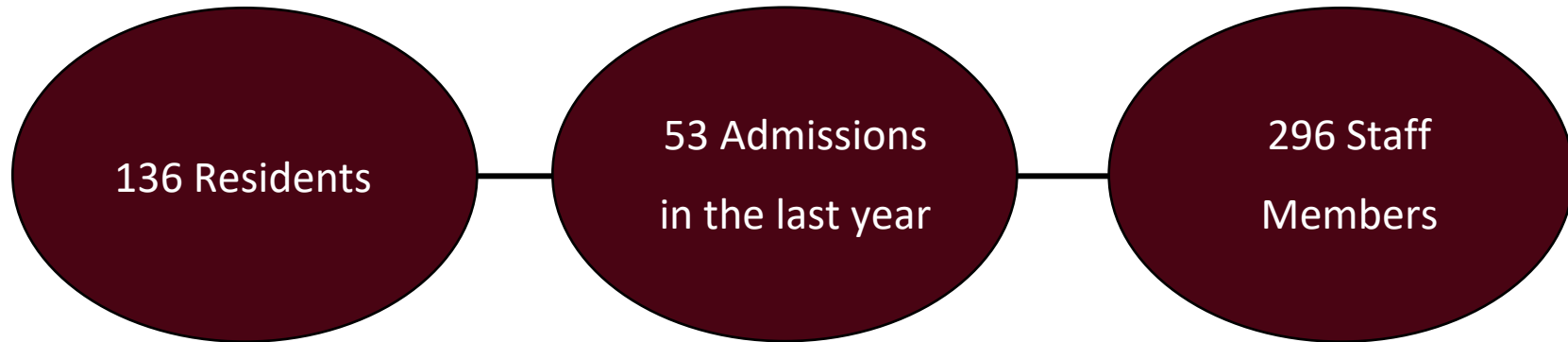








9. Did You Know





Dietary serves
12,648 meals in a
month (Over
151,000 in a year)

Laundry
completes 837
loads per month

RN's & LPN's
dispense 2,041
meds per day
(63,271meds in a
month)

ABOUT THE RK:

- 1958 Congregation of the Sister's of St. Martha – RK MacDonald Guest Home
- 1970 Incorporated under the Municipal Housing Corporation Act In the Fall of 1970
- Owned by the Town and the Municipality
- 1971 – added Martha's Place – Home to 25 residents
- 2011 – added the Cottages – Home to 23 residents
- RK Corporation: Board of Directors consists of four (4) members each appointed from the Town of Antigonish, Municipality of the County of Antigonish and the Congregation of the Sisters of St. Martha
- Not for Profit Organization
- Responsible to the Dept. of Health and Wellness and Seniors and Long-Term Care



10. 30th Anniversary for the Foundation

What a milestone! Happy 30th Anniversary!

It gives us great pleasure to express our congratulations to the Foundation's former and present Board of Directors.

The early beginnings of "Friends of the RK Society"- established in 1992. Marie Cormier was credited with developing the Society as she was a frequent visitor and volunteer at the nursing home. The society consisted of 15 members from the community of Antigonish whose mandate was to raise funds to purchase such items that would add comfort and pleasure for the residents in the nursing home. A number of annual fundraising events took place such as annual bake sales, pancake and brunch, Christmas house tours, charity concerts and Victoria Day tea. The funds raised were used to purchase such things as wheelchairs, walkers, alterations to the balcony in the chapel, installing safety glass so that residents in wheelchairs could see the altar better and the creation of a memorial garden.

The activities of the Society enabled the development of a favorable environment for the present Foundation.



R.K. MacDonald Nursing Home Foundation

In 1994, the Society became the R.K. MacDonald Nursing Home Foundation and was incorporated on August 9th ,1994. The Board is made up of volunteers from both Town and County of Antigonish. The Board is committed to the mission of the R.K. MacDonald Nursing Home in "providing dignified and excellent care in a home like environment that enables all people to live full and abundant lives". In 1997, the annual Lights of Love Christmas Tree fundraising campaign began and has become the one major fund-raising event for the Foundation. The money raised by the Foundation has supported the creation of many projects over the past 30 years such as



the RK Pavilion, the dementia-friendly healing and sensory garden, arts and music programs, creation of family room, Matt alarms, recliner chairs, blanket warming units and horticulture projects.

The RK MacDonald Board of Directors extends a heartfelt and profound gratitude to the Foundation and former Society, for their commitment and volunteer contributions to support projects over the years for the residents of the RK MacDonald Nursing Home.

The Foundation has raised just shy of \$1,000,000.00, over the past 30 years.

We also would like to extend an enormous thank you to the donors who have supported the Foundation's fund-raising projects over the years. Your ongoing generosity has made many projects possible for the pleasure and enjoyment of the Residents.

On behalf of the R. K. Board of Directors Congratulations on your incredible success!

Camilla Benoit, Chair of the R.K. MacDonald Board of Directors

Credits to Marian MacLellan Secretary of the Foundation







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