



Continuing Care Council

YEAR IN REVIEW

Tuesday, May 28, 2019

The following document has been compiled to supplement the presentations given at the Continuing Care Council 2018-2019 Business Assembly. The work outlined below is representative of several key projects/initiatives from the past year to 18 months but is not an exhaustive list of Council's work.

Member/Sector Representation

PRESENTED AT THE NSHA SPRING FORUMS 2018

Council representatives from the long-term care, home care, and ARC/RRC sectors were asked to present at each of the four NSHA Spring Forums held across the province in 2018. Panel presentations focused on access and flow, and on gaining a better understanding of the different sectors and their clients. The key themes presented by each sector included:

- Who they serve
- Myths and realities
- Largest challenges to transition
- Facilitators in transitioning along the continuum
- What they need from other program areas
- Where they can help other program areas
- Their top priority for collaboration and change

The overall feedback gathered from the panel presentations at the Spring Forums was positive. Council continues to work with NSHA around planning next steps.

LTC WORKING COMMITTEE REPORT (FORMERLY NSNU BROKEN HOMES REPORT)

The LTC Working Committee was comprised of representatives from NSNU, employer groups, NSHA, and DHW. The committee was Co-Chaired by the HANS President/CEO and the NSNU President. The LTC Working Committee Report (formerly the NSNU Broken Homes Report) was finalized with recommendations around 5 key themes:

1. Implementation of interRAI LTC Facility Assessment
2. Increased utilization of NPs in LTC
3. Retention and recruitment through orientation and education
4. Establishment of specialized units/centres of excellence
5. Provision of training/improved communication to improve workplace relationships

The Minister accepted all recommendations and we are pleased to see some of that work being actioned through the Workplace Safety Action Plan and the recent announcement regarding interRAI implementation for long-term care in Nova Scotia. Council advocated for this for many years and HANS was invited to include a quote in the DHW press release.

RESPONDED TO LONG-TERM CARE EXPERT PANEL REPORT & RECOMMENDATIONS

Council submitted a response to the LTC Expert Panel Report to the Minister of Health and Wellness. The response included commentary on some specific recommendations and considerations that should be employed in designing the plan to move forward and strongly highlighted some fundamental key messages, including:

- Long-term care providers in this province are committed to working towards a sustainable future where residents live in a comfortable, safe and social home – valued and respected – and where employees have a quality of work life that is meaningful and rewarding.
- Many of the panel’s recommendations are solutions that providers have been proposing for several years and Council was pleased to see the sector’s knowledge, expertise, and experience reflected in the report.
- There is a need for a long-term vision and strategy for long-term care that will inform strategic planning and targeted investments in infrastructure and equipment and, ultimately, a plan that would help facilities move towards that vision.
- The Report of the Expert Panel on LTC represents a positive step forward; however, a sustained commitment to implementation and to make strategic investments in continuing care to address the funding and resource challenges the sector has faced for years is critical to obtaining improvements.
- The timely development of an action plan with defined timelines, accountabilities and targeted funding is important to ensure successful implementation of the recommendations.
- It is critical that the long-term care sector is represented on the proposed arms-length committee from government, that would be established to monitor the LTC system and ensure these recommendations are being acted upon.

FACILITATING COLLECTIVE ADDRESS TO SYSTEM ISSUES

Susan Stevens, Senior Director of Continuing Care at the NSHA, joined Council's January 2019 meeting to provide updates on their recent work and potential future projects. A 10-item Action List arose from this meeting, including work related to the following:

- Establishing a working group to understand LTC refusals and resulting challenges
- Discrepancies between licensing requirements and DHW continuing care policies
- Improvements to Discharge Planning
- AP Assessment Delays

ADVOCATING FOR OUR MEMBERS

Part of Council's mandate is to actively advocate on behalf of the sector(s) we represent and to facilitate the development and implementation of collaborative, evidence-informed solutions to system challenges among providers, government and NSHA, as appropriate. The following list outlines just a few of the issues Council has been advocating for over the past year:

- Finance and Resource Challenges
- Complexity and Acuity of Care; Responsive Behaviours
- Management Compensation – Compression/Inversion
- LTC Wait List Data
- Other Emerging Issues

Policy Work

REQUESTED A REVISED PHLEBOTOMY MEMORANDUM OF UNDERSTANDING (MOU)

In 2017, new stipulations for collecting blood and urine in long-term care homes concerned some Council members. In partnership with NHNSA (formerly CGO), Council raised their concerns to NSHA regarding ensuring adequate resources, maintaining a patient-centred approach, specifying what training is required, and ensuring that DCS organizations are fully informed as well. A revised MOU was completed following a call held with Council and NHNSA representatives in March 2018, and it does appear that the above concerns were addressed in the new contracts. There will be an ongoing need to monitor the additional costs and increase in expenses over the coming year so that conversations around budgets and funding can be had with the DHW if necessary.

FORMED POSITIVE ATTENDANCE STEERING COMMITTEE

Through the use of the Collective Impact Framework approach as a foundation, Council formed the Positive Attendance Steering Committee to look at the root causes of, and identify holistic approaches to, address the issue of employee absenteeism and positive attendance. The group has representation from the long-term care, home care, and ARC/RRC sectors, as well as DHW, DCS, NSHA, and WCB NS. The group is continuing to

work on focusing their common agenda around employee engagement and retention, and workplace safety. Research has been conducted to identify the current trends for workplace absenteeism and workplace safety culture, which will be used to advance the agenda and inform future pilot projects.

FORMED LTC STRATEGIC FINANCIAL PLANNING WORKING GROUP – REPORTING AND DATA COLLECTION SUBGROUP

The Reporting and Data Collection Subgroup was formed to develop methods that enable more relevant and consistent financial reporting across the LTC sector. More specifically, the group serves to develop standardized expense codes, definitions, and a consistent reporting tool; identify relevant statistical and financial indicators so that reliable data is available to inform decision making by both the sector and DHW; and develop a reference handbook for use by finance directors.

The following is a list of completed work to date:

- A chronological inventory of financial projects dating back to the 1980s was developed and reviewed.
- Sent out a communique in October to inform sector of the work being done, and what will be needed of the sector.
- Articles containing ratios used to help measure the financial health of not-for-profit organizations were discussed, and those useful to LTC were identified.
- A balanced scorecard containing a list of financial indicators was reviewed, and several indicators were identified as important for the sector to track.
- Chart of Accounts has been drafted.
- Expense codes and definitions for the clinical piece of the balanced scorecard have been drafted.
- DHW financial services balanced scorecard has been drafted and will be presented to the sector for review when complete.

PARTNERED WITH HANS CLINICAL ENGINEERING STAFF TO DEVELOP SPECIFICATIONS FOR LTC BEDS

Council and Diverse Abilities NS are supporting the development of safety specifications for LTC beds. A working group was developed and led by HANS Clinical Engineering Team. The work is close to completion and an update will be shared with the sector in the near future.

PRODUCED SHARED SERVICE/RESOURCE MANUAL

In 2017, with direction from Council, HANS produced a document containing a compilation of shared service and other cost-saving opportunities for the LTC sector, included MASH Sector Agreement information. Some of the MASH agreements have either expired or are due for renewal, so HANS is working with government to update the *Purchasing and Shared Services Opportunities* Resource Binder. Once complete, the Resource Binder will be shared with members.

Mission

To be a meaningful and influential vehicle for positive change in Nova Scotia’s continuing care sector through collaborative action and knowledgeable leadership.

Vision

Continuing care excellence.

Values

- Quality - aiming for excellence in continuing care service delivery;
- Collaboration - effective partnerships with key stakeholders to achieve best results;
- Communication - proactive and effective communication to and from member organizations and other stakeholders;
- Evidence - advocacy and decisions based on available qualitative and quantitative evidence;
- Accountability - setting expectations, monitoring performance, reporting on outcomes, and demonstrating value.

COUNCIL MEMBERS AS OF MARCH 31, 2019

JOSIE RYAN (CHAIR)
NORTHWOOD

JOYCE D’ENTREMONT (VICE CHAIR)
MOUNTAIN LEA LODGE/THE MEADOWS COMMUNITY

LISA BECKWITH
WINDSOR ELMS VILLAGE

MILLIE COLBOURNE
BRETON ABILITY CENTRE

SHARON CRANE
CAPE BRETON COUNTY HOMEMAKERS

JEFF DENSMORE
VON CANADA – NOVA SCOTIA

ROBERTA DUCHESNE
HARBOURVIEW LODGE

DENISE HALLORAN
GUYSBOROUGH COUNTY HOME SUPPORT AGENCY

TAMMY MACKENZIE
MACLEOD GROUP

DANA POWER
SHANNEX HEALTHCARE INC.

CHRISTA QUINN
CLOSING THE GAP HEALTHCARE

ANTHONY TAYLOR
OAKWOOD TERRACE

JANET WATT
VON COLCHESTER EAST HANTS

CARSON SAMSON
RICHMOND VILLA

The Continuing Care Council is here to represent sector needs and issues that have an impact on member organizations. An important part of that mandate is keeping members informed of Council’s activities and seeking your input, comments, and suggestions on a regular basis. If you have any questions or concerns, please contact a Council representative or Health Association Nova Scotia Member & Partner Engagement staff.