



# **North Queens Nursing Home**

## **Strategic Plan 2021-2025**

**A MESSAGE FROM THE EXECUTIVE DIRECTOR**

Dear NQNH friends,

I am pleased to share the strategic plan for North Queens Nursing Home. This plan will be our guiding force for the next five years. It has been developed in conjunction with the leadership team and Board of Directors with input from staff, management, families, and volunteer stakeholders and partners.

We have updated both the vision and mission for North Queens Nursing Home, as well as our core values. This is not to replace what we have done for the previous strategic plan but rather to build on and grow from where we were. The desire was to develop a plan that captures what we do, what we want to do, with a clear direction for our future.

Thank you to all who shared your thoughts into this new strategic plan. We appreciate your feedback and your voice in our future.

Sincerely,



Lisa Gallant  
Executive Director

## **EXECUTIVE SUMMARY**

The previous strategic plan for North Queens Nursing Home was in place from 2015-2020. Early in 2020 planning was underway to revise the strategic plan, including our vision, mission and core values. With modifications due to the pandemic, communications were elicited to gain input from our staff, our families and our partners and stakeholders.

Additionally, influences on North Queens Nursing Home – both internal and external – were reviewed. This allowed for consideration of factors that may affect North Queens Nursing Home as we move forward, and that may have an impact on our areas of focus.

Together this information has been applied to develop our 2021-2025 strategic plan. The vision, mission and core values have been revised. From this, our areas of strategic focus were determined, with goals and measurable outcomes established.

### **VISION**

Providing quality of life through long term care excellence.

### **MISSION**

Our promise to the residents and families to provide the highest standard of care in a comfortable, safe, home-like environment.

### **CORE VALUES**

Respect, Accountability, Resident Focus, Compassion, Safety, Quality Care

### **STRATEGIC FOCUS**

1. Quality care to our residents
2. Enriched engagement for residents and staff
3. Enhanced communication and collaboration
4. Well-being for all

## **BACKGROUND**

North Queens Nursing Home was first opened in 1938 as the Wright Nursing Home to care for the citizens of Caledonia. In 1944 it became a Cottage Hospital, primarily dealing with maternity cases coming from the surrounding area who wanted to give birth closer to their home. From these beginnings, North Queens Nursing Home evolved into a Home for Special Care with the capacity for forty-three residents and one respite bed. North Queens Nursing Home is a non-profit organization, governed by a Board of Directors.

We believe that aging is a developmental process in the total span of life and that an older person has a purpose and potential for growth. The administration and staff of North Queens Nursing Home foster the belief that an individual's quality of life should be maintained at their optimal level while ensuring that their medical, social, physical, psychosocial, and spiritual needs are fulfilled. In other words, North Queens residents have the right to the opportunity of living a lifestyle which permits them to do as much as they can, as well as they can, for as long as they can.

## **STRATEGIC PLANNING PROCESS**

Strategic planning began early in 2020. The leadership committee held a strategic planning session, at which ideas were generated and discussed on the vision and mission. It was agreed that it was an opportune time to redefine both our vision and mission. At subsequent strategic planning meetings, drafts were prepared, outlining a new vision and mission, and from there redefined core values were drafted. At this stage, the drafts were presented to the Board of Directors, to ensure it was an appropriate path to pursue.

Due to restrictions arising during the pandemic, focus group meetings could not be held to gain input from staff, families and partners. In lieu of this, communication was distributed through a survey eliciting input on the draft vision and mission, and selection of core values. The responses were compiled and reviewed by the leadership committee at a further strategic planning session, at the beginning of 2021. The drafts were finalized, the strategic focuses were determined and goals and outcomes were outlined. This formed our draft strategic plan, for 2021-2025, presented to the Board of Directors in January 2021.

The strategic planning process began in January 2020, finalized in January 2021. This process allowed for time to review, reflect and carefully consider our directions.

## **REDEFINING THE VISION, MISSION AND VALUES**

Redefining our vision, mission and core values allowed an opportunity to reflect on where we are, what we do and where we want to be and to have this clearly and simply defined.

### **VISION**

Providing quality of life through long term care excellence.

### **MISSION**

Our promise to the residents and families to provide the highest standard of care in a comfortable, safe, home-like environment.

### **CORE VALUES**

<b>Respect:</b>	We create an environment where civility, caring and kindness are the norm. We understand and appreciate each other's perspectives, accepting that our differences make us whole.
<b>Accountability:</b>	We are responsible for our actions, maintaining our integrity and acting responsible at all times, gaining trust through honesty and transparency.
<b>Resident Focus:</b>	The residents are the focus of all that we do; we honor their dignity at all times.
<b>Compassion:</b>	We demonstrate empathy to each other, creating a warm and welcoming environment.
<b>Safety:</b>	Safety is the foundation of our policies, practices and actions.
<b>Quality Care:</b>	We deliver care of the highest standard, maintaining best practices for those we care for.

## **INFLUENCES ON NQNH**

In redefining our strategic focus for the upcoming years, it is important to consider any internal and external influences on North Queens Nursing Home. These influences may have an impact on our actions, our policies and our directions. Various potential influences were determined that may impact our facility.

### Rural Community

North Queens Nursing Home is located in the rural community of Caledonia, Queens County, Nova Scotia. Being in a rural location often poses unique or increased challenges compared to more urban locations. Access to services is limited, travel distances are increased, and recruitment and retention of staff can be difficult. Rural communities exhibit a unique culture.

### Budgetary Constraints

North Queens Nursing Home is funded by the Department of Health and Wellness. Maintaining standards and desired expectations can be challenging with limited finances.

### Human Resource Limitations

The healthcare sector is currently facing challenges in recruiting and retention of qualified staff. It is a challenge we have faced for some time. Our rural location has added to this, increasing the challenge.

### Changing Resident Demographics

With the improvements in access to supports, seniors are staying in their homes longer. While this is a welcome change to our elder population, at the time a long term care facility is needed, the individuals are presenting with advanced needs and often co-morbidities. Our resident demographics have been changing and will be expected to continue to change as a result of this. The impact has resulted in advanced care needs and unique challenges.

### Vulnerability of our Resident Population

Our resident population, because of their age, frailty, physical and cognitive abilities are considered a vulnerable population. This vulnerability leads to increased safety and security needs, as well as the advanced emotional support. Building a safe and trustworthy environment is crucial.

### Perception and Expectations of Long Term Care

Long term care facilities are often portrayed negatively in the media. This negativity can result in misinformed and inaccurate assumptions by residents, families and staff.

**STRATEGIC FOCUS**

1. Quality Care to our Residents

Goal 1) Resident focused

Goal 2) Enriched quality of life

Goal 3) Developing and maintaining safe environment

As described in our vision and mission, we are dedicated to providing quality care to our residents. Our residents are the focus of all that we do. We strive to meet their physical, emotional, intellectual, social and spiritual needs, thus enriching their quality of life. We are committed to safety, to reduce risk to both residents and staff.

MEASURABLE OUTCOMES		
TARGET	INDICATOR	REVIEW FREQUENCY
10%	Reduce incidence of resident falls with injury as percentage of total falls	Quarterly
0%	Maintain incidence of facility acquired pressure injuries at stage 3 and stage 4	Quarterly
100%	PPCA allegations investigated are unfounded	Annually
100%	Residents respond at 'good or above' to satisfaction survey #4) <i>How satisfied are you with the staff's professionalism, competence, knowledge, and ability to provide excellent care?</i>	Annually
100%	Family respond at 'good or above' to satisfaction survey #2) <i>How would you rate the treatment and care your family member receives from staff members?</i>	Annually
100%	Residents respond at 'good or above' to satisfaction survey #11) <i>You have the right to feel safe in your home. Do you feel safe?</i>	Annually

**2. Enriched Engagement for Residents and Staff**

Goal 1) Meaningful activities and opportunities are provided for our residents

Goal 2) Supported and empowered staff

Goal 3) Resources are maximized for best results

Providing optimal quality care to our residents includes ensuring they are content, being engaged with meaning and purpose. Likewise, we want our staff to want to work at North Queens Nursing Home – they need to have the education, tools and resources to deliver the care we expect.

MEASURABLE OUTCOMES		
TARGET	INDICATOR	REVIEW FREQUENCY
100%	Residents respond at 'good or above' to satisfaction survey #10) Being content includes not feeling bored, lonely or helpless. How would you rate how content you feel?	Annually
80%	Employees respond at 'agree or above' to feedback survey #18) <i>I have the resources I need to do my job effectively.</i>	Annually
80%	Employees respond at 'agree or above' to feedback survey #24) <i>I feel supported in my role.</i>	Annually
90%	Optimizing allocation of funds – expenditures on target with budget	Quarterly

**3. Enhanced Communication and Collaboration**

Goal 1) Meaningful and timely communication

Goal 2) Multidisciplinary care approach to support our residents

Goal 3) Strong and supported professional relationships

Effective communication is essential, ensuring the right communication is shared with the right people at the right time. Being open, honest and transparent is



crucial for gaining trust and contributes to a respectful environment. Working together and providing support, at all levels, strengthens our team.

MEASURABLE OUTCOMES		
TARGET	INDICATOR	REVIEW FREQUENCY
80%	Employees respond at 'agree or above' to feedback survey #1) My manager encourages us to work collaboratively.	Annually
80%	Employees respond at 'agree or above' to feedback survey #4) There is open, honest and timely communication.	Annually
100%	Residents respond at 'good or above' to satisfaction survey #8) <i>How satisfied are you with timeliness of communication about changes in your care needs?</i>	Annually
100%	Family respond at 'good or above' to satisfaction survey #5) <i>How would you rate the communication to you in regards to your family member?</i>	Annually

4. Well-being for all

Goal 1) Nurture our physical, mental and emotional health

Goal 2) Creating a sustainable work-life balance

Goal 3) Enhancing positive perceptions of long term care

In order to care for others we must also care for ourselves. To be an employer of choice we need to consider and care for our employees. Enhancing the positive perceptions of long term care will enhance the pride we have in doing what we do.

MEASURABLE OUTCOMES		
TARGET	INDICATOR	REVIEW FREQUENCY
90%	Reduction in overtime – overtime hours percentage of previous quarter.	Quarterly
90%	Reduction in sick time – sick time hours percentage of previous quarter.	Quarterly
80%	Employees respond at 'agree or above' to feedback survey #28) There is a pleasant atmosphere at NQNH.	Annually

## **CONCLUDING REMARKS**

We believe this revised strategic plan encompasses the commitment and passion for our team, to lead us in the next few years. It provides an overall direction to us, with clearly defined goals and measurable outcomes. Incorporating this strategic plan into our daily activities and processes at North Queens Nursing Home is critical for the plan to be successful. The plan allows us to focus on what we do, to do the best for our residents, staff, families and volunteers and to be accountable.

A sincere thank you to all who participated in the development of this Strategic Plan.

In addition to all who provided input, I want to express my appreciation for the involvement of the leadership team and the Board of Directors for their planning, discussions and reviews.

The input of everyone involved is much appreciated, and has helped define the plan – our plan – for the future.