



Ocean View



Report to Our Community
2016-17



Ocean View is a community-governed organization in beautiful Eastern Passage, Nova Scotia. It consists of the Continuing Care Centre as well as many community-based programs and services, all of which are aimed at helping our seniors age well in the place they call home.

Ocean View has 176 long term care beds and 1 respite bed. It is licensed by the Department of Health under the Homes for Special Care Act and, as an accredited health care facility, we pride ourselves on the provision of high quality care. Ocean View has been part of the Eastern Passage community since 1967. Originally owned and operated by the Halifax County Municipality, Ocean View now operates as a not-for-profit society under the direction of a Board of Directors with all revenue generated reinvested back into the community we serve.

Ocean View was the first long term care facility in Nova Scotia to achieve Accreditation in 1974, and has maintained this standard of excellence ever since. By voluntarily participating in Accreditation Canada’s program, we evaluate our performance against national standards of excellence. These standards examine all aspects of care, from safety and ethics, to staff training and partnering with the community. We devote time and resources to learn how to improve what we are doing so we can provide the best possible care and service to residents.

In 2013, the Ocean View Board of Directors embarked on an ambitious new strategic plan, “Vision 20/20”. Part of the new endeavor was the focus on serving seniors as they age in their home. Ocean View continues to grow its community-based services, now including the Adult Day Program, the Neighbourhood Program, Advanced Foot Care, and a Lifestyle Assistant.

Mission

To provide comfort, care and compassion for those we serve.

Vision

To be the community of choice for Nova Scotians needing support in a place they call home.

Values: I-CARE

- Innovation
- Collaboration
- Autonomy
- Respect
- Empowerment

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Setting the Tone: Words from our Leadership

I believe that when we are presented with several choices we should pick the one that scares us the most. It's the one that will help us grow. Our year has been filled with choices and each option we've chosen has presented opportunities to learn and grow.

Although presented with some difficult financial decisions this past year, it has enabled us to think differently about how we work to provide care and services for those that depend on us. Our scope of services has steadily increased; we are blessed to be part of the lives of 370 individuals that trust OV to meet their needs and expectations. From clients utilizing our foot care services, adult day services and membership program, to those living in long term care, we've been enriched from those relationships and learned from them.

Government asked us to work differently. We stood up and listened. We

developed a partnership with The Birches Nursing Home in a shared services model and are being enriched everyday by learning from one another on a road not so often travelled in the continuing care industry. Yes, there are takeovers and mergers all the time, but this is a true partnership of two organizations striving to sustain their identity while building on the assets of one another. And it's working!

Our membership program has grown in the community, offering support and savings to those continuing to live in their own homes. Our community partners and vendors have been a huge strength that we've relied on to make this work - thank you!

Our Board of Director's mandate to build our social enterprise remains a strategic focus for all 400+ staff and volunteers working each day to provide the comfort, care, and compassion that

we are known for. This past year saw the development of legal entities that will foster more partnerships in the community, such as the Garden View project on Main Street that we have been so actively engaged in. We've been blessed to be invited to many community tables this past year to foster an integrated way to help seniors 55+ to live well in their own homes. Thanks for the continued trust in us to help build a better tomorrow.

Finally, to our Board of Directors who have the tenacity to be brave in an era of change. You are the driving force behind all our work; stellar and unwavering in your devotion. Thank you to each of you for making it all possible.



Dion Mouland, President & CEO



Greetings Ocean View,

First of all – Happy Birthday! I would expect everyone is quite proud in representing Ocean View during it's 50th year. When we celebrate this special anniversary, we're not cheering for the walls and lights, but for 50 continuous years of caring and compassion. And that compassion comes from each and every one of you. So, the top order here is to thank you and wish a happy birthday to your great work.

For us on the Board, I think we have it easy. We navigate through changes in demands for care, changes in government (or not), financial strain and other factors. We discuss Ocean View's future goals, while reviewing progress on set goals. And while it's gratifying to navigate

through these times, we recognize the tough challenges it places on the staff and volunteers. Such challenges are clearly the hard end of the deal, and we recognize that.

In recent years, you have embraced a new spirit and extended the Ocean View community. Your hard work pushes us far beyond the original 50-year-old building. Your hard work allows people to be cared for wherever they may call home. New challenges have brought new innovations. Those are the 'fun' challenges.

This past year brought with it considerably harder challenges. In response, we made sacrifices and pushed new boundaries. Still, your hard work and compassion continue, first-rate and with a

warm heart. Of course, they do, because you're Ocean View.

Challenges will continue. We are not able to say the hardest challenges are past. But we are confident that Ocean View's mission and values won't waver. Our commitment is a thriving Ocean View community, providing the highest standards of care. And we're confident in your commitment to fulfilling those goals. For that, the Board again says "Thank you".

Best regards,



Jeff Parker, Chair, Board of Directors

Celebrating Our Staff

Stacey Spencer CCA, Shoreside

At Ocean View, CCAs make up the majority of our workforce. With a core team on staff, and more openings being filled everyday, it's easy to see why they are valued by their colleagues, families, and most importantly, by residents.

Stacey Spencer, a CCA on the Shoreside Neighbourhood, decided to work with seniors 22 years ago because she enjoys helping people, especially the elderly. "They're just sweet," she says when she talks about how much she enjoys working with the residents. "The residents you work with become a part of your life. It makes your day when you walk in and see them excited and happy that you are there."

Stacey says the job of a CCA is much harder than she originally thought when she entered the field, both physically and emotionally. "You don't leave it here. The residents become part of your family. If you work 12 hour shifts, you spend more time with them some days than you do your own family." But she says the rewards make it a worthwhile job to do, "How we interact with people can greatly impact their day."

Stacey grew up in Cow Bay and volunteered at Ocean View as a teenager. Nineteen years ago, she officially joined the team and has truly embraced her role. "We are an integral part of the team, delivering the hands-on care and we have the most knowledge about residents in their day-to-day lives. Doctors, nurses, physiotherapists, kitchen staff – they all look to us as a resource. We have all the info they need about each of the residents."

Throughout the years, Stacey has seen a lot of change happen. She is often seen as a great peer and mentor for new staff coming in. "I'm just me," she says, laughing. "I've been here so long, I am just confident in what I teach. I want new people to come and stay, and I remember what it was like. I want them to feel secure and welcome."



Ocean View's CEO Award of Excellence

In keeping with the philosophy of recognizing outstanding staff contributions to service delivery and building the employee recognition program, the CEO developed the "CEOs Award of Excellence". The award is issued to an employee who has been nominated by a manager and colleagues for outstanding contributions to Ocean View in the delivery of its services. The 2016-17 recipients were:



Krista Ball
Food Services

Krista was nominated by co-workers and family members for her compassion and dedication to the residents. Krista knows what each resident likes and ensures their food looks pleasing to the eye. She treats each resident with respect and has a most pleasant, caring and helpful manner. One family member is quoted as saying, "Krista deserves this award because she is always on time with the meals and is very patient when it comes to serving the residents."

Shirley LaFitte
Food Services

Shirley was nominated by her co-workers for consistently going above and beyond to ensure the comfort and contentment of our residents. Shirley demonstrates our mission on a daily basis, caring for residents as though they were her own family; she is always deeply and sincerely concerned about their well-being. She is well known for her positivity, honesty and team spirit. One staff member is quoted as saying, "With a joke, a smile or a kiss, she never misses a chance to make each resident feel special and she does this with each and every one."



Judy Young
CCA, Nursing Services

Judy was nominated by co-workers and family members for her positive attitude, enthusiasm and passion for her work, all of which result in a better quality of life for residents. She treats residents and families with respect and dignity and has an excellent rapport with her co-workers. Judy does her job very well and always takes time to stop and give the residents a hug, sing to them or help them with an activity. One family member is quoted as saying, "There are far too many acts of kindness and empathy that I can list to demonstrate Judy's exemplary and professional caregiving skills."

Congratulations Krista, Shirley & Judy, and thank you for living the values and mission of Ocean View in your work life!

Long Service Awards



Darlene Barkhouse
Environmental Services
35 years



Georgina MacKinnon
Nursing
10 Years



Carol MacPherson
Administration
10 Years



Randy Peach
Nursing
25 Years



Anice Phillips
Nursing
15 Years



Robert Smith
Maintenance
25 Years



Angela Stevens
Nursing
25 Years



Roseanne Young
Nursing
15 Years

Not Pictured:

Christine Henneberry
Nursing
25 Years

Wanda Paul
Nursing
20 Years

A New Way Forward

Although most Nova Scotians have a desire to live at home for as long as possible, for a small percentage, nursing homes are still part of the trajectory of aging. It's a reality. Our long term care center, now 50 years young, has been the cornerstone of the community of Eastern Passage and provides services for nearly 240 people each year.

We have been asking some very difficult questions at OV about the kind of services we want to provide in the long term care home. What do people expect? Are client needs changing? What will be different tomorrow? In 10 years? Those questions have led us to believe that things must change and here's why:

- People are living home longer (that's a good thing)! By the time they move into long term care, they have more health challenges and limitations. Nearly 82 per cent of our long term care clients have significant dementia.



- Our Board adopted the value of "Empowerment" in the last strategic plan; what does that mean for those living in our long term care home?
- Expectations are changing for those

we serve. Cookie-cutter, one-size-fits-all services will not work anymore. Individualized ways of living in the long term care home need to be further developed. People are more diversified than in the past. Families are more engaged, and people want choice and autonomy.



We've been busy understanding the changes that are needed and have developed a pathway forward that assures we have the right staff at the right time doing the right thing in our daily life of long term care. This change has not come without some stumbling, but we believe that the future is much brighter when residents and families are better served with varied choices yet still receiving responsive care. We've built smaller teams of staff that work within clusters of residents. Integrating many disciplines into a team has been fundamental to our success. Our staff have embraced the change and we look forward to a better tomorrow where living and working at Ocean View remains our priority.



Meet

Susanne Landry

Our New Director of Resident Care

With 23 years working in the Nova Scotia healthcare system, Ocean View's newest leadership team member hopes to have a lasting impact on our care team, our residents and their families.

Growing up in Dartmouth, Susanne had always heard of Ocean View and the high quality of care given here. She decided the time was right to join the team after years in the public sector and going through her own experience advocating for a family member in long term care.

"I was very drawn to the community-governed aspect of Ocean View," says Susanne. "I had heard about the community feeling and connection here, and really wanted to get back to that."



Coming into her new role, Susanne knew it was a time of change. She wants to focus on supporting her care team through that; keeping our residents as the core and really building the teams around them. "I see so much potential for when we're able to put all the pieces of the new approach in place – a connected team atmosphere where staff are empowered in their roles and a feeling of being 'at home' for residents and families."

Since starting with Ocean View, Susanne has been busy trying to learn from staff whenever she can. "I value the roles that all people contribute to achieving our goals. I enjoy learning from your experiences and stories – please include me in that whenever you see me!"

Celebrating Our Long Term Care Residents

Phil Janes, Shoreside

For many people, moving into a continuing care centre means a lot of change. But change is not always bad – sometimes it presents new opportunities. Phillip Janes, or Phil as he is known throughout Ocean View, is one resident who has found many ways to make life in continuing care work for him.

“I’ve got a brain and I know how to use it,” Phil says with a smile. At only 55 years old, Phil is considered young to be in continuing care. For some, this could present even more challenges. But Phil takes it all in stride.

A native of Port aux Basques, NL, Phil spent 20 years in the Canadian Navy. During that time, he settled in Eastern Passage and made it his home. He was an avid hunter and fisher, and was heavily involved in Cubs and Scouts with his sons. While Phil’s hunting days may have passed, he still enjoys the taste of some wild game. “Every Saturday I go home and my wife cooks me up the food I like,” he says. “I made a suggestion that they serve the fish here without any sauce on it so you would get the natural taste, and they listened.”

Phil has found ways to fill his days participating in the many recreation activities, but it is the social interactions he really likes. “The sky’s the limit on what I have knowledge on,” he says. “I like to talk to people about just about anything.” And Phil puts all that knowledge to good use by participating in Resident Council meetings and making suggestions to help improve the experience at Ocean View. “I like that I can see when my suggestions become actions.”

With family and friends in the area, Phil often has visitors drop in. But in between those visits, Phil says the staff and volunteers at Ocean View have made it much easier. “They’re easy to get along with,” he says. “They’re all pretty good people. I like to joke around and have fun and they joke back with me.”

Phil’s quick wit means he is always ready with a comeback for those who want to engage in a little banter with him, “I always tell them – if you can chuck it, you better be able to take it back!”



Residents In Action

Residents' Council has continued to meet and be an active part of the Ocean View community over the past year. Residents' Council meets on a monthly basis and is a meeting that is open to all residents. The meeting gives residents an opportunity to voice their suggestions or concerns, and participate in decision making in order to improve the quality of care and services at Ocean View. For residents who attend the meeting, they are able to provide direct feedback and input into a variety of areas and services, some of which include health and safety, programs and services, the environment, menu and meal delivery.

Approximately 15-20 residents and one staff support attend the monthly meeting. The meeting is chaired by the Residents' Council president and staff support personnel. Meeting minutes are posted on the Residents' Council bulletin board, as well as distributed to management and clinicians. Residents' Council also provides monthly communication and information via the Ocean Breeze Newsletter.

Although Residents' Council is only for residents, from time to time special guests are invited to attend the meeting to provide residents with education and information on a specific topic. Over the past year, Residents' Council has hosted various Ocean View staff members at the meeting, some of which include the Director of Resident Care, Dining Experience Leader, Dietitian, Recreation staff, the President & CEO, and Infection Control Manager.

During the past year, Residents' Council has continued to financially sponsor events and activities on a monthly basis. These include: musical entertainment, bingo games, and two computer stations. Birthday cards are also given out each month to residents who are celebrating their birthday. Other special events and projects were also funded throughout the year, such as: Continuing Care Month staff appreciation event (treats & prizes), holiday prize draw for staff during the Christmas season, Callow bus rental for residents to view the Christmas lights throughout the city, treats for staff who dressed up for Halloween, and various other games and leisure items.

While speaking with the current president of Residents' Council, he emphasized his satisfaction with his involvement with Council, saying "I like to go to meetings to be able to learn about what is going on in the building, have input, and make a difference. I feel like I have a voice while I am at the meeting". He believes Residents' Council has continued to have an overall positive impact on the Ocean View community and that "it is important for residents to attend, have a voice, and understand what Ocean View is all about!"



A Family Approach

The following is a report from a family council member, Stephanie Fultz, on her experiences (it has been edited for length and to provide context):

My mother has been at Ocean View since late October 2015. It was our first choice as my father was here 12 or 13 years ago. I have been involved with family council since the very first council meeting. I joined mainly so that I could be involved in what was going on at Ocean View in some way. I relate it to being involved with your child's home and school committee. I work full time, so I cannot be here every day and by being a part of the family council, I feel more connected to what is going on.

Our council has a few areas we've been focusing on. One is putting together a welcome package for the families of new residents. There are several pieces that will go in the package, one of them a resident care diagram explaining the roles of members of the care team. Another piece will be an FAQ. We are also working on information to make family visits more meaningful.

Family Council is also a place to bring forward issues. One issue brought forward was cleaning/buffing/stripping the floors on holidays. This was brought up at one of our council meetings as a problem as there are a lot of visitors on these days. As a result, this no longer occurs.

Being a part of council has helped me understand who does what at Ocean View and who to go to when I have an issue. It makes me feel that I have a voice. I would encourage other family members to get involved. We all need to be involved to ensure the best for our loved ones.

Celebrating Our Volunteers



Susan Towers & Heather McKay, Oceanside Cafe

Heather and Susan both started coming to Ocean View for the same reason - family living here as residents. And when they think about why they continue to volunteer in the Oceanside Café, their answers are equally as similar: the relationships they build with their customers.

Working in the Oceanside Café gives volunteers a window into the lives of residents and staff they may not see in other parts of Ocean View. It's a place where people congregate – staff gather to get their snacks on break, residents find new faces to talk to or items to browse through, and families get that

feeling of an “outing” without having to leave the building.

“It’s heartwarming to see the family dynamic in a different environment,” says Heather. “It’s like an excursion for many residents and families.” Having both worked the old canteen, and been with us through the transition to the Café, Heather and Susan are happy with the progress made over the previous year. With the move from a “canteen” to a “café” way of thinking, both Heather and Susan see more of the needs of the customer groups being met, whether that is bringing in better meal options

for staff, giving back to customers through monthly promotions or sourcing local craft and gift items that are more accessible to everyone.

When she talks about the future of the café, Susan is very clear about her vision, “I want us to be the go-to spot for seasonal items and a destination in the community for local products. I want us to keep trying new things to bring people what they ask for and really make their day.”

Heather and Susan are two of a group of nine dedicated women who run the Oceanside Café.

Volunteer Yearbook

Did You Know? Last year we had **112 people volunteer** with Ocean View. From our board and committees to adult day, to live music and church services, every volunteer makes the days brighter for residents of Ocean View. Thank you to all of you!



Honouring *Hazel Joyce*

Hazel Joyce was awarded the **Sovereign's Medal for Volunteers** at a ceremony in Ottawa in April. Hazel has been a dedicated volunteer at Ocean View for 50+ years. She is an amazing and compassionate volunteer who continues to enhance the quality of life for each resident she meets in so many ways.

The Sovereign's Medal for Volunteers recognizes the exceptional volunteer achievements of Canadians from across the country in a wide range of fields.



Volunteer Service Awards



Linda Negus
5 years



Kathy Pineo
5 years



Eileen Romkey
5 years



Aubrey & Juliette
Dauphinee
5 years



Madeline Young
12.5 years



Chris Cassell
15 years



Mary Evans
16 years



Winnie Roy
41 years



Hazel Joyce
51 years

Not Pictured:

Jeff Parker
5 years

Jamie Young
10 years

Celebrating

Our Community Clients



Jerry & Sheryl Smyth, The Neighbourhood Program

Jerry and Sheryl Smyth moved to Eastern Passage several years ago and fell in love with the community from day one. They decided to do whatever they could to make sure they could enjoy their new home for as long as possible as they aged. Through Jerry's volunteer work at Ocean View they discovered the Neighbourhood Program, a membership program helping those 55+ stay in their own homes for as long as possible.

"Since joining, my wife and I have used a number of services with plans to use others as well," says Jerry. "I use the blood collection service whenever it is required. We've used the cleaning service and on a regular basis, I use the mobile foot care, as

well as the discount at Keizer's Freshmart."

April 1, 2017 marked the one year anniversary for The Neighbourhood Program with 77 members and 36 vendors supporting this movement. Jerry and Sheryl were early adopters and had high expectations for what the program would do for them. So far, they say they have not been disappointed: "I expected to have access to significant discounts from vetted partners, and this proved to be true. Members can also call one number for any service.

Overall, the goal of the Neighbourhood Program is to help those 55+ access the services they

need to live well in their own homes for as long as they want. Jerry and Sheryl advocate for preparing early by joining the program long before they fully "need" it. "We find it easier to live in our own home because we have, over a short period of time, gained many of the answers to potential challenges that we may face as we get older," explains Jerry. "It is fantastic to only have to make one call to one source for all kinds of answers and services, the discounts, the opportunity to connect with others in our neighbourhood. Some members join because they need help at home now, and others, like us, want the peace of mind knowing that they will be prepared for the future."

On the Move: Serving the Community with Mobile Foot Care

Foot care can, to some, seem like a strange line of work to want to do. But for Alison Sanderson and Lauren Butler, the rewards are too good to pass up. “People always said that they felt better after foot care,” says Alison. “I liked that for a little time and with no major equipment, I could make a person feel better.”

Alison, an LPN, has been in the nursing community for more than 40 years, 15 of those as a foot care nurse. Lauren, an RN, retired from her work with mental health patients and wanted to continue to help people. “My own experience with my parents made me realize that seniors need help with Foot Care for many reasons,” says Lauren. “Having healthy feet helps people to stay mobile longer and therefore allows them to stay in their own homes longer.”

Getting foot care service at home is very important to many of our local seniors. Ocean View started its mobile foot care service in 2015. It has quickly grown and this year Lauren and Alison helped 42 community clients throughout HRM, along with all the Ocean View residents they see. “Some of our community clients live alone

and are happy to have a visitor,” says Alison. “Even the folks that are among big families enjoy the attention and on-on-one service that foot care provides.”

“People enjoy being in the comfort of their own home,” adds Lauren. “By having the same nurse visit for foot care they get used to the routine and know what to expect, so any anxiety is reduced.”

When asked why they continue to do this work and what they take away from it, both had similar answers: “I feel honoured that we’re trusted and liked, and that Ocean View’s name is synonymous with those values,” says Alison.

“Also, we foot care nurses have seen a lot of different toenails and people should not feel ashamed or embarrassed to make an appointment with us - we can help!” adds Lauren.



Helping our Seniors Maintain their Homes & Lifestyles

Ocean View’s newest service, the Lifestyle Assistant, launched in January 2017 and continues to build on our strategic priority to build community capacity by supporting community members to stay safe and live well at home. The idea of this service was generated out of the knowledge that one size does not fit all for client needs. Seniors working to maintain their independence in their homes will not always need the same services, and needs can change from one week to the next. The Lifestyle Assistant has been trained to tailor each visit to address the needs of each client.

Our most popular request has been for indoor cleaning tasks, but the services do not stop there. The Lifestyle Assistant can help

with pet care, provide minor food preparation and even act as a companion on outings, the possibilities are endless with this service! Our clients are better served by this flexibility as each appointment can be different than the last, depending on what the needs are in the moment. The service is gaining momentum and in 4 short months we have weekly appointments and regular clients who compliment the quality of work and commitment our staff brings each day. With such a strong beginning we can’t wait to watch this service grow, and continue to expand what we are able to provide to community members.

How Does the Adult Day Program Impact Participants and Caregivers?

From April 1, 2016 to March 31, 2017

28 community clients participated in our Adult Day Program. Below are excerpts from a letter received from Shirley Freeman whose husband attended the program:

“The social interaction and activities helped him maintain his mental and social abilities longer than would other ways have been possible.”

“It allowed me to maintain some of my normal activities and responsibilities outside our home; to see friends, get groceries, go to appointments and much more.”

“Having the break from continual care meant when I picked him up after the program, I was more refreshed, more patient and better prepared to care for [him].”



Celebrating Our Innovations

Jake Harding & Rowena Graham, J-Ro EZ Rest

As Rehabilitation Assistants, Jake and Rowena have access to their fair share of tools help staff and clients. But when nursing staff identified a problem that no real solution existed for, they seized the opportunity to be creative and invented a new product.

The J-Ro EZ Rest is a covered foam wedge specifically calculated to keep a resident lying on their side to allow ease of care without so much strain on staff and residents. While it sounds like a simple solution, the process from concept to creation can be anything but, “It was difficult to find the proper shape, angle, material,” say Jake and Rowena.

In all, it took three months to get the first functional prototype and more than two years to get a marketable product. “First and foremost, we wanted something simple to use, and accessible to staff,” they say. “It had to be inexpensive. It had to keep the resident over in a 90-degree side-lying position. After trying our early prototypes, we realized we needed to find a way to keep it from sliding out from behind a resident. Lastly, we knew it had to be easily cleaned for infection control in a healthcare setting.”

But Jake and Rowena say all the time and effort has been worthwhile and they have big hopes for the future of their innovation. “We designed this product with the healthcare workers safety in mind. It has given us another tool to help solve an identified issue. It has given the staff a tool to make their work less strenuous. And it has given residents increased comfort during care. We would like to see this product be introduced to all areas of healthcare across the province of Nova Scotia and beyond.”



Building Capacity through *Creative Partnerships*

Spotlight on: **The Birches**

Government asked us to work differently and we stood up and listened. In December of 2016 Ocean View developed a partnership with The Birches Nursing Home in a shared services model between two community governed organizations (CGO). The partnership began with the Director of Resident Care role and was joined by shared financial resources in February of 2017.

Unlike a merger, this is a true partnership of two organizations striving to sustain their identity while building on the assets of one another. Working together differently means taking time to

understand how to maximize shared services to deliver quality living to those who reside in both facilities. As independent CGOs with unique organizational structures, this new model presents both challenges and opportunities.

Both organizations experienced growing pains adjusting to the decreased presence of shared roles. Modification and balance is required to manage expectations, the pace of projects, and to support flexibility in meeting the demand of the model's outcomes. This offers opportunity to strategically analyze and amend directions amongst competing priorities, which support broader organizational goals. In the light of growth and possibility, both organizations can see the advantages that are currently present and will

continue to emerge in the future. The shared services model has already created opportunities for consistency in policy development and shared efforts in onboarding new hires. There are many future opportunities to leverage, including infection control supports, staff development and education, fire/safety training, and other departmental management support.

The Birches and Ocean View are excited about the opportunity for efficiencies, shared learning and processes for the day-to-day functions required of a long term care facility. The distinctiveness of this model is the commitment to preserve the unique local identity of two CGOs both highly valued by their individual communities.



Spotlight on: **Garden View**

Innovation for Ocean View has not been limited to the four walls of the Continuing Care Centre. Over the past two years, Ocean View has been working with Garden View Developments Ltd. to help seniors live at home in an environment that supports aging in place at a more affordable rate than the industry norm. This partnership evolved through the work Ocean View has been

doing to enhance Community Capacity Building on its path towards Vision 20/20, and supporting Nova Scotians in the place they call home, wherever that is.

The Garden View housing project is planned for development on Main Street Dartmouth with 40 per cent of the units designed to support seniors to age in place through offering supportive building design, services and affordable rents. This partnership with the Neighbourhood Program will allow Ocean View to provide services to senior

tenants (age 55+) that will help them stay in their home for as long as possible. The design of Garden View will allow many of these services to be provided in an efficient manner, thereby passing these savings onto the community member. We are excited about the possibilities this unique partnership will provide through expanding the scope of the Neighbourhood Program and reaching more community members with the valuable support the Neighbourhood Program can provide.

Balanced Scorecard

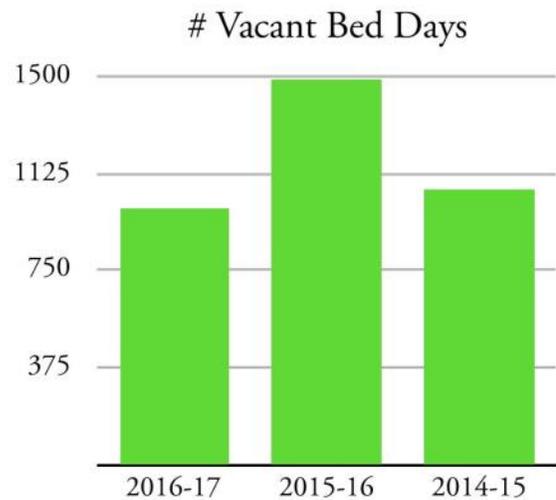
Strategic Priority: Exemplary care in the setting of choice

Strategic Goal: Continuing care clients who are living well in the setting of their choice

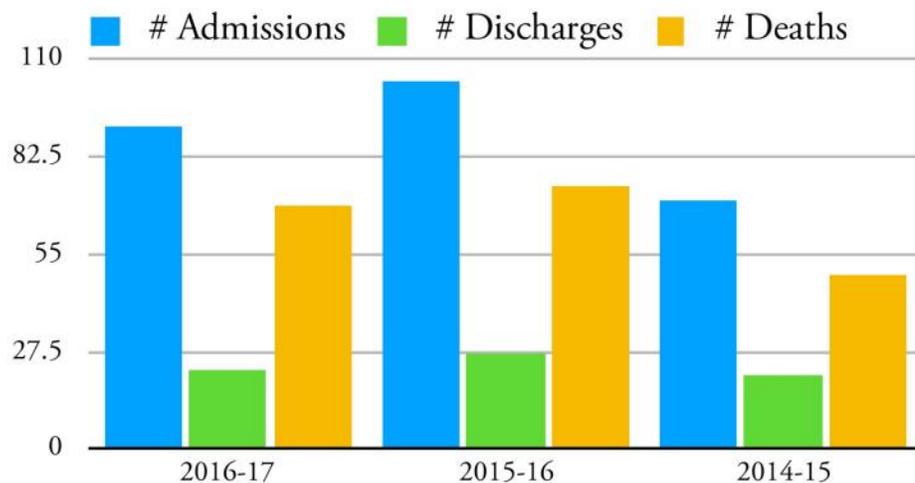
Client-Centred	2016-17	2015-16	2014-15
% LTC Residents & Families who would recommend Ocean View to friends and family who require care/services	87%	100%	97.6%

Efficiency	2016-17	2015-16	2014-15
Occupancy Rate	98.4%	97.5%	98.9%
Respite Bed Utilization	64.5%	48%	50%

Safety	2016-17	2015-16	2014-15
Rate of Falls with Major Injury (LTC)	0.2	0.1	0.1
Rate of Falls (# falls per 1000 bed days)	11.1	9.2	7.5
% Resident safety incidents that led to harm (LTC)	13%	14%	
# Privacy Breaches	0	4	
Infection Rate (LTC)	0.8	1.4	3.1



Accessibility



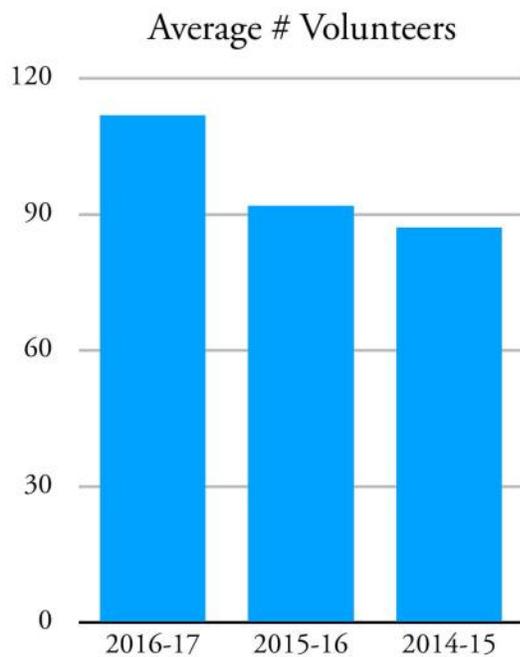
Balanced Scorecard

Strategic Priority: Leadership, Governance, Stewardship

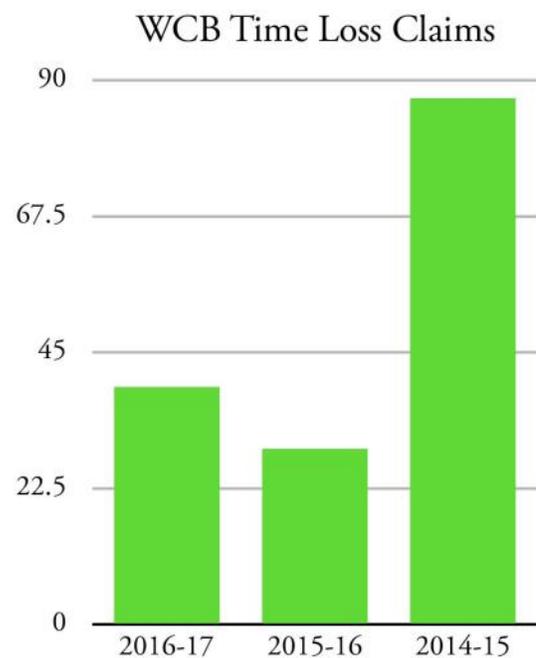
Strategic Goal: Appropriate structure and resources that support success

Effectiveness	2016-17	2015-16	2014-15
Current Ratio	0.93	0.76	0.93
Bad Debt	\$65,079	\$16,338	
WCB Rate for 2017 (per \$100 payroll)	\$6.54	\$5.62	\$5.42

Worklife



Safety

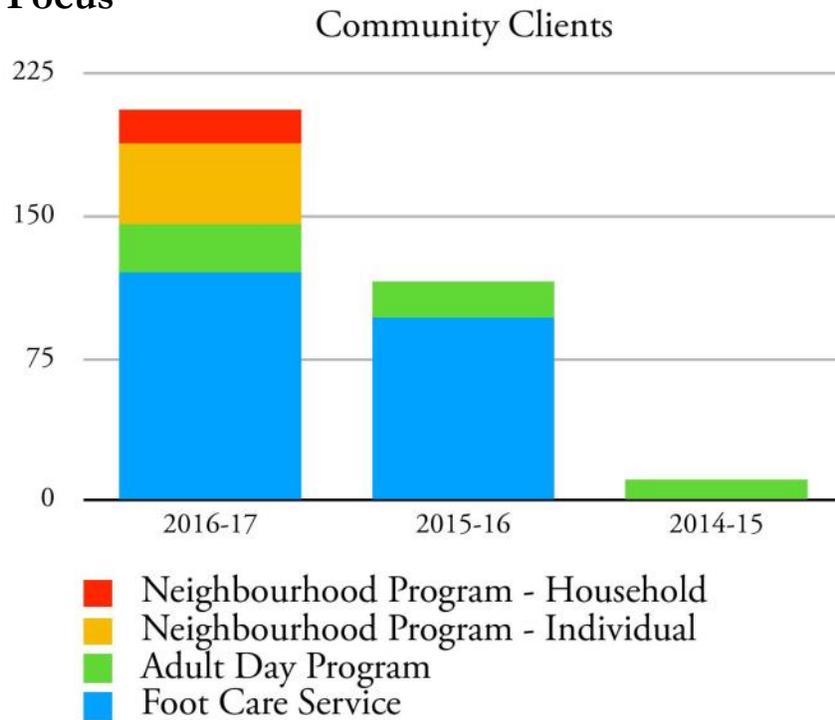


Balanced Scorecard

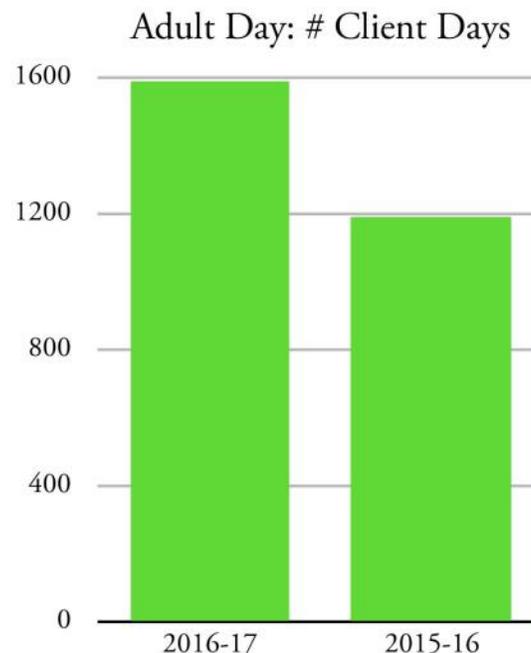
Strategic Priority: Community Capacity (Enterprise) Building

Strategic Goal: A self-generating CC community that enables the ability of all its members to live well and experience a sense of belonging

Population Focus



Efficiency





Ocean View

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