

ANNUAL REPORT

Our History...Our Journey...Our Dream



DYKELAND LODGE
ENRICHING LIVES

WINDSOR | NOVA SCOTIA



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DYKELAND LODGE SOCIETY

The Dykeland Lodge Society was born from a deep devotion and love for giving back and caring for Seniors in our community. In conversations earlier this month with Society Co-Chair, Richard Dauphinee it was evident from the beginning that the Society be a support when needed to the Dykeland Lodge residents. In June of 1994 a group of well-intentioned mixed municipality community members created the Society.

As the years have passed formal municipality member nomination involvement is no longer a guiding principle for Society Board member nominations or involvement. We will be forever grateful for the support from the former four municipalities. The founding Board consisted of nine members, Richard Dauphinee, Garth Hazel, Dr. J.T. Snow, Bob Brooks, David Carmichael, Ernest White, Don Rockwell, Peter Murray, and Eric Boyd.

Richard, Don, and Peter are still serving on the Board today, which is a testament to their truly giving spirit and devotion to the cause.

The Dykeland Lodge Society is committed to keeping residents as safe and comfortable as possible. We would like to thank everyone who worked on our front lines over this past year. We would also like to thank our donors. Your generosity throughout the pandemic and in the past 29 years has made it possible for our team to provide so many well-deserved programs, services, or equipment for our residents to enjoy. You too, are

our health care heroes! Since its creation the Dykeland Lodge Society has supported more than \$110,000 dollars towards resident centered programs, or equipment.

In the beginning the Society received generous bequests from families of former residents in their honor, which helped to grow the Society to what it has become today. In recent years we have globally faced one financial constraint after another due to the challenges of a global pandemic. This makes the donations we have received even more special to our residents, team, and board. The Board meets annually and on a needs basis and is presented with a list of items for the Society Board to review and potentially approve funding for.

Within the next few years as we embark on the design and build of a new state of the art Long-Term Care Facility your support and help will be needed to enhance safety, recreation, and daily living programs. On behalf of the residents past and present we thank you for your thoughtful generosity.

Your support allows us to make improvements and advancements to several programs and equipment areas as highlighted below.

PayPal and cheque payment methods are available for donations. Please reach out by email to info@dykelandlodge.ca

Your Donations Making a Difference

For more information on how you can make a difference and donate please call Administrator, Krista Beeler, or email info@dykelandlodge.ca

Dykeland Lodge with our vast lands and gardens is in desperate need of an appropriate lawn tractor.





Peter Murray Chairman of the Board

Another year passed and along with it came some trying and exciting times for Dykeland Lodge. On behalf of the board, it's my pleasure to first of all thank you all for your amazing work and accomplishments at Dykeland in the past year. Covid, it seems is here to stay and you have all proven that we can fight it the best way we can with dedicated and hard-working staff. But it's not just fighting covid, it's your personal care and dedication to our residents that does not go unnoticed. It's also noted that you are all helping pitch in where needed with extra hours and helping fill in where needed, this also does not go unnoticed and is greatly appreciated in keeping Dykeland functioning smoothly. We also have something to look forward to and that is getting our new facility started! I also thank the board and committee members for their participation and work, especially with the new facility planning and development. We are well on our way and look forward to putting the planning together and also have input from all the staff so we have the best facility for our new Dykeland Lodge.

Thank you again for all your dedication this past year, and looking forward to more development in the coming year!

DYKELAND BOARD OF DIRECTORS

Our Executive Board Members

Peter Murray – Chairman of the Board

Peter has close to thirty-five years with the Provincial Government, mostly with the Provincial Registry of Motor Vehicles as well as twenty-eight years as a Municipal elected Councilor for the Town of Hantsport. He previously was Justice of the Peace for the Province of Nova Scotia and is currently a Commissioner of the Supreme Court of Nova Scotia. Peter has a wide variety of Board and committee experience including, Chair, Public Works Committee for almost twenty years, Board Member, Hants Community Hospital Foundation and of course as the current Board Chair of Dykeland Lodge, where he has proudly sat on the Board for thirty years.

Glenn Robinson – Vice Chair and Audit, Finance, and Investment Committee

Glenn has previous experience with LTC, working as the Director of Finance for Saint Vincent's Nursing Home for 4.5 years, however, the majority of his career was spent Managing Accounting for CKF Inc, which is a Canadian company, serving the entire globe offering a wide range of pulp fiber, RPET and foam products for Packaging, Retail and Food Service. Glenn is also, a member of the Society of Management Accountants of Nova Scotia. Glenn now works part-time at DeMont Family Funeral Home, is a Veteran member of the Windsor Fire Department and currently an active member of the Brooklyn Fire Department. As the incoming Chair of their Finance Committee and Bylaw Review Committee he is working on a revision to the bylaws and Standard Operating Procedures. We are pleased to have him as a member of this Board.

Don Rockwell – Secretary Treasurer and Audit, Finance, and Investment Committee Chair

Don has been a resident and active Community member of Hantsport for over fifty years. He was employed with CKF Inc. in Hantsport for 41 years. He served on Hantsport Town Council as Town Councilor and Deputy Mayor for 21 years, commencing in 1991. Don served a ten-year term, 1978-1988, as chair of the Hantsport Housing Authority during which Jubilee Lodge, a Senior Citizens Housing unit was constructed. Don says, "I am proud to have served on the Board of Directors for Dykeland Lodge for over twenty-seven years. I have been Chair of the Audit, Finance and Investment Committee for many of those years. I also have been a member of the Building and Grounds Committee of this wonderful facility."



Board Members

John Bregante – Board Member and Nominating Committee Chair

Gary Slauenwhite – Board Member, New Build Committee Building and Grounds Committee Member

Dan Boyd – Audit, Finance, and Investment Committee Member

Bob Morton – Board Member and New Build Committee

Our New Board Members

Richard Dauphinee
Jodi Daniels

Retired and Former Board Members 2022-2023

Harold Bulger – Board Member and Building and Grounds Committee Chair – Retired 2023

Randy Hussey – Board Member and Building and Grounds Committee Member (Term ended May 2023)

David Keith – Board Member and Audit, Finance, and Investment Committee Member (Term ended May 2023)

We thank you all for your service!





GIC PLANNING

The board, organizational leaders, staff and strategic guests came together April 21 and 22nd to have a robust and dynamic discussion about the strategic path forward for the organization looking out to the next three years and beyond. The participants in the sessions over the two days were:

- Board Members – Peter Murray, Don Rockwell, Glenn Robinson, Dan Boyd, Bob Morton, Jodi Daniels, Richard Dauphinee, John Bregante, and Gary Slauenwhite.
- Organizational Leaders – Krista Beeler, Brenda Ennis, Charlotte Schofield, Ed Sherman, Charlene, Cole-Beaver, Michelle MacDonald, Dawn Power, Ann Thibeau, Keri Cochrane, and Victoria Gagne and Caitlin Ferreira
- Outside Guests – Donna Hoar, Maureen Connors, Michelle Lowe, and Dr. Wile.
- Facilitator – Lori Anne Jones – Shift Strategies

This session built upon the organization’s 50-year contribution to the community and previous strategic plan, as a reference, and looked towards an excited horizon oriented towards a new facility and leading practice care modeling and health care workforce development.

The session was organized over two segments with a few hours scheduled for the evening of Friday evening on April 21 to build relationships and prime the discussion for the following day. Saturday, April 22, was organized to have a focused discussion about both the strategic landscape and three year focus for the organization.

A key frame of reference for this discussion was to reference the organizational culture discussion against Peter Drucker’s famous line – Culture Eats Strategy for Breakfast. It is important to remember that establishing a culture that supports growth is a crucial success factor for any organization that is on the evolutionary precipice.

In addition to reviewing the overall agenda for the day, we also discussed the social contract with each other for the day and agreed upon the words noted in the above slide to guide our engagement for the day.

The Strategic Planning Canvas was shared in advance of the session, to orient the group the type of information we would be generating from the session. This information is strategically organized to establish an understanding of the current landscape to then create a solid foundation from which to then identify goals and a plan for the future.



Strategic Planning Canvas:			
Fundamental Questions	Who do we serve?	Landscape - BASELINE (1)	
	What impact do we want to have?	3 Cs	Concerns
What makes us special?		Challenges	Ecosystem
		Considerations	Stakeholders
Horizons - S.D.A.R. (2)		Strategic Compass (3)	
Strengths	Opportunities	Values (Our Purpose)	Mission (What We Do and How We Do It)
Weaknesses	Aspirations	Enablers (Key Internal Structures and Systems)	Values (Our Foundation or Anchors)
Strategic Priorities (Our most important work)			
P1			
P2			
P3			
P4			
Fill in (1)(2) for each Strategic Priority			
Initiate Work - We Agree upon 2023 Initiatives Here			



COMING SOON

Our new Strategic Plan will be launched July 2023!

MESSAGE FROM THE CEO



Krista Beeler, CEO

As we emerge from the pandemic, Dykeland Lodge is filled with a renewed passion for our Long-Term Care Sector and those we care for. I am excited to announce that in April of this year our Board and Senior Leadership team worked together to develop our 3-year Strategic Plan with a renewed focus on excellence of care. Through this new strategic direction Dykeland Lodge will continue building on our successes and worked to reimagine how we provide healthcare for our diverse population.

Our new direction has involved a major rebranding, for Dykeland Lodge, which will include a new branded logo, recruitment and retention strategy, website, Facebook, and social media campaign. This has been a labor of love for Dykeland Lodge, and we are grateful for the engagement of our devoted Board, Senior Leaders and employees. Our greatest fortune was to work with the talented Maureen Connors on our rebranding project. Maureen followed our team every step of the way and her creativity and design approach has really hit the mark.

Newly rebranded Dykeland Lodge has several transformational projects on the go that I know will have a significant impact on exceptional quality care, health system integration, training the next generation of health professionals, and charting the course to create a healthier community. My report will highlight some of the amazing work being done by Dykeland Lodge

“You are all our Healthcare Heroes! The hard work you delivered and the spirit you possess keep us viable as an essential provider to our residents. Those same characteristics have brought us through the pandemic—your selfless sacrifice while inspiring and supporting one another—allowed us to go above and beyond as an exceptional team.”

Two years ago, Dykeland began a new journey, a new facility. Our new Long Term Care facility will sit proudly in the gateway to Annapolis Valley, next door to the Dill Farm on College Road. This 144-bed facility will have a private room and bathroom for every resident. The new facility will showcase Danish trends and breathtaking views of the farmlands. Our team and Project Manager have been steadily working behind the scenes to expediate the process and hope to update you in the near future on those plans. The partnership between many other community partners will be crucial as this project continues to move forward and we are excited to have everyone involved.

A new building with increased beds will require a significant investment in our recruitment, education and retention plans for current and future employees. We plan to expand our focus on education, and our building will include space for employee and community education sessions and certification. Dykeland Lodge will continue offering the unique opportunity to train the next generation of healthcare professionals, by providing relevant and much needed specialized training and shift in culture.

Dykeland Lodge is focused on supporting this culture shift through the implementation of a Diversity, Equity and Inclusion Program (DEI) at Dykeland Lodge. Creating a culture of diversity and inclusion can have its challenges, in rural settings. As an organization we welcome the challenge as we know it will strengthen our ability to attract and retain the best



employees. Our gratitude goes out to Mirella Veras for spear heading this project. Phase 1 will begin this summer and we are thrilled for our team.

With these projects, we are taking Dykeland Lodge to a new level. We will continue to strive for impact as we work to complete projects already underway and are excited about the next milestones along our journey. Stay tuned for the unveiling of our Strategic Plan community engagement and feedback opportunities in the coming months.

With the support of our dedicated and compassionate teams, we know that Dykeland Lodge will accomplish great things as we move towards a more integrated health system, providing exceptional quality of care.

We also want to acknowledge and thank our Board of Directors, employees, families, physicians, and volunteers for everything they do and have done to keep our residents safe and cared for. You are all our Healthcare Heroes! The hard work you delivered and the spirit you possess keep us viable as an essential provider to our residents. Those same characteristics have brought us through the pandemic—your selfless sacrifice while inspiring and supporting one another—allowed us to go above and beyond as an exceptional team. Together we have been the glue that has held our fragile system together during the course of the pandemic.



“We are stronger together: Today, tomorrow and forever.”

NURSING

Michelle MacDonald Director of Care



Along with Assistant Director of Care Ann Thibeau, Assisted Director Nursing Keri Cochrane, and IPAC Specialist Manager Kristi Haliburton, the nursing leadership team continues to exercise independent judgment as we work closely to promote quality of care for all. It gives me great pleasure to witness the combined dedication to enhancing independence and dignity.

Education continues to be a significant focus and continues as one of our biggest accomplishments within our department. A committed partnership

“Be the Person You Want To Work with.”

with CBBC Career College allows our team to continuously fill vacant positions and foster relationships in the community. New partnerships with Avon View High School’s options and opportunities public school program, helps students prepare for a new approach to the healthcare sector while promoting learning in the workplace through Dykeland Lodge.

I am very honored to be part of an amazing team at Dykeland Lodge.

More than ever, Dykeland interprofessional team deserves recognition and appreciation for all their hard work over the past several years. The senior leadership team implemented open door policies and provided safe spaces while keeping in mind how actions impact our facility for all members of the team and community. Dykeland prides itself on being a positive experience for our residents, families, employees and acknowledges our “unsung heroes” within our interprofessional team.

The Nursing Leadership Department plays a pivotal role in building and maintaining relationships to provide the best quality of care for our residents.

Dykeland Lodge has always been a strong believer in promoting from within and continuing to generate opportunities for members interested in furthering education and advancing their opportunities. Stepping into the Director of Care role has allowed me to grow in staff development, delegation, and facility operations.

Ann Thibeau Assistant Director of Care



Being a part of the senior leadership team for the past 5 years has been rewarding for me. It has given me the opportunity to advance within my Nursing career, as well as gaining the self-awareness to the growth and development of becoming an effective leader. With recent structure changes to the Nursing Department, I am truly blessed for the recognition and promotion to Assistant Director of Care. My dedication for Dykeland Lodge has been at the forefront, which consists of creating and maintaining a Return – to – Work program for workplace injuries. My goals are to continue to promote, educate, and support a safe work environment for all employees of Dykeland Lodge. I am immensely proud of our Dykeland staff for their efforts in keeping our residents safe.

Dykeland is continuously working towards improving and including new initiatives, moving through the ever – evolving technology phase, we have implemented interRAI assessments for our residents. interRAI assessments are generated in real – time and are designed to be compatible across the health sector. These assessments identify risk(s),



improve continuity of care, promote a person – centered approach and inform care planning by capturing the resident's day to day activities, autonomy, privacy, safety, and comfort. We are pleased to announce we have successfully submitted 111 residents' initial interRAI assessments to CIHI and are now proceeding with the quarterly routine assessments.

As you can imagine, Dykeland Lodge continues to work towards improving past practices with new and innovative initiatives, especially with a new facility. The dedication and commitment from all members of Dykeland Lodge is truly commendable and I am proud to be a part of this amazing Dykeland team.



“The true mark of professionalism is the ability to respect everyone else for their styles and always find something positive in every dining experience and highlight it in your thoughts and words.” – Johnny luzzini.



Keri Cochran, Assistant Director of Nursing

One year ago, I was graciously given the opportunity to step into the role as Assistant Director of Nursing here at Dykeland Lodge. What a year it has been. I am so tremendously proud of the employees, residents and resident's families for their strength and sincere patience and resiliency shown throughout the outbreaks 2022 presented us with.

As the Assistant Director of Nursing, I oversee staff and residents of Young Park and Burden Lane. I am responsible for ordering the inventory and nursing supplies for the entire facility, while operating within the budget. I work collaboratively with the Continuing Care Admissions team as I am responsible for all Resident Admissions to Dykeland Lodge.

In my role, I strive to maintain good communication, compassion and presence for our dedicated staff and residents. I believe collaboration between the Nursing and Senior Leadership Team is an essential part of maintaining great leadership. I am extremely lucky to have that here at Dykeland Lodge. I could not be prouder to be part of such a strong, dedicated group of individuals here at Dykeland and I am sincerely honored to be a part of it.

This past year I have had the privilege of receiving my certificate from Saint Mary's University in the Executive Professional Development of Skills for New Managers where I have been able to build on the competencies needed to succeed in my management career. I look forward to continuing my education this year by taking 'Developing Managerial Effectiveness' and 'Essentials of Managing People' with the Sobey School of Business.

I look forward to the year ahead as I strive to gain more skills, achieve career success and further my professional care.

If you can dream it, you can build it. If you can build it, you can live it. – Pam Moore



Kristi Halliburton, Infection Prevention and Control Manager

I am excited to be joining the exceptional team at Dykeland Lodge as the IPAC Specialist Manager. I moved into the role in late March 2023 and I am looking forward to the upcoming year, learning from the past and moving towards the future as we learn to live in our new post pandemic world. Having over 15 years of Emergency nursing experience has taught me to see the whole picture, while prioritizing problems, utilizing my critical thinking skills to make decisions, and easily communicate in even the most difficult situation. These abilities along with my organizational skills and capability to think outside the box will help me while adapting, updating, and simplifying policies and procedures pertaining to infection control and wound care for the facility.

I am also excited to share my love and knowledge of nursing. A mentor once told me that if you can't explain something simply, so a child can understand, you don't know it well enough yourself. I have followed this philosophy throughout my existence in both my professional life and community volunteering, learning from those who know, and teaching what I do. I believe that policies only work if they are understood, make sense and are easy to follow. While following the provincial health guidelines and working with

COVID/ UPDATE



the science and research that has already been founded, I'm hoping to simplify and streamline our policies to do just that.

I believe that collaboration and teamwork are vital to success. I'm looking forward to continuing the exceptional work that has been done thus far regarding our pandemic response. With ongoing immunizations, frequently changing guidelines and continued infection control measures, I look forward to working together to continue to make Dykeland Lodge a happy and healthy environment for all staff, residents, and visitors.

"When you're a nurse you know that every day you will touch a life or a life will touch yours."

VACCINE



Covid Memorial Thumbprint Tree. All employees who worked through the pandemic left an impression of their thumb print and name. The commemorative Canvas will be proudly displayed in our building."



DENMARK DANISH ELDERCARE



Nordic Wellness Egg, provides reduced stimulation or a quiet space to enjoy your favorite music

In late fall of 2022, our Senior Leadership team had the incredible opportunity to attend a Danish Eldercare Tour, consisting of educational conferences and meetings with Architects and Designers, in Copenhagen, Denmark. The Tour was arranged by the Danish Trade Council, Royal Danish Consulate of Canada and was attended by a number of colleagues from Nova Scotia. This experience provided our team with state-of-the-art design and care philosophies to carry forward into our new Long Term Care Facility.

The Danish approach to elderly care has long been viewed as the best in the world. The Danish perspective

is one of dignified elderly care. The focus is on meeting the challenge of an increasing number of elderly people while providing world leading care and engagement for their citizens. Many of the strategies used highlight design efficiencies and enhanced engagement models of care. Elderly citizens are empowered to stay in their own home for as long as possible and in Denmark Municipalities are responsible for the comprehensive services to support elderly citizens. Preventive home visits focusing on early detection of illness to avoid hospitalization stays has been key. This model has built an overwhelming feeling of inclusive community for all ages.

Once citizens are ready for Long Term Care, they do so having come through a process that protects their dignity and independence. The bond formed between our Danish colleagues and Nova Scotia will be long lasting, as we can continue to learn from one another.

Here are a few quotes for our Senior Leadership team.

“Focus is on allowing their citizens to live a fulfilled and meaningful life. Their technologies are Built around the needs of the citizens first”
Michelle MacDonald, Director of Care
“I was most impressed with the manufacturing technology tours. The tours showcased all the

ARK ELDER CARE



Guilmann Innovation devices liked H trach ceiling lifts, washroom aides, and wheelchair biking attachments were a few of the items we trialed on this tour

Kloslengarden Nursing home was built around an existing church to provide a cost-effective community solution that utilizes that facility for community activities such a Sunday Services as well are regular Nursing Home Recreation or community programs

safety requirements and how the technology keeps the user safe” Ed Sherman, Director of Infrastructure.

“In Denmark resident choice was protected above all else. Choice and risk were an important part of their philosophy’s success.” Carlene Cole-Beaver, Director of Food Services and Dietician.

“The knowledge exchange with Danish elder care campaigns was remarkable. Having this opportunity to ensure as an organization that we continue to review all leading care modules was of paramount importance. Copenhagen was a start, but as an organization we will continue to explore new

technologies and elder care strategies” Krista Beeler, CEO.

What did we see and what topics were covered?

- Tour of Nation of Health Center
- Elder Care in Denmark-Quality, Dignity and Innovations
- DigiRehab: Leveraging Artificial Intelligence software for better outcomes for seniors
- Tour of Municipality Care Center Kertemide
- Tour of Long-Term Care Facility Breeteparken
- Tour of Long-Term Care Facility Kloslengarden Nursing Home
- Tour of Nordic Wellness Innovation Technologies
- Education Session innovation devices in a Living Lab

- Future of Elder Care
- Nation of Health Center Elder Care seminars of Rehab technologies
- Danish Elder Care tour group from Nova Scotia and Ontario visiting the Municipality Health Center in Kertemide
- Canadian Frailty Statistics

Breeteparken Nursing Home showcasing the efficient space design and natural light brought into the facility.

INFRASTR

Ed Sherman, Director of Infrastructure and Environmental Services



Dykeland Lodge is well underway into a Long-Term Care Facility Development Approval Process (FDAP) Phase 5 of our new 144-bed, \$130 million-dollar Long Term Care Facility. We, along with our Project Management and Archeological teams are in the design phase. We are currently developing functional programs which will define the character, services, scope, function, and space requirements in sufficient detail for subsequent design and approvals.

To aid in the design of the new facility, I was one of twenty delegates from across Canada invited to the Danish Eldercare Tour 2022 in Copenhagen, Denmark. While we were in Denmark, we focused on space design/requirements as well as new opportunities and equipment. We are very excited and are looking forward to implementing what we have learned in Copenhagen while working with the designers and contractors to finalize our design of our new facility this coming year.

Our maintenance team has been very busy working on several projects this year, some of the projects that have been completed during the past year included new cupboards for Snow Haven, 10 new electrical panels, renovating one apartment, finishing installing new handrails in the hallways, installing a new public address system, a new sound system in our Solarium as well as some new equipment in the kitchen and laundry.

I am extremely proud of the dedication of our EVS team in keeping our residents safe. We continually have discussions on developing more efficient ways to do our jobs in ways that meet or work towards our Strategic Plan. Over the past couple of years, we have updated and made several changes to our laundry and housekeeping practices to ensure the best quality of care and cleanliness to our residents and facility. In doing this we have become leaders in several areas; other LTC facilities have come to observe our laundry and housekeeping practices, and some have adopted them in their own facilities.

"Trust yourself and you will have endless opportunities."



STRUCTURE



DYKELAND LODGE
ENRICHING LIVES

FOOD SERVICES

Carlene Cole-Beaver, R.D. Director of Food Services and Dietician



This past year has been a period of growth and challenges. Personally, I have had significant opportunities which have helped my leadership and creative abilities grow and develop. In April of 2022, I attended and successfully completed a certificate program through Dalhousie University called Leadership in Continuing Care Administration. Also, after 3 years of postponements due to COVID 19, I finally had the opportunity to attend a Leadership Retreat sponsored by Gordon Foodservice. This opportunity gave me the opportunity to learn the importance of personal wellness and its impact on being able to successfully lead a team. Finally in November I travelled to Denmark with a group of fellow leaders to learn about elder care in Denmark. Denmark is a leader in elder care. The cornerstones of their care are Quality, Dignity, and Innovation. The lessons learned at this conference definitely supported the beliefs that we hold at Dykeland Lodge and will be built upon in all future endeavors. Lastly, I am very pleased to announce that I have been lucky enough to be given permission to hire a clinical dietitian 2 days/week to assist me with the nutritional care of our residents. This help will be invaluable to our residents as well as myself.

We continued to face challenges over the last year, related to the COVID 19 pandemic. These challenges included increases in food pricing, food shortages and labor shortages. The difficulties with food affected our menu, however, I am pleased to say that despite this we continued to provide nutritious, high-quality food to our residents. As a result of labor challenges, recruitment and retention of staff remained and remains a high priority. We are hopeful that our recruitment efforts will be successful in gaining adequate staff to cover all vacation and holiday needs for the upcoming summer months. I continue to be proud of our Foodservice team and the quality care they provide to our residents each and every day despite any challenges we have encountered. We continue to ensure that the Foodservice staff have their Food Safety training, and we are presently working on having all staff trained in GPA.

The goals for the coming year are:

- To be a valuable member of the design team for our new build.
- To Continue to encourage and support the development of the institutional Cook's course.
- To continue to implement the International Dysphagia Diet Standardization Initiative (IDDSI) and
- To continue to implement the CMM menu program.

This coming year is going to be an exciting time, as the Foodservice staff works together to plan for our new facility and continues to work on Food Service delivery improvements.

Innovative Menu Design for Seniors

The International Dysphagia Diet Standardization Initiative (IDDSI) was founded in 2013, standardizing levels (0-7) to describe texture modified foods to aid in managing safe

nutritional intake for those with dysphagia in all settings. Levels are identified by numbers, color and text names. Standardized testing models are used to determine if certain foods meet the qualifications within categories, ensuring foods are deemed safe for residents on certain textures.

Dykeland Lodge hopes to implement this initiative to help standardize our diet orders, enhancing resident safety.

In collaboration with the IDDSI initiative Dykeland will be piloting an innovative menu project for our seniors.



Caitlin Ferreira

Clinical Dietitian

"The Journey of a Thousand Miles begins with a Single Step."--Lao Tzu



SUMMER MENUS







Dawn Powers, Supervisor

SUPPORT SERVICES

As with other departments within our facility, Environmental Services staff work 7 days a week to help make this home clean, safe, and healthy for our residents, staff, and visitors.

Laundry services are provided to all our residents, this includes cleaning, folding, and labeling of all the clothes and linens. We also have additional laundry machines for families to use to clean delicate clothes or if they just wish to clean themselves.

Housekeeping services are carried out with the intent of maintaining a clean and healthy home. Along with daily cleaning of resident living areas and bathrooms, once a year each resident room is stripped down and thoroughly housecleaned. All our cleaning products are of an environmentally friendly cleaning family with low scent smell to address any environmental illness that residents or staff may have. Every day our staff sweep, and mop, all floors with a cleaning and disinfectant solution. All furniture is dusted daily as well as all telephones, beds, high touch areas, elevators, and common areas are washed and disinfected. General housecleaning of resident rooms will be done annually. At this time, all walls, baseboards, doors, windows, window ledges, light fixtures, furniture, and closets will be washed. Bedside curtains and drapes will be cleaned. The furniture is to be removed from rooms while the floor and walls are being cleaned. All floors will be waxed as necessary.

Our Maintenance staff are present Monday to Saturday to ensure that all equipment is in good working order or provide day-to-day support to keep our facility looking clean and bright.



RECREATION



Victoria Gagne, Director of Recreation

This past year the recreation department has seen the bands and larger groups come back. Our church groups, music groups and volunteers have all started to come back. We are finally seeing the life return to normal after a difficult period during the pandemic.

The recreation department continues to use technology to support virtual visits and including family in memorial services. The care2talk tablet introduced last year continues to be used as new families have purchased them to enable independence with communication between loved ones.

Over the past year we were able to release butterflies, have animals in, go shopping, fishing, bird watching at Smileys Park, go to the causeway to sit outside and have coffee, have music in the garden, Halloween party, St Patrick's Day party and our winter carnival. At all of these events we have been finally able to include family and visitors. As a department we are looking forward to more events that family and visitors can attend with their loved ones. Upcoming events include Historical Society visit, Apple Blossom party, Mother's Day party, shopping trip, and much more. We are also in the process of purchasing an OBI which is a sensory interactive gaming projection. The department has provided 8686 programs and 7758, 1 on 1 visits in the past year.

The department now has 2 full time recreation programmers, we are fortunate to also be able to have Michaela Tracy as a full time Recreation Therapy Associate as well as Mia Clow as a Music therapist three days a week and Ruth Bishop our Chaplain three days a week. The Recreation Therapy Associate is able to assist myself with ensuring a therapeutic recreation approach is taken with both 1 on 1 programs and group programs. Ensuring that the leisure needs of all residents are met.

We continue to maintain our relationships with the local Legion, Local Churches, KES, Avon View High School, Dalhousie and have been contacted about the possibility of taking a student from NSCC. We are also in talks with West Hants Recreation to collaborate in offering more accessible programs for Dykeland residents and community members to participate in together. As well as joining with the local Horticultural Society who will assist our residents with gardening projects.

Over the past year I have been able to grow in my role by taking the Dalhousie Leadership program. As the facility GPA coach, I have been able to teach over 14 GPA classes for the staff. The following year will include education for the team in CHAIR one Fitness, and a Recreation conference.





Michaela Tracy, Recreation Therapy Associate

In February 2023 I started as the Recreation Therapy Associate. I use Recreation Therapy to help individuals achieve their highest level of independence, functioning and quality of life through leisure, recreation and play. A big part of my role is finding ways to make our recreation programs more inclusive and accessible to all as well as working with specific individuals to break down leisure barriers enabling our residents to be successful at programs. For example, Dykeland's Bingo program is now inclusive to individuals with hearing impairments, and I have introduced adapted Bingo cards to help maximize independence that allows everyone to play on the same "playing field".

Since February, I have teamed up with Mirella, in our physio department to find new ways to use virtual reality as an exercise tool for our residents and I have developed and implemented an individualized walking plan for select residents. I have also started a spelling program to help participants maintain their cognitive abilities and a painting program to help residents regain hand mobility and strength after a stroke.

I am excited to plan this year's upcoming fishing trip, campfire programs, and Apple Blossom festivities. Later this year, I plan to implement a Sharing Circle, where residents can chat openly about the way a chronic illness, diagnosis or life challenge has affected them, how they cope on the hard days and why it's important to connect with others over shared or similar experiences. I can't wait to bring forward new program ideas, activities and work with the Director of Recreation to introduce the community back into our building after the pandemic.



Theresa Weatherbe,
Recreation
Programmer



Wayne Levy,
Recreation
Programmer



Mia Clow, Music Therapist

I began my position as music therapist for Dykeland Lodge in July 2022. As a music therapist, I use music to help facilitate a therapeutic relationship and support residents in working towards their goals. Goals such as positive socialization, cognitive stimulation, self-expression, pain management, speech rehabilitation and maintaining motor movement are just a few examples of the diverse goals that the residents at Dykeland work on in music therapy sessions.

I have been able to start some new groups and 1 on 1 sessions and have witnessed some incredible progress. A few highlights of the past year include assisting a resident who had lost some ability to speak regain some speech through singing, working with a client who used to play the fiddle begin to play again, and starting a "Songs for Sundown" group to encourage feelings of peace and calmness and to distract from behaviours such as exit-seeking or agitation which can become more prevalent at the end of the day. In addition, I worked towards building and maintaining a relationship with Acadia's music therapy program and I was thrilled to supervise ten music therapy practicum students during this academic year.

There are already many things that I am excited for in the upcoming year. First up is the spring showcase, which is an opportunity for residents to perform for their friends and family. This will include vocal and instrumental performances, as well as a few songs from the Dykeland Lodge Bell Choir. I'm looking forward to continuing to use music therapy to help improve the quality of life for those living at Dykeland Lodge.



RESIDENT PROGRAMMING





FINANCE UPDATE



Brenda Ennis, Director of Finance

This has been a busy year for Finance. Our workload has shown no signs of slowing down, particularly with the New Build Responsibilities.

We are in the process of planning for my retirement in the next two years. Our first step is to hire a person to take over Sylvana Jarmash's duties. This will give her the time to acquire the skills and knowledge necessary to make this transition as seamless as possible.

In the spring of 2023 we had an NSCC student doing her final placement here in accounting. She did such a great job during that time, we decided that she was a perfect fit and hired her immediately, after her placement was done. At this time, I would like to welcome Emily Harding to our team, she is a hard worker and is adjusting perfectly to the responsibilities of her new role.

Our goal this year remains to create a document of all tasks and timelines for all accounting jobs. This tool will help all accounting employees with deadlines and processes.

"You can't cross the sea merely by standing and staring at the water" – Rabindranath Tagore



Sylvana Jarmash, ADOF

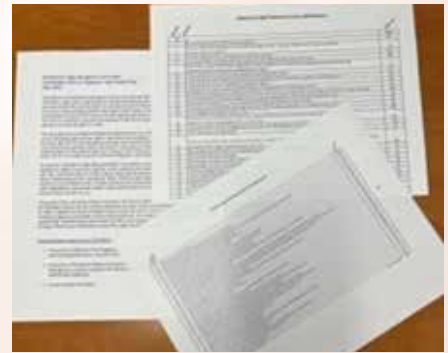
What a great year! This past year has been such a rewarding experience. Overseeing all the benefits and pension for our employees, it's been great to help navigate their options and find the best plans for their needs. I'm excited to be able to pass on my knowledge and experience to Emily Harding who will soon be in charge of employee benefits. She has shown herself to be a great addition to our finance team. I'm also looking forward to working with our Director of Finance Brenda Ennis, and taking on even more responsibilities in the coming year. I'm enthusiastic for the challenges and opportunities that the future holds.

WELCOME Emily Harding, Benefits and Finance Assistant



FINANCIAL SUSTAINABILITY, GOVERNANCE, LICENSING AND AUDITS

As a Provincial Long Term Care Facility there are many important protocols and audits, we must adhere to, with sound moral integrity. Dykeland Lodge Leadership and our Board of Directors meet monthly to review financial sustainability and ethical adherence. We proudly report that for the year 2022-2023 our financial audit and Department of Senior and Long-Term Care Licensing yielded positive results, full license and a clean financial audit. These results have been driven by the strong moral compass we as an organization strive to follow every day. A summary of our financial audits will be ready in the next few weeks once forwarded to our Director of Finance, Brenda Ennis from Baker Tilley.



Recreation Executive Summary

Date: 01/04/2022 to
31/03/2023

of residents in your organization

112

Avg contacts/resident over this period

175.71

% of residents who have participated in at least one program

143.75

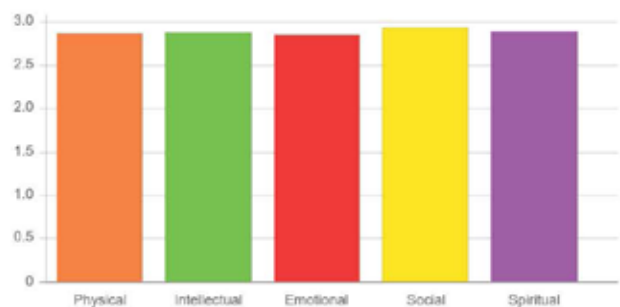
Average score of overall resident engagement

2.90

Your Recreation team uses a 3 point scale when evaluating the quality of engagement

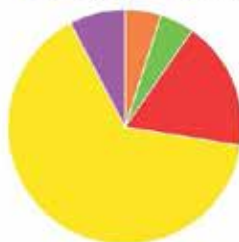
- 3 is a high level of engagement
- 2 is a moderate level of engagement
- 1 is a low level of engagement

Average score of resident engagement in each domain.



Program Balance --%ge breakdown of each domain by offering

Physical:4.96 Intellectual:4.73 Emotional:17.87
Social:64.74 Spiritual:7.70



Average resident satisfaction level:

4.03

of Surveys conducted during the period:

2

Residents provide feedback on a scale of 1-5. 1 representing "Awful", up to 5 representing "Fantastic". The satisfaction level displayed is the average of all feedback provided by residents during this time period.

ADMINISTRATIVE SERVICES



Charlotte Schofield, Office Coordinator

After this journey we have all travelled on over the past several years, I look forward to seeing everyone's smiling faces again as we settle back into our daily routines. I am extremely pleased to embark on this new journey of the new building and to know the positive impact it will have on our residents, family members, staff, and our community. If you have questions related to our protocols, procedures, policies or new facility, please visit me at the front office or email at info@dykelandlodge.ca

"The end of a journey means the start of another one" Book of Felicity



Kim Hillier, Human Resource and Education Coordinator

Another wonderful year has passed with lots of things happening here at Dykeland. Many opportunities for education were presented again this year for our staff and many took advantage. Since June of last year, we have held 16 sessions for the Gentle Persuasive Approaches (GPA) course and 108 staff members have attended so far. We look forward to having all our staff take part in this valuable course to give them tools to add to their experience caring for persons living with dementia. Our Physiotherapy department also implemented learning sessions this year focusing on ergonomics for our office staff and safe handling/mobility issues for our direct care staff. As always, there are many courses available outside of Dykeland which staff are encouraged to attend, such as Non-Violent Crisis Intervention, U-First, The Working Mind and The Art of Resiliency. Surge Learning is our on-going learning program and I was happy to see so many people completing the assigned courses in 2022. Thank you to everyone for participating in education offerings. Recruitment and retention of staff was another priority for me this year and we hired over 62 people in the last year. We continue to attend job fairs when possible and always try to promote Dykeland as the best place to work! We just received approval for a recruitment marketing campaign, so watch for more details in the near future.



Annett Sawler, Master Scheduler

Our Scheduling Department plays a vital role in ensuring compassionate and engaged care professionals are in place to assist our residents. This year we are thrilled to be supporting a dynamic new scheduling program. This program is geared towards finding best practices and efficiencies in our current practices.

This year our team was successful in securing 4.1 funding enabling our schedulers to schedule another 80 hours of CCA labor and 24 hours of LPN labor a day. This additional labor has been a long overdue and welcomed addition to our employee compliment. Our team is committed to trying our very best to fill requests and provide our employees valuable time with their families and friends.

"The end of a journey means the start of another one" Book of Felicity

Schedulers



Camryn Brennan, Full Time Scheduler



Morgan Hebb, Part Time Scheduler



Angela Brooks, On Call Scheduler



Doctor's Rounds

It is well into 2023 and the Residents of Dykeland Lodge are able to enjoy their home more than they have in the last 3 years. With the support and understanding of families and friends, Dykeland Lodge has weathered the challenges of COVID outbreaks well. Increased levels of staffing in all departments has improved the quality of life for our residents. We pride ourselves in recreation services, physiotherapy, occupational therapy and care provided by our valued CCA's and nurses. The maintenance and house cleaning departments work hard every day, caring for an older building soon to be replaced by a new Dykeland Lodge with construction starting later this year. Over the last few years, planning of this new project has taken much time from our senior leadership team. We value their hard work for the new facility on top of meeting the day to day operation of Dykeland Lodge, to ensure it is a safe and happy home for the residents and safe and pleasant place for staff to work.

As Medical Director of Dykeland Lodge, I thank our Administrator, Krista Beeler, Director of Care, Michelle MacDonald, Director of Care for their leadership, compassion and respect as we care for our vulnerable residents. It is a pleasure to work with a great team, and for us, as physicians who care for our residents and closely work with nursing staff, are grateful for all the hard work nurses do to support us in our clinical work.

Iona Wile MD
Medical Director Dykeland Lodge



Pharmacy Update

Sobeys National Pharmacy Group is proud to provide pharmacy services to Dykeland Lodge via our dedicated Long Term Care site at Lawtons Mill Cove Nursing Home Services, located in Bedford, Nova Scotia.

Medications are delivered to Dykeland Lodge by secure courier service daily, Monday to Friday, with emergency service available after hours and on weekends. Pharmacy also provides 24/7 access to an on-call clinical pharmacist to meet emergent medication needs for our residents. The Lawtons Mill Cove Nursing Home Services pharmacy team currently includes 7 pharmacists, 3 registered pharmacy technicians, and over 20 pharmacy assistants. We are currently expanding our team to provide the best possible service to our partner homes and residents.

The clinical pharmacist for Dykeland Lodge is Ashley Sherman. Ashley graduated Dalhousie University College of Pharmacy in 2020. Ashley is passionate about individualized care and dedicated to ensuring medications are used safely and appropriately in advanced age.

Sobeys National Pharmacy Group has invested in state-of-the-art technologies which improve efficiency and reduce the risk of medication error. Our automated dispensing systems individually identify and checks medications during the packaging process. Our technologies also support the use of an electronic medication administration record system used at Dykeland Lodge, which further reduces the risk of medication error for nursing at patient bedside.

As part of our relationship with Dykeland Lodge, pharmacy provides a variety of direct patient care clinical services. A comprehensive medication review is completed for each resident upon admission, and twice annually. A medication review is an analysis of the residents' current medications, medical conditions and allergies. We work in collaboration with the interdisciplinary team to ensure the residents are receiving optimal medication therapy according to their care plan. We consider medication safety, efficacy, cost-effectiveness, and avoiding adverse effects. As residents change over time, we ensure their medication treatment plan changes as well. Medications that are no longer providing benefit or pose unnecessary risk are decreased or discontinued accordingly. Ashley also considers route and ease of administration of medications, based on resident factors and preferences. She ensures medications are being covered by resident drug insurance plans or recommends cost-effective options.

In addition to direct patient care clinical services, pharmacy supports Dykeland Lodge with licensing and continued education. Ashley works with leadership at Dykeland Lodge to ensure provincial and national standards of practice are met and provides medication related education and news to the interdisciplinary team. Lastly, the pharmacy team is happy to be providing routine vaccination to residents and staff at Dykeland Lodge, including annual influenza vaccination, and COVID-19 vaccination.

Our clinical pharmacist is on site at Dykeland Lodge weekly and is available by request for any medication related questions or concerns.

Ashley Sherman, RPh

REHABILITATION



Erin Lamb
**Occupational
Therapist**

The rehabilitation program's primary goal is to improve the daily functional abilities of our residents through a comprehensive assessment and treatment to address physical, cognitive, and social challenges that have resulted in a decline in residents' ability to carry out everyday tasks. Our Rehab team provides services on continuous improvement, collaboration, and accountability. In our comprehensive approach, residents and their families are integral team members and participate in team decision-making related to residents' goals.

Our rehabilitation team has a full-time occupational therapist (Erin Lamb), a full-time physiotherapist (Mirella Veras), and a full-time Rehab Assistant (Caitlin England).

Our Rehab team offers various services and programs, including educational and clinical services.

Clinical Rehabilitation Services include:

- Assessment and treatment to address decreased mobility, transfer concerns, range of motion, strength, balance, exercise prescription, and pain management.
- Assessment and interventions regarding residents' need for seating or positioning, equipment (wheelchairs, power mobility assessments, specialized cushions, etc.).



Mirella Veras
Physiotherapist

- Prescription of orthotics or prosthetic supports.
- Collaboration with the team for assessment, treatment, and prevention of pressure ulcers and recommendation of specialized equipment to decrease skin integrity issues.
- Therapy room with equipment for laser therapy, Interferential Current (IFC), Wax Bath, and hot packs for pain management; and treatment bed, physical therapy parallel bar for walking and balance training; weights, elastic bands, and balls for therapeutic exercises.
- Palliative care services to minimize the negative effects of the disease or invasive treatment.
- Pelvic Health for urinary incontinence, including pessary assessment, insertion, removal, and follow-up procedure. A pessary is a device recommended for pelvic
- prolapse support. Our physiotherapist has advanced training in pelvic health, and services are available as requested.
- Acupuncture for pain management
- Clinical Tai Chi sessions (slow and gentle exercise suitable for all residents to improve flexibility, muscle strengthening, endurance, and balance).



Caitlin England
Rehab Assistant

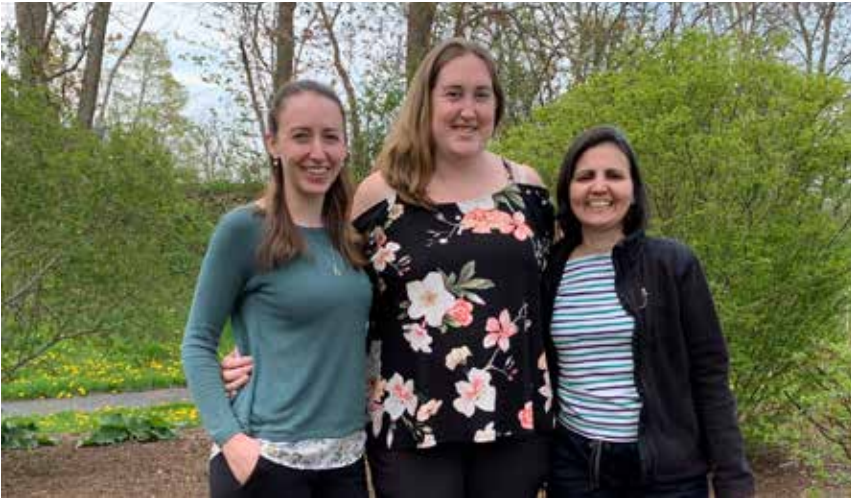
New Clinical services available:

- 50 new Comfort Recline all-day slings were purchased so that residents could be provided with a secondary sling.
- Bed rail padding was purchased for resident safety in bed.
- Rehab is working alongside the recreation department to provide residents with virtual reality therapy.

Education Services:

- Clinical, educational placement for rehab students
- Our rehab team teaches safe handling and mobility classes for CCA students from CBBC who are taking classes here at Dykeland Lodge.
- Our physiotherapist, Mirella Veras, occasionally teaches clinical lab classes for physiotherapy students at Dalhousie University, which also helps to keep her with the most updated physio knowledge and skills.

Our department received the first Occupational Therapy student from Dalhousie University for clinical and educational placement, Olivia Sweet. Additionally, we hosted a Dalhousie Physiotherapy student, Arielle Sevigny, and an Eastern College Rehab Assistant



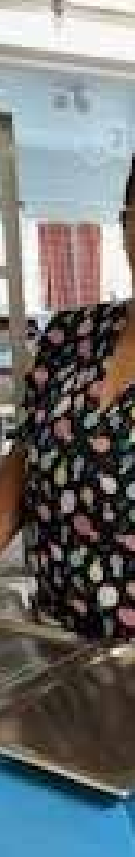
student, Tyler Greene. These were excellent opportunities for our rehab team to share knowledge, clinical skills, and our passion for helping residents in every aspect of their life, whether it be their health, regaining independence, or improving their quality of life.

We understand the urgent need for clinical placements for our rehab students throughout Atlantic Canada. The COVID-19 pandemic made it difficult for students to find placements. Students face challenges fulfilling their program requirements if enough placements are not offered. We look forward to continuing to offer clinical, educational placements for OTA/PTA, physiotherapy, and occupational therapy students.

Safety of Residents and Staff

- Our Rehab team offers a Safe Handling and Mobility training ergonomic course for all staff and new hires (the course is usually provided monthly).
- Our Occupational Therapist, Erin Lamb, is the chair of the Falls prevention committee and a member of the Wound prevention committee.
- Our Physiotherapist, Mirella Veras, is a member of the Occupational Health and Safety (OHS) committee and the Falls Prevention Committee.
- Our Rehab Assistant, Caitlin England, is the co-chair for the Occupational Health and Safety Committee, and a member of many other committees.
- Our rehab department is working closely with a WCB consultant to implement and monitor safety practices at work, including standard operational procedures, safe work practices, etc.

Our rehab team works closely with staff, residents, and their loved ones to establish a therapeutic treatment plan that meets resident’s goals and maintains quality of life.



CELEBRATING OUR SMILES





DYKELAND LODGE AND CBBC CCA PROGRAM UPDATE



The Work and Learn CCA program consist of approximately eight weeks of in-class instruction before students move to the three and two Work and Learn model. Individuals will learn to provide care to meet the various needs of the elderly, disabled, and convalescents.

Work and Learn, three and two model, students can complete their Continuing Care Assistant (CCA) course by attending three days a week and working two days a week in paid positions within the continuing care environment is available in HRM, and rural areas throughout the province.

Dykeland Lodge is thrilled to be one of the facility partners offering the Progressive Education Continuing Care Assistant program. This September we celebrate four years in partnership with CBBC College.

Tuition, administration and exam fees, and books, will be provided to Nova Scotia residents who qualify for this unique program at no cost to the student! Dykeland Lodge now has a new CCA Student Liaison Officer, Kristi Haliburton and we are thrilled to have her on board.

"Congratulations to Dykeland Lodge who in partnership with CBBC has trained and mentored 140 Continuing Care Assistants since 2019. Many of these Continuing Care Assistants are working as valued employees to this day!!!"



Inspiring Updates for CCA Students and Program



Premier, Tim Houston announcing free CCA Tuition for students in the Work to Learn program. CEO and Owner of CBBC College, Henry Devlin and Dykeland Lodge Administrator, Krista Beeler. This free Tuition will continue for 2023-2024.



CCA students Amy Schofield, Bryce McDow and CCA Marg Pettigrew

PROGRAM OUTLINE

- Body Structures, Functions & Care Implications
- Care Management Setting and Communication in the Care Setting
- CCA Professional Development
- Dementia: Understanding the Journey
- Documentation and Technology in the Care Setting
- Environmental Safety and Safe Handling & Mobility
- First Aid/CPR Level C + AED, WHMIS & OH&S and LEAP
- Personal Care, Skills Development and Growth & Development
- Home Support Placement Overview
- Introduction to the CCA Program and the Health Care Sector
- Medication Awareness
- Mental Health & Social Well-Being
- Nursing Home/Homes for the Aged Placement Overview
- Nutrition and Meal Preparation and Food handler's Course
- Mentorship Placements Practicum Seminar

EXCITING NEW INITIATIVES AT DYKELAND LODGE



RN/LPN Incentive Bonus Program

Brianna MacDonald, LPN
Jessica States Scholfield, LPN
Tanya Condon, LPN
Kaylie McCaskill

Recruitment and Retention Marketing Campaign

Dykeland Lodge had embarked on a Strategic project to bring talent to us rather than looking for individual prospective employees. This is a multifaceted project that will optimize social media channels, enhance LinkedIn and Facebook features for targeted recruiting and retention sustainability.

The recruitment marketing project includes promoting your organization and your culture in addition to specific job openings.

One advertisement a week for a period of (6 months to 1 year) Infographics, announcements, strategic career posting and design work to implement the strategies.

Workforce Edge Scheduling Project

Workforce Edge is a highly specialized team of scheduling strategists with deep experience in Long Term Care in Nova Scotia and across Canada. After an initial consultation, the recommendation is to create and support the implementation of a new high-quality and optimized master rotation for CCAs. The new rotation will align with the legislated care hours, optimize current CCA resources, and increase equity and 12-hour positions where possible.

In addition to the new schedule, the design and activation of business processes to optimize shift filling is essential to stabilizing continuity of care and maximize strategic scheduling.

Implementation of a Diversity, Equity and Inclusion (DEI) Program at Dykeland Lodge

Creating a culture of diversity and inclusion is challenging for many Long-Term-Care in urban areas with a significant number of diverse populations. Still, it can be more difficult for small and rural areas. Dykeland Lodge is located in Windsor, a small town in Nova Scotia, and it is a home for 111 residents and around 200 employees, including a minority of visible racialized staff and residents. Attraction and retention of staff and new talents are more challenging in rural areas where race, ethnicity, religion, sexual orientation, or gender identity are less represented. Therefore, this project aims to develop, implement and sustain an equitable, diverse and inclusive workplace for staff and residents. This project has two phases, as described below.

PHASE 1 -- ASSESSMENT

Objective: To conduct a survey for all Dykeland staff to measure employees' overall view on DEI, identify needs and understand how our employees feel about the organization's work culture and policies.

PHASE 2 -- IMPLEMENTATION

Objective: To create a DEI training program to value diversity and inclusion, empower underrepresented staff and residents, and create a culture of value, respect, and collaborative workplace.

Objective: To engage and retain racialized staff and help address biases and prejudice in the workplace.

Objective: Establishing a new position "Diversity, Equity & Inclusion Coordinator"

Objective: Implement a Diversity, Equity & Inclusion Committee

Activity/Tool:

- Implement and sustain the committee.
- DEI calendar and activities
- Develop Disciplinary policies for discrimination and harassment.
- Develop and share resources that support LTC homes in delivering care that honors resident and team member diversity

Objective: Implementation of Human Resources hiring and retention policies that address Diversity, Equity and Inclusion.

Expected outcomes:

Short terms outcomes for phase I: At least 80% of staff will participate on the survey, develop a calendar with DEI education and have 100% of staff attended to the education sessions by December 2024. Develop the new position "Diversity, Equity & Inclusion Coordinator" roles and responsibilities defined.

Long Term outcomes: Increase the number of diverse staff and development of quantitative and qualitative measurements of diversity and inclusion success (e.g.: measurement of representation and retention, number of women and underrepresented minorities hired into the organization in the previous month and the number who left the Dykeland and increase diversity in leadership opportunities.

OUR JOURNEY TO THE FUTURE

NEW BUILD UPDATED

From our Project Manager:

Significant progress has been achieved in the initial stages of our upcoming Long-Term Care Replacement Facility. In order to honor and preserve the First Nations heritage associated with our lands, we have collaborated with an Archaeological team to conduct a thorough assessment of the property for any artifacts or culturally significant materials. We have conducted interviews with various design teams, and we are pleased to welcome William Nycum & Associates Limited as our Design Team for the project. Additionally, we have engaged Bird Construction Group as our Construction Manager.

A comprehensive functional program has been developed and approved by NS Seniors and Long-Term Care, outlining the specific characteristics, services, scope, functions, and space requirements of the facility in great detail. This program serves as a solid foundation for the subsequent design and approval processes. Furthermore, a conceptual design has been completed and has obtained approval from NS Seniors and Long-Term Care.

We are diligently progressing through the Facility Development Approval Process according to the established schedule and in adherence to the standards set forth by Seniors and Long-Term Care. Our aim is to ensure the successful realization of this project.

From our Design Team:

The design team, Nycum + Associates architects, along with their team of consulting engineers and planners recognizes the importance of creating a facility that not only meets the needs of Dykeland Lodge but also integrates with the surrounding community. They have been analyzing the site and interpreting the Long-Term Care standards established by the Province of Nova Scotia and collecting the specific requirements of Dykeland Lodge to promote the best possible outcome for residents, families, staff, and the community at large.

A major focus during the initial stages of the project is establishing how Dykeland Lodge can be a good neighbor. This involves a comprehensive study and analysis of the existing site and current conditions, taking into consideration setbacks, buffers, watercourses, water flows, and the overall sense of community within the beautiful landscape.

Another focus is working closely with the Nova Scotia Department of Seniors and Long-Term Care, adhering to their 11-stage approval process. This collaboration is vital in meeting the rigorous requirements set out by the province's mandate for high-quality facilities that will endure for generations. The goal is to create a facility that is sustainable and easy to operate while providing a home like living environment. Throughout the entire process, the project team is dedicated to maintaining open lines of communication and collaboration with all stakeholders. This is the best way to build a sense of community and enhance the quality of life for residents and staff alike.



From our Builder:

Safety:

We are developing a site-specific safety plan to identify and mitigate potential risks and hazards associated with the construction project. By implementing comprehensive safety measures, the team can help create a safe working environment and minimize the impact on the surrounding community. Regular safety inspections, training programs, and adherence to safety protocols will contribute to a successful and secure project execution. It's important to involve all stakeholders and encourage a safety-conscious culture throughout the duration of the construction process.

Schedule:

Developing a detailed schedule is an important step in project planning and execution. As the design progresses and more information becomes available, it will be possible to refine and finalize the schedule with greater accuracy. This will involve considering factors such as the sequence of activities, resource availability, and potential dependencies between different tasks.

By continuously updating and adjusting the schedule throughout the project's lifecycle, the team can effectively manage timelines, identify any potential delays or bottlenecks, and ensure that activities are coordinated and executed in a logical and efficient manner. Regular communication and collaboration among all stakeholders, including designers, contractors, and project managers, will be key to achieving a well-structured and realistic schedule that aligns with the project's objectives.

Budget:

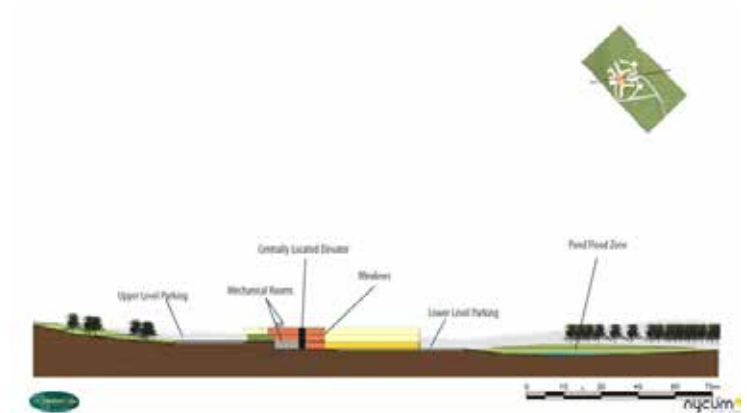
Developing a realistic construction budget is essential for monitoring and ensuring that a project remains on target.

Quality:

The quality management team is currently working on the site-specific quality management plan, which will be circulated for review before the tender period. This plan will be an integral part of the tender package.

During the design development stage, the quality management team will be involved in reviewing the drawings to address any concerns before the project is tendered.

The Bird Construction Group team is enthusiastic about participating in this collaborative construction approach and is looking forward to the next steps.



Nycum Team



Grey Cardinal Team



Bird Team





DALHOUSIE UNIVERSITY

Leadership in Continuing Care Certification

The Spring graduating class included one of our Senior Leaders, Assistant Director of Care, Ann Thibeau

Over six days of intensive study and discussion, the participants will hear from an exceptional range of industry experts and academics. Instructors will provide models of best practice in the core areas of Continuing Care Administration. Financial management, legislation and licensing, HR & communications, and operations & continuous improvement will be covered. These different strands of discussion will be tied together by an overarching focus on the Philosophy of Care, and how the principles of effective, empathetic provision should underpin the day-to-day running of their organizations.



"Building capacity among our emerging leaders is critical: this program reflects the commitment our sector leaders have made to continuous quality improvement."
Michele Lowe, Executive Director – NHNSA



SAINT MARY'S UNIVERSITY

Executive Professional Development of Skills for New Managers Certificate



In September 2022, I obtained an Executive Professional Development of Skills for New Managers Certificate from Saint Marys University Sobey School of Business. I learned while new management positions can be challenging knowing what to expect gives confidence to be a successful leader. I have been able to build on the competencies needed to succeed in my management career. I look forward to continuing my education this year by taking 'Developing Managerial Effectiveness' and 'Essentials of Managing People' with the Sobey School of Business.



EDUCATION

ART OF RESILIENCY

The Art of Resilience – Leaning into the Hard is a program aimed at supporting the mental health and well-being of staff working in LTC. The program addresses change on three levels: individual, organizational, and sector. The individual level consisted of five self-care online education sessions comprised of a presentation and discussion aimed at all staff. This was evaluated through online surveys before the education (T1), immediately after the education (T2), and six weeks after the education (T3). In addition, at the mid-point of the sessions, evaluators held a group discussion with participants. The organizational level consisted of five webinars and workshops and a 1 on 1 site consultation with a facilitator. This was evaluated through interviews, the first immediately after the site consultation and a second follow-up interview six weeks after the site consultation. The sector level consisted of 10 weekly Community of Practice (CoP) meetings for leaders to come together and share practices on psychological well-being. The goal in mind is of transitioning to a peer-led space that could be sustained post-project. This was evaluated through four group discussions, weekly questionnaires from DMC facilitators, and a final online survey for all registrants. Dykeland Lodge is thrilled to fully support this program for our employees.

P.A.C.E

At Dykeland Lodge the Rehab team works together to provide staff with Safe Resident Handling and Mobility training along with PACE and LAMS (Lifting and Moving Safely).

The Safe Resident Handling and Mobility training includes how to properly transfer and mobilize with residents with use of

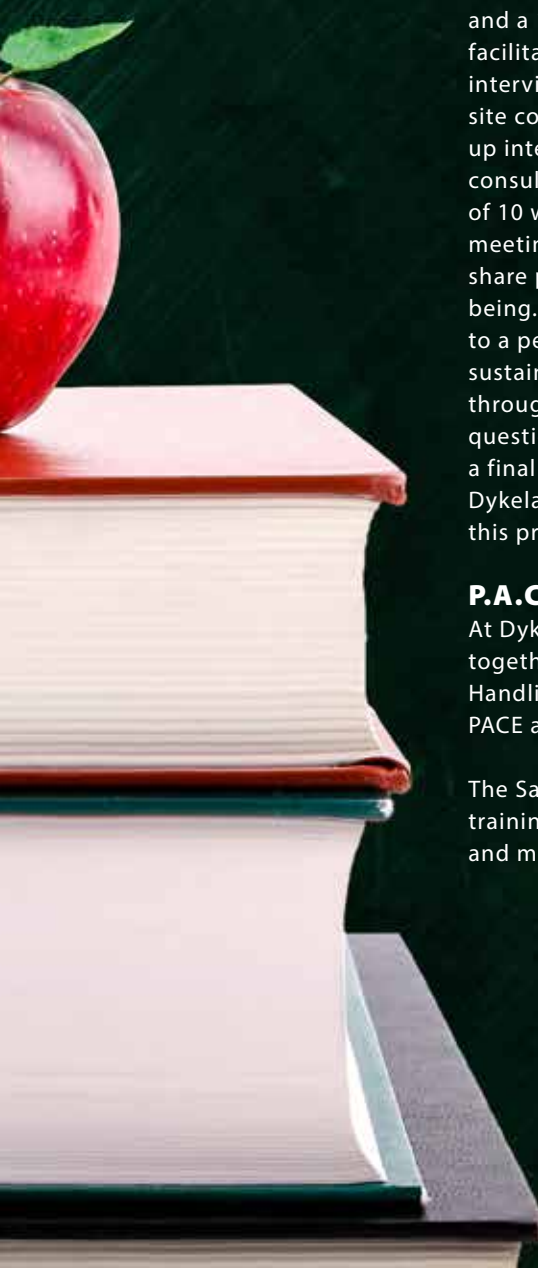
rehab equipment and other equipment in the facility while keeping safety and body mechanics in mind. We look at how to properly use walkers, wheelchairs, Mechanical Lifts, Bed Functions, Slings, transfer sheets, transfer belts, the Sara Steady and more!

PACE is a point of care mobility status check. We use the acronym backwards, ECAP, to check for hazards when completing resident care. During this training, the rehab team gives tips and tricks as to what to look for in hazards and get the staff to identify these hazards and how to approach them safely when working with the residents.

The Safe Resident Handling and Mobility/ PACE training are in cooperation with AWARE NS and WCB to strive for a safe work environment for both residents and staff. This is for all other departments that are not resident hands on for care. This is to provide education on proper lifting and moving techniques to keep those in Dietary, Environmental Services and Recreation, safe when completing daily tasks.

GENTLE PERSUASIVE APPROACH

GPA – Victoria is a certified GPA coach. Gentle Persuasive Approach (GPA) is a comprehensive, practical education program that provides staff with the knowledge, understanding and skills to deliver a person-center care for those individuals with dementia and responsive behaviors. Have taught over 128 hours and 114 staff have been through the class.





EMPLOYEE CONGRATULATIONS & ACCOMPLISHMENTS

Amazing to think our employees were able to accomplish so many amazing things throughout the past year. Here is a little snapshot and if I have forgotten anyone, please know we are thinking of everyone this year and sending our congratulations!

- Alisha Caldwell – Completed Phase One of PLAR Program (PCW)
- Amanda MacGillivray – Completed PLAR Program (PCW) – Writes Exam July 23'
- Ashlyn Clements – Accepted into NSCC LPN Program Sept 24' (CCA)
- Brett Fredricks – Completed the Re-Entry LPN Program
- Brianna MacDonald— Graduated LPN Program and now Licensed
- Ann Thibeau - Leadership in Continuing Care Administration Certificate
- Jerrica Thibeau—Completing RN Program at Dalhousie University Spring 24'(CCA)
- Jessica States – Graduated LPN Program and now Licensed
- Kaylee MacAskill – Graduating LPN Program NSCC Spring 24' (CCA)
- McKenzie Little – Graduating LPN NSCC Spring 24' (CCA)
- Mia Simms – Graduating LPN NSCC December 23'
- Rachel Hunter – Graduating RN Program in 24'(CCA)
- Shawna Macumber - Accepted into NSCC LPN Program Sept 24' (CCA)
- Tanya Condon – Graduating LPN Program NSCC Spring 24'(CCA)
- Laura Lake – Completing the Wound Care Champion Program.
- Virginia Fletcher – Completing the Wound Care Champion Program
- Virginia Fletcher - End of Life Level One Doula
- Sarah Jackson – Completed Mental Health First Course
- Madison Card – Completed the 0922.3 CCA September Class
- Jane Heudes – Completed the 0922.3 CCA September Class
- Jennifer Hood – Completed the 0922.3 CCA September Class
- Reena Jarvis – Completed the 0922.3 CCA September Class
- Bray-Lynn MacDow – Completed the 0922.3 CCA September Class
- Faith McLellan – Completed the 0922.3 September Class
- Aidan Messom – Completed the 0922.3 September Class
- Sabrina Morrison – Completed the 0922.3 September Class
- Jennifer Morton – Completed the 0922.3 September Class
- Samantha Chapman – Currently enrolled in 0123.3 January CCA Class
- Tracy Hart - Currently enrolled in 0123.3 January CCA Class
- Tamara Kettle - Currently enrolled in 0123.3 January CCA Class
- Donna Lynch - Currently enrolled in 0123.3 January CCA Class
- Kaitlin Smith - Currently enrolled in 0123.3 January CCA Class
- Kayla Dillman - Currently enrolled in 0123.3 January CCA Class
- Keri Cochrane – Sobeys School of Business - Leadership Skills for New Managers
- Danielle Gagne – Accepted into Therapeutic Recreation at Dalhousie Sept 23'
- Robert Fletcher – Accepted into Therapeutic Recreation at NCSS Sept 23'
- Mia Clow – Grant for Music Therapy Pilot Project
- Jillian Cole-Beaver – Accepted into McGill University for International Business
- Isabelle Gagne – Accepted into Mount St. Vincent University for English
- Michaela Tracy – Recognition from the Board of Directors
- GPA – All employees!

Babies born too many names to mention, congratulations on your new bundle of joy or soon to be bundle of joy. 2022-2023 employee promotions and High School Graduates Congratulations! Volunteers, we have missed you dearly and look forward to having you back in the building soon! To every employee in all departments for flexing shifts and working overtime during this past year, thank you from the bottom of our hearts!



DYKELAND LODGE
ENRICHING LIVES

WINDSOR | NOVA SCOTIA



MESSAGE FROM THE NOVA SCOTIA NURSES UNION



**Brianna MacDonald,
President, LPN**



**Karen Graves,
Treasurer, LPN**



**Julie Dort, Secretary
LPN**

The Nova Scotia Nurses' Union (NSNU) is a professional union representing more than 8600 Registered Nurses, Licensed Practical Nurses, and Nurse Practitioners in Nova Scotia hospitals, long term care facilities, adult residential centers, and community nursing practices.

The NSNU, as a member of the Canadian Federation of Unions joins together with over 200,000 nurses and student nurses across Canada, advocating for improved patient care, safe and fair working conditions, and protection of the Canadian health system. The NSNU local at Dykeland Lodge consists of President, Brianna MacDonald LPN; Secretary, Julie Dort LPN; and Treasurer, Karen Graves LPN.

The Dykeland Lodge local and management team meet quarterly to ensure the terms of the collective agreement is being met and to define problems, develop viable solutions to such problems, and recommend the proposed solutions to the appropriate employer authority.

Collaboratively, we aim to ensure staff and resident safety, while providing the best care possible. Working together with our strengths and positive attitudes we will strive to offer the best support to our colleagues, and timely, professional communication.

A note from Brianna:
"Dykeland Lodge is like my second home. Prior to becoming an LPN, I worked at Dykeland as a CCA. Everything I learned working in the CCA role, I have brought with me to my LPN practice. This includes my very strong ambition to put emphasis on teamwork with all my co-workers. We are all here for one another, and we are especially here for our residents.

My hope is that together we can overcome anything! I am enlightened to have this experience as local President, and have great hopes for the future of Dykeland Lodge and its staff, residents, and families



SEIU

Service Employees International Union (SEIU Local 2) represents over 18,000 essential workers in Ontario, British Columbia, Nova Scotia, New Brunswick and Alberta.

SEIU is a union of about 2 million diverse members in healthcare, the public sector and property services in Canada, the USA, and Puerto Rico.

Our Dykeland Local is represented by Chief Shop Steward Sarah Jackson, Shop Stewards Josh Harvey & Zoe Christopherson.

The Dykeland Local meets quarterly with the management team to discuss any issues brought forward from SEIU members of the Dietary, Environmental Services, Maintenance, Recreation, Nursing & Rehab Service departments collectively aiming to find a solution. While collaboratively maintaining a safe work environment for our staff while providing amazing care for our residents.

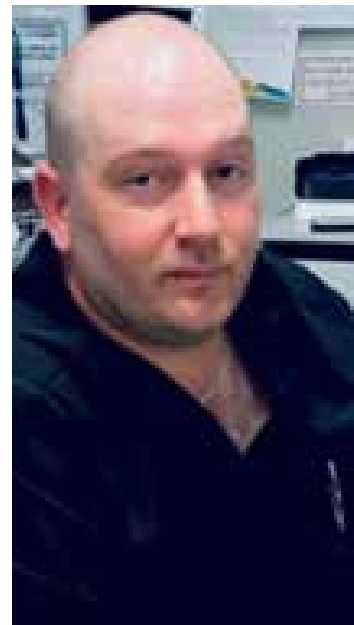
This year SEIU was thrilled to negotiate together with Dykeland Lodge on a new Collective Agreement. The Agreement resulted in wage increases and retro payments being provided for our members. The experience brought forward positive changes for Dykeland Lodge and our Union Members.



Zoe Graves, Shop Steward



Sarah Jackson, Chief Shop Steward



Josh Harvey, Shop Steward

TESTIMONIALS

Julie Dort, LPN

I am so humbled and honored to be writing this Employee Testimonial for Dykeland Lodge today.

I have been an employee at Dykeland Lodge for 7 years now. I take great pride in my work, as a Nurse. I feel valued and appreciated by the Administration and all Department personnel, Nursing Staff and, of course, our lovely residents.

When the Pandemic hit this beautiful Country of ours, I was reminded of one particular resident who missed their family dearly. I remember saying to her, "Don't worry. You will see your family again. But for now, we are your family." She smiled and said "yes, we are family".

So now that the Pandemic is now declared over, I will always remember how closely, we as Dykeland have become and will continue to grow, as a family.

I feel so proud and blessed to be part of this lovely family and having the best Nursing care we give to our residents. I love each and every one of them. And for that I will always be grateful for each and every heart I touch with loving care.

When you smile. The world smiles back at you.

Leona Atwell, EVS

I have worked at Dykeland Lodge for 9 years. Throughout those 9 years the residents have become more like family. I look forward to coming to work every day and getting to know the different personalities of each resident. I take great pride in ensuring I greet every individual when they come into the Lodge. I want everyone to feel as happy to be here as I do. As an Environmental Service Worker, I enjoy helping the residents make each space their own.

Here at Dykeland we love having fun, you can always find me joining along with recreation and participating in

all the festivities. It doesn't matter the Holiday; you can bet I will be dressed up.

I often think of a time 3 years ago a resident who came to us, she was from Dartmouth. She was very upset she had to move. I remember welcoming her and making her feel at home. Which isn't hard to do at Dykeland. Memories such as that are what make this job so worth it.

Since day one, I have found this to be a great place to work. The staff here at Dykeland go above and beyond and always work as a team. It doesn't matter what the task. If I have more years in me, I look forward to growing with the new building.

Kailee Salter – CCA

I started at Dykeland as a student / PCW taking the progressive learning online course in November 2021. From the very first day I walked into the building I was greeted with many smiling faces of the residents and of all the other staff that were coming and going to and from their shifts. It did not matter which department; they all greeted you with kindness. Each one of us plays a major role in achieving the best quality of life for each resident that we love and care for.

We all work together as a team, collaborating our ideas, passions, and goals for our community of residents. What I love about working here is that we all support and work together communicating and advocating for our residents and to provide patient centered care for each resident. I was able to go from being mentored by some amazing CCAs to also mentoring new students and new hires. I love that there is so much room to grow. Dykeland provides ample opportunities for their staff. I value and appreciate all my coworkers here at Dykeland and feel valued and appreciated not only by management but by our residents here at Dykeland as well. I truly feel grateful and proud to be part of the Dykeland team!

Nancy Kirby – Food Service Worker

I like working at Dykeland Lodge because of my co-workers and all the residents. It's just a friendly place to work all around.

Trish Boddie – Cook/Food Service Worker

I enjoy working at Dykeland because of the friendly residents, up lifting atmosphere, and co-workers. Dykeland offers a variety of activities for both staff and residents to enjoy, feels like home.

Caitlin Ferreira - Dietician

As soon as you walk into the building you feel a sense of home. I'm thankful, and so proud to be part of a team that strives to provide excellent care to our residents."

Debbie Symonds, Family Member

For a change, I've got a positive update about Mum today. On Monday, she was moved to a Long-Term Care Facility called Dykeland Lodge, which is located in Windsor. My heart dropped. I won't be able to visit her as often as I used to, but after seeing the facility and meeting her caregivers and smelling the aromas wafting from the dining hall, I am so relieved. The difference in her is already noticeable after only a few days. She's smiling again, she's walking with her walker, she's not drowning in filth and contagious diseases, she's making shopping lists for me, she's socializing with others in the dining hall, she has an air mattress which isn't taped together with duct tape, she's being fussed over by nurses, and she's asking for little personal things to put in her half-room.

Yes, the downside is that she's sharing her room which means her space is very limited (same size as the hospital room), but there are lots of wide-open spaces in other parts of the facility where she can look out windows and gather with others. A weight has been lifted from my shoulders. That's not to say that tomorrow (Easter) isn't going to be difficult without her at the turkey table, but at least I know that she's eating well in Windsor and she isn't alone. Dad and I are going down to see her this morning. Fingers crossed that he likes Dykeland Lodge because we hope he can join her there sooner rather than later.

HEARTFELT ACKNOWLEDGEMENTS AND SPECIAL MENTION

Our Amazing Dykeland Lodge Employees
Dykeland Lodge Board of Directors
Honorable Tim Houston, Premier of Nova Scotia
Barbara Adams, Minister of Seniors, and Long-Term Care
Michelle Thompson, Minister of Health, and Wellness
Department of Senior and Long-Term Care and Infrastructure Beds Team
Dr. Iona Wile, Medical Director
House Doctors – Dr. Cathryn Smith, Dr. Nick Williams, and Dr. Nova Zhao
Cardinal – Jordon Ryan
Lawton's - Dave Jones
Lawton's - Evan Bezanson
Lawton's Pharmacy – Ashley Sherman and Chelsea Caldwell
Lawton's and Business Development Specialist, Jenn Schmalz
Dalhousie University Health Administration – Tanya Packer
Art of Resiliency – Pamela MacLean and Serena Lewis
Dykeland Lodge Society
IPAC – Sheila Sheppard, Patsy Rawling and Dr. L. Johnson
Dial-A-Ride - Vaccine Resident Transport
Senior Transit
Grey Cardinal – Project Manager, Donna Hoar and Andrew McIntyre
Nycum and Associates – Benji Nycum and Katie Kirkpatrick
Bird Construction, Consultants and Partnership Team, Rick Buhr and Neal Lade
Joni Redden and Ceilidh Marshall CBBC College
Brenda Lee Bragdon and Sarah Dykens, CCA Instructors and Program Coordinators
Jeff Henshaw – IT Support Dykeland Lodge, Custom Media
Kevin McNamara – Continued Support and Long-Term Care Advocacy
Benjamin Vail – AGM/Website editing and consulting
NHNSA – Executive Director, Michelle Lowe
HANS – CEO, Mary Lee
SEIU – Jackie Swaine and Team
NSNU – Lilo Wessels
NSHA – Wendy McVeigh and Susan Stevens
Workers Compensation Board – Chris Spinney
Aware-NS – Heather Matthews
Lisa Cunningham - TENA
Vanessa Yurchesyn - CPS
Delores Gaskin - Point Click Care
Gordon Food Service, Andrew Lavoie, Letitia Rowley
Swish - Mike Hickey
Leon MacDonald – Landscaping
Melissa Sheehy-Richard, MLA Windsor/West Hants Regional Municipality
Leslie Porter and The Care Mongers
Mayor, Abe Zebian and Councilors of West Hants Regional Municipality
Haliburton Place – Pam Woodman and team
Windsor Elms – Sue MacDougall and team
Families and Friends of Dykeland Lodge Residents
All of our Fabulous Dykeland Volunteers

Please accept our sincere gratitude for anyone we may have missed.



**LONG
TERM
CARE**
#PROUD





DYKELAND LODGE

ENRICHING LIVES

124 Cottage Street Windsor, NS B0N 2T0 | Phone: 902-798-8346

Dykeland Lodge is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People, and we acknowledge them as the past, present, and future caretakers of this land. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq Wəlastəkwiyik (Maliseet), and Passamaquoddy Peoples first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wəlastəkwiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations. We are all Treaty people. Mi'kma'ki includes all of Nova Scotia, Prince Edward Island, part of New Brunswick, the Gaspé region of Quebec, part of Maine, and southwestern Newfoundland.