



Grand View Manor

Annual Report 2016-2017

Vision:

Grand View Manor is a home where I want to live.

Mission:

To provide a long term care home where residents enjoy optimum quality of life that is integrated within the community.

Grand View Manor Values:

Respect Integrity Excellence
Compassion Collaboration Innovation

Strategic Direction:

- I Governance Excellence
- II Strong Leadership and Organizational / Staff Development
- III Quality of Care
- IV Infrastructure, Innovation and Technology
- V Community Engagement and Meaningful Partnerships

Slogan

“Where Love is Ageless”

Philosophy of Care

To CURE sometimes,
RELIEVE often,
COMFORT always

Kings County Senior Citizens Home Board Members:

Brian Hirtle - Chair
Marilyn Howlett - Vice Chair
Larry MacDonald - Secretary
Don Rawding - Treasurer
Pauline Raven
Bob Best
Emily Lutz

Grand View Manor Continuing Care Community Board Members

Pauline Raven - Chair
Greg Affleck - Vice-Chair
Emily Lutz - Secretary
Don Rawding - Treasurer
Greg Hubbert
Scott Schofield
David Cudmore
Jeanette Auger
Larry MacDonald
Marilyn Howlett

Grand View Manor Seniors Foundation Board Members

George Moody - Chair
Eric Sturk - Vice-Chair
Jorge VanSlyke - Secretary
Rob Graham - Treasurer
Brian Bethune
Charles Fraser
Marilyn Howlett
Graham Hardy
Betty Woodworth
Larry MacDonald
Hartt MacKinlay
Medical Advisor
Dr. Peter Goddard

Senior Leadership Team

Jorge VanSlyke, CEO/
Administrator
Kim Ward, Director of Care
Carol Breckon, Director of Finance
Laura Williams, Director of Environmental and Support Services

Departmental Team

Cathy Best, Nurse Manager
Leighanne Tate, Manager of Recreation and Volunteer Services
Judy Rockwell, Manager of Food Services
Greg Lee, Maintenance Supervisor
Linda Davidson, Dietitian
Tanya Moss, Social Worker
Lynne Campbell, OT
Aimee McGillivary, PT
Alice Bangay, Therapeutic Mobility Assistant
Rev. Sarah Scott, Chaplain

Administrative Support

Darlene German,
Administrative Assistant / Billing
Liz Jones, Payroll and Accounts Payable
Vicki Hannaj, Scheduler / Ward Clerk [2]

MESSAGE FROM THE ADMINISTRATOR

Grand View Manor is now on a precipice. We have the choice of continuing what has always been done. It is comfortable. It is familiar. And it is expected. Or we can choose to stay the course of change that already began a few years ago. Change is messy. It takes us out of our comfort zone and sense of familiarity. It forces us to confront our weaknesses, acknowledge our mistakes, and most importantly, learn from those mistakes. Change confronts us with the reality that what worked before may no longer be adequate at present time. And it's okay. It does not diminish our hard work in the past, it just means we have to adapt to the present and the future.

Grand View Manor will continue pushing the battle against status quo. We are on the brink of something extraordinary because this battle will not be fought alone. We are fortunate to have strong leadership from our board of directors, commitment and talent of our team leaders and staff, and support from our residents, tenants, and families. We have the whole community invested in our future and most importantly, we have our seniors and elders in care that depend on us to care for them with dignity and respect.

Because of this, Grand View Manor commits to relentlessly pursue excellence. We will never say yes to status quo as we continue to look for better ways to serve. But we can only be successful if we commit to this challenge TOGETHER. There is absolutely nothing that cannot be resolved when we are willing to open our minds and hearts to a common goal. And that goal is all about serving with excellence.

In the next few years, we will further improve our use of technology and we will be investing money towards staff training. We are also setting aside funds to create a more homelike atmosphere at the Manor through furniture addition and replacement. The biggest things to look forward to is the establishment of Grand View Manor as an independent non-profit organization and to campaign for a new and renovated Grand View Manor building! It is free to dream and we are dreaming BIG. Dreaming gives us hope. And it is HOPE that gets us going. We are looking forward to serving you more.

Jorge VanSlyke
CEO/Administrator

Brian Hirtle
Chair, KCSCCH

Pauline Raven
Chair, GVMCCC

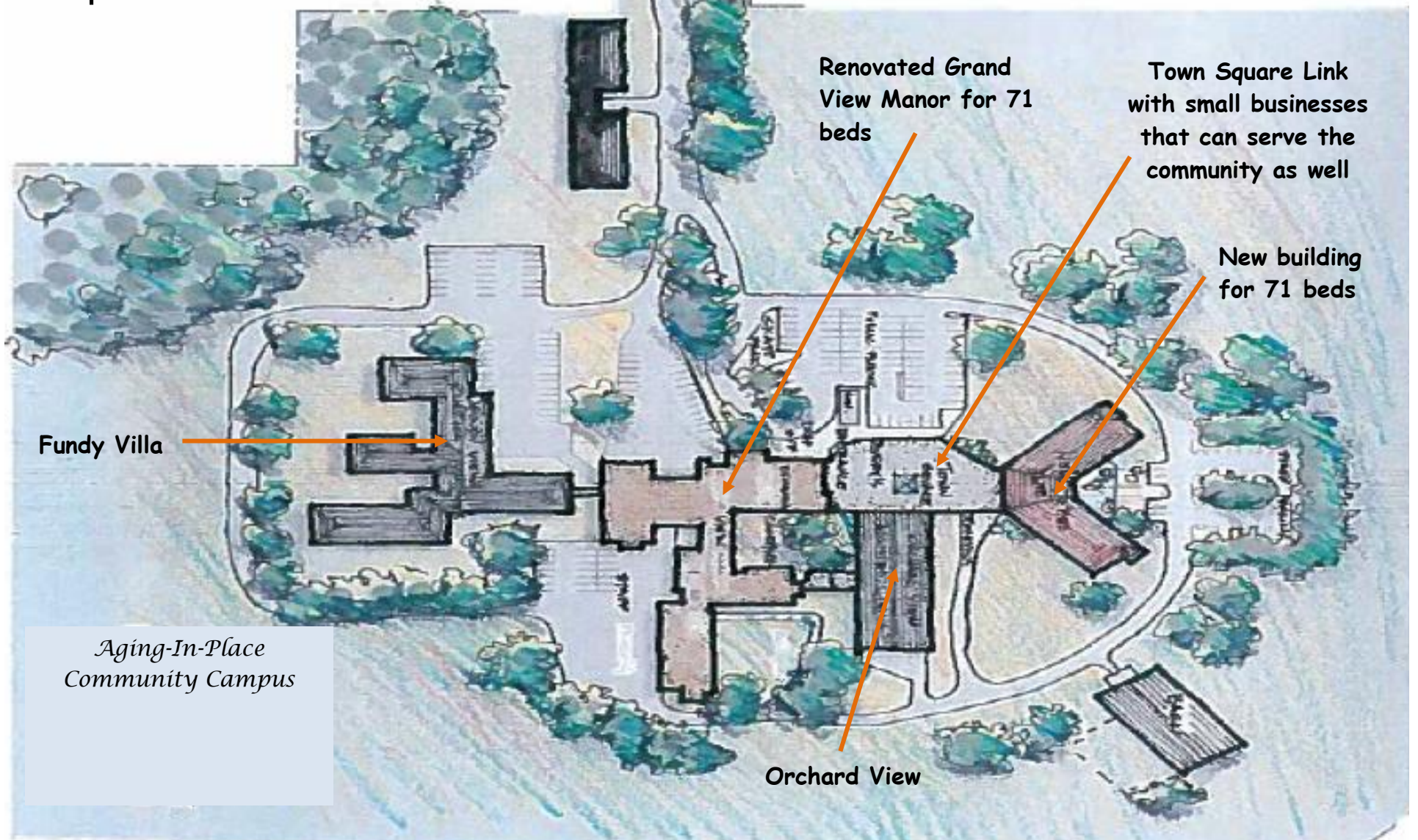
George Moody
Chair, Seniors Foundation

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Grand View Manor

A Proposal for an
Innovative Community
Campus Model



Fundy Villa

Renovated Grand
View Manor for 71
beds

Town Square Link
with small businesses
that can serve the
community as well

New building
for 71 beds

*Aging-In-Place
Community Campus*

Orchard View

Imagining the Possibilities: The Grand View Manor Continuing Care Community Model

Memory Lane
Walkway around the property, open to the public

Community Garden
We can partner with the community to create community gardens

Adult Support /Respite Beds
Day respite for people who need some assistance/socialization while their caregivers are working. Respite bed services will allow more opportunities to lessen caregiver burnt-out.

Campus Concept
A resident can stay in the same community despite the changing level of care – independent housing, assisted living, nursing home

Community Services
GVMCCC operates home care services – providing services from that first level of assistance.

Centre for Excellence
GVMCCC has a sustainable Centre for Excellence conducting research and providing training to healthcare providers.

GVMCCC
Where possibilities are ageless

The Memory Village
for residents with dementia
Part of the plan is to develop an open space that has access to outdoors where residents with dementia are free to move around, enjoy nature safely, and continue on with their daily routines.

Canning and Winery
Residents can make jams or pickles. We can make wines.

The LINK
The link that connects the new building to Orchard View, the renovated Grand View Manor, and Fundy Villa is not just a hallway. We envision having stores and coffee shops so we can bring the community inside GVM.

Barn
We can have farm animals on our property!

Highlights from March 2013-March 2017

Strategic Direction 1: Governance Excellence

- Separation from municipality approved
- Preliminary Designs for New Building completed
- Functional Assessment of current building completed
- New entity incorporated: Grand View Manor Continuing Care Community
- New board members for GVMCCC recruited

Strategic Direction 2: Strong Leadership & Organizational / Staff Development

Communication

- E-mail standardized: firstname.lastname@grandviewmanor.org
- Focused News – monthly publication
- social media presence: Facebook page launched
- Standardized / Regular meetings required
- Feeding Guidelines pamphlet completed
- Resident Incident Report, Post-fall / post choking assessment

Organizational Development

- Organizational chart updated
- Standardized job posting
- CCA scholarship program
- Mandatory wearing of GVM Photo IDs
- Customized Performance Evaluation
- 12-hr shifts, 8-hr shifts with monthly stats, flexible scheduling
- 2013 / 2016 Organization-wide survey
- Feeding stools – all units
- More outdoor benches for residents and staff
- 10 new beds with adjustable heights purchased to address staff /resident safety – more to follow every year
- Divided slings approved for purchase for resident safety

Fiscal

- Savings on blue nitrile gloves – approximately \$30,000 / year
- Budget / financial report distributed to management
- OV garbage now picked up by the Municipality
- Orientation days for nursing reduced– saved an RN/LPN FTE
- \$35,000 savings by switching laundry chemicals
- Energy savings through light bulb replacements

Strategic Direction 2: Strong Leadership & Organizational / Staff Development (continuation)

Staff Support and Development

- Smoking Cessation Support Group
- Dental Benefits with 15% more coverage than DHW funding
- Employee and Family Assistance Program (EFAP)
- Decorating competitions
- Staff Appreciation Corner
- GVM Farmer's Market
- Monthly Staff birthday cards
- General Orientation Package standardized for staff
- General Orientation Sessions launched in January 2016 – once a month
- Thanksgiving pies
- Greatest Loser
- 1st Annual Apple Blossom Decorating Competition
- Crazy Hat Day in July
- Scarecrow competition
- Coffee / tea brought back for staff purchase, .50c meal cards available
- Staff Appreciation Cards every March – staff can exchange cards or give appreciation cards to their co-workers
- RBC Financial Wellness Consultation – free
- Leadership training with Carla – manager, frontline, board
- Learning Profile initiated – inventory of employees interests and skills
- Increased Staff Training: Gentle Persuasive Approach, Frontline Leadership Training, Teepa Snow, Fire Safety, Monthly Education Series, Wound Care modules, Palliative Care Course, PIECES Training, Alzheimers and Dementia conferences
- Through Staff Health and Wellness: organized hikes, farmer's market, Winter skating, ice cream during Gala Days, library for staff, GVM cookbook, staff gym (discontinued), yoga
- Committees formed: Palliative Care, Ethics, Wound Care, Staff Health and Wellness, Pet Committee, Resident Mobility Team, GVM Newsletter

Strategic Direction 2: Strong Leadership & Organizational / Staff Development (continuation)

Staff Restructuring

- Housekeeping and laundry supervisors merged into one
- Changed the department name from PT/OT to Therapeutic Mobility Services
- Introduced Social Work position (SW)
- Introduced Professional Development Coordinator (PDC)
- Replaced ADON position with SW and PDC
- Reviewed and revised DOC role to give more focus to nursing
- Ward clerk has changed to Scheduler / IT Team Support
- Recreation now at 40 hours per week instead of 36
- Maintenance coverage from 7am-3pm to 7am-4pm
- Introduced Nursing Auxiliary
- One Nurse Manager
- Maintenance Supervisor position created
- Asset Management, Organizational Development, Safety, HR portfolios assigned
- Reduced 1 Housekeeping FTE through attrition
- Reduced laundry shifts from 4 people per shift to 3.5 people per shift, changed shift times as well.

Risk Management

- Code Red reviewed – switched to card instructions, emergency kits, staff accountability added, purchased equipment for stairwell evacuation
- Policy format standardized
- New policies include:
 - o Pneumovax Immunization Policy
 - o Use of Social Media
 - o Domestic Hot Water Monitoring (mandated)
 - o Use of Gloves
 - o Bereavement Leave updated
 - o Personal Health Information (legislated)
 - o scent reduced
 - o paging guidelines
 - o gifts and gratuities
- Oath of Confidentiality revised and all staff required to sign
- Legal Employment Contract now in effect

Strategic Direction 3: Quality of Care

- Family Council started
- Fundy Villa Council started
- Handicap permit now available to families who need to take residents to appointments
- Christmas meal cost reduced from \$20 to \$15
- Residents now have access to computer and internet in the recreation room
- Serenity Suite – first end of life care room
- Installation of privacy curtains for all residents
- New couch / TV for Winslow
- New dining room tables - 10
- 2 new tubs – 60,000
- Midnight – cat is back
- Falling Leaf initiative
- Therapeutic Garden work c/o Garden committee and Glad Gardens
- Outdoor awnings replaced

Strategic Direction 4: Infrastructure, Innovation, Technology

Infrastructure and Equipment

- Winslow unit painting completed
- Floor replaced between Franey and main lobby
- Extra vents installed on Ross
- Laundry room's temperature problems minimized
- Renovated office space for Director of Support Services
- Widen doors (4 rooms) for residents with bariatric beds
- Covered storage space by maintenance shop
- Relocated and improved space for PT/OT
- Constructed room for deceased belongings storage and housekeeping carts on Wagner
- Approved new awning by recreation entrance to gardens
- All windows replaced
- Chlorinated water well system
- Back parking lot paved
- Grand View Manor sign is back
- Recreation door- double doors
- Wall fans installed
- Board room door replaced and some shelves enclosed

Strategic Direction 4: Infrastructure, Innovation, Technology

Infrastructure and Equipment

- New office space for finance
- New family meeting room / change of shift report room – Ross
- Renovated garbage storage – Ross – instead of leaving garbage in the hallway between pick-ups
- Sensor taps for Winslow, replaced flooring Winslow med room

Technology

- Avaya Phone System
- Added new phones in Unit hallways, Wagner dining room, Board Room, main dining room
- Exchange server purchased
- Computers upgraded / replaced
- Maintenance Care software – now paperless re maintenance requests and preventive maintenance
- Phone / cable services now being offered to residents / tenants
- New nurse call bell system – staff are now carrying pagers instead of leaving residents' rooms and checking hallways to see who needs assistance
- Main exit doors are being secured for residents with wandering behavior
- Tablets for browsing purchased
- RIM tablets available on Winslow and Chase
- Wireless installed all over the building
- Staff Schedule Care

Other Projects

- Hardy Years published
- Logo Making
- Project 45 – celebrating GVM's 45th year



Strategic Direction 5: Community Engagement and Meaningful Partnerships

- DHW spring / fall forum held at the Manor
- Display board during Munch Move and Mingle held in Berwick
- Partnership between Recreation and Valley Schools
- Grounds continued to be available for Gala Days / parade
- Support Groups for Caregivers of People with Dementia
- SW involvement in Community Health Board
- Administrator's board membership in Continuing Care Council (Health Association NS) and Community Governed Organization

Committees

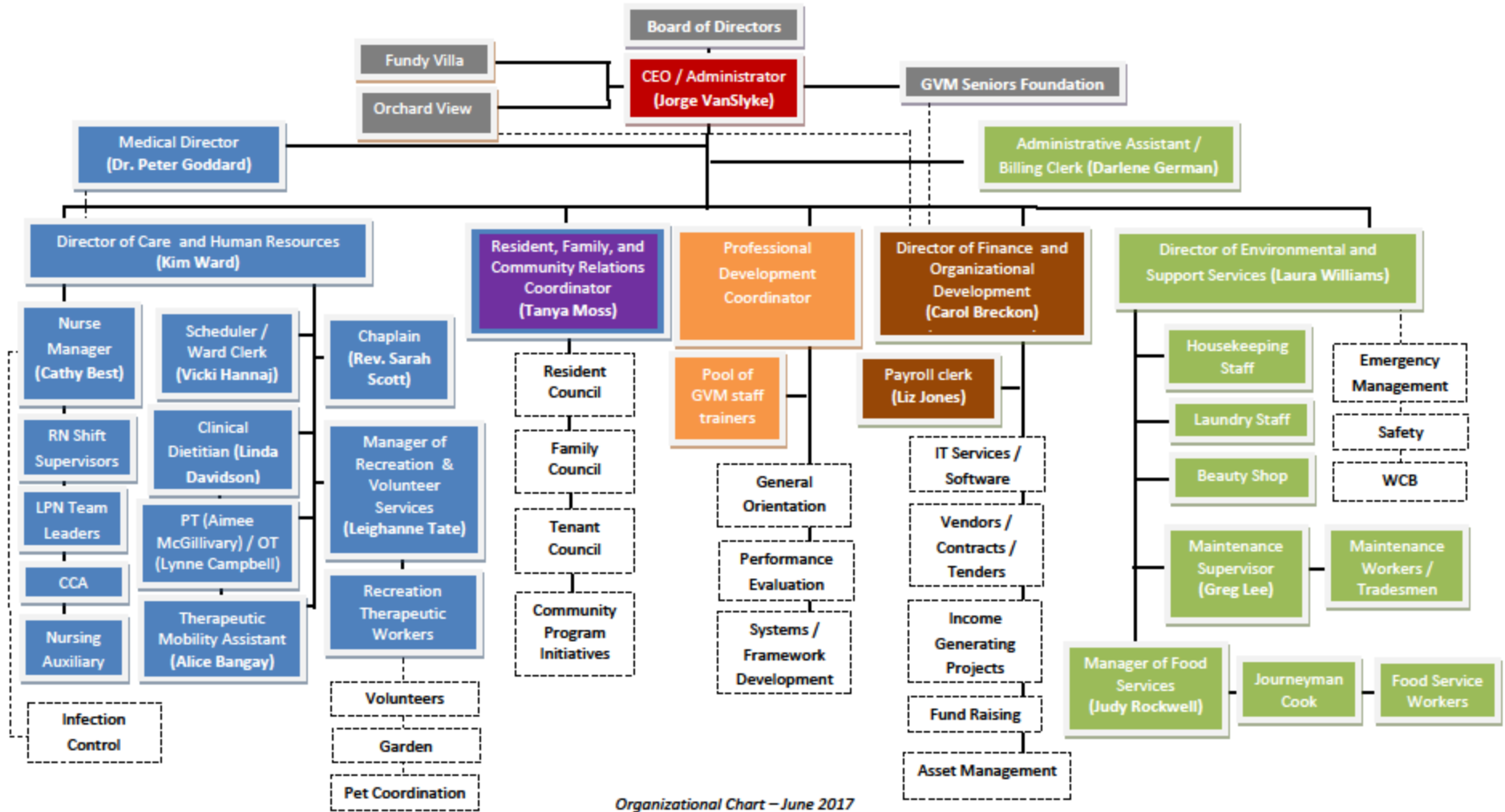
- Advisory Committee (Carol Breckon)
- Ethics (Tanya Moss)
- Frontline Leadership Team (Tina Lonergan)
- GVM Newsletter
- Infection Prevention and Control (Cathy Best)
- JOHSC (Laura Williams)
- Palliative Care
- Pet Committee
- Pharmacy and Therapeutics (Cathy Best)
- Resident Mobility Advocates (Cathy Best)
- Staff Health and Wellness (Shirley Ritchie)
- Wound Care Team (Lynne Campbell)

*Please like us on Facebook
so you can get updates
from the Manor!*



ORGANIZATIONAL CHART

GRAND VIEW MANOR



Kim Ward
Director of Care with HR oversight

STAFFING: Retention and recruitment are still challenging in the nursing department, especially CCAs.

Position	Interviews	Hired	Terminations	Resignations	Retirees	Current Staffing
CCA	49 +5 cancellations	20	7	3	2	96
Auxiliary	10	8	0	0	0	4
LPN	9	5	1	1	0	33
Students	9	9	0	0	0	9
RN	8	8	0	2	1	16
TOTALS	85	50	8	6	3	158

Our efforts to recruit staff are:

- We have CCA students placed from NSCC Kingstec and Middleton campuses, and from this we have employed five.
- Nursing schedule has been changed to better meet staffing needs and work life balance of the staff. Nursing staff seems to be happy with this. New employees have found this very appealing.
- We have also recruited qualified workers from different countries.
- We are actively assisting staff to obtain their Provincial CCA certification.
- Attendance to the PeopleWorx job fair at the Louis Millet complex in New Minas on April 18th 2016.
- Streamlining Nursing Units, so every unit operates with the same standards.

EQUIPMENT ACQUIRED

- | | |
|---|---|
| - 12 mattresses replaced between Chase, Ross and Franey units. | - Wander guard was installed and staff trained |
| - 10 beds replaced on Rainforth/ Wagner unit | - 1 mesh bath seat (tub insert) Rainforth/Wagner |
| - 5 new medication fridge thermometers installed | - 3 Maxi slide kits for Chase, Franey and RW units |
| - 2 Arjo Huntleigh bath tubs installed on Franey and on Rainforth/Wagner unit with funds from the foundation | - 6 Arjo Huntleigh hammock style/divided leg slings for residents throughout the Manor |

Training and In-services

- Attended Community Governed Organization leads training April 6 & 27th
- Gentle Persuasive Approach was held in house April 8 & June 17th (9 staff attended each session)
- Bullying in the workplace in-service
- Annual Labour Relations education was attended at the Old Orchard Inn May 19th
- Participated in the annual Continuing Care Association of Nova Scotia conference
- CPR was offered (5 nursing staff attended)
- June 21 we received Automated External Defibrillator (AED) training
- July 5 and 6th RN and LPN staff educated with Lawton's on Pac med system
- Palliative care course was taken by 4 staff
- February 23, Aware-NS presented a PACE workshop on site and 10 staff attended

Other Highlights

- Beth Hakkert, Director of Care, retired in July 2016
- Pacmed system went live in July
- October 22nd all nursing staff began new rotation schedule with 12-hour and 8-hour rotations. Nursing are no longer rotating units and Multi-Unit Team is created. Nursing staff following the 12 hour rotations have stated an increase in their work life balance with more days off for home life. Residents have more consistency with their caregivers with the end of rotating CCA staff around the units. We now have just one Nurse Managers which will help in standardizing units.
- Staff Schedule Care, our new scheduling system, was launched in February 2017

FLU VACCINE STAT

128 residents

67 Staff

16 Volunteers

...received FLU vaccinations

In November 2016, R/W unit was closed to visitors due to influenza cases but it was successfully contained.

In December 2016, Gastro Intestinal Illness caused the facility to close to the public until the virus ran its course.

Laura Williams
Director of Environmental and Support Services
WCB and Safety Management Oversight

Housekeeping Department

Housekeeping employees

- 6 Full Time Staff, 10 Part Time, 3 Casual Call-in's for housekeeping and laundry
- 2 full time employees retired – Congratulations Rick Marshall and Pam Dill!

Initiatives

- Auditing tools introduced – Oxipur black light is being used to see calcifications
- Job descriptions and daily checklists completed and put into practice.
- Housekeeping Safe Operating Procedure's completed.

Challenges

Increased workload due to higher number of residents coming into GVM with wheelchairs / walkers

HOUSEKEEPING
HOURS

Monday to Friday
6:50am – 6:30pm

Saturday and Sunday
6:50am – 2:50pm

LAUNDRY
HOURS

7 Days a Week
5:50am – 3:50pm

Laundry Department

Laundry Employees

- 2 Full Time Staff, 4 Part Time, 3 Casual Call-in's for housekeeping and laundry

Challenges

- Breakdowns with washers and dryers are occurring more often.
Getting parts for our aging machines is becoming more of an issue all the time.
- Linen shortage issues

Interesting Facts!

There have been **1304** face cloths, **432** hand towels, **30** bath towels, **108** aprons, **108** soaker pads, **24** pillow cases, and **32** fitted sheets put into circulation from April 2016 – March 2017

Greg Lee
Maintenance Supervisor

Over the past year we have been very busy in maintenance. The demand is even more now because of the age of the building and equipment. Over the past year we have the following projects completed:

- installation of a new wall and door between the kitchen hallway and the service area which solved a temperature problem
- completion of bariatric door installations in 4 residents' rooms.
- Worked with contractors on installing a Wander Guard system to allow our high elopement risk residents to move around more freely in the building while keeping them safe.
- An elevator upgrade was completed replacing a single wall cylinder with a new double wall cylinder. This now meets the code.

There were also many upgrades to the building and equipment completed and some still ongoing. Our **Maintenance Care system** is working great and keeps track of our maintenance request, which allows us to prioritize work being done.

Judy Rockwell, Manager of Food Services
Linda Davidson, Clinical Dietician
Nutrition and Food Services Department (NFSD)

Interesting Facts!

- 1) Staffing: 21 Full Time and Part-time employees, plus full time Food Services Manager and Dietitian
- 2) Long-term employees
Judy Rockwell (34 years) Linda Mapplebeck (28 years)
Elaine Parker (25 years) Linda Davidson (24 years)
Sylvia P George (20 years) Doris Doherty (28 years) - retired
- 3) Food Handlers Course is required and must attend a refresher every 5 years. This is paid by GVM.
- 4) We have an 8-week menu cycle and we have variations for summer and winter

Did You Know?

GVM's Food Services
Department served a total of
188,211 meals in 2016-
2017???

GVM Residents:	155490 meals
Staff:	6787 meals
Fundy Villa:	13914 meals
Orchard View:	11680 meals

6 NFSD employees have a total of **159 years** of service together. That is more than 3 times the age of GVM! [13]

Cost Saving Initiatives: We are a member of Nova Scotia Health Authority and have a contract through Sysco Source. Food is also purchased from O.H.Armstrong and fish from Gordon Food Service, as well as locally for seasonal fruit/vegetables and smaller items.



Purchases: 3-Door Commercial Glass Fridge

Memberships / Subscriptions:

- NSDA (Nova Scotia Dietetic Association)
- Dietitians of Canada-Networks: Gerontology,
- Dysphagia Assessment, PEN (Practice-Based Evidence in Nutrition) knowledge website.

Committee Involvements:

- | | |
|-----------------------------|-----------------------|
| Resident Mobility Advocates | Palliative Care |
| Wound Care | Ethics |
| Pharmacy and Therapeutics | JOHSC |
| Staff Health & Wellness | Resident Food Council |

Did You Know?

Raw food costs from April 1, 2016 to March 31, 2017 is

\$358,860.46

Which is 4% more compared to last year's

\$342,345.74

Challenges:

- Older building and equipment (Unit fridges, Steamtable)

Opportunities:

- Collaboration with NS Health Authority and Acadia University through their Dietetic Internship Program
- Looking forward to planning for a new building!

Strengths:

- Staff knowledge of facility, residents, and community they come from. They enjoy the work they do!
- Food service staff provide positive, respectful interaction with residents at mealtime

Volunteer Feeding Program:

GVM is always looking for extra assistance in feeding residents at meal times. Many residents are less independent and may require over half an hour to feed. A "Meal Assistance Guidelines" brochure has been developed for staff as well as volunteers, auxiliary workers and family members who wish to assist. A one-hour session is available with Linda Davidson, Clinical Dietitian, to help orient new volunteers, students and auxiliary workers with further information.

Alice Bangay, Therapeutic Mobility Assistant Therapeutic Mobility Services

The primary focus of the Therapeutic Mobility Services Department is to assist residents in maintaining and or improving mobility function when possible. Mobility includes walking or foot propelling a wheelchair.

Therapeutic Mobility Services continues to be actively involved in Resident Mobility Advocates Committee and we are currently updating our Least Restraint Policy which includes the appropriate intervention for a resident that requires different levels of restraints for safety such as reviewing residents using secure seat belts every 2 months to determine if it is still needed.

Over the past year our department has continued to provide orientation sessions to new nursing staff on the proper use of mechanical lifts, walking belts, breezy slider sheets and maxi slide sheets. I continue to work with the Occupational Therapist with duties including setting up and maintaining V4 specialty mattresses, giving out wheelchairs, seatbelts and cushions in the absence of OT.

INTERESTING FACTS

- Assessed 60 new residents
- Received a total of 146 referrals for the year
- 41 of our 142 residents use the mechanical lift for all transfers
- 58 use walkers
- 43 residents are independently mobile

Current Equipment and Supplies:

178 slings	9 Bed Pad Alarms (6 in use)
21 Clipped Alarms (19 in use)	8 Chair Pad Alarms (5 in use)
51 walking belts (37 on units)	40 walkers owned by GVM (35 residents have their own walkers)

Therapeutic Mobility Schedule

Physiotherapist
(Aimee McGillivray)
- every Thursday

Occupational Therapist
(Lynne Campbell)
- Monday and Tuesday

Therapeutic Mobility Assistant
(Alice Bangay)
- Monday to Friday

Did You Know?

- 70% of our residents require mobility aids
- We had 42% resident turnover in 2016-2017

**Lynne Campbell, BSc. Occupational Therapist
Therapeutic Mobility Services**

Over this past year I continued to focus primarily on wheelchair and seating assessments, to provide safe mobility and positioning for our residents. Skin integrity continues to be a priority concern that is dealt with through provision of specialty mattresses, positioning and heel booties.

My hours returned to the originally funded 2 days a week as of April 1, 2017. I delegated two of my programs – Resident Mobility Advocates and Falls Prevention, and General Orientation on mobility. I am still actively involved in Wound Care leading the quarterly meetings, distribute minutes and participate in weekly rounds.

Committee involvement summary:

Wound Care Committee: We have regular weekly rounds on Wednesdays to assess each resident referred to the Wound Care Team. Doctors refer their residents to the team before we are able to assess them. We also meet quarterly to discuss our progress and concerns. Quarterly statistics are recorded and will be analyzed after 1 year to measure our success in providing optimal wound care.

Wound Care Team

Dr. Robin Bustin
Jacintha Harvey, Nurse Practitioner
Lynne Campbell, OT
Linda Davidson, Dietitian
Pharmacist from Lawton's
Unit RN Supervisors
LPNs with interest in Wound Care

INTERESTING FACTS

- The team has seen 80 residents in total
- 68 new referrals (with only 15 referrals outside the team's scope of practice)
- 26 residents with active assessment / intervention

Initiatives

- We initiated a regular 10-minute education session during wound care rounds open to all interested nursing staff.
- Grand View Manor participated in a study examining the regular breakdown of top and base covers for V4 Roho mattresses organized by a manufacturer representative, Jacques Deschenes for Permobil. It is now completed along with final recommendations from Permobil for proper care and cleaning of these mattresses that we use at GVM.

Resident Mobility Advocates: Falls prevention: We have a wide representation from different departments and we have been meeting every 2months to discuss and review resident falls and incidents. Using the multi-disciplinary approach, we discuss individual incidents (mostly falls) and determine if all preventative action has been taken. Recently we have discussed and revised GVM's Least Restraint Policy.

Lift and Transfer In-services: This in-service is provided once a month and is now being provided by Alice Bangay. Instructions include proper use of wheelchairs; proper positioning of the residents and how to spot safety issues needing repairs.

Education:

- attended 2 Lunch and Learn new product in-services at Evergreen Nursing home
- attended a day-long seminar on pressure relieving surfaces, seating to reduce occurrences of pressure injuries and the use of tilt /recline in power wheelchair prescriptions.

Statistics:

- O.T. was able to complete funding requests and provide:
- 30 Red Cross wheelchairs
 - 14 completed Red Cross specialty mattress requests and provision of mattresses
 - Approximately 87 wheelchair and mattress assessment referrals

Equipment Donations:

	Estimated Value
- (1) HP Roho cushion and incontinent cover	\$600.00
- (1) 16" x 16" older Patriot manual wheelchair	\$1000.00
- (3) V4 Roho section covers	\$600.00

Equipment purchased by GVM for GVM wheelchairs:

- 2 gas struts for GVM manual tilt wheelchairs	\$290.00
- 1 pair caster wheels	\$106.00

Leighanne Tate Manager of Recreation and Volunteer Services

Residents at Grand View Manor benefit from the consistent presence of five recreation staff members who endeavour to provide each individual with the opportunity to engage in appropriate and meaningful leisure activities. These opportunities for engagement help to enhance the health, functional abilities and quality of life for those residing at GVM.

Some of the residents' favorite regular activities include bowling, bingo, folding laundry, shuffleboard, card games, crokinole, baking, bible study, exercises, and the weekly walking club. These regularly scheduled activities provide consistency and give residents the opportunity to form relationships with each other, as well as with staff members and volunteers. Special events, scheduled throughout the year, give residents something to look forward to and allow us to develop and maintain community connections. For example, the children from Orchard Away Daycare joined us for our annual in house Apple Blossom parade, the Hantsport School band performed at GVM in June, the Apple Capital Museum again offered residents the opportunity to view, and drive in, a variety of antique automobiles in early July, Gala Day princesses toured the Manor in September, serving military members from 14 Wing Greenwood joined residents in honoring our veterans on November 11th, and the Berwick Girl Guides participated in our Christmas tree lighting in early December.



Automobile Drives with the Apple Capital Museum (July 2016)

One of the biggest changes during this past year was that recreation staff switched from a weekly to a monthly rotation on the units. This was done to provide a higher level of continuity in the provision of recreational services. Staff members feel that they are better able to identify and respond to residents' needs and it also facilitates communication with the unit staff.

Like all staff, we face the challenge of dealing with residents with increasingly complex diagnoses, including on-going mental health issues, which have an impact on their ability to engage in leisure activities and form meaningful relationships. Recreation staff members are looking to increase their knowledge base and acquire the necessary tools to help identify the best approach to take with these individuals in helping them to feel comfortable and secure in this environment.

Professional development is encouraged and supported within the department. Staff members have participated in a number of on-site in-services over the past year on a variety of topics, including:

- Grief and Long Term Care
- Delirium
- Lateral Violence in Health Care
- Defibrillator Training
- Elder Sexuality
- Bullying in the Workplace
- Frontal Lobe Dementia

In addition, two staff members completed Mental Health First Aid training and another staff member completed the 'Palliative Care Front-Line Education' course. As well, staff member, Nellie Barbour-Leonhard has been attending a weekly sign language course (on her own time) to develop the ability to better communicate with two of our residents.

Fun Facts from the Recreation Department:

- The department offers, on average, over **900** small and large group programs yearly.
- Staff take over **70 000** steps in one month transporting residents to and from the Assembly Room to attend programs.
- Team members and volunteers will have over **500** one on one interactions with residents in one month.
- **2000** bowling pins are set up each month!

Volunteers

Our dedicated volunteers continue to play an important role in helping to meet the needs of our residents. We were fortunate to gain 4 new volunteers during the past year, each bringing with them a very specific skill set that was much needed and is greatly appreciated. As well, 4 new musical groups started performing regularly during 2016. All of our musical groups provide their services at no cost, travelling from all over the valley to be here. Our group members and all of our volunteers were acknowledged at our annual volunteer appreciation reception held in April.

It's More Fun at Grand View Manor!



Apple Blossom Parade (May 2016)



Spa Time with the summer students



Susan Ueffing performs on Family Day 2016



Alzheimer "Walk for Memories" 2017



Bus Drive to the Look Off and Kingsport Beach





Horseshoes in the garden...



Winslow Unit zoo trip (August 2016)



Santa Visits GVM



Two of the residents' favorites – Shuffleboard and darts



Gala Days Parade 2017



221 lbs. of food collected for our local food bank during the FCC Drive Away Hunger Food Drive (October 2016)



New Year's Eve with Wally Thorne



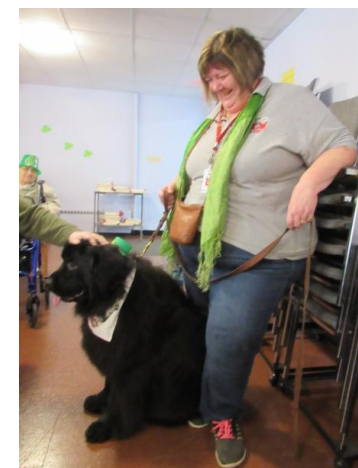
Bus Drive to see the Pumpkin People (Oct 2016)



Military members from 14 Greenwood join us for Remembrance Day



A Performance by the Kings Fiddlers



Happy St. Patrick's Day from our St. John Ambulance therapy dog, Darcie! [22]



Enjoying a Christmas movie on the Big Screen



North Mountain Chorus (December 2016)



"Midnight" – Our newest "resident" on RW Unit



Bus Trip to Sheffield Mills for Eagle Watch (Feb 2017)



Reverend Sarah Scott

Nova Swing Band (Feb 2017)



St. Patrick's Day with Mark Clarke

Reverend Sarah Scott
GVM Chaplain



Psalm 94

***“When I said, “My foot is slipping,” your love, O Lord, supported me.
When anxiety was great within me,
Your consolation brought joy to my soul.”***

It is my absolute privilege to serve as your Chaplain, in partnership with the Eastern Valley Baptist Association. This role continually calls me to the side of those searching and calling out to God. I serve our Staff and Management, our residents and families, and our greater communities of Kings.

Having a Chaplain on site that knows the residents and staff personally is an essential part of providing holistic care. In times of stress and grief, it's been my honour to walk alongside staff as they deal with the concerns and weight of their work and lives. Many staff are unable to be a part of their faith communities because of the demands of an ever changing work schedule. This year has been an increase of staff counseling, I feel, because the staff knows me better and trust me. A Chaplain is a confidential person on site that they can talk freely to, and I am hearing that this is something they value. Having a Chaplain on site is of tremendous value for our commitment of “Caring for the Care Givers”.

GVM Residents are being served through regular Bible Studies which are held in the Assembly Hall or on unit. We sing, pray, and talk through topics of faith. One resident said in our study, “I don't know why I waited so long to accept that God really loves me and that I am worthy of that love.”

I also host a weekly Bible Study for the Apartment Residents (and Community members!) When one resident passed away, her daughter who had been coming with her has kept coming because she enjoys it so. Two of our Transport volunteers joined as well. This is an intensive study, one that requires good preparation. This year we have completed studies on the Books of Acts, Proverbs, and completed a very interesting and engaging series called Alpha. I have found that to be so encouraging to know that we really are improving the lives of our seniors through our excellent care here.

Our weekly Worship Services are very well appreciated with a regular attendance of 70-100 people. I appreciate the diversity in the congregation of GVM, FV, OV, their family members and community members. One couple has continued



to come even after their family member has passed away, and another come because they are on a waiting list to come to GVM and they enjoy the services. Another family has their own "family row" because the residents children AND spouses attend. I understand why we have been a consistent and growing congregation. We do laugh a lot!

Two Anglican Churches in partnership, Cambridge Baptist, Aylesford Baptist, and the Berwick Catholic Church, each take a Sunday every month to transport. The last Sunday of the month is being covered by individual family members and staff. We gained two young families to help with transport as they wanted a volunteer opportunity that could include their very young children.

Sheila and Larry MacDonald still volunteer every week setting up sound and 'platform' chairs, transporting, and specifically transporting Winslow residents. This is a change that was put in place one year ago and has been a tremendous success. Ruth Anne Harris continues to volunteer most weeks to accompany hymns and we have an informal Hymn sing before the service as many residents get there quite early. It has been my responsibility to book the weekly musicians in for the service. This takes up a considerable and surprising amount of time.

This year in particular it has become quite apparent to me the enormity of this position and the impossibility of filling the responsibility within the 18 hours given. Despite my best efforts, I'm humbled by the number of residents that go unvisited week after week because of the restrictions of only being here two week days. Although the EVBA are in full support of more Chaplaincy hours, financially it is unfeasible for them, as they are receiving less and less funds each year. There are many Churches, with far less congregation members that have full time ministers. I do believe that it would make a significant and immediate positive impact on residents of the Manor, tenants, staff and families to have more Spiritual Support available. Community involvement will be a tremendous help for this Ministry.



Staff Health and Wellness Annual Report 2016

May

- Purchased 2 massage cushions, a lamp and a wing back chair for the staff room - staff can relax during breaks, read a book and use the massage heat cushion. The second massage cushion is located in Franey Family Room.
- Health and Wellness Fair – local vendors from across the Valley came from 1-4pm in the Assembly Room. Free to staff to attend food and massages and health advice as well as door prizes from the vendors.

June

- Held a free BBQ for staff during lunch hour. Hot dogs, pop, chips and ice-cream.

September

- Helped with the 1st Family and Staff BBQ at GVM.

October

- Helped promote our annual Pumpkin People festival at the Manor.

December

- Every Friday we had free snacks in the staff room From 9am – 3pm.

February

- Free skating party at the Apple Dome for staff and their family. Hot dogs, pop, chips and cookies were provided.
- We held our first Paint Night in the Assembly Room. Staff paid \$40 to attend this Fundraiser. Snacks and punch were provided. We had a good turnout and lots of fun.

GVM Senior Foundation

Net Income from Fundraising:	\$26,573
16th Annual Golf Tournament	\$19,462
Memorial Donations	\$3,590
Annual Ticket Auction	\$2,963
Donations to GVM	\$62,219
2 whirlpool tubs (net of HST rebate)	\$54,787.43
2 awnings	\$5,268.50
funded a portion of chaplain fees	
Bursaries	
2 @ \$1,500 each	\$3000
Averee Kinsman	
Jenna Breckon (2016 West Kings grads both pursuing BSc degrees)	

Social Work Corner

New Residents:	60
Transferred to preferred LTC:	10
Deceased:	48

Family Council Sessions:	4
Alzheimer's Dementia Support Groups:	5
Resident Care Conferences:	141

Please note that Department of Health and Wellness has a 6-day average vacancy-admission turnaround time guideline. Grand View Manor averaged at **5 days!**

General Staff Training and In-Services

Poly Pharmacy

Attendance: Tina Ruggles, Lynne Campbell, Linda Davidson, Melissa Pothier, Jacques German, Laurel Pizarro, Dixon Alias, Nancy MacEachern, Basil Kuriakose

Substitute Decision Maker & Power of Attorney

with Lorie Wheeler & Jessica Wall **Jan 19, 2017**

Attendance: Michelle Burnett, Eleanor McKean, Susan Helpard, Adina Whiston, Nicole McBride, Ludy German, Tanya Moss, Tina Ruggles, Angela Walsh, Kourtnee Gordon, Kim Slade, Jackie Crowell, Dallas Stoddart

Mobility Monday: Bed Pad Alarms **Jan 16, 2017**

Attendance: Kathy Leopold, Tammy Johnson, Bonnie Leggett

O2 Equipment: Luta Respiratory Therapist **Jan 11, 2017**

Attendance: Dena Kalkman Dawson, Jonathan Townsend, Blesa Bancod, Divya George, Angela Ward, Annette Pulsifer, Lynne Campbell, Alice Bangay, Cara Collette, Melinda Roach, Kathy Leopold

Poly Pharmacy: Alicia Hingley **Jan 10, 2017**

Attendance: Jackie Crowell, Blesa Bancod, Eleanor McKean, Dana Bennett, Cathy Best, Kourtnee Gordon, Angela Walsh, Ludy German, Ainsley Camps, Tanya Moss

Avoiding Medication Errors: Alicia Hingley **Dec 6, 2016**

Attendance: Kelly O'Shea, Basil Kuriakose, Melissa Pothier, Dixon Alias, Lillian Terrio, Julie Dort, Bonnie Leggett

Mobility Monday: Erin Johnson, Alice Bangay "Slings and how they are used" **Dec 5, 2016**

Attendance: Mark Albano, Andrea Hodges, Sheldon Lightfoot, Lynne Campbell, Tara-Lee Cleveland, Lillian Terrio, Lisa Stevens, Tammy Johnson, Kathy Leopold, Sharon Watton

Gentle Persuasive Approach **Nov 25, 2016**

Attendance: Katrina Pizarro, Alanna Furnseth, Sona Thankachan, Annelies Kistner, Jorge VanSlyke

Avoiding Medication Errors: Alicia Hingley **Nov 18, 2016**

Attendance: Cathy Best, Wendy Ross, Ludy German, Angela Walsh, Amanda Skinner,

Mobility Monday **Nov 14, 2016**

Attendance: Judy VanBommel, Andrea Hodges

Flu Season: Joanne Fairfax **Nov 9, 2016**

Attendance: Julie Dort, Andrea Hodges, Ruth Levy, Karlyne Spracklin-Pike, Wendy Ross, Eleanor McKean, Kyna McGuire, Judy Rockwell, Shirley Ritchie, Susan Palmer, Heather Miller, Mark Albano, Michelle Burnett, Holly Daniels

Bullying in the Work Place PT 3 **Oct 27, 2016**

Attendance: Verna Balsor, Denise Milligan, Tina Lonergan, Renee Lutz, Veronica MacLeod, Kelly Richardson, Shelly Mapplebeck

Delirium: Lorie Wheeler **Oct 27, 2016**

Attendance: Shelby Mosher, Angela Walsh, Adina Whiston, Susan Helpard, Eleanor McKean, Holly Daniels

GPA Practice Team **Oct 27, 2016**

Attendance: Cathy Best, Kim Slade, Ludy German, Dallas Stoddart, Alice Bangay, Rhonda Spencer, Susan Helpard, Tanya Moss

Roho Mattress In-service **Oct 24, 2016**

Attendance: Adina Whiston, Kathy Leopold, Joyce Reid-Rogers, Lillian Terrio, Andrea Hodges, Melissa Fowler

Gentle Persuasive Approach **Oct 21, 2016**

Attendance: Basil Kuriakose, Cathy Best, Kalyani Guntupalli, Ann Morrell, Dena Kalkman-Dawson, Sarah Riutta, Jenina Rudderham

Delirium: Lorie Wheeler **Oct 18, 2016**

Attendance: Lisa Stevens, Cassandra Ernst, Dallas Stoddart, Nicole Sowards, Cathy Best, Ainsley Camps, Dana Bennett, Ruth Levy, Suzanne Russell, Jackie Crowell, Sanu George, Molly Kakonyi, Nellie Barbour Leonard, Fimiya Kurian

Mobility Monday : Getting someone up off the floor
By Alice Bangay & Ainsley Camps **Oct 17, 2016**

Attendance: Ludy German, Molly Kakonyi, Donna Hamilton, Rebekah Pelletier, Fimiya Kurian, Faith Santos

Delirium : Lorie Wheeler **Oct 6, 2016**

Attendance: Alice Bangay, Lynne Campbell, Kourtnee Gordon, Kathryn Smith, Melissa Pothier, Claire Armstrong, Katrina Pizarro, MaryJo Baker, Ludy German, Lynn Stevens, Debra Adams, Tammy Gates, Nancy MacEachern, Judy Van Bommel, Sona Thankachan

Bullying In the Workplace/ Lateral Violence **Sept 30, 2016**

Attendance: Renee Lutz, Veronica MacLeod, Kelly Richardson, Tina Lonergan, Pam Dill, Denise Milligan, Verna Balsor, Shelly Mapplebeck, Laura Williams

Assessment after a Fall: Alison Petten	Sept 21, 2016
Attendance: Dana Bennett, Dena Kalkman Dawson, Kyna McGuire, Alice Bangay, Ainsley Camps, Nancy MacEachern	
Fire and Life Safety: Derwin Swinemar	Sept 23, 2016
Attendance: Basil Kuriakose, Sona Thankachan, Julie Dort, Kelli O'Shea, Angela Walsh, Darlene German	
Grief in LTC	Sept 16, 2016
Attendance: Alanna Furnseth, Susan Helpard, Ludy German, Melissa Pothier, Kourtnee Gordon, Alice Bangay	
Health Care Documentation	Sept 13, 2016
Attendance: Faith Santos, Kourtnee Gordon, Monica Franey, Nancy MacEachern, Basil Kuriakose, Donna Hamilton, Joyce Reid Rogers, Amanda Skinner, Edison Thomas Joseph, Tracy Keats	
Disenfranchised Grief	Sept 8, 2016
Attendance: Mary Howitt, Lisa Stevens, Cathy Best, Jacques German, Melissa Pothier, Melissa Pearle, Lynn Stevens, Fimiya Kurian, Ruth Levy	
ECAP- Safe Resident Mobility	August 25, 2016
Attendance: Katrina Pizarro, Claire Armstrong, Kelsie Balch, Jovilyn Halbersma, Rebekah Pelletier, Judy VanBommel, Susan Helpard, Ludy German	
60 Second Diabetic Foot Screen	Aug 18, 2016
Attendance: Heather Miller, Ruth Levy, Dana Bennett, Shelley Hann, Alanna Furnseth, Angela Walsh, Shelby Mosher, Lisa Stevens, Susan Palmer, Dallas Stoddart	
Assertiveness	Aug 15, 2016
Attendance: Terassa Morris, Joanne Nash, Valerie Simmons	
Hydration: Linda Davidson	August 10, 2016
Attendance: Melissa Pothier, Jenna Corkum, Ludy German, Ann Morrell, Lynn Stevens, Sarah Crocker, Lynne Campbell, Kourtnee Gordon, Donna Degaust, Joyce Reid Rogers, Lynn DeMille-Hebb, Sharon Watton, Susan Palmer, Amanda Skinner, Alanna Furnseth, Sona Thankachan, Heather Miller	
Mobility Monday: Lynne Campbell	Aug 8, 2016
Attendance: Jodi Balsor, Shelley Hann, Alison Mills, Debbie Hodges, Lynn Stevens, Susan Palmer, Heather Miller, Sona Thankachan, Mary Howitt, Joe Grant, Melissa Chambers, Kalyani Guntupalli	

Problem Solving Sexual Behaviour	Aug 3, 2016
Attendance: Chvonne Kane, Suzanne Russell, Jillian Brydon, Sanu George, Ann Morrell, Sarah Scott, Ashley Osborne	
Assertiveness	Aug 2, 2016
Attendance: Julie Dort, Janice Pick	
Assertiveness	July 21, 2016
Attendance: Tracy King, Mary McKay, Lisa-Marie Arseneau, Taralyn Baxter, Monica Franey, Nancy MacEachern, Teah Masters	
GPA Practice Team	July 19, 2016
Attendance: Mary Howitt, Rhonda Spencer, Laura Stronach, Joe Grant, Greg Lee	
Assertiveness	July 15, 2016
Attendance: Epenito Pizarro, Ashley Osborne, Cassandra Ernst, Ludy German, Mary Howitt	
Mobility Monday: Education Session Manslid Sheets	July 11, 2016
Attendance: Melinda Roach, Susan Palmer, Heather Miller, Mary McKay, Lisa-Marie Arseneau, Amanda Skinner, Jacques German, Sharon Watton, Rose Gavel, Monica Franey	
Defibrillator Training (Video)	June 21, 2016
Attendance: Alice Bangay, Debbie Kelly, John Bigelow, Greg Lee, Joe Grant, Mark Albano, Suzie Reese, Claire Armstrong, Jackie Crowell, Katrina Pizarro, Shirley Ritchie, Theresa Wilson, Dylan Shepard, Linda Davidson, Janice Pick	
Frontal Lobe Dementia: Lorie Wheeler	June 20 2016
Attendance: Joyce Reid Rogers, Rose Gavel, Sarah Scott, Sharon Watton, Donna Degaust, Monica Franey, Jackie Crowell, Emilee Lake, Kaeleigh Hancock (ST), Irene Hart	
GPA	June 17, 216
Attendance: Joyce Reid Rogers. Tracy King, Stephanie Dexter, Kelli O'Shea, Monica Franey, Dixon Alias, Linda Davidson, Dallas Stoddart, Anna Osburn, Teah Masters	
Defibrillator Video	June 14, 2016
Attendance: Dallas Stoddart, Beth Hakkert, Angela Walsh, Jenina Rudderham, Lisa Stevens, Shelby Mosher, Susan Palmer, Heather Miller, Veronica MacLeod, Judy Rockwell, Ainsley Camps, Diane Mair, Kim Ward, Sona Thankachan, Denise Milligan, Monica Franey	
Frontal Lobe Dementia	June 7, 2016
Attendance: Donna Hamilton, Ainsley Camps, Linda Davidson	

Mobility Monday **June 6, 2016**
Attendance: Heidi Todd, Donna Hamilton, Rebecca Wisted, Katie Sawler, Dallas Stoddart, Ruth Levy, Cassandra Ernst, Janelle Penner, Lisa Stevens, Shelby Mosher, Adina Whiston

Lateral Violence **June 3, 2016**
Attendance: JoAnne Nash, Rhonda Spencer, Adina Whiston, Alanna Furnseth, Lisa Godreau, Judy Rockwell, Monica Franey, Sonu Soju, Ruth Levy

Sign Language Education with Nancy Hopkins **June 2, 2016**
Attendance: Ainsley Camps, Debbie Kelly, Heidi Todd, Lisa Godreau, Susan Helpard, Adina Whiston, Andrea Hodges, Annette Pulsifer, Laurel Pizarro, Janet Carter, Lynn Stevens, Leighanne Tate, Kathy Leopold, Aneitre MacDonald

Lateral Violence **May 24, 2016**
Attendance: Dena KalkmanDawson, Angela Walsh, Dallas Stoddart, Mary Howitt, Nicole Sowards, Debbie Kelly, Annette Pulsifer, Karlyne Spracklin, Susan Helpard, Jenina Rudderham, Lisa Stevens, Cassandra Ernst, Cathy Best, Shirley Ritchie, Lisa Bissett

Lateral Violence **May 17, 2016**
Attendance: Ludy German, Diane Mair, Alicia Smith, Lillian Terrio, Ashley Osborne, Donna Degaust, Bonnie Leggett, Kathryn Smith, Eleanor McKean, Nellie B-Leonhard, Tracy King, Teah Masters, Laura Currie

Lateral Violence **May 10, 2016**
Attendance: Melissa Perle, Suzanne Ruggles, Lindsay Dennison, Julia Mosher, Alice Bangay, Kourtnee Gordon, Natasha Parks, Jovilyn Halbersma, Claire Armstrong, Kyna McGuire, Veronica MacLeod

Bullying in the Workplace **April 26, 2016**
Attendance: Eleanor McKean, Lillian Terrio, Lynn Stevens, Joyce ReidRogers, Kim Ward, Diane Mair, Laura Stronach, Alice Bangay

Bullying in the Workplace **April 21, 2016**
Attendance: Lisa Godreau, Janet Carter, Janice Pick, Courtney States, Epenito Pizarro, Bonnie Leggett, Andrea Hodges

Arjo Huntleigh New Tub **April 21, 2016**
Attendance: Kim Ward, Cathy Best, Mary Jo Baker, Claire Armstrong, Andrea Hodges, Courtney States, Jenna Corkum, Wilma Bowlby, Alison Mills, Cara Collette, Kelsie Balch, Ludy German, Monica Franey, Lillian Terrio, Rebekah Pelltier

Elder Sexuality Video & Discussion **April 19, 2016**
Attendance: Phyllis Mahar, Elizabeth Enserink, Dana Bennett, Angela Walsh, Kourtnee Gordon, Heather Miller, Susan Palmer, Abigail Bezanson,

Nellie Barbour-Leonhard, Ellen Grant, Amanda Skinner, Tammy Johnson, Shirley Ritchie, MaryJo Baker, Rebekah Pelletier, Judy VanBommel

Bullying in the Workplace **April 13, 2016**
Attendance: Alanna Furnseth, Amy Park, Shelley Hann, Nellie B-Leonhard, Faith Santos, Ruth Levy, Dallas Stoddart, Cassandra Ernst, Lisa Stevens, Shirley Ritchie, Susan Helpard, Adina Whiston, Monica Franey

Elder Sexuality **April 11, 2016**
Attendance: Alanna Furnseth, Erin Grant, Diane Mair, Lisa Godreau, Sarah Grover, Claire Armstrong, Sarah O'Reilly, Jovilyn Halbersma

GPA **April 8, 2016**
Attendance: Courtney States, Annette Pulsifer, Andrea Hodges, Mary Howitt, Sarah Grover, Adina Whiston, Susan Helpard, Ludy German, Suzie Reese, Tara-Lee Cleveland

Bullying in the Workplace **April 6, 2016**
Attendance: Cathy Best, Sarah Grover, Lynnette Surette, Terassa Morris, Valerie Simmons, Ludy German, Angela Walsh, Katrina Pizarro, Jackie Crowell, Debbie Kelly, Lisa-Marie Arseneau, Teah Masters, Tracy King, Mary McKay

Elder Sexuality **April 5, 2016**
Attendance: Lynn Stevens, Sharon Watton, Joyce Reid-Rogers, Lisa-Marie Arseneau, Mary McKay, Kathryn Smith, Eleanor McKean, Bonnie Leggett, Monica Franey, Suzanne Reese, Anna Osburn

Sleep & Shiftwork: Lorie Wheeler **March 16, 2016**
Attendance: Lynn DeMille-Hebb, Donna Degust, Ashley Osborne, Tanya Moss, Katrina Pizarro, Suzanne Russell, Sanu George, Ludy German, Monica Franey

Shifts and Sleeping **March 8, 2016**
Attendance: K. Balch, T. Johnson, A. Pulsifer, C. Collette, C. Armstrong, C. States, C. Best, N. MacEachern, P. Mahar, D. Kelly

Frontal Lobe Dementia: Lorie Wheeler **March 4, 2016**
Attendance: A. Camps, L. DeMille-Hebb, T. Moss, D. Kelly, S. Watton, B.Leggett, E.Hoffer, S. Hann, D. Lutz, K. Pizarro, K. Leopold, T.Masters, M. McKay, N.Barbour-Leonhard, Shirley Ritchie, Lillian Terrio

Secure Door Training **March 4, 2016**
Attendance: Andrea Hodges, Teah Masters, Lisa-Marie Arseneau, Tanya Moss, Joanne Nash, Tracy Siscoe, Mary McKay, Lynn DeMille-Hebb, Valerie Simmons, Laura Stronach, Kim Ward, Tanya Moss, Monica Franey, Amy Park, Sharron Watton, Cathy Best, Bonnie Leggett, Alice Bangay, Ainsley Camps, Sally Kervin, Natasha Lee, Judy Rockwell, Kayla Crouse, [29] Sheryl Leopold, Brenda Gould, Mayla Kenneally

