THE COMMUNICATOR

Spencer Home
"Adding Life to Years"

Spring 2022















The dining room officially re-opened to residents on March 1 and the Designated Support Person's (DSP's) were welcomed back on March 7.























































Mational Smile Day what makes you of nice sunshine and pretty women



























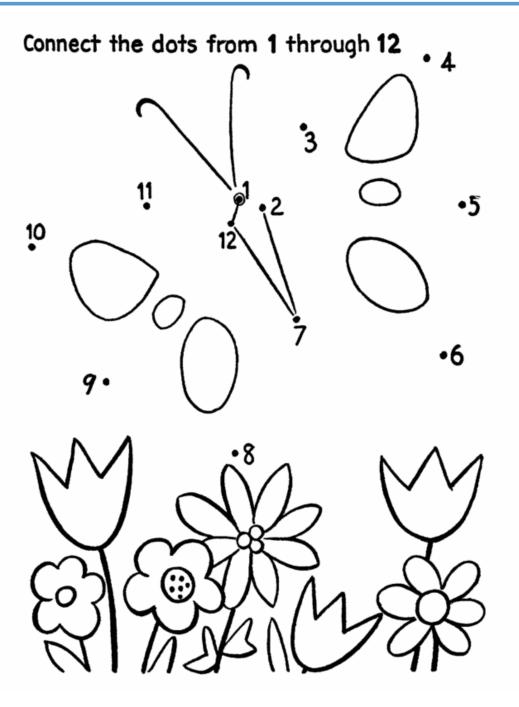


DESIGNATED SUPPORT PERSONS

Due to the increasing number of covid positive cases in the community, I would like to remind all Designated Support Persons to please be mindful when planning

your visit to the Home. Please reschedule your visit if you are showing any symptoms. Thank you.

Julie Jollimore, Director of Care



How to Obtain a Newspaper



Newspapers have been a part of most people's lives. Enjoying a newspaper in the morning, reading the headlines or checking the obituaries help us to keep up to date on happenings around us.

To obtain a newspaper at Spencer Home follow these steps:

- 1. Contact the newspaper provider (Times & Transcript, Telegraph Journal, etc.)
- Arrange for a subscription. Watch for deals!
- 3. Notify the Recreation Dept. ext 116 or Mary Bourgeois ext 115 to indicate your family member is starting a subscription.
- 4. Your family members name will be placed on the delivery list.
- Recreation staff and resident volunteers deliver the papers except on Holidays; nursing staff will deliver them.

If you decide to cancel a paper, please advise Recreation.



TO OUR NEW STAFF!

Spencer Home would like to extend a warm welcome all new staff.





On Friday, March 18th the care staff on Evergreen were treated to Down Eader thanks and sweets to say a huge thanks for the care that was given to the late On Friday, March 18th the care staff on Evergreen were treated to Down East

Peter Humby. Thanks for making our day Pam, Penny and Patricia! Vicky had the pleasure of sharing this with the staff on Section 2.



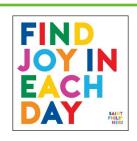


The Quarterly Communicator is created by Sharon at Reception. If you would like to receive the newsletter electronically, please call her at 858-7870 Ext. 163 or by email at sharon.sweetapple@abschi.com



Staff and Visitors—FYI

Lost and Found is located at the main entrance.



Spring Word Search

BQTYNNUBNG

GARDENHQEG

ROKATYSUEE

GNIWORGMRB

ELDDUPSGC

bunny egg garden green growing puddle





The Spencer Home Foundation was established to support the on-going needs of the residents of the Kenneth E. Spencer Memorial Home. Funds raised allow the Foundation to purchase items not provided by the Provincial Government.

Our current goal is to continue fundraising to reach \$150,000 to purchase 100 dressers and night stands for resident rooms in Section One to replace aging (49 years old) furniture. To date, we have raised approximately \$35,000 of the \$150,000. In 2015/2016, the Foundation successfully raised enough funds to purchase the same for Section Two.

We need your help to reach this goal!!!

You may donate in memory of a loved one by sending a cheque in the mail, drop of your donation to the Business Office or by visiting the Spencer Home Foundation website: **www.spencerhomefoundation.org** and then click on the Canada Helps.org icon.

Make a Difference!

The Spencer Home Foundation is currently seeking volunteer Board members. For more information, please call Sharon @ 506-858-7870, Ext. 163, or email her at sharon.sweetapple@abschi.com.

Below are just a few examples of what donations have provided in the past for residents at Spencer Home. A bus for resident outings, a baby grand piano, a generator that will kick in when there is a power outage and new dressers and bedside tables for in Section II.





Occupational Health & Safety Committee Members 2020/2021

Julie Jollimore, Co-Chair Chris Shaw, Co-Chair Caitlin Crawford Angela Hebert Tracey Crossman Tracy Renton

Guillaume Morin Tanya Bustard Kristen Woods Rebecca MacDonald Bianca Heckbert Advanced Saving, Credit Union brought in gift bags for Spencer Home employees as an appreciation for all their hard work during the pandemic.



Virtual Reality in a Nursing Homes

Virtual Reality has become a rising star in therapeutic interventions for healthcare providers. This technology has created a new way to provide treatment and engagement for clients in all aspects of healthcare, but surprisingly virtual reality has seen a huge impact in nursing homes. As a Recreation Therapy student intern, I have had the opportunity to be on the forefront of this intervention.



So, what is virtual reality? Virtual reality is a 360° simulated experience that places its participant in an environment of which they might not be able to explore in their present place or condition. These environments can include traveling to the plains of Africa to watch the elephants stroll across the field. You could experience your favourite concert and even be on stage with the band members. You could explore your childhood home and reminisce about what makes you, you. As a student intern I was compelled to consider how VR impacts residents and their quality of life. These are some of the benefits I found.

As an intervention virtual reality can improve mood and behaviour among residents by introducing calming environments such as meditation rooms or natural spaces. Virtual reality can increase socialization among residents and staff by shared experiences and one-on-one sessions. Virtual reality can improve resiliency by placing the resident in environments that teach them stress management skills such as tai chi or yoga. Virtual reality also has the potential to improve physical ability and dexterity by using the hand controllers and participating in games that require frequent movement. Furthermore, virtual reality motivates residents to participate in recreation activities which can improve autonomy and increase self-actualization therefore reducing depression, anxiety, responsive behaviours, and feelings of isolation.

In the nursing home setting virtual reality can have a huge impact on enhancing engagement in the facility



as well as provide experiences that were once unattainable. A resident who had a passion for flying airplanes can put on a VR headset and be in the cockpit of a 747. A resident who was an avid kayaker can put on a VR headset and be kayaking through any lake or river in the world. When a resident is experiencing moments that improve several of their needs their overall health improves. Better behaviours allow for better care, increased motivation means more socializing and active movement.

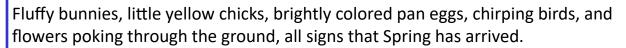
Increased cognitive stimulation can mean improved communication and memory. So as a therapeutic tool virtual reality has the potential to improve a wide array of health concern. Recreational Therapists could use this tool to help clients accomplish their goals.

Virtual reality is not set in stone as a for sure method to solving all your problems, but it has been observed as a great tool to help. If anything, virtual reality brings excitement into a nursing home and with the help of a Recreation Therapist it can be an administered safely and therapeutically to those interested. It will always be amazing seeing a resident speechless because right before their eyes is the Eiffel Tower or the Vatican, and while they feel like they are there in France or Italy, they in reality are in the comfort of their home wearing a virtual reality headset.

If you are interested in learning about how virtual reality could be used with residents in nursing homes, feel free to attend a VR education session that I am presenting on April 19th at 2:00pm. Location to be determined.

Written by TJ Trenzek-Jeall – 4th Year Student in a Bachelor of Science in Recreation Therapy

A Word from Pastor Scott Ryder





But there is a far better sign of Spring that has lasting impact on the lives of people who embrace it. Easter is the ultimate sign of Spring and the season of new life and new beginnings.

The plush toys of a children's Easter soon get tossed aside for something new and better, and the candy of Easter egg hunts soon disappears, leaving those little pieces of coloured foiled wrappers all over the house.

In years past, Easter Sunday church services always meant record attendance as people came together for the holy season. This year the Easter service will still take place with fewer people attending, and many of the traditional Easter events may not even take place due in part to the lasting skepticism of the Covid pandemic.

However, on April 15-17 Easter will happen and people will remember the pain of Good Friday and the celebratory joy of Easter Sunday—in their hearts and in their minds.

For people everywhere Easter doesn't pass unnoticed; and while many will be in a church on Easter Sunday, not everyone will be. But that does not mean that the sprit and reality of what we observe in holy week will not be felt this Easter.

The Scriptures tell us in John 10:10 that Jesus came into the world so that abundant life—a full life—a meaningful life—a blessed life—could be ours. The Easter promise is that all of us can be truly blessed by God when we embrace what Jesus did on the cross. Jesus is our hope of glory! This year as Spring dawns and Easter rolls around, let us seek after the many blessings Jesus has for those who believe in him.

I am reminded of a favourite Sunday School song that many know by heart, "Jesus loves me this I know, for the Bible tell me so". These words are the message of Easter this springtime.

Happy Easter everyone!

Blessings,

Scott Ryder Director of Pastoral Care

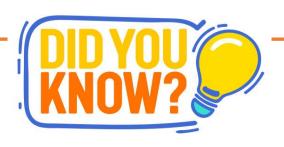
If I Get Dementia...

- 1. If I get dementia, I want my friends and family to embrace my reality. If I think my spouse is still alive, or if I think we're visiting my parents for dinner, let me believe those things. I'll be much happier for it.

forget me not

- 2. If I get dementia, I don't want to be treated like a child. Talk to me like the adult that I am.
- 3. If I get dementia, I still want to enjoy the things that I've always enjoyed. Help me find a way to exercise, read, and visit with friends.
- 4. If I get dementia, ask me to tell you a story from my past.
- 5. If I get dementia, and I become agitated, take the time to figure out what is bothering me.
- 6. If I get dementia, treat me the way that you would want to be treated.
- 7. If I get dementia, make sure that there are plenty of snacks for me in the house. Even now if I don't eat I get angry, and if I have dementia, I may have trouble explaining what I need.
- 8. If I get dementia, don't talk about me as if I'm not in the room.
- 9. If I get dementia, don't feel guilty if you cannot care for me 24 hours a day, 7 days a week. It's not your fault, and you've done your best. Find someone who can help you, or choose a great new place for me to live.
- 10. If I get dementia, and I live in a dementia care community, please visit me often.
- 11. If I get dementia, don't act frustrated if I mix up names, events, or places. Take a deep breath. It's not my fault.
- 12. If I get dementia, make sure I always have my favorite music playing within earshot.
- 13. If I get dementia, and I like to pick up items and carry them around, help me return those items to their original places.
- 14. If I get dementia, don't exclude me from parties and family gatherings.
- 15. If I get dementia, know that I still like receiving hugs or handshakes.
- 16. If I get dementia, remember that I am still the person you know and love.

(www.alzheimersreadingroom.com)





Dead skin cells are a main ingredient in household dust

According to researchers at Imperial College London, humans shed around 200 million skin cells each hour—and they have to go somewhere when we're indoors. If the idea of skin dust isn't sitting well with you, you should know that a report from the American Chemical that a skin oil called squalene naturally below reduce indoor ozone

Society found that a skin oil called squalene naturally helps reduce indoor ozone levels by up to 15 percent.



German chocolate cake was invented in Texas

The "German" part of German chocolate cake comes from an American man—not a European country. Specifically, it's named after Sam German, who in 1852 created the formula for a mild dark baking chocolate bar for Baker's Chocolate Company, which was subse-

quently named Baker's German's Sweet Chocolate. Fast-forward to June 13, 1957. The Dallas Morning Star published the recipe for the cake, invented and submitted by a reader identified as Mrs. George Clay, according to What's Cooking America.





In school, we were taught that most (specifically, 71 percent) of the planet's surface is covered in water. While that's true, humans can use only 0.007 percent of that water, according to National Geographic. That's because only about 2.5 percent of Earth's water is fresh water, and only 1 percent of that is accessible. The rest makes up glaci-

ers and snowfields.



Japan has one vending machine for every 40 people

Japan is thought to have one of the highest densities of vending machines in the world, with one for every 40 people in the country. While most sell various types of beverages, others feature ice cream, noodles, and disposable cameras.



Lemons float, but limes sink

Because limes are denser than lemons, they drop to the bottom of a glass, while lemons float at the top.

Abandoning springtime chores can help nature

Caring for and spending time in the green spaces around our homes has been a refuge for many during the pandemic. In support of biodiversity, the Nature Conservancy of Canada (NCC) is suggesting that we take our time in tackling one of springtime's chores and abandon lawn mowing for the month of May.

Started in the U.K. and now picking up steam in Canada, No Mow May is a call to help wild pollinators and other wildlife in the greenspaces where we live. With habitat loss and degradation as the major cause of wildlife decline, the non-for-profit land conservation organization is suggesting that keeping your lawn mower in the shed for the month of May can benefit nature.

If you imagine dozens and dozens of backyards doing things to improve habitat for native pollinators and migratory birds, this can have a big impact on nature and the quality of our urban ecosystems," said Dan Kraus, NCC's senior conservation biologist. "By letting flowers bloom on your lawn, including dandelions, you can provide an important source of nectar and pollen for wild bees, butterflies and other pollinating insects."

Bees and butterflies are the most familiar insect pollinators, while moths, flies, beetles and ants are lesser-known pollinators that still play an important role. In recent years, there has been a sharp decline in some pollinator populations due to climate change, habitat loss (including the loss of native plants) and pesticides. Many of the fruits we buy or that we grow in our own gardens, including strawberries, apples and melons, depend on pollination by wild insects.

If you are compelled to mow, NCC suggests delaying the first spring mow as long as possible, mowing less often and mowing slowly to allow insects, frogs and other wildlife to move out of the way. You can also practice "rotational mowing" to allow some patches of grass to support flowering plants. One study in the UK found that changing a mowing routine and allowing plants to flower can create enough nectar for 10 times more pollinators. It is suggested to mow your lawn every four weeks (depending on how fast it's growing), which results in a higher number of flowers on your lawn.

Kraus says that trying to increase your lawn's diversity is important for urban nature because lawns are one of the largest green spaces in our towns and cities. Canada has an estimated 6.2 million lawns. Supporting nature in our backyards is also a great way to learn about Canadian wildlife that lives around us.

Other tips on how to attract pollinators can be found here: https://www.natureconservancy.ca

No Mow May

About

The Nature Conservancy of Canada (NCC) is the nation's leading not-for-profit, private land conservation organization, working to protect our most important natural areas and the species they sustain. Since 1962, NCC and its partners have helped to protect 14 million hectares (35 million acres), coast to coast to coast.

To learn more, visit natureconservancy.ca.

Source: https://www.natureconservancy.ca



Good Friday—April 15

Easter Sunday—April 17

Easter Monday—April 18









always...

- -Always be kind to yourself.
- -Always take care of yourself.
- -Always speak good to yourself.
- -Always count your blessings.
- -Always treat yourself well.
- -Always respect yourself.
- -Always appreciate yourself.
- -Always value yourself.
- -Always be there for yourself
- .-Always be happy with yourself.
- -Always think good thoughts.
- -Always better yourself.
- -Always be patient with yourself.
- -Always push yourself.
- -Always be yourself.

AND
FOUND

Lost and Found is located at the Visitor's Reception Office.

Congratulations goes out to Marvin from Gardengrove on completing a 1000 piece puzzle! Good Job Marvin!!!

Attention Families



To keep closets uncluttered, please remove any unworn clothing out of your loved one's closet. A good guideline is to clean out closets the changing of the seasons.

Thank you for your assistance!



Did you know there is a suggestion box located at the internal entrance to the Business Office?



The Adventure of Caption Louis Kenedy

Most folks driving along the waterfront in Riverview or in Moncton or crossing the Gunningsville Bridge have no idea that back in the day, Moncton was quite a busy seaport with ocean going ships arriving and departing in the high tide daily.

Photos #1 and 2...

The downtown Moncton waterfront circa 1939, roughly where Chateau Moncton stands, up to Bore Park these days.

I had met and spent considerable time with the owner and Captain of that sailing vessel shown above, in Lunenburg in 1969 to 1972 shortly after I had moved to Halifax. His first hand accounts of his life as told to me are the stuff best selling novels and movies are made of. His name was Captain Louis Kenedy. Lou's description of his intense argument with a German U-Boat (U-86) Captain after the sub surfaced beside him during WWII on August 6th, 1942, 460 miles south of Cape Race, Newfoundland held me speechless.

Lou's argument to the sub's Captain was that he was just a poor schooner man with a cargo of 700 puncheons of molasses on board and that he had nothing to do with the war. The German captain was not impressed. Lou and his crew subsequently took to their two dories, the German sub blew his vessel out of the water and Lou ROWED for 5 days towards Nova Scotia. He and his crew were picked up off Sable Island by the Irish merchant ship "Irish Rose" and then transferred to the British flower class corvette "HMS Campanula". Eventually Lou and his six crew were taken ashore in Argentia, Newfoundland.

(One puncheon held 465 litres or 102 imperial gallons.)

In all, Captain Kenedy skippered 10 different sailing vessels all while making a living hauling cargo between the Caribbean and the Canadian Maritimes. Initially I assumed half of what Lou had told me about his life was just made up, the product of his vivid imagination. Then one evening he produced some old pages of a series of Saturday Evening Post articles dated December, 1953 and January, 1954 on his and his wife's Pat's life at sea. The articles documented the stories Lou had been telling all of us.

Lou's 135 foot tem schooner shown below was named the 'Wawaloam' and my original photo above is of the Reed Company wharf in Moncton. Lou's statement that mastering the tides and currents in the Petitcodiac River coming up to Moncton was more terrifying to him than the Germans who had sunk his favourite vessel, the "Wawaloam".

And the "Wawaloam" under sail off Lunenburg.





Article submitted by Spencer Home resident, Emery of Fernwood.



Benefits of Making Water Your Drink of Choice

There are a lot of drink choices available.

Many choices have a lot of:

- calories
- sodium
- sugars
- saturated fat

Drinking water is:

- important for your health
- a great way to quench your thirst
- a way to stay hydrated without calories

Make water your drink of choice instead.

- Our bodies lose water by:
- sweating
- breathing
- getting rid of waste



You need to replace what is lost.

How to make water your drink of choice.

Use these tips to help make water your drink of choice:

- drink it hot or cold
- drink water with your meals
- ask for water with your food when eating out
- carry a reusable water bottle when you are out
- try a fruit and herb infused water or carbonated water
- drink water during and after physical activity or playing sports
- keep a pitcher of water in the fridge or on the table for easy access

5 ways to add flavour to your water:

- You can add fruits and herbs to your hot or cold water for flavour. Here are some ideas to try:
- blackberries + mint
- raspberries + cucumber
- strawberries + fresh basil
- chopped apples + a cinnamon stick
- pear slices + a drop of vanilla extract

To release the most flavour:

- crush the berries
- chop or tear herbs
- cut fruit into cubes

If you like some fizz in your drink, try carbonated water.





Source: https://food-guide.canada.ca



Why was the bee mad? You'd be mad too if someone stole your honey and nectar.

How excited was the gardener about spring? So excited he wet his plants.

What does winter fat turn into? Spring rolls.

How do you make a waterbed bouncier? Fill it with spring water.

What is the shortest month of the year? M-A-Y.

How do you know flowers are friendly? They always have new buds!

How did the bee brush his hair? With a honeycomb.

Why couldn't the flower ride a bike? It lost its petals.

Does February like March? No, but April May.

When do monkeys fall from the sky? During APE-ril showers.

What do you get when two plants kiss? Tulips!

What goes up when the rain goes down? Umbrellas.

What falls but never gets hurt? The rain!

What did the tree say to spring? What a re-leaf!

What did the dirt say to the rain? If this keeps up my name will be mud.

Why is spring a great time to start a gardening business? Because it's the season when you can really rake in the cash.

Why couldn't the flower ride its bike? It lost its petals.

What did the big flower say to the little one? You're really growing, bud!

What's a baby chick's favorite plant? Egg-plants!

Source: https://www.fatherly.com











Citrusy Salad

This simple but tasty recipe packs a serious protein punch & is high in vitamin C. Pair with a whole grain toasted bun and you've got an easy, well-balanced meal that feels like spring has sprung!

Serves: 4-6

Prep time: 15 minutes

Ingredients:

1½ cups soybeans (edamame), shelled

2 cups cooked chicken, shredded

1/4 cup sun dried tomatoes, minced

2-3 clementines, peeled and segmented

2 tbsp olive oil

½ cup orange juice

1 cup feta cheese, diced

5 cups assorted lettuce

Freshly ground pepper



Step 1

Cook soybeans according to instructions on packaging. Drain and cool under running water.

Step 2

In a large bowl, mix together all ingredients except lettuce. Adjust seasoning.

Step 3

Add lettuce, toss and serve immediately.



Healthy food choices can be different for different people. Dietitians give you personalized advice that meets your tastes, goals and circumstances to help you find your healthy! Learn more about nutrition & find a dietitian in your community at www.nutritionmonth2022.ca.

How is Maple Syrup Made?

Maple Tree Tapping



How many times you can tap a single tree is calculated based on the tree's diameter, health and growth rate. Any maple tree measuring about 8 inches in diameter or more can be tapped. Larger trees can be tapped more than once (for every additional 20 cm) during maple harvest season, up to a maximum of three taps per tree and season. With these regulations, the tapping does not affect the growth of maple trees.

Collecting the Sap



The sap suitable for maple syrup comes from only two species: the sugar maple and the red maple. In summer, trees generate sugar through a reaction with the sun called photosynthesis, converting light energy into chemical energy. This sugar content al-



lows the tree's cells to breathe, promotes its growth, and accumulates in its roots as starch for the winter's sleep. When spring thaw comes, temperatures

vary between night and day, making the sap flow up and down within the tree.

Maple Syrup Evaporation



After harvesting in the maple woods, the sap is transported to a sugar house where it boils down to become real maple syrup. During cooking, storage tank pipes feed sap to a long and narrow ridged pan called an evaporator. As it boils, water evaporates and becomes denser and sweeter. Sap boils until it reaches the density of maple syrup. About 40 liters (10.5 gallons) of sap boil down to one liter (about .25 gallons or one quart) of pure maple syrup. For other maple products – butter, taffy, or sugar – the sweet syrup is further

boiled in the evaporator to the temperature necessary to produce the different types of maple products. After evaporation, the finished products get bottled or canned, and are shipped to their final destinations.

The Maillard Reaction



It is during the evaporation of sap that more remarkable magic takes place: the chemical process called the "Maillard reaction." The amino acids in the sap react with its sugar, causing it to brown. This is its transformation into syrup, another natural phenomenon that produces the unique flavour of maple syrup, along with its desired colour, aroma, and antioxidant properties.

Fun Facts:

- Canada produces more than 80 percent of the world's maple syrup.
- Ontario produces over a million litres a year!
- It takes approximately 40 gallons of raw tapped sap to produce one gallon of maple syrup.
- A tree takes about 40 years before it's big enough to tap.



THERE ARE THREE MAJOR CAUSES OF SLIPS, TRIPS AND FALLS AT THE SAME LEVEL

Contaminants on the floor & ground

Liquid (water, oil, etc.)
Semi-solid (grease, mud, slush, food, etc.)
Solid / Dry product (ice, snow, flour, sawdust, cardboard, paper, food, etc.)

Floor & ground conditions

Uneven / sloped surface
Surface changes in
height/friction
Not well maintained
(poor cleaning methods,
disrepair, etc.)
Flooring is not slip-resistant

Unsafe acts (behaviour)

Lack of focus (multitasking, cellphone)
Rushing / moving too fast
Not wearing proper
footwear
Not wearing cleats during
winter conditions
Not spotting and fixing

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Chris Shaw, Co-Chair
Caitlin Crawford
Angela Hebert
Tracey Crossman
Tracy Renton

Guillaume Morin Tanya Bustard Kristen Woods Rebecca MacDonald Bianca Heckbert

SAFETY FIRST



Kenneth E. Spencer Memorial Home Inc.



Atlantic Baptist Housing

"Adding Life to Years"

Whether you are interested in long-term care or short-term stay, Spencer Home can accommodate your needs.

We are a level-three nursing home operating in the Moncton area for 49 years (1973).

We offer:

Long-Term Care for individuals requiring daily nursing care.

Relief Care for those who require nursing care for a short term such as a convalescent period or in circumstances where a caregiver is away or unavailable.

Adult Day Program provides support for adults experiencing physical and/or cognitive impairments that prevent them from functioning at their optimum level. Clients participate in various activities including chapel, exercise, reminisce, crafts, music, and community trips as well as visiting and socializing with residents.

For more information or to arrange for an appointment, please call us at 506-858-7870.

Long-Term Care or Relief Care

Angela Hebert, BN, RN Resident Care Coordinator, Ext. 113 **Adult Day Program**

Mary Bourgeois, CTRS, CDP Recreation Therapist, Ext. 115



Kenneth E. Spencer Memorial Home Inc.

"Adding Life to Years"

MISSION STATEMENT

To Add Life to the Years of our residents, tenants, and team members through the provision of high-quality housing, care and sense of community.

VISION STATEMENT

Atlantic Baptist Housing (The Kenneth E. Spencer Memorial Home) will provide highly sought-after housing options for seniors across the Maritimes and establish excellence in the provision of nursing home care every day.

OUR VALUES

Compassion

We are a caring organization recognizing the unique challenges faced by our communities and will provide care and support with kindness and empathy.



Dignity

We treat each resident as a valued individual to maintain their dignity and effectively fulfil their wishes.



Collaboration

We work together with people who support common values and vision to achieve shared goals.



Stewardship

We responsibly manage the resources that have been entrusted to us as we work towards achieving our mission and vision.



Accountability

We achieve the value of accountability by more than just doing our job. We commit to make things better, to pursue excellence, and to do things in ways that further the goals of our organization. Being accountable means that we are answerable for our actions and the actions of our teams.



Community

We are committed to fostering a sense of community through establishing safe, secure and high-quality environments for those who reside with us. We further enhance community though supporting positive interactions between residents, tenants, and our team members.



Excellence

We recognize that we do challenging work and achieve incredible things. These achievements are possible because of the commitment of our team members to continuous improvement, best practice and evidence informed decision-making.