



Perley Rideau

The Perley and Rideau
Veterans' Health Centre

Report to the Community

2013 AND BEYOND...



A SENIORS VILLAGE – A COMMUNITY OF CARE

Board of Directors



Front row: Margaret Tansey, Robin Sellar (Treasurer), Michael Jeffery (Chair), Akos Hoffer (CEO), Andrée Wylie and Carole Guzman

Back row: Ronald Buck, William Dickie, Robin Ghosh, Melanie MacDonald, Edward (Ted) Gordon, Susan Fletcher, David Walden, Terry McEwan and Duane Daly

Absent: David Bell and Ray Desjardins (Foundation Chair)

Senior Management



Akos Hoffer
Chief Executive
Officer and
Secretary of the
Corporation



Mary Boutette
Chief Operating
Officer



Ross Quane
Chief Financial
Officer



Carolyn Andrews
Chief of
Resident Care



Dr. Benoit Robert
Medical Director
(ex officio Board
Member)

Front cover photos: Clockwise from the top - Assisted Living Services staff member helping a senior in his home; two residents enjoying one of the many different creative arts sessions assisted by a volunteer and staff member; the exterior of one of two newly-constructed independent and assisted living apartment buildings for seniors; a tenant enjoying a good read; father and son chatting to a staff member in a long-term care residence; and a view onto the balcony of one of the new apartments.

Message

from the Board Chair and Chief Executive Officer

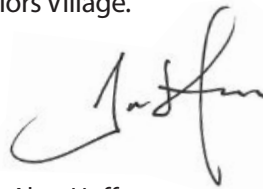
When we started to create a Seniors village in 2010, we knew it would take commitment, partnership and patience. In 2013, we reached a number of important milestones in accomplishing that vision, including the completion of two independent living apartment buildings. We now welcome many more seniors to our community, each of them experiencing aging in their own unique way.

Our Seniors Village concept committed us to maintaining excellence in resident care for our 450 long-term care residents, while creating greater choice through our apartments, assisted living services and other community support programs. These changes are creating an alternative to long-term care.

Balancing growth with a commitment to quality is never easy. We are pleased to report that amidst all the construction and new programming, Perley Rideau maintained its resident satisfaction ratings and improved its standing with Accreditation Canada, with an award of *Accreditation with Commendation*.

While much has been accomplished, we will continue to fulfill our vision. The village concept also calls for health-oriented services for seniors right here on our campus. Primary health care, a seniors gym and other onsite services are necessary to complete our vision. Every day we learn something new from our residents, tenants, clients and patients. Putting this learning into action will help ensure we adapt to their needs in the future.

As your new chair and CEO, we would like to thank all the families who put their faith in us and the staff, volunteers and donors who make this special place better every year. Along with our community supporters, partners and our own Foundation, we are well on our way to truly creating a Seniors Village.



Akos Hoffer
Chief Executive Officer



Michael Jeffery
Board Chair

Akos Hoffer (left) and Michael Jeffery in front of the new Perley Rideau entrance at 1750 Russell Road in Ottawa





About Perley Rideau

The Perley and Rideau Veterans' Health Centre provides quality care for seniors by serving veterans and an ever-increasing number of seniors from the community.

Building on its many years of experience and excellent reputation in long-term care, Perley Rideau has expanded its programs and services along the continuum of care to create the Perley Rideau Seniors Village. It includes 139 specially-designed apartments and Assisted Living Services for those in need in the community and in the new apartments. An integral part of the Seniors Village continues to be the long-term care centre, home to 410 long-term and 40 short-stay residents.

Our convalescent care program continues to grow by helping those who need some extra time and assistance before returning home. A number of respite care programs are also offered, which provide relief to caregivers who are supporting family members with dementia in the community.

The Seniors Village offers choices of living arrangements and health-oriented services in one location. A variety of very popular creative arts, recreational, and social programs contribute to the mental health and well-being of

residents and tenants. We welcome friends and family participation.

A key aspect of the Seniors Village is the development of a collaborative network of health care partners adding resources and expertise to ensure progressive and cost-effective programs and services are available.

Perley Rideau is respected for its knowledge and creative approaches to dementia care and all of its programs are structured to include the special care necessary. Working with other like-minded organizations, we continue to develop in-house expertise to provide a nurturing, safe, and dignified environment for the memory-impaired.

The fundraising arm of the Health Centre is The Perley and Rideau Veterans' Health Centre Foundation. The Foundation is in the midst of a \$5 million *Building Choices, Enriching Lives* Capital Campaign to complete the funding of the housing expansion program. The Foundation also provides annual supplemental financial support to help sustain the comfort and quality of life enjoyed by those served in the Seniors Village.

The Perley Rideau - a bit of history

1897/1915

The Early Years

1897... Through the generosity of the heirs of the late William G. Perley, the family property at 415 Wellington Street is donated and becomes known as the Perley Home for Incurables. On January 1, 1898, the Perley Home is officially opened by His Excellency the Governor General and Lady Aberdeen.



1912...1915... The original property is expropriated and a new site at the corner of Aylmer Avenue and Barton Street is purchased for \$32,000. Sir Robert Borden, Prime Minister, lays the cornerstone of the new home built by T.C. James for \$48,887 that opened in 1915.

1918/1987

Historical Roots Developed

1918 to 1987... Between the two World Wars, space is added to the *Perley Home*. A new residence for nurses is opened and additional property purchased on Aylmer Ave. By the end of 1941, the Perley Home reaches a capacity of 95 beds. The Perley Home is expanded to 215 beds and changes its name to Perley Hospital. Many other advances occur after the war, including: expansion of physiotherapy, occupational therapy, full accreditation from the Canadian Council on Hospital Accreditation, membership in the Regional Laboratory Service, and R.N. and R.N.A. students training.

1945... The *Rideau Veterans Home* is built and opened by the federal government to rehabilitate service personnel returning from World War II. It gradually evolves into a 139-bed long-term care home for veterans.

1961... The *National Defence Medical Centre* is officially opened to serve active military personnel. It has a 50-bed Chronic Care Unit reserved for veterans.



Performance **Highlights**



Perley Rideau has developed a long-term strategy with annual objectives to track progress. The following items highlight our key achievements in 2013.



Built Perley Rideau Seniors Village

- Completed construction of 139 apartments
- Celebrated opening of first 45-units with Ontario Premier Kathleen Wynne and 200+ guests
- Expanded area for health-oriented services
- Leased 80% of the apartments by year-end



Maintained excellence of care

- Obtained 85% resident satisfaction
- Met 94% of Accreditation Canada standards in long-term care
- Collaborated in developing a Regional Strategy for Dementia



Expanded Community Support Programs

- Assisted Living Services increased to 90 clients, including new tenants in the apartments on site
- Short-stay convalescent care up 12 to 34 clients
- Adult Day program up 20 to 90 clients in partnership with Carefor



Ensured sustainability

- Introduced solar panel power generation
- Upgraded HVAC systems to improve efficiency and resident / tenant comfort



Continued fundraising

- Over \$915,524 transferred from the Foundation to the Health Centre



1988/2009 Consolidation on Russell Road

1988... The Perley Hospital submits

plans to consolidate the Rideau Veterans' Home and the Veterans' wing of National Defence Medical Centre.

1994... The Russell Road property is secured, and construction started on what would become The Perley and Rideau Veterans' Health Centre. Financing for the \$65 million project came from Veterans Affairs Canada (55%), Ontario Ministry of Health (30%), Regional Municipality of Ottawa-Carleton (10%), and a Fundraising Campaign (5%) led by the new Perley and Rideau Veterans' Health Centre Foundation.

1995...1997... The Honourable Lawrence MacAulay, Minister of Veterans Affairs, officially opened the Rideau Residence in November. By June 1996, all residents of the three founding entities had moved to the new site. In the same month, continuing a long tradition, an annual Strawberry Festival was held.

2003...2009... Based on the success of a 13-bed convalescent care pilot project in 2003, it was copied in long-term care homes across Ontario; the convalescent program was then increased to 22 clients. In 2007, the 12-bedroom Guest House began accepting guests. Partners in this respite care program for those with dementia are Perley Rideau, Carefor and the Alzheimer Society of Ottawa and Renfrew County.

2010/2013 Creating A Seniors Village

2010... A 15-year long-term strategy is developed and approved by the Board that calls for the development of a new concept by creating a Seniors Village with expanded programs and services.

2011... In March, Assisted Living Services were added to help seniors at home in the community. In November, construction commenced on two new apartment buildings.



2013... Both apartment buildings and expanded area for health-oriented services were completed and tenants started moving in right away. An opening celebration was held in June with Ontario Premier Wynne as keynote speaker. Adult Day and Assisted Living Services programs were increased to accommodate demand.

And beyond...

Program Highlights



Long-term Care

Compared to 2012, we experienced an increase of 13.5% in the number of admissions to Long-term Care from 149 to 169. We have noted that the age and acuity of health issues of residents admitted are increasing with corresponding heightened requirements for specialized

care. In addition to our 410 long-term care beds, the Long-term Care Centre accommodates 34 convalescent and six respite care beds. Occupancy was 98% for long-term care, 89% for convalescent care, and 59% for respite care. Accreditation Canada has awarded the Long-term Care Centre "Accreditation with Commendation." Perley Rideau has met 94% of an increasing number of standards. The annual residents' satisfaction survey for 2013 continued to show positive results with an overall satisfaction rating of 85%.

Community Support Programs

These programs help seniors to live in their homes and include Assisted Living Services, short-stay convalescent and respite care in the Long-term Care Centre, complemented by the Adult Day program and Guest House, with the latter two in partnership with Carefor.



- Assisted Living Services – A total of 99 clients received services in 2013; 38 living in the community and 38 in the apartments were receiving services by the end of the year
- Adult Day program – 90 per week, 2,635 total visits during 2013
- Guest House – 12 bedrooms with 66% occupancy

We continue to advocate for a seniors-focused Primary Health Care Centre, which we feel would be an important addition for seniors in the community. Arrangements have been made with the long-term care physician team to extend primary care to some tenants in the apartments.



Independent living apartments for seniors

The first of two buildings opened in February and the second in September 2013 with 80% of the apartments leased by year end. Thirty percent were leased by veterans and the

other 70% by seniors from the community. As expected, we saw seniors from our Community Support Programs moving to the apartments, family members renting apartments to be close to a spouse in the Long-term Care Centre, and increased use of the Community Support Programs by tenants.

Health-oriented Services in the expanded Village Commons

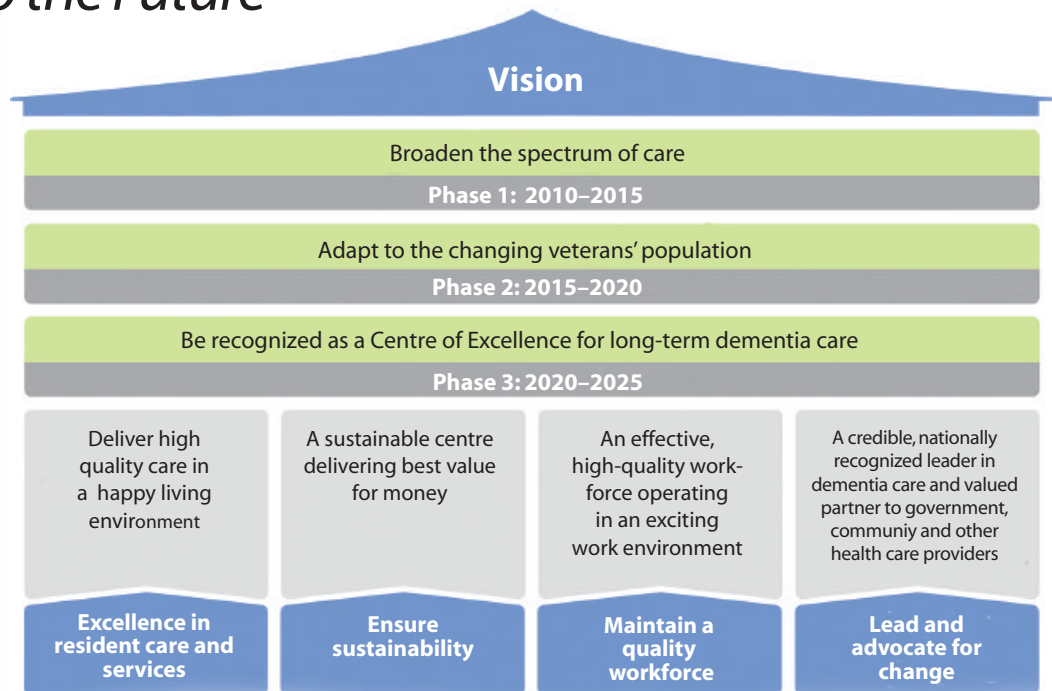
The construction of the expanded area for the health-oriented services was completed in October 2013. Perley Rideau came to an agreement in early 2014 with Family Physio Wellness Centre to include an exercise and seniors' fitness area conveniently located in the Village Commons. Already established are Helix Hearing Centre, Medical Pharmacies, and a dental hygienist. The Alzheimer Society of Ottawa and Renfrew County is also located onsite.



Transitioning to the Future

Perley Rideau's Vision

An advanced Health Centre for seniors which will be a valued, sustainable centre for quality care, serving the elderly and their families. Building on our traditional expertise in long-term care, we will expand the programs and services offered, along the continuum of care, in order to meet the evolving needs of the seniors' community, to enhance residents' quality of life and to support aging at home. We see the Perley Rideau as a leader in the treatment of dementia, offering opportunities for the training and development of health care professionals and workers. In time, this should present opportunities to engage in selective applied research in dementia-related areas. In adapting to the demands of a changing health care environment, we will seek innovative solutions while honouring our veterans and the community we serve.



The Strategic Framework

The Perley Rideau vision for a Seniors Village aligns with the goals of the Ontario Ministry of Health and Long-Term Care as well as the Champlain Local Health Integration Network's integrated health services plan. To ensure that our development is standing on a sound footing, we are pursuing four major strategies, which are shown in the schematic above.

In 2013, with the creation of the Perley Rideau Seniors Village, many aspects of Phase 1 of our three-phase long-term strategy are complete.

The year 2014 is now focused on integrating programs and services within the Seniors Village. Having established a broader more flexible base in Phase 1, Phase 2 will transition Perley Rideau through the natural decline in our veterans' population from World War II and the Korean War starting in 2015, and will continue our plan to be a centre of excellence in dementia care. We expect full occupancy in 2014 for these veterans in our long-term care centre, but the waiting list has been greatly reduced and the average age of our current residents is 91.

KEY PRIORITIES FOR 2014

- Maintain and improve excellence of our care
- Expand health-oriented services in the Seniors Village
- Continue to integrate our programs and services
- Implement new technology aids for our staff
- Prepare for the natural decline of our veterans' population

For further details on our strategy, refer to the **Perley Rideau Seniors Village publication found on our website**



www.perleyrideau.ca/seniorsvillage

Employees –

The importance of teamwork

Direct care staff

Most of our employees are directly involved in the care of our residents, tenants and seniors in the surrounding community with Assisted Living Services. The Perley Rideau team is made up of numerous disciplines including physicians specialized in geriatric care, registered nurses and practical nurses, personal support workers, dieticians, food service staff, housekeeping and laundry service staff, all complemented by co-providers which give on-site access to physical therapists, dental hygienists and hearing care specialists. Team members also include those organizing the very popular recreational, creative arts, and spiritual care activities.

Support services and administration

Employees in other disciplines ensure that the Perley Rideau Seniors Village is kept comfortable and safe for residents, tenants, families, employees, volunteers, and visitors. These employees include housekeepers, maintenance and security personnel.

A small group of administrators provides accounting, information technology, human resources, clerical, and management services to the organization.



➔ **Excellence of care** in the Long-term Care Centre starts with a careful evaluation of each resident by a team from different disciplines to develop an individualized care plan. On-going monitoring is complemented with observations by experienced staff. External surveys are used to ensure objective evaluations of our systems.

← **Training and development** are priorities for Perley Rideau to ensure that all staff continues to improve and keep current on evolving standards of care.



Employee headcount in 2013

Nursing and Personal Care	511
Resident Programming	35
Assisted Living Services	36
Support Services	147
Administration	39
Total	768
Physicians	14



➔ **Meal preparation menu selection and nutrition** go hand-in-hand to provide an enjoyable variety of nutritious choices to meet individual needs. On our staff are dieticians, chefs, food and nutritional aids and meal servers. Meals are popular when good food and companionship come together.

Many ways of giving – Being a Volunteer

Volunteers - by areas served in 2013

Recreation and Creative Arts	141
Spiritual care/Church service	48
Meal Assistance	38
Gift shop	25
Other	75
Total	327

Our loyal volunteers enhance the well-being of our residents and assist staff to give the very best service to residents and their families.

There are many areas where help is needed. Volunteers help by escorting residents to medical appointments

and onsite activities, welcoming new residents and their families when they first arrive, providing assistance to administrative staff, and taking part in holiday festivities and church services.



Volunteer providing meal assistance to a resident

Meals are always popular, but very busy times for staff. Many residents need help and encouragement. Volunteers provide companionship and individualized care.



Residents, volunteer, and employee in the woodworking area

Having something interesting and stimulating to do is a secret to feeling good about oneself. A wide selection of Recreation and Creative Arts programs are very well attended by residents and tenants alike. Volunteers help residents participate in many of the activities and assist Recreation and Creative Arts staff.



Gift Shop Manager, and volunteer

The Perley Rideau Gift Shop offers a great choice of gifts and essentials. It is run exclusively by volunteers and donates a substantial amount each year to the Foundation. In 2013, the Gift Shop donated \$30,000.

Being a Donor

In 2013, the Perley Rideau Foundation transferred \$915,524 to the Health Centre. This gift from generous donors contributed to seniors' housing, recreation and creative arts programs, and a variety of special equipment for our residents. Some 2,903 donors were involved, including some substantial gifts.

The Foundation will continue to raise funds in 2014, especially for the \$5 million *Building Choices, Enriching Lives* Capital Campaign. Your contributions are always appreciated.

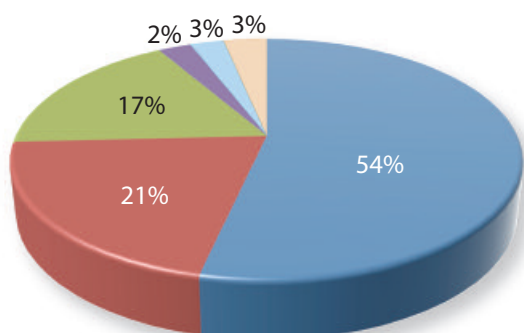


Financial Overview

Total revenues increased by 6.2% to \$48.3 million. The increase is attributable to rents received from the two new apartment buildings, the first of which opened in February and the second in September 2013. Revenues were also up for Assisted Living Services and short stay programs which were expanded in 2013. Total expenses increased by 3.7% over last year's, mostly attributable to the expanded programs. A small surplus of \$0.4 million was recorded.

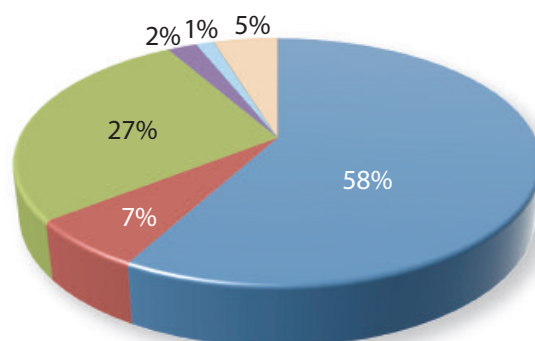
Capital expenditures were \$14.8 million of which \$12.8 million related to completion of the seniors housing project with the balance spent on new equipment and amenities for resident care. Donations received from the Foundation in 2013 were \$0.9 million.

REVENUES (% of total)
Total Revenues \$ 48.3 (million)



- Ministry of Health
- Residents
- Veterans' Affairs Canada
- Seniors Housing Project
- Other Services
- Amortization of Deferred Contributions

EXPENSES (% of total)
Total Expenses \$ 47.9 (million)



- Nursing and Personal Care
- Program and Support Services
- Accommodations Services
- Seniors Housing Project
- Other Services
- Amortization of Capital Assets

Revenues (in millions)

Expenses (in millions)

Ministry of Health	\$25.8
Residents	\$10.0
Veterans' Affairs Canada	\$ 8.4
Seniors Housing project	\$ 1.2
Other services	\$ 1.3
Amortization of Deferred Contributions	\$ 1.6

Nursing and Personal Care	\$ 27.8
Program and Support Services	\$ 3.1
Accommodations Services	\$ 13.1
Seniors Housing project	\$ 1.0
Other Services	\$ 0.6
Amortization of Capital Assets	\$ 2.3

Total Revenues \$ 48.3

Total Expenses \$47.9

Surplus / (Deficit) \$ 0.4 million

Our Healthcare Partners

Perley Rideau works collaboratively with a number of organizations dedicated to improving the health and quality of life of seniors.

We believe that developing a strong network of partners best serves Perley Rideau's vision to meet the evolving needs of seniors, including dementia care. Our mandate includes enhancing the health, safety and wellness of our residents, tenants and clients, and supporting successful aging at home.

Government partners

Ministry of Health and Long-Term Care (MOHLTC) develops funding and access policy with the local community LHINs and CCACs. www.health.gov.on.ca

Local Health Integration Network (LHIN): The Ontario government created 14 LHINs to plan, integrate and fund local health services in each region. Perley Rideau operates under the Champlain LHIN and provincial health funds are made available to us for many programs including Assisted Living Services for High Risk Seniors. www.champlainlhin.on.ca

Community Care Access Centre (CCAC): The Ontario government also created 14 CCACs in communities across Ontario, funded by Local Health Integration Networks through the Ministry of Health and Long-Term Care. Care Coordinators in the Champlain CCAC evaluate the needs of individual seniors and decide access to MOHLTC funded programs. www.ccac-ont.ca

Veterans Affairs Canada (VAC) is a federal department that provides funding and decides access to long-term care for veterans who served in World War II and the Korean War, collectively named War Service Veterans. www.veterans.gc.ca

Non-government partners

Alzheimer Society of Ottawa and Renfrew County provides programs and resources for individuals, and performs and comments on research and studies on Alzheimer and other dementias. Situated on the Perley Rideau site, the Alzheimer Society works with us to develop approaches to provide the best quality of life to those affected by dementia. www.alzheimerottawa.ca

Carefor Health & Community Services (Carefor) is a registered charity and not-for-profit organization that provides home health care and community support services. Carefor manages the Adult Day program and Guest House at Perley Rideau. www.carefor.ca

South-East Ottawa Community Health Centre (SEOCHC) is a not-for-profit organization that provides and advocates for integrated, holistic primary health care, social services, community development, and health promotion. Perley Rideau and SEOCHC have submitted plans to the Champlain LHIN to establish a Primary Health Care clinic at Perley Rideau. www.seochc.on.ca

Ontario Association for Non-Profit Homes and Services for Seniors (OANHSS) is a provincial member-based policy and advocacy group. www.oanhss.org

The Ottawa Hospital is a non-profit, 1,195-bed academic health sciences centre and university teaching hospital that works collaboratively with us. www.ottawahospital.on.ca

The Royal Ottawa Mental Health Centre (The Royal) is one of Canada's foremost mental health care and academic health science centres. The Royal and Perley Rideau share knowledge about the many aspects of mental health care for seniors. www.theroyal.ca

Education partners

Algonquin College's programs include a Bachelor of Nursing in collaboration with the University of Ottawa, as well as certificate programs for Personal Support Workers and other health careers. www.algonquincollege.com

University of Ottawa: The Faculty of Medicine, and Department of Family Medicine provides clinical care, education and research towards the development of comprehensive medical care with an emphasis on all members of the family. www.familymedicine.uottawa.ca

The Telfer School of Management's Masters of Health Administration program offers an executive residency for candidates to work within a health care organization as part of their degree program. Perley Rideau is an active participant. www.telfer.uottawa.ca

Perley Rideau provides internship programs and co-op opportunities for the above programs.

Other partners

Family and Friends Council advocates for the friends and families of residents. In addition to holding monthly open forums, the Council organizes an annual education event on an important topic for seniors' health. www.perleyrideau.ca/familyandfriends



Perley Rideau

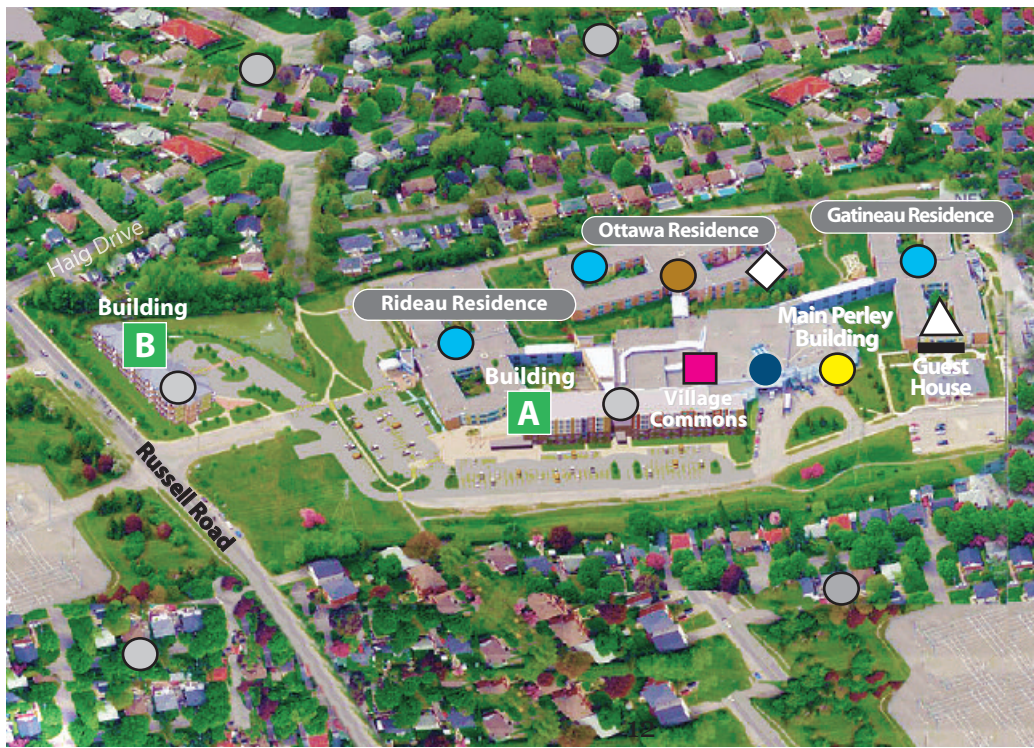
The Perley and Rideau
Veterans' Health Centre

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Copies of this report available online at www.perleyrideau.ca

**Seniors Apartments
Rental Inquiries**
613-526-7170 ext. 2006
rentaloffice@prvhc.com


**Long-term Care and
other programs require
CCAC referral.**
613-745-5525



 **New apartments -**
Buildings A and B


 **Assisted Living
Services**
Serving the surrounding
neighbourhood within
a 15-minute radius of
the Perley Rideau
Seniors Village


 **Guest House**

 **Long-term Care**
Gatineau Residence
Ottawa Residence
Rideau Residence

 **Convalescent Care**

 **Adult Day Program**

 **Primary Health Care**
(Proposed)

 **Village Commons**
Family Physio Wellness
Centre to include exer-
cise and seniors' fitness
area, Gift Shop, Helix
Hearing Centre, Medical
Pharmacies

 **Respite Care**