

# The Perley and Rideau Veterans' Health Centre



*Improving The Well-Being  
Of The People We Serve*



**Perley Rideau**

The Perley and Rideau  
Veterans' Health Centre

**2015**  
Community  
Report

# 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 healthcare 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 healthcare environment, we will seek innovative solutions while honouring our veterans and the community we serve.



## Strategic Plan



### Four pillars support the Strategic Plan and guide the Perley Rideau’s annual objectives

<b>Excellence in resident care and services</b> Deliver high-quality care in a happy living environment	<b>Ensure Sustainability</b> A sustainable centre delivering best value for money	<b>Maintain a quality workforce</b> An effective, high-quality workforce operating in an exciting work environment	<b>Lead and advocate for change</b> A credible, nationally recognized leader in dementia care and valued partner to government, community and other healthcare providers
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*A longstanding and ongoing commitment to Canada’s War Overseas Service Veterans*





CEO – Akos Hoffer & Board Chair - Ron Buck

# Message from the Board Chair and Chief Executive Officer

## Evolution

Throughout 2015, our 20th year of operations, the Perley and Rideau Veterans' Health Centre continued to evolve to better meet the needs of residents, tenants and the larger community. As the initiatives and accomplishments described in this report make clear, the Perley Rideau's success reflects the organization's capacity for strategic planning and effective action.

The history of the Perley Rideau, of course, is one of continual evolution focused on better serving Canada's War Overseas Service Veterans (Veterans of the Second World War and the Korean War) and the community at large. In the decades since our inception through the amalgamation of three care facilities—The Perley Hospital, The Rideau Veterans Home and the National Defence Medical Centre—we have changed considerably, adding new health-and-wellness programs and services, and transforming into a valued Seniors Village

During its third decade, several factors will drive the Perley Rideau's evolution, such as the demographics of Veterans eligible for federal funding, changes in the region's healthcare system, and the need to plan and implement building renovations. Actions taken throughout 2015 were designed to cope with these factors while affirming our commitment to continue to meet the needs of Veterans and to deliver resident care of the highest quality. We enhanced the regularity and quality of staff interactions with residents to improve care at the bedside. We conducted in-depth consultations with residents, staff and stakeholders as part of the largest communications and outreach initiative in our history. We took decisive

action to manage capital expenditures and maximize operating efficiencies. And we worked with partners to identify and propose a new model of care for the frail elderly. We are confident that these and other actions lay the groundwork for our continued success.

The past year marked the transition to Phase 2 of our 15-year Strategic Framework. While long-term Veterans' care will remain a pillar of our operations, the Perley Rideau must also expand the continuum of care we offer to the growing population of Canadian seniors while ensuring our sustainability. Our facilities, programs and services must continue to provide seniors the level of support that best suits their current needs and budgets. Clearly, ongoing success will require us to build on our strengths, such as our expertise in long-term and dementia care, and our strong partnerships with stakeholders to better integrate the services delivered by the larger healthcare system. Finally, we must ensure that our staff can acquire the skills needed to design and deliver top-quality care.

We thank our residents, tenants, families, staff, volunteers and donors for their ongoing support as the Perley Rideau moves to fulfill our vision. Together, we can continue to evolve and deliver the exceptional care that our community deserves.

Akos Hoffer, CEO

Ron Buck, Board Chair

“If I could, I would clone these wonderful caring and dedicated people to staff every nursing home and hospital. I cannot think of any other place I would want my father to be and no other people I would want to look after him.

There is a special place in our hearts for all of you.”

*The George St. Denis family*



## About The Perley Rideau

The Perley and Rideau Veterans' Health Centre is one of the largest long-term care homes in Ontario, with 450 beds, including 250 for Veterans of the Second World War and the Korean War. The Perley Rideau, as it is popularly known, is a growing seniors' village anchored by 139 independent apartments. Along with 410 long-term care beds and a variety of assisted-living

services and day programs designed for seniors, the village features a Guest House that provides respite care for up to 12 individuals with early to mid-stage dementia. Other on-site amenities include a chapel, pharmacy, cafeteria, pub, games room, arts and crafts studios and a physiotherapy and massage clinic. Located on more than 25 acres of landscaped grounds near the

healthcare complex on Smyth Road, the Perley Rideau organizes regular social events including concerts and other live performances, weekly Bingo, and special events linked to the organization's illustrious 118-year history. With a staff of 800 and approximately 350 volunteers, the Perley Rideau enables all residents to live their lives to the fullest in a safe, supported and cheerful environment.

**1898**

The Perley Home opens, thanks to a donation from the heirs of lumber baron William G. Perley.



**1915**

A new, purpose-built Perley Home opens in Old Ottawa South

The Rideau Veterans' Home opens to rehabilitate veterans injured in the Second World War

**1945**





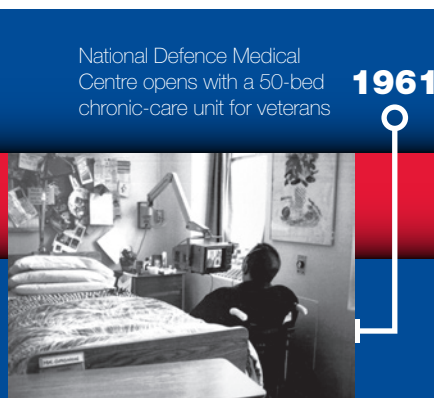
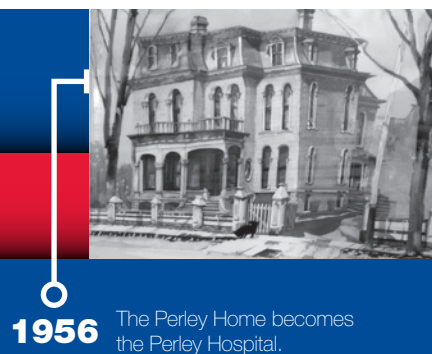


# 2015 Accomplishments

## Comfort Care Rounds

In November, the Perley Rideau began to pilot a more effective approach to rounding—the process of staff checking in on residents in a structured, strategic way. Research indicates that the approach, known as comfort care rounding, can result in decreased falls and skin problems, and many other performance indicators included in the Quality Improvement Plan. **Comfort care rounding** involves eight specific steps performed hourly with each awake resident. The pilot—conducted on three units—will be evaluated and adjusted (if necessary) before implementation across the Perley Rideau.

2015 also marked the implementation of **Point of Care (POC) technology** on all Units of the Perley Rideau. POC is a digital documentation system that enables staff to deliver superior quality of care to residents. Each secure terminal (located along hallways outside of residents' rooms) can display and record essential information, such as the health status of a resident and whether particular duties (such as administration of medication) have been completed. A vast improvement over paper-based methods, POC also enables authorized staff to quickly consult and update the medical records of residents.







# 2015 Accomplishments

## Falls Prevention

In keeping with the 2015 Quality Improvement Plan commitment to reduce the number of falls by residents, a team of 16 staff conducted a two-day event based on the principles of Lean, the internationally recognized method of identifying and designing effective improvements. During the Kaizen (improvement event in Lean parlance), the team mapped and analyzed current processes and practices related to falls prevention and management. The team then tested a few ideas on a single unit, made further improvements and then began testing with staff, residents and families. A re-designed falls-assessment tool and staff training have been implemented, with further improvements to follow in early 2016.

## Reducing Emergency Transfers

The Nurse Led Outreach Team (NLOT) was piloted on one unit at Perley Rideau in 2015 with support from the Regional Geriatric Program of Eastern Ontario (RGPEO). Hosted by the Ottawa Hospital, this partnership provides a Nurse Practitioner to provide acute, episodic outreach care and help reduce the number of resident transfers to the Emergency Department. The NLOT program was expanded throughout the Health Centre later in the year. In addition, Dr. Gary Victor, an Internist and Specialist in Infectious Disease, opened an office at the Perley Rideau to conduct in-patient consultations. The NLOT nurse and Dr. Victor share with staff their knowledge and training in geriatric care.

**1977**

Perley Hospital begins to train Registered Nursing (RN) and Registered Nursing Assistant (RNA) students.



Construction begins on the Perley and Rideau Veterans' Health Centre.

**1994**

**1996**

The new Centre opens, amalgamating the Perley Hospital, Rideau Veterans' Home and National Defence Medical Centre







## Town Halls

During a series of Town Hall meetings in January, February, April, June and October, Perley Rideau senior management consulted with staff, volunteers, residents, families, tenants and other stakeholders. Hosted by Chief Executive Officer Akos Hoffer, the consultations focused on current challenges facing the Perley Rideau and how best to meet them. In total, more than 700 people attended at least one meeting, with more than 60 percent completing surveys and many submitting follow-up questions (later answered by senior executives). These sessions are crucial to strategic planning and to elevating our engagement with the entire Perley Rideau community.

## Physio Clinic Launch

November saw the opening of the **Perley Rideau Physio & Massage Therapy Clinic** in the Atrium of Perley Rideau Centre thanks to a non-profit partnership with University of Ottawa Health Services. Making these physiotherapy and massage therapy services available to residents at the Perley Rideau improves the integration of care in accordance with regulations of the Ministry of Health and Long-Term Care and Veterans Affairs Canada. These services are also available to staff and the general public, including individuals covered by private and public insurance plans. The Perley Rideau and University of Ottawa Health Services have begun planning for the launch of a primary care clinic

The Perley Rideau opens a 12-bedroom Guest House to provide respite care for dementia patients.

**2007**



**2013**

The second building of independent apartments opens, a major step toward realizing our Seniors' Village vision.



# Our Residents



## Restored with Love

Perley Rideau resident Lyle Trenholm spends much of his time in the Creative Arts Studio, lovingly refurbishing the wooden violin case his father made more than a century ago in Cape Spear, New Brunswick. A member of the Corps of Royal Canadian Electrical Mechanical Engineers during the Second World War, Lyle also served as a peacekeeper in Cyprus and Germany. About 30 or more residents attend creative-arts classes daily in the Art Studio.

“We all wanted the best for our Dad. Nothing on this earth could have prepared us for the exceptional level of care that would ultimately be given to our Dad at your facility. Each and every person involved on Ottawa 2 East gave our Dad more than what we expected, above what was required and beyond what we had hoped.”

*Dani, Hal, Susie and Michelle and Marcelle Pike*

## Holiday Card Artist

A new tradition debuted during 2015: the sale of holiday-greeting cards featuring the artwork of a Perley Rideau resident. This year's featured artist is Tamar "Willie" Fortier. Born in Saskatchewan, Willie served in the Northwest Air Command as a nurse during the Second World War, and was stationed in Belleville, Ontario and Edmonton, Alberta. Willie has generously donated all proceeds from the sale of each 10-pack of cards to the Perley Rideau Foundation.





## Honour and Pride

A delegation of Perley Rideau Veterans visited Rideau Hall, the Official Residence of the Governor General and Commander-in-Chief of Canada to launch the annual poppy campaign in October.

His Excellency the Right Honourable David Johnston, C.C., C.M.M., C.O.M., C.D., Governor General and Commander-in-Chief of Canada and patron to Perley Rideau, pinned a poppy on the lapel of John Roby, a Veteran of the Second World War.

Credit: Sgt Ronald Duchesne, Rideau Hall

©Her Majesty The Queen in Right of Canada represented by the Office of the Secretary to the Governor General, 2015.



## Chorus of Joy

Each Friday for the past 10 years, a group of 35 or more residents have gathered to sing their hearts out. With the help of music instructor Pegi Jenkins and six volunteers, members of the residents' choir rehearse out for an hour. The choir performs at least twice a year: on Remembrance Day and at a special recital in January. Singing in the choir is particularly beneficial for residents who struggle with dementia or with speaking. During performances, choir members wear ties and scarves created by residents in the Creative Arts studio.

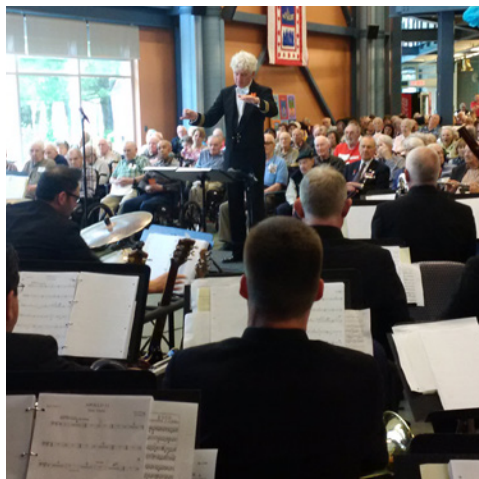
“There should be a special place in heaven for the volunteers who come in and look after us. The younger volunteers are great; the ones doing their community service for high school. They make us feel young again.”

*Resident who wishes to remain anonymous*





# Events and Activities



## Dankjewel, Canada!

To commemorate Canada's role in the Liberation of the Netherlands in 1945, the 45-member Royal Netherlands Air Force Orchestra performed a special concert at the Perley Rideau in May. Among the audience of more than 200 were many resident Veterans who contributed to the Liberation of Holland, along with one Dutch survivor of Nazi occupation.



*Photo by Bob Hanley, Second World War Veteran and resident of the Perley Rideau Seniors Village*



*Foundation Executive Director Daniel Clapin and Foundation Chair Charles Lemieux flank Tom Lumby during a special thank-you lunch honouring his generous donation*

## Historic Donation

In July, Tom Lumby made the largest personal donation ever to the Perley Rideau Foundation. A Second World War Veteran still able to live independently at age 104, Tom donated stocks worth approximately \$160,000. "I feel a sense of responsibility to those less fortunate and want to support the Perley Rideau's noble mission," he says. After his time in the Army, Tom served with the Control Commission—the Allied governance body in charge of implementing the Marshall Plan. He later enjoyed a stellar career in the private sector, including many years at CN Rail.



## Veterans' Week

This is one of the busiest times of the year for Perley Rideau residents, with numerous guests and official visits. On November 5, a group of our Veterans visited the Senate of Canada. To mark the week at the Perley Rideau, staff musician Trudy Létourneau hosted a concert and more than 800 attended our Remembrance Day ceremony.



## Perley Rideau Resident Events, 2015

- **18** Legion outings enjoyed by a total of 163 residents
- **11** Casino trips enjoyed by 73 residents
- **10** Legion Bingo events for 367 residents
- **46** Concerts in Lupton Hall enjoyed by 1,923 residents
- **50** Concerts in the Cafeteria entertaining 2,430 residents
- **52** Ice cream days for 3,430 residents
- **48** Thursday afternoon Bingo events for 2,698 residents







# Our People... Our Greatest Assets

## Staff

Nursing: **563**

Administration: **90**

Physicians: **12**

Support Services: **142**

Assisted Living: **36**

## Engagement: Surveys Conducted in 2015

1. Resident Quality of Life Survey
2. Family Experience Survey
3. Ethics Survey
4. Staff Survey
5. Volunteer Survey
6. Survey on Advance Care Plans

## Volunteers

In 2015, the volunteer team contributed 32,651 hours of their time to support our staff, residents, tenants, families and friends.

- In 2015, contributed 32,651 hours
- Total volunteers: 373 (17% increase from 2014)

## Did you know?

- The Summer Youth Program grew by 20% in 2015, with 24 teens volunteering 1,190 hours in July and August. Thanks to ongoing support from the Perley Rideau Foundation and a grant from the Ontario Summer Experience Program, a Student Assistant led this growing team in the development of three new activities engaging senior tenants in our apartment buildings.
- Medical Escort volunteers accompanied residents to 135 off-site appointments in 2015. They filled 87% of requests for this service.

## A focus on the following volunteer priorities for long-term care during 2015 achieved these results:

- Palliative Care: Tripled the number of hours trained palliative care volunteers spent visiting identified residents (505 hours in 2015).
- Family Transition Team (Welcoming Families): Three new volunteers completed training and now greet families on the day of admission.
- Meal Assistance: Increased number of volunteers assisting with feeding in resident dining rooms from 35 in 2014 to 44 in 2015.

## Safe and Sound... and Cosmopolitan

After losing several family members to Rwanda's civil war, Christine Kayisanabo came to Canada as a refugee in 2010. Today she is a Personal Support Worker (PSW) and one of 10 refugees among Rideau's staff of more than 800. Chief Executive Officer Akos Hoffer, whose family fled Hungary when he was a child, is another. "When you get people who have been refugees and people who have been in conflict in a safe place together, they're usually pretty comfortable with one another," says Akos. The Perley Rideau is one of most cosmopolitan long-term care facilities in Canada; 48 languages are spoken here.



Musician Kathleen Johnson releases a CD drawing on her work connecting with veterans and seniors with dementia.





# Partners and Stakeholders

Perley Rideau works collaboratively with a number of organizations dedicated to improving the health and quality of life of seniors. Developing a strong network of partners helps respond to the evolving provincial healthcare needs while meeting our strategic objectives.

## Champlain Centre for Health Care Ethics

*Since partnering with the Perley Rideau in 2014, the CCHCE has come to appreciate the level of dedication and support that the Board of Directors, Senior Team, front-line staff, residents, and their families have demonstrated for ethics. We were especially pleased that the Perley Rideau graciously hosted and supported the 2015 Regional Ethics Symposium on the Ethical Challenges in Regulating Physician-Assisted Death, which was attended by 100 healthcare professionals. The Perley Rideau's robust and healthy commitment to ethics is clearly reflected in the quality of care provided to residents, and in the support that is offered to staff.*

**Dr. Tom Foreman, Director**

## Family and Friends Council

*The mandate of the FFC is to improve the quality of life for residents. Over time, we have established a strong and effective working relationship with the Perley Rideau management and staff, helping us to achieve our mandate. Each year, we are invited to submit our recommended priorities for incorporation into the Quality Improvement Plan and suggest improvements to the Family Experience Survey. To the benefit of residents, we are consulted on numerous matters and recommend improvements. The FFC is proud of our partnership with management as we collaborate to improve communication and the quality of life for all residents.*

**Ray Bailey, Chair**

## University of Ottawa Health Services

The University of Ottawa Health Services is proud to partner with the Perley Rideau to deliver high quality physiotherapy and massage therapy services to residents, staff and the general public. Both our organizations have long traditions of service with highly developed cultures of quality and transparency. These attributes form the foundation on which we are building a mutually beneficial relationship for years to come. UOHS is excited to be developing a primary care clinic in concert with the Perley Rideau and is looking forward to being a key component of the Seniors' Village in support of the 15-year strategic plan.

**Christopher Fisher, Executive Director**

### Government & Funders & Partners

- Champlain Local Health Integration Network (LHIN)
- City of Ottawa
- Ministry of Health and Long-Term Care (MOHLTC)
- The Royal Canadian Legion
- The Perley and Rideau Veterans' Health Centre Foundation
- Veterans Affairs Canada (VAC)

### Providers

- Alzheimer Society of Ottawa and Renfrew County
- Bruyère Continuing Care
- Carefor Health and Community Services
- Champlain Centre for Health Care Ethics
- Champlain Dementia Network Steering Committee
- Community Care Access Centre (CCAC)
- Ottawa Community Support Coalition (OCSC) / Coalition des Services de soutien Communautaire d'Ottawa (CSSCO)
- Royal Ottawa Mental Health Centre
- South-East Ottawa Community Health Centre
- The Ottawa Hospital

### Councils

- Community Residents' Council
- Family and Friends Council
- Veteran Residents' Council

### Associations

- Canadian College of Health Leaders
- Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS)
- Ontario Hospital Association
- Registered Nurses Association of Ontario

### Education Partners

- Acadia University
- Algonquin College
- Canadore College
- Canadian National Institute of Health (dental students)
- Canadian Patient Safety Institute
- Canterbury High School
- Carleton University
- Georgian College
- Glebe Collegiate
- Herzing College
- Hillcrest High School
- La Cité Collégiale
- St. Francis Xavier High School
- St. Patrick's High School
- Sir Sanford Fleming College
- Trillium College
- University of Ottawa
- The Telfer School of Management's Master of Health Administration program





# Leadership

## Senior Management *(from left to right)*

**Mary Boutette**

*Chief Operating Officer*

**Ross Quane**

*Chief Financial Officer*

**Akos Hoffer**

*Chief Executive Officer and  
Secretary of the Corporation*

**Linda Hunter**

*Chief Nursing Officer*

**Dr. Benoit Robert**

*Medical Director  
(ex officio Board Member)*

## Board of Directors

- Ronald Buck (Chair)
- Robin Sellar (Treasurer)
- Akos Hoffer (CEO)
- David Bell
- Kris Birchard
- William Dickie
- Susan Fletcher
- Edward (Ted) Gordon
- Carole Guzman
- Michael Jeffery
- Hans Jung
- Melanie Macdonald
- Terry McEwan
- Gordon Stock
- Margaret Tansey
- David Walden
- Andrée Wylie

***Guided by our Strategic Plan and powered by our amazing reputation and the passion and commitment of our staff, we are determined to tackle both current and emerging challenges through innovation – new ideas – and acknowledge that there's always room for improvement.***

***Akos Hoffer, CEO, in response to a follow-up question after the April 2015 Town Hall***

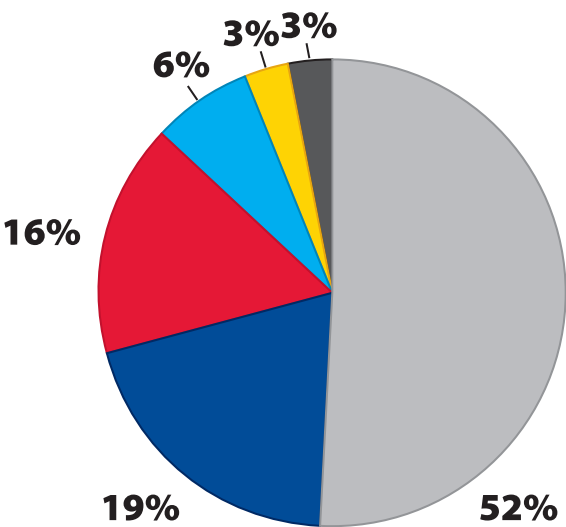


# Financial Highlights

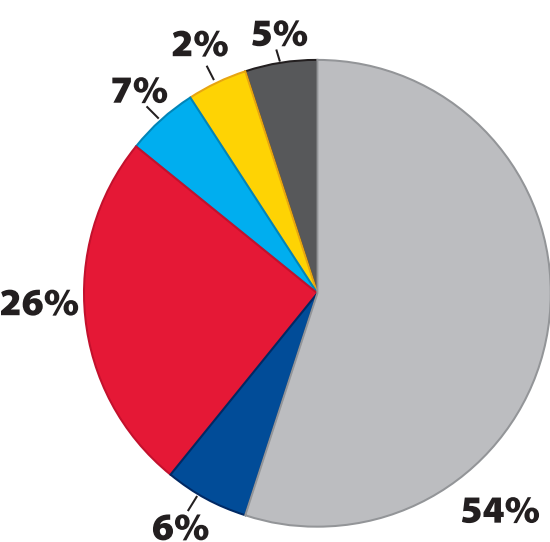
Total revenues increased 3.4% to \$55.1 million, attributable to increases in revenues from the seniors housing apartments and other services. Excluding seniors housing, other revenues increased at approximately 1.5% consistent with inflation. Seniors housing now represents approximately 7% of total revenues. Overall expenses, excluding seniors housing, were 2.4% which includes the effect of retroactive labour cost adjustments. A small surplus of approximately \$45 thousand was recorded on overall operations.

Capital expenditures were approximately \$600 thousand, with investments being made in additional fit-up costs in Seniors Housing, and equipment and technology to support resident care. Donations received from the Foundation totaled \$726 thousand.

**Revenues (% of total)**  
**Total Revenues \$55.5 Million**



**Expenses (% of total)**  
**Total Expenses \$55.5 Million**



**Revenues (in Millions)**

MOHLTC (LTC, ALS, CSS)	\$28.2
Residents	\$10.9
Veterans Affairs Canada	\$8.7
Seniors Housing	\$3.9
Other services	\$2.0
Amortization of Deferred Contributions	\$1.8

**Expenses (in Millions)**

Nursing and Personal Care	\$30.3
Program and Support Services	\$3.5
Accommodation Services	\$14.2
Seniors Housing	\$2.8
Other services	\$2.0
Amortization of Capital Assets	\$2.7

**Total Revenues** \$55.5

**Total Expenses** \$55.5

**Surplus • \$45,000**

## The Perley and Rideau Veterans’ Health Centre Foundation

The Perley Rideau Foundation is a fully independent, registered charity that supports the Health Centre in two principal ways: by raising the funds that contribute to residents’ quality of life and by building and maintaining links with the community. Donations from the Foundation fund everything from essential equipment such as specialized mattresses to music programs and the arts-and-crafts studio. Foundation staff work closely with the leadership team of the Health Centre to anticipate and help meet its immediate and long-term needs.





# Key Priorities and Plans for 2016

## Excellence in Resident Care and Services

- Establish a public primary-care clinic within the Perley Rideau.
- Update the Nurse Call System to improve resident care and satisfaction.
- Implement Comfort Care Rounding on all Perley Rideau units.

## Maintain a Quality Workforce

- Follow up on the results of staff surveys and engage action teams.
- Continue to build momentum for senior leader rounding with staff, and ensure feedback and accountability.
- Enhance the Perley Rideau's quality and safety culture.

## Ensure Sustainability

- In consultation with partners and stakeholders, develop a 30-year Blueprint for the Seniors Village.
- Continue to expand programs and services to meet the evolving needs of the growing seniors population.

## Lead and Advocate for Change

- Update partners and stakeholders as the Perley Rideau evolves.
- Promote program innovations that can benefit the wider community.



## Perley Rideau

The Perley and Rideau  
Veterans' Health Centre

1750 Russell Road, Ottawa ON K1G 5Z6  
Tel.: 613-526-7170 • Fax: 613-526-7207  
info@prvhc.com • www.perleyrideau.ca

**Seniors Apartments Rental Inquiries**  
613-526-7170 ext. 2009  
rentaloffice@prvhc.com

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

Copies of this report available online at [www.perleyrideau.ca](http://www.perleyrideau.ca)



Perley Rideau



Perley Rideau



PerleyRideauSeniors;  
@prvhc\_seniors



Perley and  
Rideau Veterans' Health  
Centre / Foundation