

The Perley and Rideau Veterans' Health Centre



Perley Rideau

The Perley and Rideau
Veterans' Health Centre

2014 Community Report

*Progressing Toward the Future.
Honouring the Past.*

A Personal Support Worker in the Assisted Living Services program, Sabina Lacombe, greets Gordie Johnston, a tenant and former member of the Canadian Armed Forces.

Board of Directors

- Michael Jeffery (Chair)
- Robin Sellar (Treasurer)
- Akos Hoffer (CEO)
- Kris Birchard
- David Bell
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Senior Management



Akos Hoffer

Chief Executive Officer and
Secretary of the Corporation



Mary Boutette

Chief Operating Officer



Ross Quane

Chief Financial Officer



Linda Hunter

Chief Nursing Officer



Dr. Benoit Robert

Medical Director
(ex officio Board
Member)

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.

Message from the Board Chair and Chief Executive Officer

"The (long-term) vision sees establishing a village where most human needs of the elderly are provided for or supported, including affordable shelter, nutrition, safety, companionship and opportunities for participation and learning."

A Strategy for an Advanced Health Centre for Seniors, 2010-2025

As The Perley and Rideau Veterans' Health Centre nears completion of the first phase of our 15-year strategic plan to create an advanced Health Centre for seniors we can truly say we are honouring the past and moving toward the future.

2014 saw the transformation of the Seniors Village with expanded programs and services that offer more choices for seniors throughout the region with specific appeal to former members of the Canadian Armed Forces. This transformation increases our ability to serve a much greater number of seniors and aligns to the province's *Aging at Home* strategy.

More than 11 major objectives were completed in 2014. Three achievements represent our focus: a) emphasizing excellence in resident care; b) ensuring sustainability; and c) committing to attract and maintain a quality workforce - three of the four pillars supporting the Perley Rideau Vision.

- 1. Accreditation Achievement:** Following an intensive assessment covering all facets of the Perley Rideau Community, from the care provided to the people served and staffing responsibilities, Perley Rideau was elevated from "Accreditation" status to "Accreditation with Commendation", affirming our focus on resident care.
- 2. \$6.6 Million Energy Retrofit:** Updating the 20-year-old facility and taking advantage of its sprawling layout, Perley Rideau completed more than 100 energy retrofits in 2014 highlighted by the installation of 1200 solar panels. The project will result in savings of \$360,000 per year and revenues of more than \$200,000, helping to ensure sustainability.

- 3. Installation of Point of Care Technology:** Perley Rideau introduced a full electronic health record system, with the implementation of Point of Care technology on four units in 2014. User-friendly software is accessible on computer terminals conveniently located in the hallways outside the resident rooms. The investment supports timely record keeping and promotes improved information gathering. The entire facility will be equipped before the end of Q2 2015, supporting our inspiring workforce.

The fourth pillar of the strategic plan references "leading and advocating for change". The initiatives undertaken in 2014 to support this objective included purposefully communicating to the public, to governments, regulators and other stakeholders the commitment of the Perley Rideau Board of Directors and management team to proactively confront government budgetary challenges and the growth in the senior population while continuing to meet the needs of seniors through the Ottawa region.

We thank all the residents, tenants, families, staff, volunteers and donors for your expression of faith in us as we work toward our common vision. With the support our partners, stakeholders and our Foundation, our Health Centre will continue to evolve and prosper.



Akos Hoffer

Chief Executive Officer



Michael Jeffery

Board Chair

As Mike Jeffery ends his term as Board Chair, I wish to thank him for his vision, his unwavering personal support and his deep commitment to Perley Rideau that dates back to 2007. A distinguished leader when he joined the Board, Mike rolled up his sleeves to research and author our 15-year Strategic Plan that guides the Health Centre to this day. Mike's foresight has positioned Perley Rideau to best meet the increasingly complex needs of those we serve. On a personal note, Mike's mentorship and sage advice greatly streamlined my transition to the CEO role. Thank you, Mike!

A.H.



About Perley Rideau

The Perley and Rideau Veterans' Health Centre is one of the largest Long-Term Care Centres in Ontario. With 450 beds – 250 for veterans of World War II and the Korean War and 200 beds for the general community — Perley Rideau employs more than 800 and is supported by more than 300 volunteers.

The Perley Rideau is in the fourth year of a 15-year strategic plan to transform into a leading-edge Seniors Village - a centre of excellence for healthy living, primarily focused on enriching the lives of seniors, with a unique responsibility to serve and honour both veterans and seniors in the community.

Building on Perley Rideau's many years of experience and excellent reputation in long-term care, Perley Rideau Seniors Village offers more choices for a healthy and safe lifestyle by expanding programs and services, along the continuum of care.

Our facilities, structured programs, and services allow seniors the choice to access different levels of support to fit their current level of need, and at the same time, have the comfort of knowing that these services will adapt to changes in the future. A key component of this continuum of care is to support the ability for seniors to stay in their homes where home services can be complemented by various services such as daily - or short duration - respite care, to allow caregivers time off, and recreational programs; all overseen by a professional care team.

Today, seniors in the Village may choose to stay in an apartment in one of two new buildings on the Perley Rideau site, adjacent to the Long-Term Care Centre. The choice to move into an apartment in the Seniors Village may be made for several reasons, including companionship, the stimulation of recreational and social activities and the convenience to seniors' health and wellness services. Various levels of services and activities are accessible upon request while living in the apartments.

Perley Rideau is respected for its experience and innovative approaches to dementia care. Care for the special needs of seniors living with dementia is integrated into the programs in the Seniors Village including one of Ontario's first



apartment Commons, a collection of 10 studio apartments with controlled access and staff support in the common kitchen and entertainment areas. In collaboration with organizations such as the Alzheimer's Society of Ottawa and Renfrew County, we will continue to develop our own in-house expertise in support of a nurturing, safe and dignified environment for the memory impaired.

Perley Rideau is centrally located with landscaped and accessible courtyards, gardens, walking areas, and places for residents and families to meet both inside and outside. The involvement of families is a long tradition at Perley Rideau and is actively encouraged.

To build the Seniors Village Perley Rideau has made a major commitment of more than \$44 million which has been funded primarily with a mortgage and additional support from government along with a \$5 million *Building Choices, Enriching Lives* Capital Campaign led by the Perley and Rideau Veterans' Health Centre Foundation.

The Rideau Veterans Home

With roots that date back to 1897, Perley Rideau is the amalgamation of three care facilities: The Perley Hospital expanded to include 21 beds following World War I; The Rideau Veterans Home for service personnel was constructed in 1945; and the National Defence Medical Centre's 50-bed unit for veterans, created in 1951. In 1995, the three facilities were united when the new hospital opened at the current Russell Road location. Following the amalgamation, the "hospital" label was changed and The Perley and Rideau Veterans' Health Centre was designated a long-term care centre, a designation that continues to have an impact on current day business plans.

Performance Highlights

Four pillars support the Perley Rideau long-term strategy and guide annual objectives. Below are just a few of the 2014 achievements.

1. Excellence in Resident Care and Services

- A.** Awarded Accreditation with Commendation from Accreditation Canada
- B.** Introduced a full electronic health record with implementation of Point of Care
- C.** Reduced the use of restraints by +60% among residents and cut the prescription of anti-psychotics
- D.** Expanded and refined our safety improvement plan



2. Ensure Sustainability

- A.** Achieved 95% occupancy in the two seniors apartments in 2014
- B.** The commercial space in Perley Rideau Centre is fully leased
- C.** Complete energy retrofit, generate solar power revenues
- D.** Concluded financing for the seniors housing project



3. Maintain a Quality Workforce

- A.** Completed a Human Resources Plan and a Strategic Plan for Volunteer Services
- B.** Introduced improvements to internal communications including Town Hall meetings for staff and volunteers
- C.** The management structure was revised to support the Strategic Plan



4. Lead and Advocate for Change

- A.** Continue relationship building and awareness campaign of the Perley Rideau Seniors Village among government, partners and commercial tenants
- B.** Expand public awareness of the Perley Rideau Seniors Village to set deep community roots



The Perley and Rideau Veterans' Health Centre Foundation

In 2014, The Perley and Rideau Veterans' Health Centre Foundation transferred more than \$300K to the Health Centre to cover priority needs such as special mattresses, shower chairs, lifts and renovations. As part of the continuing *Capital Campaign, Building Choices, Enriching Lives*, the Foundation transferred more than \$940K toward funding the Seniors Apartments.

Did you know?

Staff clean the equivalent of 50 homes each day.



Perley Rideau

The Perley and Rideau
Veterans' Health Centre

Seniors Village

Home for more than 600 seniors living in the Health Centre and apartments, the Perley Rideau Village meets a wide range of needs through its programs and services. Conveniently located, the Village provides many health-oriented services and programs for our residents, tenants and surrounding community. While honouring our roots in long-term care for veterans and the public, the Village has expanded to provide additional community support programs and short-stay services including opportunities to provide families and caregivers with short-term relief.

Here are some of the highlights...

Long-Term Care Centre (LTC)

Within the long-term care residences of Rideau, Ottawa and Gatineau, Perley Rideau provides each person with a private room and specialized programs focused on individual needs for everyone residing in the 450 LTC beds.

- 250 Veteran Beds: Maintained a minimum of 97% occupancy for 2014
- 200 Community Beds: Met or exceeded all our organizational targets

Apartments for Seniors

Opened in 2013, two seniors apartment buildings provide 139 units for lease by seniors from the general public and former members of the Canadian Armed Forces. Consistent with the government's focus on aging at home, the tenants benefit in many ways, from the specially-designed apartment units through to the close proximity to services and programs within the Perley Rideau Village.

- In less than two years the apartments are 100% leased.



Community Support Programs

Convalescent Care

A short-stay health care program caring for clients who no longer need to be in hospital, and yet are unable to return home, it provides clients with supportive care focused on physical recovery and overall well-being, to regain health and strength after an illness or surgery.

- With 34 dedicated beds, the high-flow program surpassed its target of 80% capacity in 2014

Respite Care

Respite beds are available within the Perley Rideau Health Centre to allow for short-stay accommodation for individuals who otherwise live at home and are cared for by family.

- With 6 dedicated beds, this short stay program surpassed its target of 50% capacity in 2014

Guest House

A 12-room bungalow, the short-stay guest rooms are available for up to 90 days per year for those with early to mid-stage dementia providing relief for caregivers.

- Increased occupancy by 9.5% to achieve 75% goal for the year

Adult Day Program

The day program for seniors with early to mid-stage dementia provides stimulation and social interaction while giving caregivers some time to recharge.

- Maintained full occupancy in 2014

Assisted Living Services

The Assisted Living Services for High Risk Seniors program provides care at the homes of individuals, including the new Perley Rideau apartments and in the outlying community.

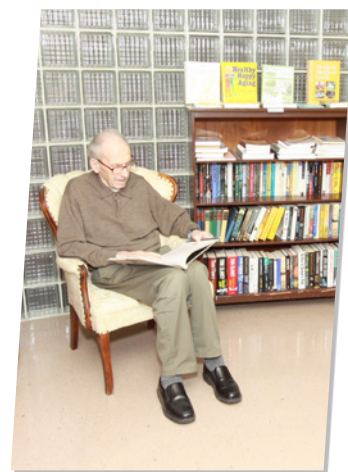
- Expanded client base by 15.5%, added 353 client service days per month by the end of 2014.

Did you know?

99% of all rooms in the Health Centre are private rooms

Inside the Village

1. ATM
2. Barber
3. Cafeteria
4. Chapel
5. Courtyards
6. Family gathering rooms, dining areas

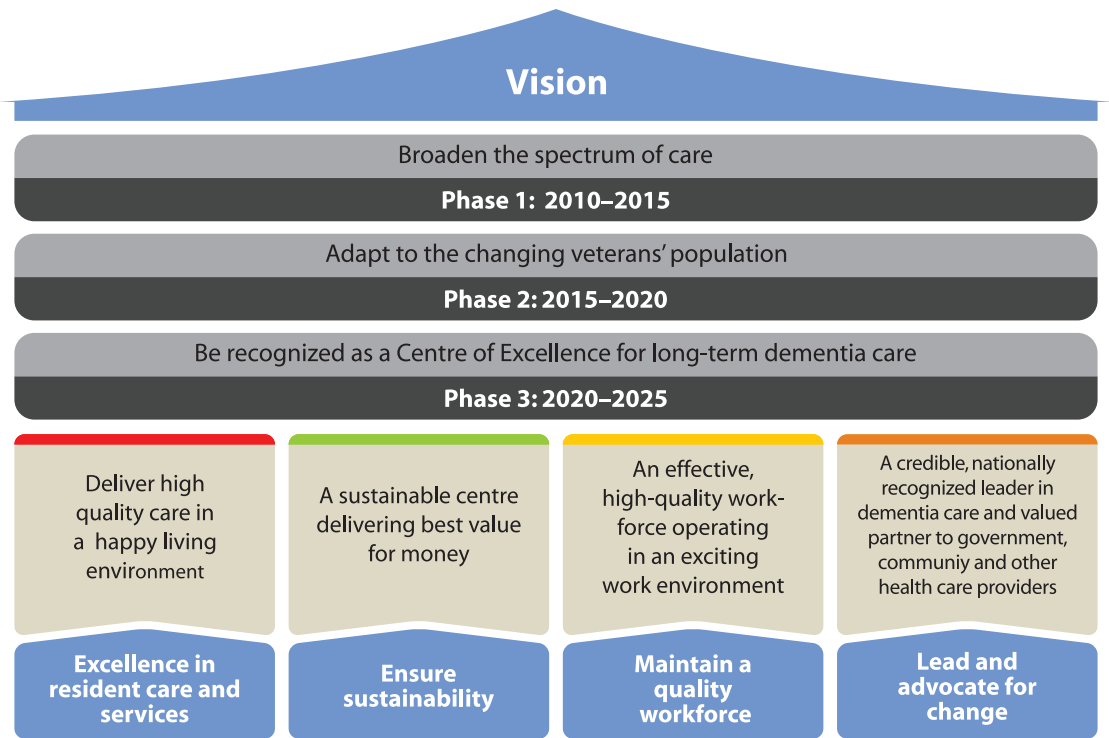


7. Games Room
8. Gift Shop
9. Hair Salon
10. Libraries
11. Palliative Care Family Suite
12. Pub
13. Walking Paths



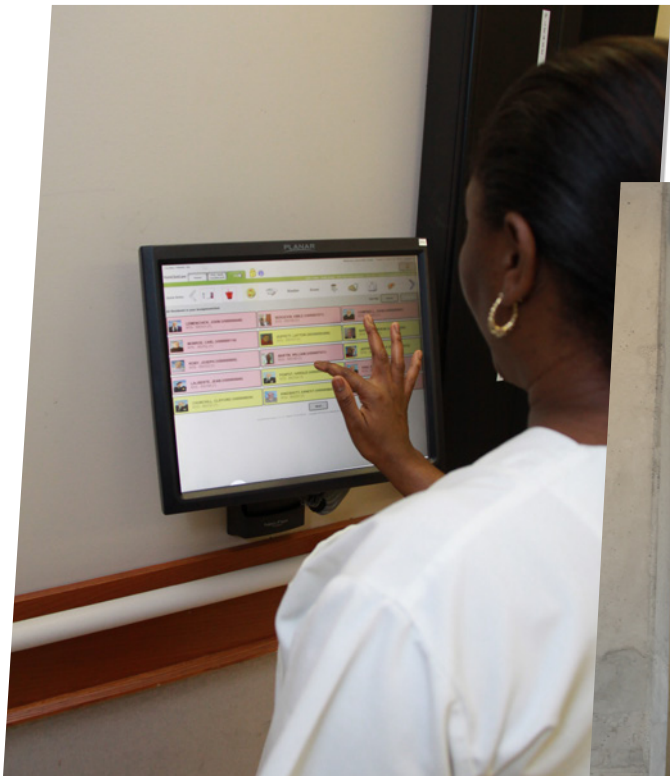
On-Site Services

1. Alzheimer Society of Ottawa and Renfrew County
2. Audiology
3. Dental Services
4. Foot Care
5. Laboratory
6. Mobile X-Ray
7. Oxygen Therapy Services
8. Pharmacy
9. Physiotherapy



Strategic Framework

The Perley Rideau vision for a Seniors Village, shown in the schematic above, 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.



Perley Rideau introduced a full electronic health record system with the implementation of Point of Care technology. The investment supports timely record keeping and promotes improved information gathering.



Perley Rideau hosted many visiting VIPs in 2014 and held the second largest Remembrance Day Ceremony in the Ottawa region.
Photo credit: Office of the Prime Minister

Our People – Our Greatest Assets

Including staff and volunteers, it takes more than 1,100 people to make the Perley Rideau Seniors Village thrive. In 2014, the volunteer team contributed more than 32,000 hours of their time to support our staff, residents, tenants, families and friends. We always encourage new groups and individuals to come through our gate to experience our unique village.

Staffing

- Nursing: 536
- Support Services: 140
- Administration: 95
- Assisted Living: 34
- Physicians: 12

Total: 817

Volunteers

- 19 classifications for involvement, ranging from Medical Escorts to Spiritual Care Support and the Gift Shop, the hub of The Perley and Rideau Veterans' Health Centre
- In 2014, contributed 32,258 hours

Volunteer Numbers By Area

- Recreation and Creative Arts: 135
- Meal Assistance: 55
- Spiritual Care: 51
- Gift Shop: 28
- Other: 72

Total: 341

As a volunteer, I hope I enrich the lives of the Perley Residents. However, that is nothing compared to how much they have enriched mine!!!

Thank you Perley Rideau for this opportunity.

Rosie C., Volunteer

Did you know?

The average length of service for active volunteers

- **Adult: 6.4 years**
- **Student: 3 years**

Dear Staff,

A tremendous effort was made to make my father comfortable during his last days. We are very grateful for the superior level of care and for the consideration shown our family. I was extremely touched by the escort provided to the elevator by the staff as the gurney carrying my dad was wheeled out. It was one of many kind gestures.

Yours in appreciation,

Howard Campbell



"Since moving into the Long-Term Care home at Perley Rideau, my health has improved 10,000 per cent. At the retirement home where I lived before, they always thought that I needed a lift to get in and out of the bed, I only walked once a week and I couldn't even see faces. Here, I get in and out of bed by myself, my health has improved I don't need anyone to lift me. Now I walk five times per week and I walk twice as far. My vision has improved and now I can see faces. I feel better about myself." – Bill Iler



Did you know?

The Gift Shop volunteers have raised more than \$400K for The Perley and Rideau Veterans' Health Centre Foundation.

Partners and Stakeholders

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 our vision and helps to meet our strategic objectives.

Government

- Ministry of Health and Long-Term Care (MOHLTC)
- Champlain Local Health Integration Network (LHIN)
- Veterans Affairs Canada (VAC)
- City of Ottawa

Providers

- Alzheimer Society of Ottawa and Renfrew County
- South-East Ottawa Community Health Centre
- Carefor Health & Community Service
- Champlain Dementia Network Steering Committee
- Community Care Access Centre (CCAC)
- Complex Continuing Care
- Other Long-Term Care homes

Councils

There are currently three (3) active councils within the Health Centre

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

Associations

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

Partners

- The Perley and Rideau Veterans' Health Centre Foundation
- The Royal Ottawa Mental Health Centre
- The Ottawa Hospital

Education Partners

1. Acadia University
2. Algonquin College
3. Canadore College
4. Canadian National Institute of Health (dental students)
5. Canadian Patient Safety Institute
6. Carleton University
7. Georgian College
8. Glebe Collegiate
9. Herzing
10. La Cite Collegiale
11. St. Francis Xavier High School
12. St. Patrick's High School
13. Sir Sanford Fleming College
14. Trillium College
15. University of Ottawa
16. The Telfer School of Management's Master of Health Administration program
17. University of Victoria



**The Family and Friends Council mission is to improve the quality of life for all residents by promoting an atmosphere of compassionate care and support amongst family members, friends, volunteers and staff.*

FFC Members (L to R): Jim LaPlante; Doreen Rocque (Vice-chair); Ray Bailey (Chair); Fran Cordukes; Brent Mersey; Heather Moxley; Brenda Tobin; Mark Bowman; Diana Hennessy (inset).

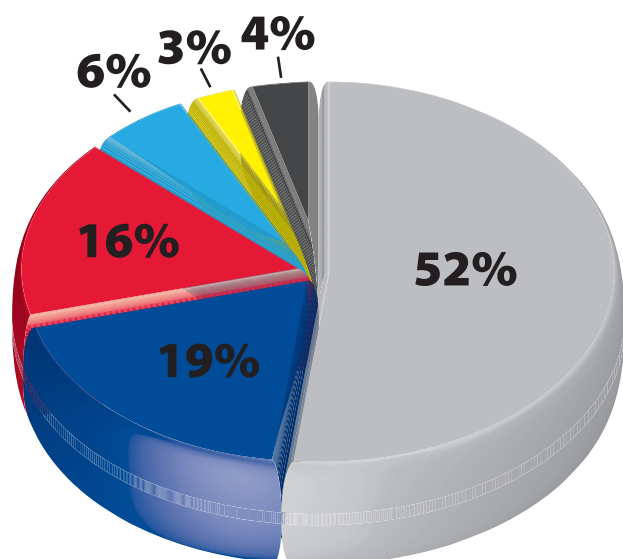
Financial Highlights 2014

Total revenues increased 8.6% to \$53.0 million, attributable primarily to a full year of operation of the seniors housing apartments. Excluding seniors housing, other revenues increased at approximately 1.5% consistent with inflation. Seniors housing now represents approximately 6% of total revenues. Overall expenses, excluding seniors housing, were held to an inflationary increase of 1.5%. A small deficit of approximately \$0.3 million was recorded on overall operations.

With completion of construction of the seniors housing apartments, capital expenditures were approximately \$1 million, with investments being made in construction wrap-up costs, equipment and technology to support resident care. Donations received from the Foundation totaled \$1.25 million.

Revenues (% of total)

Total Revenues \$53.3 Million



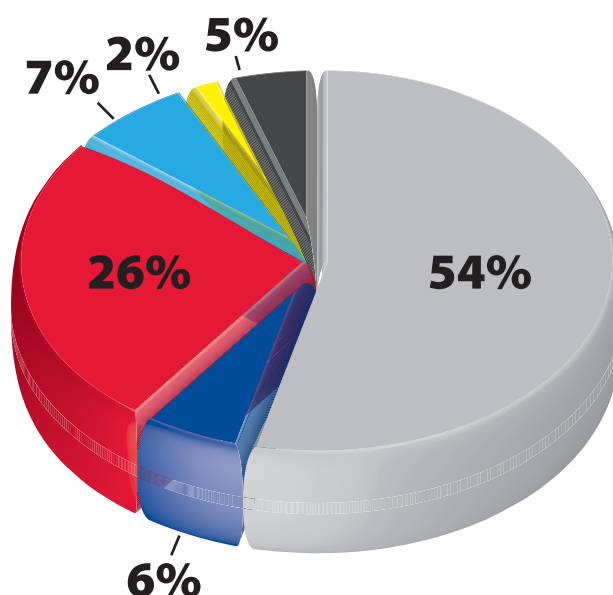
Revenues (in Millions)

MOHLTC	\$27.8
Residents	\$10.3
Veterans Affairs Canada	\$8.5
Seniors Housing	\$3.4
Other services	\$1.4
Amortization of Deferred Contributions	\$1.9

Total Revenues \$53.3

Expenses (% of total)

Total Expenses \$53.6 Million



Expenses (in Millions)

Nursing and Personal Care	\$29.2
Program and Support Services	\$3.1
Accommodation Services	\$13.8
Amortization of Capital Assets	\$2.8
Other services	\$0.8
Seniors Housing	\$3.9

Total Expenses \$53.6

Surplus/(Deficit) - (\$0.3)

Did you know?

Guided by the Foundation, in 2014, Commissionaires Ottawa generously donated \$1 million to name one of the two seniors apartments Commissionaires Ottawa Place.



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. 2009
rentaloffice@prvhc.com

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

Key Priorities for 2015

1. Continued improvements in the quality of care and safety of residents
2. Maintain the success of the seniors apartments
3. Refine the Strategic Plan to adapt to the changing veterans population
4. Plan for growth of the Perley Rideau Seniors Village
5. Bolster our safety culture among staff and residents

Did you know?

A person can walk 1 km of hallways throughout the Perley Rideau without ever retracing their steps.

2015 Highlights:

1. Introduce Vision Care for residents
2. Incorporate a dermatology clinic in the Village
3. Complete installation of computers to replace paper charts and records (POC)
4. Introduce innovative partnerships to advance leadership on dementia care

Volunteer Services Priorities for 2015

- Palliative Care
- Family Transition Team (welcoming families)
- Meal Assistance

