



Perley Rideau

The Perley and Rideau
Veterans' Health Centre

THE Perley Rideau Seniors Village



A COMMUNITY OF CARE



About Us

The Perley and Rideau Veterans' Health Centre is a not-for-profit centre for healthy living, primarily focused on providing quality care for seniors, with a unique responsibility to serve veterans and seniors in the Ottawa area.

Building on its many years of experience and excellent reputation in long-term care, Perley Rideau has recently expanded programs and services, along the continuum of care. This continuum refers to facilities, programs and services that give seniors the choice to live as independently as possible, with access to an appropriate level of support to fit their current need.

Perley Rideau is also respected for its knowledge and innovative approaches to dementia care. In collaboration with other like-minded organizations, Perley Rideau continues to develop in-house expertise to provide a nurturing, safe and dignified environment for the memory impaired.

This report was originally issued in 2010 to announce a new strategic direction for Perley Rideau. We are issuing this first update of the report to communicate our progress and plans as they evolve. Copies of this report are available online: www.perleyrideau.ca

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The Need for Change

The Perley and Rideau Veterans' Health Centre – home to 250 veterans of World War II and the Korean War plus 200 community residents – has a long and successful history of recognizing change and responding with innovative solutions to ensure seniors live in dignity and comfort.

By 2030, Canada will have double the population of people age over 65 that it had in 2010—from 14% to 28% of the overall population—an increase of 5 million seniors. For the Ottawa metropolitan area this means an increase of 158,000 seniors. Faced with this major demographic shift to an older population, governments at all levels are making significant policy and funding decisions.

In 2006, federal legislation decreed that long-term care of post-Korean War veterans would no longer be funded at designated centres by Veterans' Affairs Canada (VAC), but through the normal provincial health care system as for all seniors. This will significantly affect certain long-term care centres like Perley Rideau as their population of older veterans declines.

All major budget areas are feeling the pinch, including the overall health care system. In light of this, the Government of Ontario has implemented targeted funding such as the *Aging at Home Strategy* to increase funding in the community to support seniors who choose to live at home and their caregivers, and is requesting innovative approaches from health care providers to make this work.

The primary care physician or nurse practitioner takes on an increasingly important role to co-ordinate services for seniors. Access to primary care, especially with experience in seniors health issues, is limited. Many seniors no longer have a family doctor, and are having difficulty finding a replacement in their community; a commitment to address this issue has been announced by the Government of Ontario.

Faced with these significant changes, we needed to respond creatively to ensure that Perley Rideau remained sustainable and relevant to the community it serves. New technologies, refocused government policies and an aging population that includes fewer war veterans indicate that the status quo is not sustainable, and a new long-term direction and strategy are required.

In the fall of 2010, Perley Rideau's Board approved a bold new vision and supporting 15-year strategy that creates a hub, or Seniors Village, that will fill most needs of the elderly, including help at home, nutrition, safety, access to primary care, healthy living choices, companionship, opportunities for social activities and learning, all accessible within the community.



The Perley Rideau Long-term 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.

Creating the Perley Rideau Seniors Village— A Community of Care



Highlights of the Strategy

Prior to strategy change we offered the following programs:

- Long-term care accommodation for 450 residents in three residences, the Rideau, Gatineau and Ottawa
- Short-stay dementia respite care at the Guest House opened in 2007
- Adult Day Program for seniors affected by dementia
- Some short-stay convalescent and respite beds in the Ottawa residence

Phase 1: (2010-15)

Broaden the spectrum of care

We are broadening the spectrum of care by putting in place some of the key elements of the Perley Rideau Seniors Village with the following additions of facilities, programs and services:

- Two seniors' residences on site, with 139 apartments providing a choice of accommodation at market and below market rates
- Assisted living services provided to seniors who qualify as determined by Champlain Community Access Centre (CCAC) in their homes living in the community or in the two new seniors' housing residences
- Progressively convert some long-term care beds to short-stay beds
- Establish a primary care clinic with a Wellness Centre on site, providing seniors access to health care professionals in their community
- Enhancing diagnostic services for diversion of long-term care residents from acute care emergency departments
- Expanding on-site commercial services, and activities for the convenience of seniors

Highlights of the Strategy (cont'd)

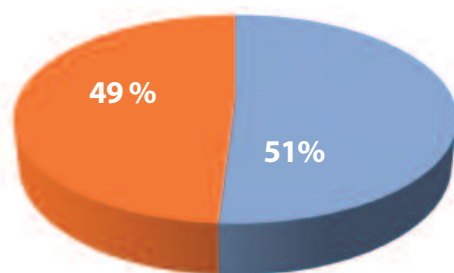
The number of clients served annually by Perley Rideau will increase significantly by the end of Phase I. These initiatives line up with the province's evolving seniors' strategy, with an increased level of

support to seniors in the community. This will be possible through links and integration with other organizations and additional provincial investment.

The following charts show the changing make-up and growth of the clients we serve.

2010:

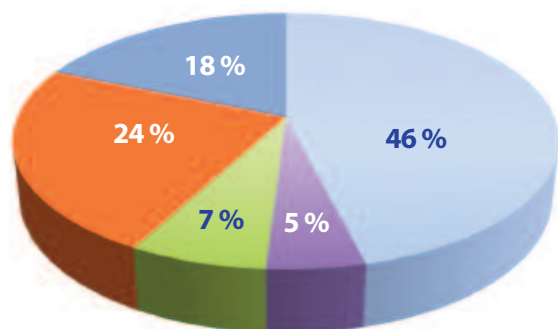
1,200 clients served annually



■ Long-term care
■ Short-stay

2015:

3,000 clients to be served



■ Long-term care ■ Apartments
■ Short-stay ■ Primary Care
■ Assisted Living Services

Phase 2: (2015-20)

Veterans transition phase

In the veterans transition phase, we expect the most significant decline in our population of WWII and Korean War veterans. Building upon the Seniors Village concept, if funding is not adequate to convert veteran priority access beds to community long-term care beds, we will convert additional long-term care beds towards short-stay accommodation for various sub-acute care needs (e.g. for respite, or convalescence before returning home), or housing with assisted living services to complement our new apartments. We have a long tradition of serving veterans. Our strategy builds upon this tradition and we will continue to provide for future needs of former Canadian Forces members, while expanding the range of our services and programs to serve a much larger number of seniors from the community at large. During the second phase, we will also create a Geriatric Training Centre for health care workers.

Phase 3: (2020-25)

Leadership phase

In the leadership phase, we will culminate our on-going program to become a recognized leader in seniors long-term care, especially in regards to dementia. In particular, our plan is to create a centre for applied research in dementia care and be recognized as a Centre of Excellence in dementia care.

All these services will support both residents and surrounding community members, allowing seniors to retain their health and remain in their homes as long as possible. This focus on housing with assisted living services, proactive wellness programs, and community services will help relieve the pressure on hospitals.

The Perley Rideau Seniors Village

We are in the third year of implementing our expansion phase, to broaden the spectrum of care, and are on schedule with the creation of the Perley Rideau Seniors Village.

Progress to date

The Seniors Village provides an expanded choice of accommodation with supporting programs and services designed to fulfill most needs of seniors, including housing, nutrition, safety, companionship and opportunities for social activities and learning. Moreover, the programs are designed to support seniors at their individual level of need within the community in which they live, all overseen by a team of health professionals who have special training and experience in dementia, and other health issues of seniors.

- Apartment Building B shown below (45 apartments) will open in March 2013, and Building A (94 apartments) is scheduled to open in October 2013, along with an expanded area for health orientated services and amenities.
- Assisted Living Services in the community have been in operation since March 2011 and plans are well underway to provide the same services to tenants in the new apartments.
- We have received approval to increase the number of convalescent beds from 22 to 34 effective April 1, 2013.










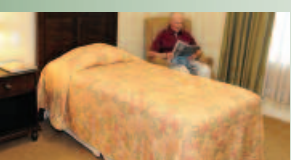














- Planning is underway to establish a Primary Care Centre at the Perley Centre building.
- Enhanced behavioural programs are being developed to respond to the increasing needs of people with dementia and to increase our expertise in their care.
- To improve training and development for health care workers, activities are underway to enhance clinical placement programs. This will ensure a logical progression to establish a full training centre.
- A reorganization at Perley Rideau took place during 2012 with some key management changes with roles and responsibilities realigned towards the new programs.
- The *Building Choices, Enriching Lives* Capital Campaign expects to hit its target of \$5 million.
- Communications efforts have been ramped up including launching a new web site and distributing our *Report to the Community 2011 and Beyond*.

In describing our Seniors Village, we use the term “continuum of care” which embraces both the structured programs and our long tradition of commitment to seniors’ health and well-being.



Our programs and services...

Who we support

	Program	Providing:	At Home in the community	In new Apartment Buildings A and B	Long-term care Residences Ottawa, Gatineau and Rideau
	Assisted Living Services (ALS)	Non-medical assistance for those in need provided by ALS staff at home in the community or in the new apartments 24 hrs./day, 7 days/week			
	Respite Care	Short-stay care for seniors who need nursing care to allow caregivers some respite			
	Adult Day Program	Day program for seniors with early to mid-stage dementia who benefit from stimulation and social interaction while giving caregivers some time off			
	Guest House	Short-stay guest rooms for up to 90 days/yr. for seniors with early to mid-stage dementia to give caregivers some time off			
	Long-term Care	Accommodation and services for those who need higher levels of care. Our services include: Supplementary Care, Enhanced Care and Special Approach Programs			
	Convalescent Care	Short-stay care to recuperate from an illness or hospital stay before moving to rehab or returning home			
	Primary Care	Access to a primary care doctor or nurse practitioner if lacking a family doctor <i>(in progress)</i>			
	Village Commons On-site Services or Activities	Seniors' health and wellness orientated services, exercise areas, walking and meeting places, pharmacy, art programs, social activities, banking, hair salon, etc. <i>(existing and in progress)</i>			

...in the community

The table shown at left summarizes the programs and services in the Perley Rideau Seniors Village. It shows that by broadening the spectrum of care we add healthy living choices, with programs and services structured to provide support at the individual's level of need, whether he or she resides on the Perley Rideau Campus or elsewhere in the community. The bird's eye view of the completed Seniors Village below pinpoints the location of the programs and services in the table, including the Assisted Living Services available to the community at large.



- New apartments—Buildings A and B
- Assisted Living Services (ALS)
- Adult Day Program
- Guest House
- Long-term Care (LTC)
- Convalescent Care
- Primary Care
- Village Commons
- Respite Care

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 will pursue four major foundation strategies.

Maintain our tradition of excellence in resident care and service

Through this major transition we will make sure that we continue to provide excellent care to residents and tenants, and we will continue to honour our veterans while welcoming seniors from the community.

Ensure sustainability

To achieve our vision, we must ensure Perley Rideau is sustainable as an institution and continues to provide value to government and the community it serves. The foundation of the health centre's sustainability strategy will be based on the following concepts:

- Remain a key provider to the health system, aligned with Ontario's strategy and the changing nature of health care
- Increase revenues by leveraging our existing infrastructure and organization
- Add new programs (e.g. primary care clinic)
- Make strategic investments – including new apartment buildings A and B
- Develop new commercial activities relevant to the needs of the tenants and residents
- Shift long-term care space to higher value-added programs such as convalescent care, respite and independent living accommodation
- Continue to pursue organizational efficiency, ensuring we spend every dollar provided by government or private donation responsibly and

make key investments in areas that lead to greater returns

- Continue to develop partnerships for better sharing of resources and competencies
- Seek new donations sources, and continue to advocate to government for fair and reasonable funding

Ultimately we will assure sustainability by continuing to be relevant and by delivering high value for the money.

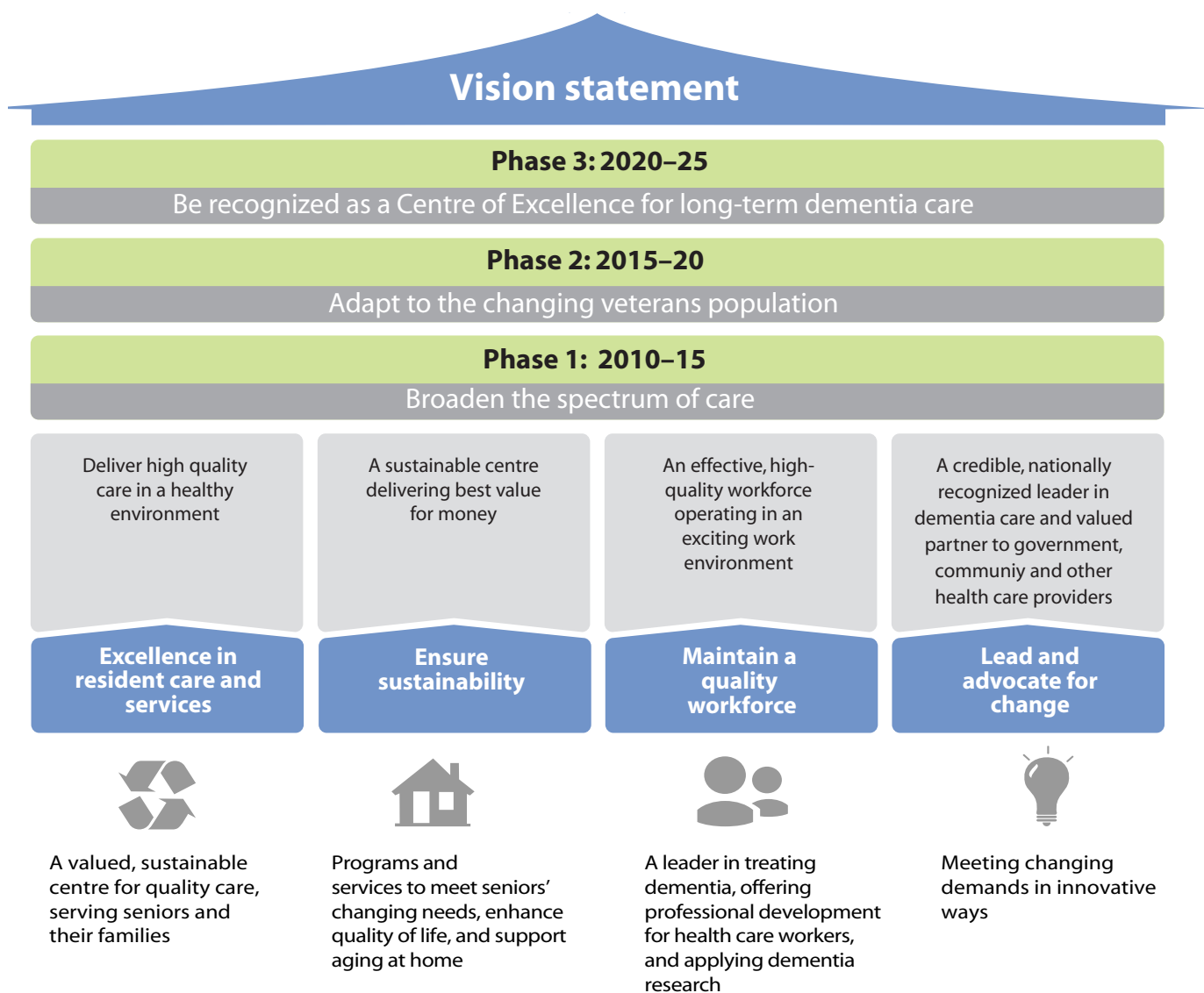
Retain a quality work force

Fewer health care workers means Perley Rideau will compete for the quality professionals essential to operate the health centre. To solve this problem, we will pursue a strategy of maintaining an effective, quality work force, operating in an exciting, high-quality work environment. This will require a long-term recruitment and retention strategy, to ensure the supply of quality staff and to meet the health centre's changing diversity requirements. To make the Perley Rideau more attractive, especially to graduating workers, we will increase clinical placements and ultimately establish a training centre.

To retain employees, we will focus on staff development, maintain a quality environment where people want to work, and establish well-being and staff recognition programs. Equally important, we will keep our recruitment and retention of volunteers as a priority.

Lead and advocate for change

To realize its vision, Perley Rideau will take a leadership role and advocate for change in health care, particularly in the long-term care sector. We will strive to become a credible, nationally recognized leader in dementia care and a highly valued partner within health care, particularly long-term care. We must have effective



communications with all stakeholders to ensure a sound understanding of our vision and strategy. We must also work closely with these stakeholders. This means collaborating with all levels of government to ensure Perley Rideau remains an integral part of the health care system. It also means building staff and union partnerships, maintaining community support, especially with volunteers, and developing alliances and partnerships, particularly in the clinical, training and research domains.

Innovative to meet challenges and remain sustainable

Strategy Details

Phase 1: (2010-15)

Broaden the spectrum of care

We are well underway to restructure Perley Rideau to broaden the spectrum of care. We are diversifying our services in support of *Ontario's Aging at Home Strategy* and evolving seniors' care strategy. Below are details on elements of the strategy not yet implemented.

Plans to establish on-site primary care services for seniors have been submitted and discussions are underway. As a core element of these services, Perley Rideau is collaborating with the South-East Ottawa Community Health Centre to establish the Wellness Centre, which would have a primary care physician and health professional services on site to support seniors in the surrounding neighbourhoods.

Increase short-stay care - To reduce the pressure on other health providers, especially hospitals, Perley Rideau is incrementally increasing its capacity for convalescent care and other forms of sub-acute care for seniors. Twelve more beds will be converted in 2013 to convalescent care. Additional sub-acute care will be especially dominant during the 2015-20 veterans transition period.

Increase on-site services - For the convenience of seniors and to increase revenues, new services and facilities are being put in place. The current floor space provided in the main Perley Rideau building will be expanded by the interconnecting structure being built between the main building and apartment Building A and will also utilize a portion of the ground and first floors of apartment Building A. This extended space will accommodate a dining room, fitness centre, movie theatre and various seniors' health and wellness services all forming the enlarged Village Commons.

Phase 2: (2015-20)

Veterans transition phase

We expect to see the greatest decline in numbers of war service veterans during Phase 2. The specific details will be negotiated with Veterans' Affairs Canada and the Ontario Health and Long-Term Care Ministry, but we intend to diversify our service offerings. We will also take more steps towards becoming a Centre of Excellence in dementia care.

Adapt to the changing level of war service veterans - Implement a veterans transition plan based on efforts in Phase 1 to expand our services towards the community at large, conversion of long-term beds to sub-acute beds, or housing with assisted living services. This plan will guide the transition from a predominantly veterans population to one with a higher proportion of community residents that will include seniors who are service veterans from the Canadian Forces. It must be approved by the Champlain Local Health Integration Network (LHIN) and the Ontario Ministry of Health and Long-Term Care, in collaboration with Veterans Affairs Canada.

Institute sub-acute care - The concept of sub-acute care recognizes that patients who don't need acute care should not be in an acute-care hospital. With agreement from the Champlain LHIN and the Ontario Ministry of Health and Long-Term Care, Perley Rideau will institute sub-acute care in the Rideau Residence to help alleviate the strain on acute care hospitals.

Convert Rideau Residence into supportive housing for dementia care - With fewer veterans, some or all of the Rideau Residence will become available for other uses. Long-term care will be sustainable only if revenues, the largest source being the provincial government, are increased to cover collective agreement and other unique costs at Perley Rideau. Converting part of the Rideau Residence to housing with assisted



living services for dementia care would allow people to maintain a degree of autonomy while they're not quite ready for long-term care. The Ontario Ministry must approve such a conversion.

Enhance behavioural programs - We will continue to enhance our behavioural programs as we evolve into a Centre of Excellence in dementia care. Perley Rideau joined a Responsive Behaviour regional collaborative group in 2012.

Turn supplementary care beds into special care and behaviour management beds for residents with dementia - As our expertise in dementia care grows, we will increase our contribution in the dementia care network to share best practices and insights. In 2012-13, Perley Rideau is an active supporter and participant in an Ottawa dementia needs - planning study spearheaded by the Alzheimer's Society of Ottawa and Renfrew County.

Establish a Geriatric Training Centre - We will build on the clinical placement programs to establish, with partners, a Geriatric Training Centre.

Phase 3: (2020-25)

Leadership phase

In order to be recognized as a Centre of Excellence in dementia care, we will take the following steps.

Take leadership role in dementia care - As our expertise in gerontology and dementia grows, we will take a national leadership role to advance the interests of people with dementia.

Develop leading partnerships in gerontology and dementia - The Centre of Excellence will require expert staff in a variety of gerontology and dementia disciplines. We will pursue partnerships with appropriate agencies.

Establish applied research centre - After the Centre of Excellence is established, we will consider undertaking selective applied research in dementia, which could lead to establishing an applied research centre in collaboration with other research centres.

A Centre of Excellence in dementia care



Funding the Strategy

Because we are leveraging the existing assets and organization of Perley Rideau, up-front costs were considerably less than the significant expansion of services and programs would normally require. Phase 1 spending is funded by a combination of investment capital, primarily for the new apartments and associated new amenities in the amount of \$42.3 million, and incremental operating revenues for new provincially funded services, (e.g. Assisted Living Services) and rents from tenants of the new apartments.

Investment capital has been essentially all secured through a combination of mortgage topped up by \$5.4 million in federal infrastructure money flowed through the Province of Ontario and City of Ottawa, and a \$5 million capital campaign *Building Choices, Enriching Lives*, undertaken by The Perley and Rideau Veterans' Heath Centre Foundation. The Foundation also provides annual supplemental financial support to help sustain the quality of life enjoyed by Perley Rideau residents and clients. For more information on the Capital Campaign, visit www.buildingchoices.ca or call (613) 526-7173.

The Way Forward

Change is inevitable, and brings challenging opportunities. The Perley Rideau has developed this strategy for a Seniors Village as an exciting new way to embrace the future and provide the top-quality care that our seniors deserve.

Based on this strategy, the Perley Rideau's management team is implementing Phase 1 actions which will prepare the way to successfully transition through Phase 2 and build towards the recognition as a Centre of Excellence. As we move forward, the details and timing of our plans will be adjusted as required, but we will keep in mind three key issues: first, this vision requires an investment of money and people. Second, Perley Rideau must remain sustainable, despite periodic strains as we undergo more change. And third, we must manage the risk that naturally comes with change. As we move forward with our strategy and plans, the philosophy behind the Perley Rideau's motto shown below, will keep us focused on the vital work we do.

Together we improve the well-being
of the people we serve



These banners represent the two communities served by The Perley and Rideau Veterans' Health Centre. The banners profile veterans through the army, navy and air force, and the community through the silhouette representing the diversity of the Ottawa community. The poppy represents veteran residents and the tulip represents community residents.

The poppy, as a symbol of remembrance, is a trademark of The Royal Canadian Legion. It is used here with the kind permission of the Legion.





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