

The Perley and Rideau Veterans' Health Centre

Caring for the Future

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





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Vision

Leading innovation in frailty-informed care to enable seniors and Veterans to live life to the fullest.

Mission

Achieving excellence in the health, safety and well-being of seniors and Veterans with a focus on innovation in person-centred and frailty-informed care and service.

Core Values

Compassion • Respect • Integrity • Excellence

Evolving to Improve the Well-Being of the People We Serve

Innovation grounded in meeting the day-to-day needs of the community has been a defining characteristic of the Perley and Rideau Veterans' Health Centre since its inception. This characteristic is evident in the recent update of the 2010–2025 Strategic Plan. The update better aligns the Perley Rideau with the Province of Ontario's *Aging at Home* strategy, and improves our ability to help seniors and Veterans live life to the fullest. Work to update the Strategic Plan during 2016–2017 included extensive consultations with staff, residents and volunteers, as well as with provincial and local healthcare authorities, and represents the latest stage in our continuous evolution.

Established in 1995 to amalgamate three existing healthcare facilities, the Perley Rideau continues to lead and innovate in the care of Veterans and other seniors. A telling example is the recent collaboration on an innovative proposal with valued partners from the Ottawa Hospital and the Champlain Local Health Integration Network. The SAFE (Sub-Acute for the Frail Elderly) Unit, establishes a new level of care for elderly patients who no longer require acute care in hospital. These men and women over the age of 60 transfer to the Perley Rideau, where they access therapies and services until they are well enough to return home. The SAFE Unit not only improves quality of care and accelerates recovery, but the unit frees up hospital beds, save millions of dollars annually and helps the healthcare system to cope with demographic trends.

SAFE is but one example of how the Perley Rideau proposes to increase its value to the community. As described in the updated Strategic Plan, the Perley Rideau aims to become Canada's first Centre of Excellence in frailty-informed care. The Perley Rideau will continue to support priority care for Veterans and dementia care. Becoming a Centre of Excellence will help to ensure the Perley Rideau's sustainability as an innovative centre for long-term care, and increase our ability to apply lessons learned and to further improve the well-being of the people we serve.



What is Frailty?

Frailty is a state of increased vulnerability, with reduced physical reserve and loss of function across multiple body systems. This reduces ability to cope with normal or minor stresses, which can cause rapid and dramatic changes in health.

Older Canadians living with frailty need holistic approaches that treat the entire person in a coordinated, caring manner.

Canadian Frailty Network

GETTING TO KNOW

THE PERLEY RIDEAU VILLAGE

25 Acres

7 Buildings

8 Clinics Onsite



600+

Seniors Living in the Perley Rideau Village



150+

Tenants

2

Apartment Buildings

139

Independent-Living Apartments for Seniors

85

Average Age



450

Seniors Living in Long-Term Care

91

Average Age for LTC Seniors

98%

Average Occupancy Rate

200 Seniors

• 6 Respite Beds

• 34 Convalescent-Care Beds

250 Veterans



\$56.1 Million

2016 Budget

\$592K

Disbursed by the Perley Rideau Foundation to the Health Centre



Challenges, Opportunities and Strengths

Challenges

Fewer Veterans

The number of Veterans eligible for long-term care funding from Veterans Affairs Canada (VAC) will decrease significantly during the next 5–10 years.

Demographic Trends

The number of Canadians aged 65 and over will increase significantly during the next few decades, increasing pressure on the already overloaded long-term care sector.

More complex care

Residents of long-term care facilities have increasingly complex health conditions and diseases, such as Type 2 diabetes and dementia. Frail seniors will place increased demands on both the long-term care sector and the healthcare system.

Labour Shortages

Demand for healthcare workers is projected to grow faster than supply during the next 10-15 years. During the same period, the numbers of informal caregivers and volunteers will decrease significantly.

Opportunities

Anticipate and fill gaps in designated speciality areas, such as dementia, behavioural supports and Specialized Veterans Beds – welcoming Veterans who served after the Korean War.

Continually improve alignment with provincial strategies in healthcare and long-term care. Possibilities include: more independent-living apartments; new services for seniors in the neighbouring community; new services for Veterans.

Develop and deliver new models and types of care, along with relevant best practices (e.g. person- and family-centred care). Become a recognized centre of excellence in frailty-informed and dementia care.

Expand existing partnerships to develop and deliver appropriate training (e.g. Algonquin College's Personal Support Worker program), as well as care standards and best practices (e.g. Registered Nurses Association of Ontario, Accreditation Canada).

Strengths

Staff and Facility

The Perley Rideau has the infrastructure, capacity and expert staff needed to innovate, yet it is small enough to readily implement various models of care. This combination gives the Perley Rideau significant growth potential.

Track Record

Throughout its history, the Perley Rideau has continually evolved to better serve the community, and to deliver top-quality care.

Partnerships

The Perley Rideau improves and expands the care and services it delivers through partnerships with an ever-growing list of organizations, including Algonquin College, the Dementia Society, Carefor Health and Community Services, and the Registered Nurses Association of Ontario.



**450 Beds
The Largest
Long-Term Care Home
in the Champlain Region**

Strategic Direction

The Perley Rideau aims to increase its relevance and value to the healthcare system, and to achieve sustainability. The first part will be accomplished by expanding capacity along the continuum of care, thus supporting government policy to reduce costs, and by specializing in the care of frail seniors to meet growing demand. The second part will be accomplished through ongoing government support, increased commercial revenues and improvements in operational efficiency.



Strategic Plan 2010–2025

Phase 1: 2010 > *Broaden The Spectrum Of Care*

Phase 2: 2015 > *Adapt To The Changing Veterans' Population*

Phase 3: 2020 > *Be Recognized As A Centre Of Excellence in Frailty Informed Care*

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



Excellence in Resident Care and Services

Deliver high-quality care in a happy living environment



Ensure Sustainability

A sustainable centre delivering best value for money



Maintain a Quality Workforce

An effective, high-quality workforce operating in an exciting work environment



Lead and Advocate for Change

A credible, nationally recognized leader in frailty-informed prevention and care. A valued partner to government, community and other healthcare providers.

Implementation

The Perley Rideau will implement the Strategic Plan through a series of five-year business plans, updated and approved by the Board annually. Each year, management will secure the Board's approval for investments in specific financial and human resources. While individual initiatives may strain short-term budgets, the Perley Rideau must strive for long-term sustainability as soon as practicable.

Perley Rideau's Philosophy:



Innovation



Indispensable
to the Region's
Healthcare System



Honour our
Veterans



A Culture
of Safety



Major (ret'd) Gerald Bowen (seated), a Veteran of the Second World War and the Korean War, welcomes Master Warrant Officer Tony Cobden during the ceremony to officially open the 25 beds for Veterans that did not previously qualify for this long-term care program.

Risk Management

To implement the Strategic Plan effectively, the Perley Rideau must anticipate and mitigate various risks by closely monitoring three key factors.

- **Demand** for the services and care that the Perley Rideau provides will fluctuate due to the actions of other healthcare providers.
- **Government support** must be secured well in advance of key changes and decisions, particularly the conversion of long-term care beds. Effective advocacy with all levels of government is essential.
- **Affordability:** while required investments must be considered on their own merits, they must never financially overextend the Health Centre.



Excellence in Resident Care and Services



Ensure Sustainability



Maintain a Quality Workforce



Lead and Advocate for Change

Building the Future, Honouring the Past

In 1995, three levels of government and private donors fund the construction of the Perley and Rideau Veterans' Health Centre on a 25-acre site. The project amalgamates three existing facilities: the Perley Home for Incurables, established in 1898 and converted to the Perley Hospital in 1952; the Rideau Veterans Home, a federal facility that helped to rehabilitate Second World War service personnel; and National Defence Medical Centre's chronic-care unit. The Perley Rideau's large windows, private rooms, sprawling grounds and woodworking shop – designed to promote health and wellness – are now standard in many new healthcare facilities.



Lawrence MacAuley, Secretary of State for Veterans (left) is joined by Lionel Lalande, President of the Residents' Council (seated) and John Lupton, Executive Director (right) to commemorate the history of the Health Centre.



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Lead and Advocate for Change

Leading in Long-Term Care

The Province of Ontario changes the Perley Rideau's designation from hospital to long-term care facility in 1996. The change inspires the Perley Rideau to focus on becoming a leader in long-term care by leveraging its size, location and amenities, along with the expertise of staff. The re-designation helps set the Perley Rideau on a path of continual improvement in quality of care by developing new delivery models, partnerships, services and programs.



Samantha Hallgren RN, GNC, Psychogeriatric Resource Nurse (centre), instructs staff on the finer points of the Gentle Persuasive Approach.



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Lead and Advocate for Change

Training Caregivers

The 1997–2001 Strategic Plan calls for the Perley Rideau to become a teaching centre for long-term care. During the next 20 years, this vision becomes reality, as growing numbers of students serve placements at the Health Centre. A groundbreaking 2017 agreement with Algonquin College establishes a comprehensive learning environment at the Perley Rideau. Algonquin students work with residents and clients of the Health Centre, and study in an on-site classroom. The partners will collaborate on the delivery of educational programs, clinical services and research initiatives.



A typical exercise class for convalescent-care patients.



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Lead and Advocate for Change

Filling a Crucial Gap

The Perley Rideau establishes a 13-bed unit devoted to convalescent care in 2013. The unit addresses an unmet need in the community and proves to be so successful, it is twice expanded to reach its current capacity of 34 beds, and is increasingly emulated by long-term care centres in the region.



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Care and Services



**Ensure
Sustainability**



Maintain a
Quality Workforce



Lead and Advocate
for Change

Delivering Excellence in Care

The Perley Rideau significantly expands support for seniors with dementia by opening a 12-bedroom Guest House to provide respite care in 2007. The project is the result of a longstanding and ongoing partnership with the Dementia Society (formerly Alzheimer Society of Ottawa and Renfrew County), and Carefor Health and Community Services. Among the first of its kind in Canada, the Guest House continues to be a leader in respite care and receives referrals from agencies across the region. The Perley Rideau has hosted day programs for dementia patients since 1995, and continues to partner actively with the Dementia Society.



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Crafting New Therapies

In 2008, the Perley Rideau combines two popular programs – recreation and creative arts – in part to better measure therapeutic impacts on participants. The roots of the Perley Rideau’s program lie in the Canadian Red Cross’ delivery of handicraft training to overseas Veterans during the Second World War. After the war, the Canadian Red Cross Corps delivered arts-and-crafts programs to Veterans in military facilities such as the Rideau Veterans’ Home. Soon after it opened, the Perley Rideau took over the program and has since expanded it with additions such as music therapy. Evidence continues to mount demonstrating the substantial therapeutic benefits of this type of programming in combating social frailty.



1200 solar panels generate revenue of more than \$200K annually.



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Going Green, Reducing Costs

The Perley Rideau embarks on a \$6.6-million renewal project to reduce long-term operating costs and strengthen environmental stewardship in 2011. The project includes the installation of 1,200 solar panels (enough to power 27 average households), 550 low-flow toilets and a high-efficiency heating-and-cooling plant. The results include reductions in utility and operating costs of approximately \$370,000 per year. The Perley Rideau also agrees to sell excess electricity from its new solar-photovoltaic system to Ontario Power Authority, yielding more than \$200,000 annually.



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Building a Seniors Village

In 2013, the Seniors Village concept becomes reality with the construction of two buildings housing a total of 139 independent apartments for seniors on the Perley Rideau grounds. With financial support from all three levels of government – and approximately \$5 million raised from private donors by the Perley Rideau Foundation – the project is among the first of its kind in Canada. Veterans enjoy priority access to the apartments and one-third are rented at below-market rates. Residents of the Village – and the surrounding neighbourhood – enjoy access to a range of health-and-wellness services and activities. Spouses of Perley Rideau residents are among the tenants and they appreciate the opportunity to spend more time with loved ones.



Tenants living in “The Commons” apartments benefit from support and interactions with neighbours and staff.



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Expanding the Continuum of Care

With the establishment of the Seniors Village in 2013, the Perley Rideau significantly expands the continuum of care available to residents of both the Health Centre and the community, and supports the Province of Ontario’s *Aging at Home* strategy. Along with independent apartments, the Village also features units with 10 bachelor apartments and shared kitchens, and dining and living areas. The units offer supportive long-term care to seniors with dementia or other limitations in a secure environment designed to maximize quality of life. A broad range of programs, services and clinics are readily accessible in the main building. The ultimate goal is to enable residents of the Seniors Village to transition easily to long-term care at the Perley Rideau as their needs increase.



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Honouring Philanthropic Leadership

In 2014, the first apartment building in the Seniors Village is named Commissionaires Ottawa Place to honour a leadership gift donor. Commissionaires Ottawa, a private, not-for-profit company with a strong mandate to employ and care for Veterans, donated \$1 million toward the \$3 million *Building Choices, Enriching Lives* fundraising campaign. To date, the million-dollar donation is the largest in the Foundation's 29-year history. All 139 apartments in the Seniors Village have been fully occupied since the complex opened and the wait list continues to grow.



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Fostering a Culture of Safety

In 2013, the Board of Directors adopts a Culture of Safety policy to protect clients, residents, families, staff and volunteers from risk and harm. The policy includes an annually updated Safety Improvement Plan with specific initiatives, targets and accountabilities. In its 2017 review of the Perley Rideau, Ontario's Ministry of Labour describes the policy as "an innovative, high-level plan that incorporates safety and quality."



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Filling Gaps in Care and Services

The Perley Rideau Physio & Massage Therapy Clinic opens in 2015, thanks to a partnership with University of Ottawa Health Services. In addition, a series of independent specialists in optometry, dermatology, geriatrics and internal medicine begin to establish on-site clinics, complementing the specialists and clinics already in place, and helping to realize the Seniors Village concept. The new tenants increase the range of services available to residents and the community, and generate important rental income for the Health Centre.



The RNAO Best Practice Spotlight Organization designation enables staff from across the organization to shine.



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Ensure Sustainability



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Lead and Advocate for Change

Developing and Adopting Best Practices

Through a competitive process, the Registered Nurses Association of Ontario (RNAO) selects the Perley Rideau to become a Best Practice Spotlight Organization in 2016. During the next three years, in partnership with RNAO, the Perley Rideau will implement and evaluate best practices related to four areas: pain management; falls prevention; skin and wound management; and screening for delirium, dementia and depression to earn the official BPSO designation. By putting the latest research into practice, reducing variation in care and eliminating interventions that have little effect, the initiative promises to further improve the quality of care delivered to residents of the Perley Rideau and of other long-term care facilities.





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Prioritizing Veterans

In 2017, the Perley Rideau establishes a 25-bed Specialized Veterans Unit in partnership with Veterans Affairs Canada (VAC) and the Province of Ontario. Prior to the agreement, VAC provided priority admission to long-term care only for Veterans who served overseas during the Second World War or the Korean War. The agreement fully realizes the continuum of care – eligible Veterans residing in the Seniors Village enjoy priority access to beds in the Health Centre when they need them. The agreement also helps to ensure the Perley Rideau's long-term sustainability.



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Meeting Community Needs

In 2017 and beyond, the Perley Rideau will fill a critical gap in the region's healthcare system by opening a Specialized Behavioural Support Unit to care for seniors with dementia whose behaviour may jeopardize their safety and the safety of staff and fellow residents. The addition of another special designation creates leadership and training opportunities for staff, and increases the Perley Rideau's contribution to the community. The additional expertise acquired through each new special designation also improves the quality of care received by residents.



Perley Rideau



Perley Rideau



PerleyRideauSeniors;
@ prvhc_seniors



Perley and
Rideau Veterans' Health
Centre / Foundation

www.PerleyRideau.ca

Disclaimer: This brochure may include photos of individuals who have passed away. With the permission of the appropriate individual(s), we include their photos to honour them and celebrate their contributions to the Perley Rideau community.

