



**Perley Rideau**

The Perley and Rideau  
Veterans' Health Centre



# *Report to the Community 2012*



*CREATING A  
SENIORS VILLAGE:  
A COMMUNITY OF CARE*

# ABOUT PERLEY RIDEAU

The Perley and Rideau Veterans' Health Centre provides quality care for seniors, serving veterans and an ever-increasing number of seniors from the community. It is one of the largest not-for-profit long-term care centres in Ontario.

Building on its many years of experience and excellent reputation in long-term care, Perley Rideau has recently expanded its programs and services to create the Perley Rideau Seniors Village, which includes 139 specially-designed apartments and Assisted Living Services for those in need at home and in the new apartments. We offer a number of respite care programs to provide relief for caregivers of family members with dementia as well as convalescent care, and various on-site health-oriented services.

A key aspect of our Seniors Village is the development of strategic partners to add resources and expertise while working closely with the community health system to ensure relevant and cost-effective services are provided to those in need. Perley Rideau is 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.



Front of the Rideau Residence

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

## THE YEAR 2012 IN NUMBERS

- **1,514** people served
- **86%** resident satisfaction
- **770** employees
- **349** volunteers
- **2,660** donors
- **\$917,132** donated
- **100%** adherence to Accreditation Canada Standards of Excellence



# MESSAGE

FROM THE BOARD CHAIR AND  
CHIEF EXECUTIVE OFFICER

These are exciting times for our evolving Seniors Village as we expand our programs and services to support a greater number of seniors and veterans in the community. At the same time we are committed to maintaining our tradition of excellence serving the 450 residents in our long-term care centre, which will remain an integral and important part of the Perley Rideau Seniors Village.

In 2012, we made progress on all major elements of our strategy and look forward to 2013 as we complete many key aspects of the Seniors Village. At the same time we maintained our core values of which quality and client satisfaction are central. We are therefore very pleased to report that the annual residents' survey conducted in 2012 gave an overall satisfaction rating of 86%.

We are truly living up to our motto:

*"Together we improve the well-being of the people we serve."*

There are many challenges ahead in this time of health system funding constraints, but we are confident that the Perley Rideau organization will meet these challenges successfully with your support. We are grateful for all the hard work from Board members, staff, volunteers, and strategic partners.

We invite you to read our Report to the Community which highlights the accomplishments in 2012, as well as our future plans. We encourage and appreciate your feedback and questions.

Greg Fougère,  
Chief Executive Officer

Peter Strum,  
Board Chair

*Greg Fougère (left) and Peter Strum, at the new seniors' apartment building located at Perley Rideau at 1780 Russell Road*



# ACCOMPLISHMENTS / PLANS

The following table shows our major accomplishments achieved in 2012 to broaden the spectrum of care.

## PROGRAMS

### Long-term care residences

- Ottawa Residence: 160 beds
- Gatineau residence: 160 beds
- Rideau Residence: 130 beds
- fully utilized



### Convalescent and respite care

- Ottawa residence



### Adult Day Program

- caregiver respite for early- to mid-stage dementia



### Guest House

- a home away from home
- overnight stays for early dementia



### Seniors' apartments

- 139 units in two buildings



### Assisted Living Services

- custom residential care for seniors in need



### Primary Care Clinic, Wellness Centre and Health-oriented services

## ACCOMPLISHMENTS AND PLANS

- Added specialized staff support and training positions
- Improved behavioural programming
- Implemented electronic medical record-keeping
- Participated in the Dementia Needs Assessment – Ottawa
- Implemented electronic system providing more open but secure access
- Improved diagnostic programs to reduce transfers to acute care
- Obtained funding approval from Local Health Integration Network (LHIN) to increase convalescent care beds from 22 to 34 in 2012
- Expanded convalescent care unit by April 1, 2013
- Redirected from Respite Care some underutilized beds (57% occupancy last year) to convalescent care
- Expanded program by 13% due to demand; average of 70 clients served each week in 2012.
- \$39,000 additional annual funds approved by LHIN in late 2012, providing for 288 more client days per year or 90 clients served each week in 2013
- 61% occupancy; 12 rooms
- Currently implementing plans to increase accessibility for clients affected by later stages of dementia
- 45-unit building opened in March 2013 and 80% occupied the following month
- 94-unit building construction on schedule for autumn 2013 opening
- 73 seniors were served in the community in 2012
- Extended to new apartment tenants in 2013 with funding for 90 seniors in need
- Proposal submitted to support the larger vision for seniors' health and primary care in the Champlain Region
- Expanded area for health-oriented services available in autumn 2013
- Negotiations under way to add service providers

### Highlights in other areas:

- Completed phase 1 of an energy reduction program investing \$6.6 million in retrofitting and solar energy generating savings of \$600,000 annually or a return of 9%
- Added new websites and received improved media coverage on services and seniors' issues

# CREATING THE PERLEY RIDEAU SENIORS VILLAGE

## 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.”*

**W**e are well under way to creating the Perley Rideau Seniors Village and expect to see many of the building blocks in place and operating in 2013. In 2012, a reorganization took place to address the needs of personnel and management in the new programs and services and to strengthen long-term care training and education. We also added supervision at the front line of care and services and enhanced communication to external audiences.

Although we are making excellent progress towards expanding our programs and services, we have much more work ahead to realize our vision. We will need to fully integrate the programs, prepare for the natural decline in our veterans’ population from World War II and the Korean War starting in 2015, and continue our plan to be a centre of excellence in dementia care.

## KEY PRIORITIES IN 2013

- Apartments – complete the construction of the second apartment building and expanded area for amenities, sign up and warmly welcome new tenants, extend Assisted Living Services to those tenants in need.
- Health-oriented services – negotiate with service providers to utilize expanded space in Village Commons
- Primary care and Wellness Centre, in partnership with the South East Ottawa Community Health Centre – continue advocacy to obtain approval
- *Building Choices, Enriching Lives* Capital Campaign – meet fundraising target for \$5 million campaign.
- Excellence in care – maintain the high resident satisfaction results achieved in 2012 –see survey results in table below.

*For further details on our strategy, refer to the updated Perley Rideau Seniors Village publication found on our website [www.perleyrideau.ca/seniorsvillage](http://www.perleyrideau.ca/seniorsvillage)*

## Resident satisfaction survey results in 2012

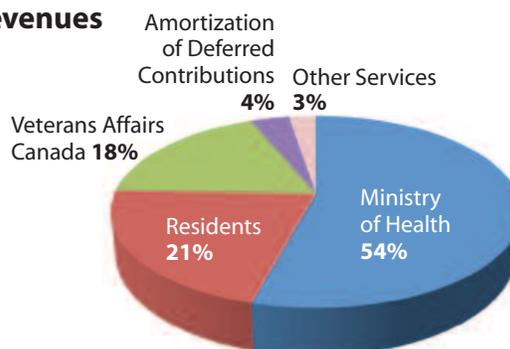
Area of resident care	Activity involvement	Service provided	Care given	Building and environment	Food	Safety and security	Average
Resident satisfaction poll results	75.3%	86.9%	87.3%	89.9%	86.2%	95.2%	86.3%

# 2012 FINANCIAL HIGHLIGHTS

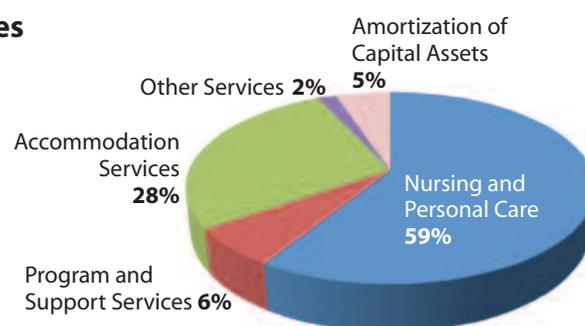
Total revenues increased 0.8% to \$45.5 million, whereas expenses moved up 2.7% resulting in a deficit of \$0.7 million for the year, which is attributable to the excess of amortization of capital assets over amortization of deferred contributions (non-cash transactions). Excluding Assisted Living Services revenues and expenses, which reflected the ramp up of this program, overall revenues were actually flat, and expenses were held to an increase of 1.2%, again excluding the above seniors' apartment pre-rental expenses.

Capital expenditures totalled \$30 million of which \$26 million related to construction-in-progress for the apartments, and \$4 million was spent on new equipment for resident care, refurbishment, and energy efficiency projects. Donations received from the Foundation in 2012 were \$0.9 million.

## Revenues



## Expenses



### Revenues

	<i>(in millions)</i>
Ministry of Health	\$ 24.7
Residents	9.8
Veterans Affairs Canada	8.3
Amortization of Deferred Contributions	1.7
Other Services	1.1
<b>Total Revenues</b>	<b>\$ 45.5</b>

### Expenses

Nursing and Personal Care	\$ 27.2
Program and Support Services	3.0
Accommodation Services	12.8
Other Services	0.8
Amortization of Capital Assets	2.4
<b>Total Expenses</b>	<b>\$ 46.3</b>

### Surplus / (Deficit)

**(\$ 0.7)**

# IMPACT OF DONATIONS

TRANSFERRED BY  
THE FOUNDATION IN 2012



*Brand new, specially-designed apartments for seniors*  
**\$615,004**

## **Building Choices, Enriching Lives Capital Campaign – \$5 million target**

The Foundation transferred \$615,004 to The Perley and Rideau Veterans' Health Centre to help finance the specially-designed seniors apartments and related amenities. For more information see:  
[www.buildingchoices.ca](http://www.buildingchoices.ca)



*Recreation and Creative Arts Program for residents*  
**\$141,388**

## **Annual Giving Program**

The Foundation raised \$302,128 as part of their annual giving program to purchase essential items and fund activities that enhance the care and enrich the lives of those who call Perley Rideau home.

For more information see:  
[www.perleyrideau.ca](http://www.perleyrideau.ca)



*Special bathing units and other essential equipment*  
**\$100,025**



*Five new sub-stations*  
**\$25,000**



*Adult Day Program for people with early-to mid-stage dementia*  
**\$20,000**



*Summer Youth Program*  
**\$3,000**

*Your donations made a real difference in 2012 in the lives of Perley Rideau residents. On behalf of all those who benefited from your generosity, a big thank you to all our donors. Perley Rideau would be a much different place without your invaluable and loyal support year after year!*

Miscellaneous including education bursary **\$12,715**



# OUR PEOPLE – OUR GREATEST ASSET!

In July 2012, Perley Rideau implemented a new organizational structure to respond to the growing needs of our clientele as we create the Perley Rideau Seniors Village, and strengthen our core activities in long-term care. The new organization, and external partnerships we have developed will help us meet the community's evolving needs and remain sustainable for the future.

## Staff

Nursing and Personal Care	510
Assisted Living Services	24
Resident Programming	56
Support Services	144
Administration	36
<b>Total</b>	<b>770</b>
Physicians	13

*(includes full-time, part-time and casual staff)*

## Volunteers – by areas served

Recreation and Creative Arts	160
Specialized Care	52
Resident visits (dining room)	48
Gift shop	25
Other	64
<b>Total</b>	<b>349</b>



*The 2013 Volunteer of the Year was awarded to Nancy Creelman who started volunteering in 1996 and has contributed over 5,900 hours. Left to right: Akos Hoffer, Health Centre COO, Elia Touesnard, Manager, Volunteer Services, Nancy Creelman and Greg Fougère, Health Centre CEO*

We have also revised our hiring policies and practices to recruit and select candidates who are best qualified to meet the needs of the future organization.

**Medical, Nursing, and Personal Care staff** are comprised of 510 nurses and personal support workers, 24 Assisted Living Service workers, plus 13 attending physicians, which make up 70% of total staffing.

**Other areas** include 56 employees in resident programming and 144 in support services who maintain the facilities, ensure supplies and food services, co-ordinate resident programs, and much more.

**Administration** includes 17 managers and 19 support staff for oversight and support for all operations.

**Volunteers** enhance the services, complement the care we provide and assist in a variety of areas. Last year, 349 volunteers supported staff to provide the programs and services offered at Perley Rideau.

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

# OUR BOARD AND SENIOR MANAGEMENT

## Health Centre Board Members



**Peter Strum**  
*Chair*  
Retired Deloitte Partner



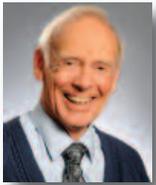
**Peter Martin**  
*Past Chair*  
Rear Admiral (Retired)



**Robin Sellar**  
*Treasurer, Associate Partner BMCI and President, Sellar Consulting*



**David Bell**  
*President,*  
D.W.R. Bell Consulting Inc.



**Malcolm Collins**  
*Director (Retired)*  
National Research Council



**Joan Costello**  
*Healthcare Sector Consultant*



**Duane Daly**  
*Brigadier-General (Retired)*



**Ray Desjardins**  
*Chair, Foundation Director (Retired)*  
Tourism Canada



**Bill Dickie**  
*President and CEO,*  
Atreus Pharmaceuticals



**Susan Fletcher**  
*Assistant Deputy Minister,*  
Government of Canada,  
Health Canada (Retired)



**Robin Ghosh**  
*CPA, CA*  
*CPA (Illinois)*



**Dr. Carole Guzman**



**Michael Jeffery**  
*Lieutenant General (Retired)*



**Melanie Macdonald**  
*President and CEO,*  
M. Macdonald & Associates, Inc.



**Terry D. McEwan**  
*Counsel,*  
Gowling Lafleur Henderson LLP



**Susan Pollak**  
*Executive Director (Retired)*  
Security Intelligence Review Committee



**Andrée Wylie**  
*Counsel, (Retired)*  
Blake, Cassels & Graydon LLP

**Adjunct Advisers:** Ray Bailey, Kristan Birchard, David Caulfeild, Peter Harle, Margaret Tansey

## Health Centre Senior Management



**Greg Fougère**  
*Chief Executive Officer and Secretary of the Corporation*



**Akos Hoffer**  
*Chief Operating Officer*



**Ross Quane**  
*Chief Financial Officer*



**Carolyn Andrews**  
*Chief of Resident Care*



**Dr Benoit Robert**  
*Chief Medical Director (ex officio Board Member)*



# OUR HEALTH CARE PARTNERS

**P**erley Rideau works collaboratively with a significant number of organizations dedicated to improving the health and quality of life of seniors. We believe that developing a strong network of partners best serves Perley Rideau's vision to meet the evolving needs of seniors, including dementia care. Our mandate includes enhancing the health safety and wellness of our residents and clients, and supporting successful aging at home.

## Government Partners:

### **Ministry of Health and Long-Term Care (MOHLTC)**

develops funding and access policy with the local community LHINs and CCACs.

[www.health.gov.on.ca](http://www.health.gov.on.ca)

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

[www.champlainlhin.on.ca](http://www.champlainlhin.on.ca)

**Community Care Access Centre (CCAC):** The Ontario government also created 14 CCACs, in communities across Ontario, which are funded by Local Health Integration Networks through the Ministry of Health and Long-Term Care. The CCAC for this area is the Champlain CCAC.

Caseworkers in the CCAC evaluate the needs of individual seniors and decide access for Assisted Living Services, Adult Day Program, Guest House, Long-term care (other than veterans), Respite care, and Convalescent care programs.

[www.ccac-ont.ca](http://www.ccac-ont.ca)

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

## Non-Government Partners:

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

[www.alzheimer-ottawa-rc.org](http://www.alzheimer-ottawa-rc.org)

### **Carefor Health and Community Services (Carefor):**

For 115 years, Carefor - a registered charity and not-for-profit organization - has been keeping families together longer at home by providing home health care and community support services. Carefor manages the Adult Day Program and Guest House at Perley Rideau. [www.carefor.ca](http://www.carefor.ca)

### **South East Ottawa Community Health Centre (SEOCHC)**

is a not-for-profit organization that provides and advocates for integrated, holistic primary health care, social services, community development, and health promotion. Perley Rideau and SEOCHC have submitted a joint proposal to LHIN to establish a Primary Care clinic and Wellness Centre at Perley Rideau.

[www.seochc.on.ca](http://www.seochc.on.ca)

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

[www.oanhss.org](http://www.oanhss.org)

## Education Partners:

**Algonquin College's** programs include a bachelor of nursing, in collaboration with the University of Ottawa, as well as certificate programs for Personal Support Workers and other related health careers.

[www.algonquincollege.com](http://www.algonquincollege.com)

**University of Ottawa:** Faculty of medicine, and department of family medicine, provides clinical care, education and research towards the development of comprehensive medical care with an emphasis on all members of the family.

[www.familymedicine.uottawa.ca](http://www.familymedicine.uottawa.ca)

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



**ACCREDITATION CANADA**  
**AGRÉMENT CANADA**

*Driving Quality Health Services*  
*Force motrice de la qualité des services de santé*

**T**he Perley and Rideau Veterans' Health Centre is accredited by Accreditation Canada for the period 2011-14. Accreditation Canada is an independent organization, accredited by the International Society for Quality in Health Care, that provides health care organizations with an external peer review process based on standards of excellence to assess and improve the quality of the services they provide to their patients and clients.

**[www.accreditation.ca](http://www.accreditation.ca)**

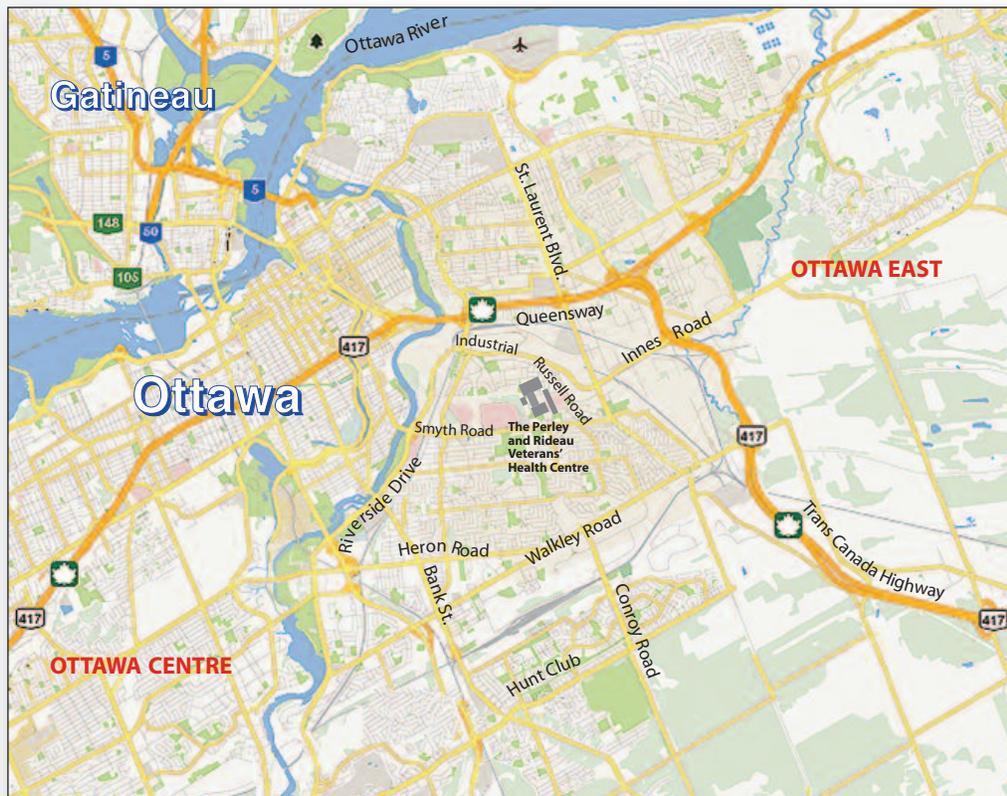


[www.perleyrideau.ca](http://www.perleyrideau.ca)

## Perley Rideau

The Perley and Rideau  
Veterans' Health Centre

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Ottawa, ON K1G 5Z6  
Tel.: (613) 526-7170  
Fax: (613) 526-7207



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

**Seniors' Apartments  
Rental Inquiries**

Tel.: (613) 526-7170 ext. 2006  
e-mail: [rentaloffice@prvhc.com](mailto:rentaloffice@prvhc.com)

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

Tel.: (613) 745-5525