

January 2017 Edition

The Perley Rideau News

Between Us... Briefly:
Newsletter For Residents,
Tenants, Family and
Friends, Staff and
Volunteers of Perley Rideau



Perley Rideau

The Perley and Rideau
Veterans' Health Centre

Vol. 20-01



New Experiences, New Partnerships

A Winter Wonderland, a new partnership with
Algonquin College and Giant Tiger tribute to Veterans

Inside:

- PSW classes coming to Perley Rideau, page 12
- Experience the Winter Wonderland, page 17
- News and more for Staff, Volunteers, Family, Donors and the Entire Perley Rideau Community and More...

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





Kim Beaudoin

Kim Beaudoin joins the Perley Rideau team as Administrative Assistant supporting the Managers of Resident Care. After more than a decade in sales and customer relations in the private sector, Kim completed the Medical Office Administration program at Herzing College and graduated with honours in 2014. In 2015, she joined the Perley Rideau as a casual Nursing Unit Clerk, drawing on her Herzing training and the customer relations' skills she was able to quickly adapt to the needs across many areas of work in the home, most recently providing substantial support to the Palliative and Therapeutic Harmonization (PaTH) pilot. Kim's commitments volunteering on her daughter's school council and coaching youth soccer earned her volunteer awards from the city and the province. Welcome, Kim!



Jennifer Brabbs

Jennifer Brabbs joins the Perley Rideau team as Administrative Assistant to the Director, Nursing Operations, Doris Jenkins. Following graduation from Algonquin College with a Diploma in Medical Administration, Jennifer worked at a Family Practice Centre before moving to the Civic Hospital where she served in several roles to support senior administrators and department chiefs. For the past decade, Jennifer worked independently for several physician specialists. As a former volunteer at the Rideau Veterans' Home, one of the three entities that amalgamated to create Perley Rideau, Jennifer's connections to Perley Rideau run deep. Please welcome Jennifer to the team



Brittany Elder

It is with great pleasure that we welcome Brittany Elder to her new role as Administrative Assistant - Education and Infection Control. After graduating from Herzing College as a Personal Support Worker and later as a Medical Office Administrator, Brittany joined Perley Rideau on a part-time basis in 2013. In 2016, Brittany served as Admissions Assistant at Perley Rideau. Brittany's volunteer experience ranges from a two-year stint as a Recreation Assistant at a care centre to four years supporting the fundraising initiatives for a local elementary school. Brittany brings her friendly demeanor and many skills to this new role supporting staff education, Surge Learning, student placements along with infection control.



Paul Slater

Paul Slater, CPA, CA joined the Perley Rideau as Controller in the Finance Department on November 28, 2016. Paul has over 9 years' professional work experience in Welch LLP specializing in audit, review and financial reporting across various industry sectors including healthcare. Reporting to the Chief Financial Officer, Paul will provide operational leadership to accounting staff, manage and execute various accounting, analysis and reporting processes for both internal and external stakeholders, and provide support to the Executive and Operations Management Team in improving the well-being of the people we serve. Known for his integrity, forming strong working relationships, leadership skills and caring for his clients, we are glad to have Paul join our team.

Meeting the Challenge

CEO outlines next steps to deal with looming challenges

By Akos Hoffer



Akos Hoffer, CEO of the Perley and Rideau Veterans' Health Centre, announced short and long-term actions designed to address threats to the Perley Rideau's financial sustainability during nine Town Hall meetings on January 12th. The actions include job reductions, renegotiated arrangements with suppliers, and the introduction of new services and partnerships. Hoffer also described the various options that the Perley Rideau will consider to support its central mission of delivering top-quality care.

“Our commitment to excellence in resident care underpins all of the work we do and all of the decisions we make,” said Hoffer. “If we fail to honour this commitment, we lose the credibility we need to survive.”

The Perley Rideau opened in 1995 as a unique facility for Veterans and seniors requiring long-term care. Of its 450 beds, 250 are reserved for Veterans who saw action during the Second World War or Korean War and who qualify for funding from Veterans Affairs Canada. The population of eligible Veterans, however, is rapidly declining. At some point this year, Perley Rideau will be unable to fill all 250 spaces designated for Veterans. Focused solely on its funding model for providing long-term care for seniors from the community, Perley Rideau cannot make ends meet, largely because of its size and related maintenance costs.

To cope with this reality, the Perley Rideau has evolved significantly in recent years — a process informed by extensive and ongoing consultations with residents, their families, funding agencies and other stakeholder groups. At each of the nine town halls with staff and volunteers, the CEO and leadership team answered questions and encouraged participants to share their ideas in the survey forms provided.

During his presentation, Hoffer described the 2016 Operational Review that was announced during the April 2016 Town Hall meetings. The review considered the Community unit side of the home, including Support Services and Administration, but excluded consideration of Veteran units because of their greater funding and higher levels of staff. The review demonstrates that Perley Rideau's staff complement at the bedside is on par with other long-term care centres in the province, although it faces some unique challenges including the heating and maintenance of 40 percent more space per resident. Provincial funding for long-term care for community beds is just not enough to operate and maintain this space — Hoffer described it as the cause of the “structural deficit.” Perley Rideau has a contract with the Local Health Integration Network that requires a balanced budget.

The review also identified ways to cut costs without diminishing quality of care, such as renegotiating agreements with utilities, adjusting menu offerings on

resident units and reducing expenses on linens and other supplies. All of these measures are now being implemented.

To offset diminished funding, the Health Centre began making changes right away: the Chief Nursing Officer role has been eliminated, for instance, and the Unit Clerk role will follow soon. Registered Nurse staffing levels on Community units will be implemented on Veteran units, which will result in four fewer Full Time and four fewer Part Time R.N.s Since the collective agreements have extensive protections to support staff affected by layoffs, the Perley Rideau had to plan and implement these changes before Veteran beds go unfilled and funding is lost. The Unions were advised last fall that the Perley Rideau was considering these changes, and were provided an opportunity to make representations before the budget was passed.

Drawing on the input from staff and stakeholders during the Village Blueprint Town Halls of 2015, Akos Hoffer described the completed and planned initiatives to support the Perley Rideau's growth strategy. In 2016, geriatrician Dr. Ruth Ellen opened a practice at Perley Rideau and leads the Palliative and Therapeutic Harmonization (PaTH) pilot now underway. Dr. Ellen follows in the footsteps of general internist Dr. Gary Victor, who started seeing patients here a year earlier. The Perley Rideau Physio & Massage Therapy Clinic is another recent addition to meet the needs of residents, staff and the wider Ottawa South Community. Hoffer outlined plans to add a primary-care clinic later this year, and to expand an existing partnership with Algonquin College. Dozens of Algonquin College students serve practicums here each year; paving the way for the announcement of the Integrated Training Program for Personal Support Workers at the Perley Rideau. An examination is also underway to consolidate existing dining rooms and increase efficiency on the units while meeting the needs of the new classroom and lab.

"I think that our future lies in building on what we do well," said Hoffer. "And that's expert, compassionate staff delivering high-quality, efficient care at the bedside. This is why we continue to pursue alternate uses for our beds, such as sub-acute care."

Known by the acronym SAFE (Sub-Acute for the Frail Elderly) Unit, this unique model has attracted attention from the region's healthcare community and Hoffer is hopeful that the unit will soon receive government

approval. Another possibility is to continue to expand on Perley Rideau's stellar reputation for providing care for individuals who are frail, including those with dementia.

Hoffer also outlined another partial solution: funding from Veterans Affairs Canada to provide long-term care to modern Veterans. At least one Canadian centre has recently concluded an agreement to expand this service to Veterans who served after the Korean War. The CEO cautioned that it represents only a piece of the puzzle to tackling these financial challenges.

“Compared to the vast numbers of Veterans from the Second World War and Korean War, there are fewer modern Veterans, meaning the demand for beds could decline,” he explained. “But Ottawa is an attractive home for former members of the Canadian Armed Forces, so we will continue to advocate to meet their health care needs.”

To remove staffing transactions from Registered Nurses and allow them to focus on their clinical responsibilities, Hoffer announced that the staffing office will provide support seven days per week. Managers are engaging with their staff to address process and service changes and the management team will provide frequent communications with residents, staff, volunteers and families.

Hoffer committed to transparency; “I am determined to see this through,” he said. “Our leadership team doesn't like having to implement layoffs and cuts, but we must be proactive and we will inform our stakeholders and partners of pending plans.”



Akos Hoffer, CEO

THANK YOU FOR ATTENDING THE January Town Hall Plans for 2017

3

Shifts

9

Town
Halls

249

Staff and
Volunteers
Attended

20%

Completed
Surveys

Staff and volunteers were surveyed and asked to rank their responses between 1 (poor); 2 (fair); 3 (good); 4 (very good); 5 (excellent).

Note that at Perley Rideau we always strive for a score of 4 (very good) or better!

4.07

Clarity and
completeness
of
presentation

3.8

Were you able to
get the answer to
something you had
been questioning?

*We hear you!
We can do better!*

4.16

Were the presentations
helpful to you in
understanding the issues
that were addressed?

4.22

Sufficiency
of time for
questions
and feedback

4.2

Overall
rating
for the
session

Noteworthy: 100%: the percentage of surveys completed by the staff and volunteers attending the 8:30 pm Town Hall. Thank you!

Do you have a question that wasn't addressed? Please email your question to info@prvhc.com. We promise to read your message and provide a prompt response.



New Year's Resolution: Improving Practice with BPGs

By Daniela Acosta BSc., BScN, RN



Welcome to 2017! With a new year comes new beginnings and it is always exciting to imagine the endless opportunities that come along with a fresh start. As healthcare professionals, our New Year's resolutions have the ability to improve the health and well-being of the resident's we care for. This is an honour and a responsibility. Improving personal practice also improves confidence, competency and job satisfaction, making this resolution more meaningful and easier to keep than most.

As a nurse, the moment I graduated was the moment I committed myself to a life-long learning career. Initially, that sounded easy to me, maybe even fun. In reality, it often feels near impossible. What nurse in which universe has the time to swim through the vast sea of knowledge and pick out the exact facts that are accurate and applicable to their practice? In addition, how many nurses can pay for access to these articles that are not usually available for free? Unfortunately, not very many can.

This is precisely why the Best Practice Guidelines (BPGs) are so useful to busy professionals, clients and families who are trying to expand their knowledge around a particular care topic. BPGs are systematic literature reviews published by the Registered Nurses Association of Ontario (RNAO). They are created through a vigorous process by an elite team of experts and stakeholders in their respective fields. The documents include a simple list of care recommendations for health professionals to easily understand and utilize; these recommendations are based in the evidence and research. All guidelines are built according to standardized guideline creating tools and evaluated by multiple partners, ensuring they are reliable and sound in their reasoning. They are becoming world renowned.

Personally, I like BPGs because they bring the evidence to all of us working at the bedside instead of sending us searching. They are convenient, but they are also free and available online for absolutely anyone. It has never been easier to improve practice through evidenced based knowledge. It only takes reading the recommendations and integrating them into your work. It is important to note that Best Practice Guidelines are not rules that limit practice. On the contrary, they are meant to work in conjunction with your care, enhancing the decisions you make and not limiting them.

In the "Screening for Delirium, Dementia and Depression" BPG, it was recommended that health care professionals maintain a high index of suspicion of delirium in the older adult, especially in those with a diagnosis of dementia. This is simple, and by actively integrating this into my practice I feel that I have been able to detect delirium faster and get treatment quicker, improving client outcomes. I now also have a new reason for why I am caring in this way: Because the evidence says it works!

There are many ways to improve professional practice, especially here at the Perley Rideau. From education sessions to learning plans to joining quality improvement initiatives, there is something for everyone. Grounding your actions in research and evidence with BPGs is an easy place to start. To access the BPGs, check out the "RNAO LINK" on any staff desktop, which takes you straight to the BPG main page. You can also go to rnao.ca/bpg or download the RNAO BPG app to your smart phone.

As we restart our calendars this year, I encourage all of us to take a fresh look at our practices and recommit ourselves to evidenced based care. Try implementing BPGs to improve your practice with the same energy you had as a new graduate stepping into a new world. The Best Practice Champion network is available if you need any support. You have nothing to lose but bad practices and there isn't any better time to do this than with the spirit of a new year upon us. Welcome to 2017!

The following are the successes of the Joint Occupational Health and Safety Committee in 2016

- 1 Set goals for 2016 using an Environment Safety Audit, the Workwell Self Audit Tool, incident statistics and 2015 goals that continue to progress (see below)
- 2 A new Employee Incident Report Form and procedure was implemented to try to encourage more discussion after an incident occurred around the corrective action and reducing the likelihood of a recurrence. With the change in the form and process, the identification and submission of corrective actions has improved and at this time there are no outstanding reports.
- 3 Safety Week was very successful on Oct.24-28 and increased awareness of our Wellness Program, MSD program, Dementia and Behaviours, Infection Control Program. The Wall of Speaking Up was very successful in bringing forward good discussion around safety concerns. It also provided a forum for sharing procedures presently in place that employees may not be aware of and others that are up and coming to address some safety concerns already identified. The Amazing Safe game brought fun and also brought a spotlight to awareness of our topics of focus.
- 4 Increasing the profile of the JOHSC – repeated Perley Rideau Newsletter articles and posting of picture on the Health and Safety Bulletin Board.
- 5 Existing Wellness strategies have been catalogued, a Wellness strategic statement was developed, feedback was received from employees and a Program developed and is awaiting review by Director, HR.
- 6 Support Services held ‘Live Events’ to try to complete Health and Safety Surge Learning as well as other facility requirements. Changes to Surge Learning continue to try to minimize time required to complete mandatory training.
- 7 Draw to recognize positive Safety Behaviour (completing education) was held Dec.20, 2016 and received positive response from employees. In 2017 the draws will occur quarterly to encourage early completion of education.

Congratulations to all employees and volunteers for assisting the Perley Rideau continue to improve it's safety program and the safety of all employees, volunteers, students, residents and visitors!



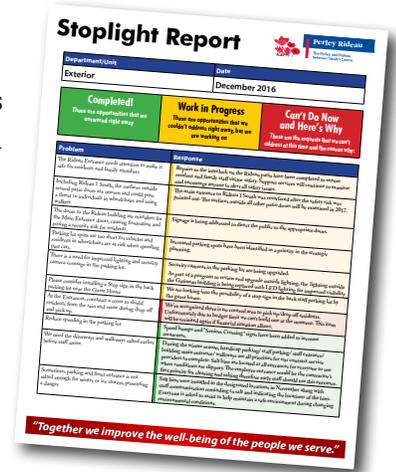
Safety Week Stoplight Report Now Available

Thank you very much for voicing your safety concerns on the Wall of Speaking Up during safety week (October 2016). You might have noticed over the holidays, we posted in the cafeteria a Stoplight Report as an answer to your observations, questions and concerns. We hope our responses are satisfactory and we will continue to focus on safety as one of our priorities. If you missed the report in the cafeteria, they are also posted on the unit yellow safety boards. We can also send you a copy if desired.

To receive a copy of the Safety Stoplight Report, please email Lacey Sheng, Performance Improvement Consultant at lsheng@prvhc.com or reach out to any member of the team.

Thank you very much for keeping each other safe at the Perley!

Safety Week Planning Committee





Is Snooping on residents worth it?

Snooping on residents could cost you:

Your reputation

Your career

College disciplinary action

\$50,000 in fines

A civil lawsuit

RESPECT RESIDENT PRIVACY

www.ipc.on.ca

Lying and Medical Ethics

By Joshua T. Landry M.Sc., CCE, Ph.D.(c)

Regional Ethicist • The Champlain Centre for Health Care Ethics



In health care, there may be instances when care givers or other professionals have to reconcile the general belief that telling a lie is wrong, with other principles common to medical ethics. Is lying to residents ever acceptable? What if telling a ‘white lie’ would mean that a resident is harmed less than they would be if we told them the whole truth?

It is important to acknowledge a common distinction at this juncture between what we might call ‘regular lies’ and ‘white lies’. Traditionally, lying (‘regular lies’) has been understood as an act intended to deceive another person. A ‘white lie’ also is intended to deceive another person, but in addition often attempts to protect the person being lied to, in some way. For example, I may tell a ‘white lie’ by telling you that I like the new blouse you are wearing (if I really do not), to spare your feelings. Oftentimes ‘white lies’ are told paternalistically to prevent some harm from coming to the person being lied to, or even to benefit them in some way. In this short article, I am discussing the ethical permissibility of these ‘white lies’.

Think of a couple more examples: Would it be appropriate for a family member to tell a ‘white lie’ to get their loved one from home, and into long-term care when there was no longer an ability to care for the person at home? How about a staff member in the home telling a resident a ‘white lie’ so that they take their necessary medication?

Before you can address these questions, it would be helpful to present some of the generally accepted ethical principles that lying may conflict with. Four of the most common ethical principles in health care include:

- **Respect for autonomy:** acknowledging that patients can make decisions and giving them the information they need to make sensible and informed choices
- **Non-maleficence** (*Doing ‘no harm’*): doing the minimum harm possible to the patient
- **Beneficence** (*Doing ‘good’*): balancing the risks, costs and benefits of medical action so as to produce the best result for the patient

- **Justice:** using limited medical resources fairly; may be concerned with equality or equity.

Truthfulness, sometimes referred to as veracity, is not always included as one of the fundamental principles in medical ethics. Where telling the truth is important, however, is in part for the informed consent process common to making medical decisions. If residents are lied to, they cannot make reasoned and informed choices, because they do not have the information they need to do so. An assumption made here is that the patient or resident in consideration actually has the decision-making capacity to make their own health care decisions. In these cases where the resident is capable (sometimes referred to as competent), they generally have the right to be provided with all the information necessary to make an informed decision. What is less clear, is whether ‘white lies’ ought to be permitted in certain circumstances when being told to residents who lack decision-making capacity (competence).

Consider two very similar cases:

Case 1: Mr. Jones is alert, aware, and capable of making his own health care decisions. Although there is an order for medications to treat his heart condition, Mr. Jones refuses these medications daily. On one visit, his family members notice that he is not receiving these medications, and demand that you hide them in his mashed potatoes so that he receives them.

Case 2: Mr. Smith is a resident on your unit with advanced dementia who is no longer able to appreciate and understand his health care decisions. Because of this, he has his eldest daughter – who is his Power of Attorney (POA) – making these decisions on his behalf. Like Mr. Jones, Mr. Smith has an order for medications to treat his heart condition, but refuses these medications daily and swings at any staff member who attempts to come close with those medications; he has thus not been receiving them. On a visit from his POA, she notices that he is not being made to take his medication, and demands that you hide them in his mashed potatoes so that he receives them.



Is there a moral difference between these two cases in the attempt to deceive either resident? Is it perhaps more wrong to deceive Mr. Jones than Mr. Smith, or vice versa?

There is no concrete answer to the question of whether telling a lie to a resident is morally permissible, however, when trying to determine it for yourself, it will be helpful to look to our fundamental ethical principles for some guidance.

Some additional questions to ask may be:

1. Does this resident have the ability to make their own health care decisions?
2. Why would we consider telling a 'white lie' to this person in the first place?
3. Is there any benefit to telling a 'white lie'?
4. What harm will come by telling the resident this 'white lie'?
5. What harm would come to the resident if we do not tell them the 'white lie'?
6. Will the benefits of telling a 'white lie' in this situation outweigh the harms?

To speak to the ethicist (Josh Landry) about 'white lies', or any other ethics-related issue, contact Gayla Desjardins at ext. 2015, or e-mail Josh directly at joslandry@toh.on.ca.

Don't miss the upcoming Ethics Rounds:

1. Friday, February 3rd 1200-1300 – Disagreements in care planning: Whose wishes prevail? – Classroom #2
2. Friday, March 10th 1200-1300 – Professional Boundaries and Codes of Conduct – Classroom #2
3. Friday, April 7th 1200-1300 – Topic TBD – Classroom #2
4. Friday, May 12th 1200-1300 – Topic TBD – Classroom #2

HEADS UP!

2017 TAX CLINICS COMING in MARCH

Help is available for 2016 income tax returns. This free service, provided by the Canada Revenue Agency and Perley Rideau Volunteers, is available to residents and tenants.

To qualify:

- You must have 2016 income of \$30,000 or less
- No more than \$1,000 of interest income, capital gains, rental income, and business income

The Community Volunteer Income Tax program does not process tax returns on behalf of a deceased person.

Appointments must be made in advance.

Perley Rideau long-term care residents or family members must book an appointment through Volunteer Services by emailing volunteer@prvhc.com

Apartment tenants must book an appointment through Tenant Relations/Assistant Living staff.

Dates and locations will be announced soon.

Thanks very much to volunteers Brian McGill, Dennis Kelleher and Diana Baines who will be providing their services again this year.

The Perley Rideau and volunteers must decline any offers of monetary reward or gifts.



Help Roll Out The Welcome Mat: Become a Family Transition Volunteer!



Sisters Heather Moxley (left) and Katherine Stewart (right) bring a great deal of empathy to their roles as Family Transition Volunteers.

The move to long-term care can be overwhelming and stressful for the new resident and for all who care for him or her. At Perley Rideau, Family Transition Volunteers provide a warm welcome on admission day. They meet the newcomers at the door and escort them to their unit, offering a tour and tips along the way. The volunteer helps family move in personal items and set up the room. They provide a caring presence and companionship, allowing the staff team to focus on necessary information-gathering and administrative procedures.

Sisters Katherine Stewart and Heather Moxley bring a great deal of empathy and personal knowledge to this role. Their father, John “Mox” Moxley, resided on Rideau 2 South from 2006 – 2014. Knowing her mom would have benefitted greatly from a volunteer’s support the day her dad made the move to Perley Rideau, Katherine joined the Family Transition Team when it started as a pilot project, in partnership with the Alzheimer’s Society, in 2010.

Heather and Katherine say volunteering with this team is very rewarding because they see “it makes a big difference” for residents and families to have someone devoted just to them on admission day. Families appear visibly relieved to find a friendly volunteer to help them navigate their new home. Staff members report that it eases pressure on everyone during this busy day.

In 2016, 78% of admissions to Perley Rideau long-term care were supported by a Family Transition Volunteer. Would you like to help us offer this unique service to every new resident and family? We are currently welcoming applications from individuals who have knowledge of the home and can demonstrate patience, empathy and flexibility. Weekday, daytime availability is required, with short-term notice for scheduling. For more information, contact Rachel Stoparczyk in Volunteer Services at 613-526-7170 ext. 2356 or email volunteer@prvhc.com.

“

Dear Volunteer,

Thanks you for your help on the day when we moved my mother into Ottawa 2 West. You were indeed a “lifesaver”. In fact, I don’t know how we would have managed without you, given my mother’s state and my attention needed for the admission procedures. It was a long day for you, and I am so grateful for your help and your kindness to my mother.

Sincerely,
Daughter of a Resident

“

I am not sure if I have the right words to express my utmost gratitude for all of Heather’s help, support and kindness that she offered our new admission and his family. She is so warm and caring. I feel that her approach for our dementia resident during this stressful time was the reason that the high-risk admission was such a success.”

- Samantha Hallgren RN, GNC,
Psychogeriatric Resource Nurse



Ground-breaking health-care classroom and learning environment planned for Perley Rideau in 2017

The Perley and Rideau Veterans' Health Centre and Algonquin College have entered a formal partnership that will see the creation of a ground-breaking health-care classroom and learning environment.

The two institutions signed a Memorandum of Understanding on January 13th outlining the plans to create and consult on the delivery of educational programs, clinical services and research initiatives. Under the new agreement, Algonquin College's Personal Support Worker students will take classes at Perley Rideau where they can interact with the residents and tenants while accessing Perley Rideau's experts and resources.

Speaking on the importance of this collaboration, Perley Rideau Chief Executive Officer Akos Hoffer explained: "This takes our long-standing partnership with Algonquin College to the next level. We look forward to supporting the creation of a differentiated learning experience that will develop new skills and new sensitivities for the PSWs training in our home."

Cheryl Jensen, President of Algonquin College, affirmed the benefits of experiential learning for students, "Course

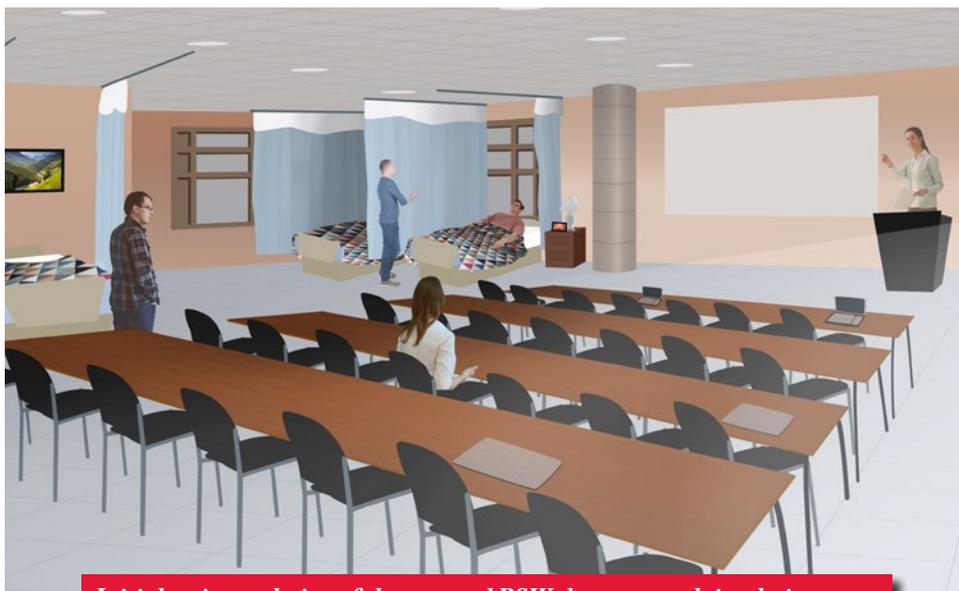
work is important, but there can be no substitute for the moment when one of our Personal Support Worker students help a resident here to stand up. Or reach something. Or remember," she said.

During the event, PSW Engelyn Caballero, reflected on her training at Algonquin College and her work at Perley Rideau.

"It (Algonquin College) prepared me to always seek help if I don't know a specific procedure. As my professor would always say, 'There is no nonsense question from a person who is trying to be the best version of themselves and putting their whole effort to become a positive team player'," said Engelyn, who graduated in 2016.

"Perley Rideau has made me fall in love with my chosen career more deeply because of its warm hospitality to newly hired staff and an open-arm acceptance."

Classes are expected to start in the spring of this year. Interested individuals should contact Algonquin College for more information. Watch for news and updates on this exciting collaboration in the weeks ahead.



Initial artist rendering of the proposed PSW classroom and simulation space.

Each year, Perley Rideau welcomes students training in these areas:

- Personal Support Workers
- Registered Nurses
- Registered Practical Nurses
- Massage Therapists
- Food service workers and supervisors
- Rehab assistants



"Today, we are entering into an agreement with Algonquin College that will unlock the potential of our already great relationship. So why are we doing this?"

For one thing, our environment is changing quickly:

- *Funding will become more and more of a challenge;*
- *The expectations of our funders and those we serve are also increasing; and*
- *Recruiting staff in the future will be more difficult.*

Our reputation would be nothing without the compassionate and diligent care provided by our frontline staff, many of whom are educated by Algonquin College. But the changing environment will present some unique challenges, and we know we will have to do some unique things to respond, including our partnership with Algonquin.

Before we proceed, I would like to point out what a pleasure it has been to work with the entire Algonquin team. They truly live up to the values of your organization, many of which are shared by Perley Rideau."

Excerpt of remarks by Akos Hoffer, announcing partnership with Algonquin College



Staff members, volunteers, residents and family members listen to Cheryl Jensen, President of Algonquin College.



Good morning, ladies and gentlemen.

My name is Engelyn Caballero and I am very honored to be part of this ceremony to represent Algonquin – the school that became my aid to take my first step towards my goal, and Perley Rideau – where I will have my resignation handshake with Mr. Akos Hoffer in 43 years from now.

I graduated from Algonquin last October of 2016 and I have been working at Perley Rideau for almost 2 months and during these months, I am gaining beneficial tips from coworkers, discovering my inner capabilities and enjoying my down time with some amusing residents.

Algonquin has prepared me, as PSW, to give my full potential and be selfless with my acts and words that will help individuals who are in need and help improve their quality of life.

Furthermore, it prepared me to ALWAYS SEEK HELP if I don't know a specific procedure. As my professor would always say, "There is no nonsense question from a person who is trying to be the best version of themselves and putting their whole effort to become a positive team player".

I would recommend the Algonquin program to other people because of its sufficiency with the curriculum and the valuable lessons that students will receive from the professors based on their experience.

Perley Rideau has made me fall in love with my chosen career more deeply because of its warm hospitality to newly hired staff and an open arm acceptance from the facility.

Thank you everyone and enjoy the rest of the day."

Remarks by Engelyn Caballero, PSW, during the event to announce Perley Rideau's partnership with Algonquin College

In 2016, Perley Rideau hosted more than 170 Algonquin students who earned 12,000 placement hours for practical learning.



The Korean Veterans' Association (KVA) members gather in Lupton Hall for their annual Christmas celebration and caroling with Colonel Chang Bae Yoon, the new Defence Attaché to the Embassy of the Republic of Korea, along with his wife, So Young, and Nathalie from the Korean Embassy.



The Ottawa Police Service Annual Christmas Party for Perley Rideau resident was another success thanks to plenty of two-legged and four-legged support. Residents enjoyed the party and cherished the hand knitted gifts.



The Gatineau Unit chefs whip up the turkey, potatoes and all the fixings while spreading the Christmas cheer.



Johnny Vegas belts out the tunes as the Perley Rideau community prepares to welcome 2017.



Thank you to Smiles for Seniors for once again bringing their Christmas cheer to the Perley Rideau residents. Thank you for your continued generosity!



A terrific collaboration between staff and volunteers, the Rideau Building Christmas dinner is enjoyed by everyone. Thanks to all staff and volunteers for making the Christmas season so memorable.



Always a popular outing, Perley Rideau residents and staff make the journey to the Constance Bay Legion to kick off the holiday season.



At the annual Perley Rideau Christmas Concert (formerly Tea by the Tree), John Fraser, MPP for Ottawa South, thanks Perley Rideau resident Ethel Kelly for allowing her art work to adorn his holiday card.



Staff from the recreation and creative arts team perform a unique interpretation of the 12 Days of Christmas.



Many laughs and smiles for the partridge in a pear tree

On behalf of Kathleen, Samantha and myself, thanks to everyone who contributed to the success of the Christmas concert yesterday. The spirit of Christmas was truly alive and well as residents, staff, friends and family entertained each other with laughter and songs. You were all needed for this special yearly event and your hard work is very much appreciated.

Merry Christmas and many blessings in the New Year!!!!

Pegi



Giant Tiger Organizes a Special Celebration at Perley Rideau

By Lauren Cheresna, Community and Events Associate
Giant Tiger Stores Limited



Christmas is a time of giving, not just of gifts but of time and of ourselves. This Christmas, Giant Tiger Stores Limited organized a very special celebration for an amazing group of Canadians whose lives have been all about giving; the senior veterans at the Perley and Rideau Veterans' Health Centre.

“As a proud Canadian company and with Canada’s 150 celebrations this year, it is especially important to remember and celebrate Canadian’s who have made such a tremendous sacrifice for our freedom,” says Thomas Haig, President and COO. “Our Canadian veterans have given so much to this country; to be able to give back to them was an honour and a privilege.”

From the moment the doors opened in the event space, the staff at Giant Tiger were humbled to watch this event bring something special to the seniors. It was an incredibly moving and emotional experience for everyone. The afternoon was filled with stories and memories, hot drinks and delicious food, and when it was time to leave all the guests received a Christmas package filled with items to keep them cozy at Christmas.

Since the event, members of the Giant Tiger staff have applied to volunteer and visit with our new friends at the Perley Rideau. Needless to say, this event inspired us all. A sincere thank you to the Perley Rideau staff and seniors, we will cherish that day for years to come.

Interactive Winter Escape Created for Perley Rideau Community

Team effort provides escape from the bitter cold to enjoy the magic of winter

By Anna Rumin, Special to Perley Rideau



In December, Perley Rideau's MET gallery was transformed into an interactive Winter Wonderland where residents, their families and staff could escape the bitter cold from the outside and enjoy the magic that winter brings in a three-dimensional exhibit. The metamorphosis was the brainchild of Andrea Fabricius a member of the Recreation & Creative Arts team that provides opportunities for residents to create and produce everything from painting, pottery, silk-screening, work-working to mosaic in the creative art's studio. For the past year, the studio has been the epi-centre for all the work preparing the Winter Wonderland. This was truly a team effort that included Ross Imrie, Beth Ross, Wyatt Boyd, Cynthia O'Brien, Missy Fraser, Tony Clarke, Darlene Keffer, Kathleen Johnson, many volunteers and of course, many residents. "They all got on board" Andrea says. A metamorphosis occurred in the space that was once a corridor.

The idea for an interior Winter Wonderland began brewing in Andrea's head over a year ago. At that time she knew one thing for certain: "residents needed both a destination and an experience. As soon as it gets cold, the doors are shut to the courtyard and it becomes difficult

for residents to get outdoors." While Andrea describes a great deal of her thinking as "organic" she grew up with parents whose professional lives revolved around seniors, and hobbies included building sets for community theatre. Now, as a member of the recreation and creative arts team at the Perley Rideau, Andrea weaves together her passion for representational and expressive art, her commitment to supporting a healthy quality of life for seniors and her growing knowledge of how art can inspire and support seniors living in long-term care residences. Thus, the story of the Winter Wonderland is shaped by a professional vision that became reality thanks to the entire recreation and creative arts team, volunteers and residents.

The viewer becomes part of the story as soon as he or she steps into the exhibit. We begin on a bright winter day; the painted walls depict a narrative that begins in a small Quebec village dotted with charming homes on one side and on the other, Olympic figure skater Barbara Scott glides along a pond. There are old hockey skates, vintage NHL cards, period snowshoes and long wooden skis resting on a fence made by Ross Imrie and the men



from the wood-shop. Andrea says that it is here where the personal story for many residents also begins as they hold the skates and snowshoes and remember and share memories from their past. “If only I had had a tape-recorder to record the stories that have been told here,” she laments.

Ross adds that he “witnessed residents being transported back to times in their past where they participated in the various winter activities. It was enlightening to hear the residents share these memories with their children and friends.”

The ceiling is covered in hanging snowflakes of all sizes – soft and fluttering as residents, guests and staff walk from the village into the forest and ensuing snow storm. The abundant paper snowflakes created by Cynthia O’Brien and several residents are only part of the ceiling-story that provides a much-needed experience for wheelchair bound residents who have difficulty looking from side to side but can easily look up. While they may not see all the painted foxes, rabbits and painted birds created in Missy and Andrea’s classes, they are able to move from the snowstorm to a birch forest, where the trees, created in the arts studio by residents, begin at the ceiling as if in the sky and hang down to the forest floor.

“I rolled out large sheets of white paper, dipped strands of yarn in black paint – gave both ends to residents who then had a tug of war with the strands that resulted in life-like birch trees,” explained Andrea.

The walls and ceiling are covered in branches where birds painted by residents peek out, bunnies stop to daydream and foxes stare out in hopes of finding some dinner before night arrives. Here hangs a large mosaic owl made by a 93-year-old resident welcoming a starry night that fills the space with the tranquility of the end of a winter day. It is at this point that the viewer-participant enters a cozy log cabin. The walls were created by residents who painted the vertical stripes in various browns to create the illusion of logs. An armchair next to a burning stove awaits the tired explorer. If he or she so desires, there are knitting needles, wool and books from the Perley Rideau library lined up on a wooden mantle. And, like many traditional Canadian log cabins, a large deer-head made from papier-mâché hangs over the wooden mantle. The gallery has been transformed into a form of theatre that brings enjoyment on multiple levels beginning with its creation that was the result of committed team of art-

professionals, resident artists and of course the audience. “I watched some residents sit and have coffee by the fire, in the log cabin instead of the cafeteria,” said Andrea, savouring the memory of the many resident stories that emerged from winters of long-ago.

The success of the installation is overwhelming. On Facebook more than 3200 people watched the introductory video and the guest book is filled with comments.

The enormous creative effort and productivity that involved so many residents, volunteers, and art professionals has now been dismantled. The process was transformative not only in its outcome, but in its inception and as such, the team hopes to have more experiential installations in the future in conjunction with regular art shows.

Ross adds, “I would like to think that the recreation and creative arts programs provide new adventures in conversation for the residents and their families and friends. We have had so many successes as 90 year olds pursue new creative possibilities in the various art forms doing things they thought not imaginable just months before. Our younger residents, too, value the energy and concepts that are introduced by the artists both in the studios and on the units.”

The MET was created as a gallery space where outside artists, resident artists and staff artists could show their work. It is a destination for residents, staff volunteers and families. For the past two months, it was an escape into a Winter Wonderland that opened with an evening of hot chocolate and music, and ends like all winters do – with the promise of spring’s new beginning.



Family And Friends Council

Welcome to the New Year! The FFC is off to a productive start having already convened our **2nd informal, one hour, Circle of Care** gathering which took place on Wednesday, January 18 with over 20 people in attendance. The meeting began with a brief presentation from Perley Rideau management's, Lacey Sheng, Performance Improvement Consultant, on the **results of the Family Survey conducted in 2016**, followed by an engaged discussion on issues raised by the survey as well as other matters of interest and concern.

Our next get together is our regular formal meeting on **Thursday, February 16th at 7:00 pm**. The Agenda will include a report by Senior Management, followed by a presentation on **Care Plans: Their Role in the life of a Resident** presented by Jennifer Plant, the Perley Rideau's Director of Clinical Practice. Jen will describe the importance of the plans and the critical role they

play in residents' care. She will review how the plans are created; who can make updates, how they are maintained for resident care and how families are continuously involved in the various steps.

Jennifer joined the Perley Rideau team in 2015. She began her career in health care over 20 years ago as a Respiratory Therapist. With a Master of Science (Quality Improvement and Patient Safety) from the Institute for Health Policy and Evaluation from the University of Toronto, Jen has held various leadership roles in education, project coordination and quality improvement. Jen's career focus over the last 8 years has been on improving quality with a particular interest in the unique challenges of caring for the older adult.

Stay tuned for updates on the status of our informal meeting initiative and other topics the FFC are planning to present, to be reviewed at our February 16th meeting.

The Mission of the Family and Friends Council:

The mission of the Family and Friends Council [FFC] 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. Participation is open to family of residents, former residents of the Perley Rideau Veterans' Health Centre, and persons of importance to residents who are committed to acting as advocates. Current members of the Executive Committee have accumulated over 66 person years' combined experience in the Long Term Care Health system. As well as their involvement with Perley Rideau, some members have knowledge of other Ontario long term care homes. It is our hope this experience and broad range of perspectives may be viewed as a source of information and assistance to all members of our long-term care home community.

Council meets monthly except in July, August and December. Formal meetings, which will alternate with informal gatherings, will include updates by Senior Management, presentations on topics of relevance to residents and family members, budget reports, and opportunities to learn more about life at Perley Rideau; moderated informal gatherings will provide opportunities for participants to explore their roles in collaborating with health care providers in long term care settings for the benefit of their loved ones. In both cases, sharing experiences and supporting one another are the objectives. We look forward to welcoming family and friends of our residents, to their participation in the activities of the Council and to them volunteering to stand for election to the Executive.

Please help us remain in touch with you by email or phone by advising us of any changes to your contact information.

For questions about the Council please contact Ray Bailey by telephone [613 741 0282] or by e-mail at: familycouncil.prvhc@gmail.com



Just a few of the Guest Book comments from visitors experiencing Perley Rideau's Winter Wonderland in the MET gallery:

- Delightful! We had our tea in the cozy corner by the fire, just like at home.
- Delightful! How gratifying to have such talent and dedication among us.
- Beautiful! Took a beautiful engagement announcement photo with Santa! Thank you!
- Lovely to see the skis, snowshoes and sleds of our youth. Winter of our youth!



Dear Mr. Clapin;

We have been talking about peace at St. Anthony Catholic School. My teacher found an article in a magazine about the Perley and Rideau Veterans' Health Centre Foundation. We read about Jack Dods and saw his picture and paintings. We know he fought in the war so that all Canadians can have a peaceful life. We wrote thank-you postcards for Mr. Dods and his friends at the residence.

We want to say thank-you for giving us peace.

Love,
The boys and girls in the Primary Language Class

Manon,

On behalf of my dad, myself and my family, I would like to thank you and all the staff at the Perley Rideau for the kindness and care you gave my father over the last 3 years. I feel fortunate that even with this devastating disease my dad was able to live as independently as possible for as long as he did thanks to the care and support you and the staff provided.

He is now settling in to this new home and after a bit of a bumpy start I think he is going to do well there.

Please pass along my gratitude to all the wonderful people who touched our lives while he was at the Perley Rideau.

Kindest Regards,
Helen B.



16th Annual

Perley Rideau Night at the Races

Thursday, May 4, 2017

Buffet dinner 6:00 p.m. Post time 6:30 p.m.

Rideau Carleton Raceway and Slots 4837 Albion Rd



\$60 includes reserved dinner seating, live race program, \$2 betting voucher, \$10 slot token, complimentary parking and \$20 income tax receipt (revised).

Silent auction and great raffle prizes to win!

Staff Association Special Discount \$30/ticket

**Purchase your TICKET today
at the Foundation office,
phone 613-526-7173, or online**

www.canadahelps.org/en/charities/PerleyRideauFoundation/events/2017natr

Deadline is Friday April 21 for tickets.



All proceeds will go towards the greatest needs of the Perley Rideau.





Perley Rideau

The Perley and Rideau Veterans'
Health Centre Foundation

La Fondation du Centre de santé
Perley et Rideau pour anciens combattants

2017 Perley Rideau Running Team

Ottawa Race Weekend – May 27-28, 2017



Determined to build on last year's Ottawa Race Weekend achievements, the Perley Rideau's Race Team has set an ambitious goal for 2017. In 2016, Perley Rideau runners raised more than \$8,000 – enough to pay for a new lift and make life easier for staff and residents alike. This year, the Team plans to raise at least \$10,000 – enough to renovate two of the courtyards by

purchasing new furniture and umbrellas. These outdoor spaces provide a great deal of enjoyment to residents, including members of the Gardening Club. In honour of Canada's 150, any team member who raises at least \$150 in pledges will receive a special commemorative t-shirt. Three members of the team took time out from work- and training - to pose in one of the courtyards: (L to R) Dan Clapin, Foundation Executive Director; Sara Francis, Foundation Administrative Assistant; Landon Brady, Perley and Rideau Maintenance. To sponsor a runner or learn more, contact Sara Francis, the Foundation's administrative assistant (613-526-7173, sfrancis@prvhc.com).





Members of the Ottawa Police Association were back again this Christmas to spread Cheer among residents. Thank you for your donation and good will! L to R: Ottawa Police Association members and family; Robyn Oraziotti, Health Centre Recreation Coordinator; Delphine Haslé, Foundation Development Officer.



Thank you to the Korean War Veteran Association of Canada – Unit 7 for your generosity and kindness towards the Korean Vets who call the Perley Rideau home. L to R: George Guertin, Korean Veteran Association of Canada – Unit 7 Member; Daniel Clapin, Foundation Executive Director; Delphine Haslé, Foundation Development Officer; Bill Black, Korean Veteran Association of Canada – Unit 7 President.



Members of the Watson family came together to remember June Watson – a dearly loved wife, mother, and grandmother. L to R: Richard and Judy Hamley; E. Ray Watson, Perley Rideau resident; Margaret and Doug Watson.



Thank you to members of the Royal Canadian Legion Branch 462 Eastview for your very generous gift of \$10,000.00. Branch 462 Eastview's donation will be used to purchase five new adjustable-height tables for refurbished Veteran dining rooms, and two new Tilt-Recline Wheelchairs. L to R: Tom Lavergne, President, Royal Canadian Legion Branch 462 Eastview; Delphine Haslé, Foundation Development Officer; Daniel Clapin, Foundation Executive Director; Bill Redmond, Perley Rideau Legion liaison.



Perley Rideau

The Perley and Rideau
Veterans' Health Centre

In partnership with **University of Ottawa Health Services**

PHYSIOTHERAPY

**MASSAGE
THERAPY**

Open to everyone

**SPECIAL PRICES FOR
VETERANS &
VETERANS' FAMILY MEMBERS &
PRVHC STAFF**

What's on Winter 2017?

Renfrew County



Conference - Best Friends Approach with David Troxel – Pembroke, March 7, 2017
Learn from leading expert David Troxel, co-founder of the Best Friends Approach to Dementia Care. Best Friends Approach is an international integrated model of care that has an emphasis on a more positive, life affirming approach to the challenges of dementia.

For more information and to register please visit alzheimer.ca/ottawa

Support Groups for Caregivers - Participants are provided with an opportunity to drop in to share and discuss with others who are actively providing care and support to a person living with dementia.

Renfrew - Trinity St. Andrew's United Church - 1 p.m. - 2:30 p.m. February 2 - March 2 - April 6

Deep River - North Renfrew Long Term Care Centre - 1:30 p.m. - 3 p.m. - February 8 - March 8 - April 12

Arnrior - Kenwood Corporate Centre - 1 p.m. - 2:30 p.m. - February 9 - March 9 - April 13

Pembroke - Miramichi Lodge - 1:30 p.m. - 3 p.m. - January 30 - February 27 - March 27 - April 24

Coffee Club - A support program that provides participants – people living with cognitive impairment and their caregiver- opportunities to connect and share with others.

Beachburg - Whitewater Bromley Community Health Centre - 2 p.m. - 3:30 p.m.
January 17 - February 21 - March 21 - April 18

Barry's Bay - Opeongo Seniors' Centre - 1 p.m. - 2:30 p.m. - February 7 - March 7 - April 4

Eganville - (Memory Café) Eganville & District Seniors Centre - 10:30 a.m. - 12 p.m.
February 8 - March 8 - April 5

Arnrior - Kenwood Corporate Centre - 10:30 a.m. - 12 p.m. - January 31 - February 28 - March 28 - April 25

Pembroke - St. Timothy's Lutheran Church - 10:30 a.m. - 12 p.m.
January 19 - February 16 - March 16 - April 20

For more information please contact 613-523-4004 or email info@asorc.org

What's on Winter 2017?

Ottawa



Click on the red title for more information and to register

Conference - Best Friends Approach with David Troxel – Ottawa, March 8, 2017

Learn from leading expert David Troxel, co-founder of the Best Friends Approach to Dementia Care. Best Friends Approach is an international integrated model of care that has an emphasis on a more positive, life affirming approach to the challenges of dementia.

Education Series for Caregivers - Education sessions for family or friends caring for a person living with dementia facilitated by professionals (free of charge). Offered in a variety of locations. 2- 6 hrs instruction per course.

- [Understanding Dementia](#)
- [Identifying Community Resources](#)
- [Late Stage & End of Life Dementia Care](#)
- [Progression of Dementia](#)
- [Transition to Long-Term Care](#)

Spark! - A program at the National Gallery of Canada for individuals with dementia and their caregivers. SPARK! Tours are informal and thematic conversations about artworks in the National Gallery's collection. The tours encourage all participants to discuss and spark enjoyment in a welcoming setting (free of charge).

Minds in Motion - This program combines one hour of physical activity, led by a City of Ottawa fitness instructor, and one hour of brain healthy activities for individuals with dementia (in early to mid-stage) and their caregiver. Offered in a variety of locations. Two hours (daytime) a week for eight weeks (free of charge).

Minds in Song - People with early to mid-stage dementia and their caregivers living in the community are invited to join the group and sing. No training or musical background needed. Facilitated by music instructors. Offered in a variety of locations. 1.5 hrs class (daytime) once a week for 10 weeks (\$84).

NURSE CALL BELL UPDATE

Hello everyone,

All of the behind-the-scenes work for setting up the IT infrastructure required for the nurse call bell system has been completed.

Our IT service provider will be on site commencing Tuesday, January 24th, 2017 starting on Ottawa 1 East and working their way through the remaining units in the Ottawa building to install new cable runs in the unit hallways for the new call bell system.

The technicians will be provided with a contractor name badge and have been instructed to report to the main communication station to advise staff of their arrival and departure. Technicians will arrive shortly after 8am.

If all goes well over the next two/three weeks we will be ready to remove the current hardware, gradually decommission the old system and install the new hardware/system in resident rooms and unit common areas.

Stay tuned as we will be setting up meetings and orientation sessions prior to starting any work in resident rooms.

Thanks,

Lorie Stuckless NM
Director, Support Services

Scheduling and Staffing News from the Staffing Office

As you may know, HR is working with Support Services and Assisted Living to consolidate scheduling and staffing transactions within the Staffing Office. Effective February 1, 2017, we will assume responsibility for scheduling for all Support Services staff except for Food and Nutrition staff. We will also be assuming responsibility for all scheduling and staffing transactions for the Administration area on that date.

We look forward to working with Carolyn Vollicks and her team over the next while to consolidate Assisted Living Services staffing and scheduling, and will be hiring to implement 7-day per week staffing office coverage.

Russ Tattersall, M.I.R. Russ Tattersall, M.I.R.
Director, Human Resources

Electronic Tax Slips Available on QHR Soon, **Your Action Required Now!**

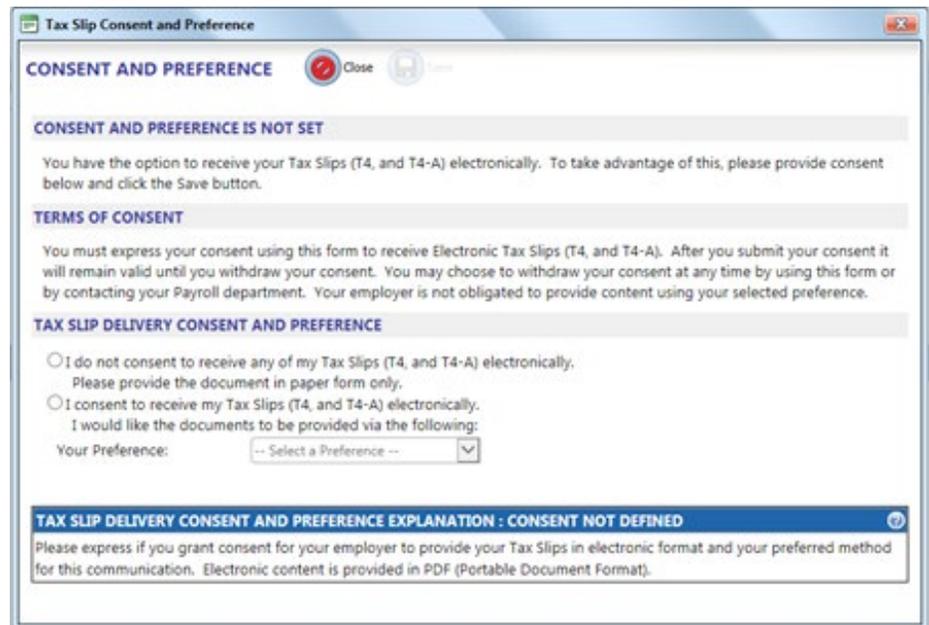
Effective immediately, QHR will seek the permission of staff to directly send your 2016 T4 tax slips electronically.

This is being done to protect personal privacy while eliminating the need for paper, envelopes and stamps.

The Details

- The next time you log in to QHR (<https://qhrnet.prvhc.com/QSS/CustomizationSitemap.aspx?path=Navigation%2fHome>), you will be asked for your consent to receive your 2016 T4 electronically.
- The consent form will pop up on your computer screen. (See below for the image of the pop up).
- After you have responded, the pop up will not appear again.
- As with past years, the T4 slips will be produced in February and then forwarded to you directly.
- This will only apply to 2016 T4 slips and not for tax slips for 2014 or earlier.

If you have any questions or concerns, please contact Geoff Thompson at gthompson@prvhc.com.




Calling All Golf Enthusiasts

This is your friendly Perley Rideau golf pro Steve Roy asking for two enthusiastic volunteers to lead this year's Staff Association Golf Tournament. I am sorry that I'm not able to lead the planning this year, but I will be on hand to support new volunteers in planning for the event. For the many staff who enjoy the annual golf tournament, please consider volunteering, as the event won't occur if volunteers are not found.

For more information and to help out, please contact: Stephen Roy: sroy@prvhc.com

A Perley Rideau Supercalifragilisticexpialidocious

Be sure to catch Perley Rideau Music therapist Samantha DeBenedet, starring in Mary Poppins at Centre Point Theatre from Jan. 27 to February 4.



Paypool Winners: \$100 each

December 15

- Brittany Elder: Admissions
- Patrick Hamel: Gatineau 2 South

December 29

- Lori Brown: Ottawa 2 East
- Allen Katushabe: Gatineau 1 South

January 12

- Madeline Coles: Gatineau 1 South
- Nelson Viegas: Housekeeping

January 26

- Amanda Gauthier: Ottawa 1 East
- Sherri Robinson: Nursing Casual

Next Draw Will Be March 15th, 2017

Vol. 20-01

Newsletter credits

Thanks to all who supported the newsletter with contributions and permission to share these stories and information with the general public.

Excerpts from the newsletter will be treated with the utmost respect and shared through our various social media channels.

For questions, concerns or to share story ideas, please contact Jay Innes at jinnes@prvhc.com.

Please note that the newsletter is available online at www.PerleyRideau.ca. All submissions are welcome.

Want to stay in touch with Perley Rideau?

Follow us on these social media sites and watch for frequent updates:



Perley Rideau



Perley Rideau



PerleyRideauSeniors;
@prvhc_seniors



Perley and Rideau
Veterans' Health Centre
/ Foundation