

## 2017 Audited Operating and Special Project Fund Statements

	OPERATING FUND				SPECIAL PROJECT FUND	CAPITAL RESERVE FUND	CAPITAL FUND	TOTAL	
	Community Services	Long-Term Care	Housing Program	Total				2017	2016
<u>Ministry of Health and Long-Term Care</u>									
<b>REVENUE</b>									
Provincial grants – operating	\$1,377,222	\$1,070,658	\$ 23,499	\$2,471,379	\$ -	\$ -	\$ -	\$2,471,379	\$2,476,435
County of Renfrew	-	140,959	-	140,959	-	-	-	140,959	141,345
Client fees	115,174	-	-	115,174	-	-	-	115,174	120,257
Resident fees	-	494,754	-	494,754	-	-	-	494,754	500,356
Apartment rent	-	-	84,877	84,877	-	-	-	84,877	86,812
Donations and fundraising	-	-	-	-	55,294	-	-	55,294	41,577
Investment income	-	-	-	-	32,734	473	-	33,207	31,567
Memberships	-	-	-	-	1,340	-	-	1,340	1,300
Housing program	-	-	-	-	-	6,356	-	6,356	4,856
	1,492,396	1,706,371	108,376	3,307,143	89,368	6,829	-	3,403,340	3,404,505
<b>EXPENDITURES</b>									
Salaries	955,899	1,127,293	95	2,083,287	-	-	-	2,083,287	2,104,882
Employee benefits	146,204	170,179	17	316,400	-	-	-	316,400	321,060
Contracted services	32,097	34,343	-	66,440	-	-	-	66,440	61,039
Laundry	2,372	19,957	-	22,329	-	-	-	22,329	11,267
Raw food	60,247	68,127	-	128,374	-	-	-	128,374	133,573
Other dietary	-	5,319	-	5,319	-	-	-	5,319	12,914
Nursing supplies	-	46,337	-	46,337	-	-	-	46,337	41,724
Plant supplies	105,604	86,353	38,847	230,804	-	-	-	230,804	233,572
Water and sewer	4,616	4,616	9,231	18,463	-	-	-	18,463	18,252
Other administration	42,062	28,228	-	70,290	1,917	-	-	72,207	59,473
Staff and board training	5,699	5,423	-	11,122	-	-	-	11,122	16,778
Insurance	14,227	9,457	4,770	28,454	-	-	-	28,454	28,322
Transportation and travel	50,479	-	-	50,479	-	-	-	50,479	46,472
Program supplies	45,528	82,300	-	127,828	-	18,922	-	146,750	51,567
Advertising	2,917	-	-	2,917	-	-	-	2,917	466
Amortization of property and equipment	-	-	-	-	-	-	39,603	39,603	38,489
Interest on mortgage	-	-	-	-	-	-	6,430	6,430	7,750
Municipal taxes	924	-	2,157	3,081	-	-	-	3,081	6,646
Management fees	-	-	6,787	6,787	-	-	-	6,787	4,021
Rent	5,139	5,139	-	10,278	-	-	-	10,278	10,312
Fees and dues	2,059	2,428	-	4,487	-	-	-	4,487	4,371
Professional fees	16,323	10,895	-	27,218	-	-	-	27,218	46,043
Capital Reserve Fund	-	-	6,356	6,356	-	-	-	6,356	4,856
	1,492,396	1,706,394	68,260	3,267,050	1,917	18,922	46,033	3,333,922	3,263,849
Excess of revenue (expenditures)	-	(23)	40,116	40,093	87,451	(12,093)	(46,033)	69,418	140,656
Inter-fund transfers (Note 8)	-	-	(40,075)	(40,075)	-	-	40,075	-	-
Fund balances – beginning of year	(2,762)	(50,236)	28,886	(24,112)	860,711	76,256	346,467	1,259,322	1,118,666
Fund balances – end of year	\$ (2,762)	\$ (50,259)	\$ 28,927	\$ (24,094)	\$ 948,162	\$ 64,163	\$ 340,509	\$ 1,328,740	\$ 1,259,322

# NORTH RENFREW LONG-TERM CARE SERVICES INC.



## ANNUAL REPORT for the year 2017

June 6, 2018  
Seniors' Drop-In Centre  
47 Ridge Road, Deep River  
7:00 pm

### 2017 BOARD OF DIRECTORS

#### ELECTED

Patrick Aikens Board Chair  
Lesley Barry Secretary-Treasurer  
Becky Bergeron Vice Chair  
Karen Langfield  
Monica Mulvihill  
Kathleen Taylor  
Mel Theil  
Jan Sunstrum  
Dan Vachon Secretary-Treasurer

Resigned during term ■

#### APPOINTED

Sylvia Didsbury (LTC Family)  
Charlene Brennan (Apt. Family)  
Bob McElroy (LTC Family)  
Alan Lecours (Apt Family)

Funding for the North Renfrew Long-Term Care Centre has been provided by the Champlain Local Health Integration Network (LHIN).



Beth Alexander  
Lorraine Belanger  
Jessie Butler  
Emily Cooney  
Katie Dennie  
Cathy Everitt  
Jody Gale  
Melanie Grant  
Jessica Jackson  
Megan Kelly  
Jessica Leach  
Michael Lusty-Smith  
Sara Martin  
Sue Minigan  
Caila Myers  
Ken Phillips  
Anne-Marie Prout  
Ericka Sonnenburg  
Emily Timms  
Thomas Wilson

Candice Barker  
Kayla Bertrand  
Michele Carlin  
Rebecca Crawford  
Alexis Dungca  
Robert Fitzpatrick  
Barb Gallagher  
Nathan Griffiths  
Terrilee James  
Bonnie Kroes  
Allison Lepack  
Kim MacKenzie  
Kassandra Matte  
Julie Morin  
Jessica Noel  
April Poirier  
Kim Rodgers  
Lorraine Steele  
Melissa Travis  
Ava Yates

#### STAFF

Emma Barker  
Cindy Bugden  
Louise Casey  
Laura Lee Daigle  
Celeidgh Dziver  
Brianna Fletcher  
Amanda Gilev  
Charity Hewitt  
Cindy Jennings  
Nicole Krupa  
Annabelle Luck  
Ashley Maher  
Paige McGregor  
Melissa Mossip  
Shannon O'Connor  
Ashley Pritchard  
Cheryl Schwindt  
Claire Steer  
Adele Vincent-Groutx

Haley Belanger  
Catherine Butler  
Eve Comtois  
Kelsey Daly-Lance  
Helen Esilman  
Angela Flowers  
Colette Giroux  
Judy Howe  
Bhawna Kapoor  
Dee-Dee Laroche  
Lacey Lumsden  
Niall Mancey  
Annelise McNeely  
Gerry Mungham  
Kiersten Pearce  
Cicely Proctor  
Jennifer Shannon  
Marie Thompson  
Brittany Webster

**BOARD CHAIR'S REPORT**  
**Patrick Aikens**

On behalf of the Board of Directors — Becky Bergeron, Lesley Barry, Alan Lecours, Bob McElroy, Monica Mulvihill, Kathleen Taylor, Melanie Theil and Jan Sunstrum I would like to welcome you all to the North Renfrew Long-Term Care Centre Annual General Meeting.

Firstly, I would like to thank retiring Board members Charlene Brennan, Kathleen Taylor and Lesley Barry for all of their years of service, dedication and support to this Board. The Board will greatly miss their countless contributions and we wish them all the best.

In 2017, like all not-for profit Boards, we were faced with the challenge of recruiting and training new Directors. In total, we had five new Directors join the table and attained our goal of having nine Board Members, two of which represent the first and second floor residents. I would like to thank Alan, Bob, Monica, Mel and Jan for taking time out of their busy schedules to join our Board.

2017 also marked our first year into our new three-year strategic plan as a Board. I am pleased to announce we have met or exceeded our targets in our four strategic directions, which are: 1. Quality Care and Service Delivery, 2. Recruitment, Retention and Development of Human Resources, 3. Integration Opportunities, 4. Financial Responsibilities. As a Board we will continue to evolve this strategic plan and strive for excellence in all areas.

2018 will be a very important year for the Board of Directors. We will be responsible for hiring the new Administrator for the Long-Term Care Centre. It is essential that this candidate will encompass all of the experience, skills and qualities we are looking for in a new leader. It will take a special individual to carry on the carefully and strategically developed Vision and Mission developed over the past twenty-four years but I am confident we will find this person.

This successful year could not have been possible without the ongoing support given to the Board by Michele Carlin and Kim Rodgers. I want to thank them for taking the time to keep us organized and their patience as we continue to develop as a Board. I also want to thank our volunteer Board of Directors for recognizing the importance of our role, and for continuing to “put the residents first” in all of the decisions we make in the best interests of this organization. I look forward to an exciting 2018 and can’t wait to take on any opportunities that may come our way.

**Mission Statement**

**North Renfrew Long-Term Care Services Inc. is committed to supporting people to achieve the best possible quality of life by focussing on the individual choices of residents/clients and their families.**

**ADMINISTRATOR'S REPORT**  
**Kim Rodgers**

As the needs of the North Renfrew clients and residents continue to change, the North Renfrew Long-Term Care Centre continues to respond to those needs.

The Long-Term Care Program experienced a Resident Quality Inspection (RQI) in October 2017, receiving 1 Written Notice related to the locking of doors to the secure resident garden area. Residents, family members, staff and Supervisors were all involved in the RQI process. The annual Resident Satisfaction Survey was conducted with very positive results, demonstrating that our residents and their families recognize the excellent care and service provided daily. Our 2017 Quality Improvement Plan also showed very positive results of resident satisfaction with their quality of life at the Centre, as well as providing baseline information regarding resident transfers to the Emergency Department. There were 10 admissions to the Long-Term Care program in 2017 - a turnover of 50% of our residents.

- The NRLTCC Community Support Services programs continued to be well utilized by the local community:
- Client need for transportation continued to grow with more than 6200 drives provided by the Transportation program.
  - Demand for the Meals on Wheels program continued to slowly increase in 2017, serving 73 different clients.
  - Attendance at the Adult Day Program has slowly increased to the highest level since 1997.
  - 119 volunteers provided high levels of service, without whom some of our essential programs would not be possible.
  - The “24 Hour Flexible In-Home Support Program”, or “Flex” as it is known, continued to be effective in enabling clients to remain in their own homes, providing service to 33 clients.

In 2017, the following services were provided:

• 4760 Meals on Wheels	-	73 clients
• 4587 Congregate/Diner's Club Meals	-	174 clients
• 6204 One-Way Transportation Trips	-	180 clients
• 1524 Adult Day Service Days	-	29 clients
• 11458 Personal Support Hours in the Apartments	-	13 clients
• 10460 “Flex” Program Days	-	33 clients
• 152 community Respite Days	-	12 clients
• 7216 Long-Term Care Resident Days	-	30 clients
• 197 Long-Term Care Respite Days	-	19 clients

2017 saw further improvements to our IT systems, the installation of the door locks on the Long-Term Care floor as required by the MOHLTC Compliance Order, improvements to the driveway at the Ridge Rd. entrance and continued partnerships with funders, partners and various community groups. The NRLTCC continues to struggle to provide adequate staffing in all programs requiring PSWs, resulting in the Respite program being limited to only those clients who did not require constant supervision during the night, as this shift cannot be filled. The Centre continues to demonstrate its presence as a “hub-model” for seniors care in our community, providing meeting space for the Seniors Friendship Club movie afternoons, the Dementia Society Support Group and Memory Cafe, a local book club that requires accessible meeting space, card groups, the Horticultural Society, the Valley Artisans, the Candu Swim Club and other not-for-profit community groups. The NRLTCC was involved in new community initiatives such as the Dementia Friendly Community project and the grocery delivery project in partnership with Jan's Valu-Mart.

In 2017, the NRLTCC again received generous donations from the Deep River Community Foundation, the Rusty Dillabough Draw and from caring individuals, families and corporations. These donations are essential to the work of the NRLTCC, as no funding is provided from the MOHLTC for required upgrades and maintenance of the Centre. The NRLTCC is most thankful for this generosity.

In 2018, the NRLTCC will continue to address the needs of our community, clients, residents and stakeholders: the call system and door lock systems will be integrated, we will update and improve the back garden, we will continue to ensure that the apartments and the long-term care floor are aesthetically pleasing, we will continue to recruit volunteers who are essential to the success of many of our programs, we will receive a full Resident Quality Inspection from the MOHLTC, we will continue to work to increase our staffing complement, the “Flex” program will change to reflect the needs of our clients and maximize the staffing and low funding available, we will continue to work with decreased funding due to a lower CMI, we will work with our first arbitrated union contract settlement with CUPE signed in March 2018, we will complete the 2018 QIP, all the while following the Strategic Plan established by the Board of Directors. Most importantly, the NRLTCC will remain responsive to the needs and issues identified by our residents, clients and our community.

The Staff at the NRLTCC provide quality care and service that is responsive to our residents and clients, often exceeding their expectations. It is through their caring every day that the NRLTCC ensured success in 2017! Thank you!!!

**Vision Statement**

**North Renfrew Long-Term Care Services Inc. will continue to strive to be a model of excellence in resident/client-focussed care and to share our knowledge and experience with others.**

**MEDICAL DIRECTOR'S REPORT**  
**Dr. Elizabeth Noulty**

The Medical Staff collaborates with the Centre staff to ensure that our residents/clients receive the highest quality of care. As Medical Director, I continue to ensure that the legislation and regulations under the Long-Term Care Homes Act for medical care are met. The Medical Team provides care in a manner that respects the Centre's Mission Statement of individualized “Resident/Client-Focussed Care”; with our low doctor—resident ratio, we endeavour to meet each resident/client's physical, social and spiritual needs in a safe, home-like environment.

In 2017, we had 10 admissions to long-term care beds and 49 admissions to 2 respite/short-stay beds. The team at the NRLTCC continues to strive to have a high level of provider competence; again this year, staff from all program areas were involved in education programs including prevention of elder abuse, WHMIS, lifts & transfers, Just Clean Your Hands, minimizing of restraints, complaints procedure, Gentle Persuasive Approach, fire extinguisher training, Accessibility for Ontarians with Disabilities Act training, workplace safety training and many other inservices.

Immunization for Seasonal Influenza was promoted for all residents, clients and staff, resulting in a 100% immunization rate for staff in 2017. There were no Outbreaks in 2017.

Again this year, the NRLTCC continued to benefit from the consultation services of the Geriatric Mental Health outreach program; this team provides suggestions regarding management of depression, aggression and responsive behaviours for our residents and respite/short-stay clients. Long-term care residents continue to benefit from a physiotherapy program contracted with Lifemark. As required, residents receive assessment and treatment from the Occupational Therapist and the Speech & Language Pathologist provided through the Champlain LHIN. The Medical Staff have ongoing regular consultations with our pharmacy and nursing staff every 3 months to review each medication and treatment for every recipient.

In 2017, we implemented a Quality Improvement Plan focused on the “Resident Experience” with very positive results, building on the results of 2015 & 2016. In 2018, we will further evaluate the “Resident Experience” with our long-term care residents, as well as continuing to determine a baseline of Emergency Department use by our long-term care residents; this will enable the NRLTCC to prevent avoidable transfers and ensure all residents receive the appropriate care in the appropriate setting. NRLTCC will also review the Fall rate for long-term care residents in 2018 to determine trends for causative factors and prevention, as well as comparison to the Provincial average.

**Values**

- Volunteerism
- A Home-Like Environment
- Flexibility and Innovation
- Charitable Philosophy
- Community
- Openness
- Respect
- Excellence
- Sustainability