



CHAI



Caring



Health
& Safety
Wellness



Accountability



Integrity



**Louis Brier
Home and Hospital**

ANNUAL REPORT 2018/2019

Annual General Meeting
June 20, 2019

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MESSAGE FROM THE CHAIR AND CEO

The fiscal year 2018-2019 is the first year of a combined Louis Brier Home and Hospital (LBHH) and Weinberg Residence (WR) Strategic Plan. The plan identified specific goals, objectives and indicators associated with each of our six strategic priority areas.

The Mission, Vision and Values have been reviewed and updated to reflect the current healthcare environment, the continued emphasis on the organization's denominational context, and the focus on quality care, health and safety of our residents, staff, and stakeholders. Acknowledgement and recognition of the value and contribution of our donors and foundation was added to emphasize the strong relationship and collaboration that supports all facets of the organization.

Our strategic priorities include the following:

1. Jewish Traditions and Culture
2. Care, Innovation, and Education
3. Finance
4. Human Resources
5. Community, and
6. Infrastructure and Redevelopment

This approach enabled the LBHH and WR board and leadership team to recognize clearly the progress that has been achieved, as well as highlight areas where additional opportunities exist. Some key accomplishments in 2018/2019 include:



*David Keselman
Chief Executive Officer*



*Ron Rozen
Chair, Board of Directors*

- LBHH achieved and Accredited status with Exemplary Standing (100% in all areas).
- Establishing collaborative relationships with UBC school of Nursing and School of Medicine, to support clinical education and learners.
- Continue focus on staff education; evidence based practice, and application of best practices to support our residents and the delivery of quality care.
- The establishment of a Strategy and Transformation team to support on-going process improvement initiatives, including kaizen events and 5S initiatives throughout the organization.
- Continued focus on the implementation and sustainability of Resident and Family Centered Care philosophy, through improved communication, and involvement of residents and families in a wide range of organizational activities and initiatives.
- Focus on financial accountability and responsibility, through a range of cost effectiveness and cost reduction activities

- Enhanced staff support, engagement, and recognition through a range of initiatives and events
- LBHH and WR Dragon boat team first ever for the organization.

While there are still many opportunities and challenges ahead, LBHH has many strengths to help address them, including:

- Strong, supportive, and active Board of Directors
- A high level of Resident satisfaction (Senior’s Advocate Report)
- Strong Foundation and community support
- Dedicated staff, promoting and contributing to a culture of caring
- Competent and engaged physicians
- Dedicated and robust group of volunteers
- A positive team environment
- Strong partnerships with other organizations and stakeholders.

We are proud of LBHH and the many individuals and teams, both internal and external, who have contributed to ensure that the organization’s Mission, Vision and Values are achieved. We want to thank all the employees, volunteers, partners, and key stakeholders, who continually provide compassionate care and service, and are integral in the provision of efficient and effective day-to-day operations; and are key in shaping and informing our planning for the future years.

This Annual Report provides both an opportunity to measure our successes as well as identify opportunities for improvement. As our residents

present with increased complex needs and services, our ability to respond appropriately greatly depend on the support of our funders, staff, donors, and stakeholders. We are committed to provide our elders with the highest possible quality of care that recognizes their value, quality of life, and wishes within an aging infrastructure and limited resources.

Our commitment to the delivery of quality safe care is fueled by our desire to be recognized as a centre of excellence in elder care and an employer of choice. The new strategic plan is our road map to achieving these goals and help us remain focused on what is the core of our being, supporting and caring for our elders and their families.



ABOUT LOUIS BRIER HOME AND HOSPITAL



At its inception, LBHH's mandate and focus was to provide a safe haven to Jewish elders who could no longer care for themselves and/or had no other means of social and family support in the Vancouver area.

The organization has evolved over time and is currently one of the largest long term care facilities in the greater Vancouver area, and while one of its strategic priorities is to provide a safe haven to Jewish elderly, it is open to all seniors within the Vancouver Coastal Health Authority's (VCH) catchment area and beyond. It currently accommodates 215 residents with diverse needs and health conditions. Through the generosity of the Jewish community and the Louis Brier Jewish Aged Foundation, LBHH offers a wide range of services at levels that are rarely available at long term care facilities. The organization boasts on-site

therapy, music therapy, chaplaincy, and the provision of kosher food.

In order to provide integrated evidence based quality and safe care, LBHH partners with a number of organizations, including Vancouver Coastal Health (VCH), Jewish Seniors Alliance (JSA), Jewish Federation of Greater Vancouver (JFGV), Jewish Community Centre (JCC), Denominational Health Association (DHA), and University of British Columbia (UBC) to name a few.

LBHH also has a number of contracted service providers that assist in the provision of quality resident care and include, but not limited to, dentistry, Ophthalmology, and foot care. LBHH also partners with a number of organizations to provide other services such as the provision of professional development and education to employees, residents, families, volunteers, and companions such

as SafeCareBC, VCH, PHSA, HEABC to name a few.

LBHH is also a training site for future health care practitioners. We work hard to develop relationships with local academic organizations to offer training and education opportunities for physicians and other medical staff.

For the fiscal year 2018/2019, LBHH had a budget of \$20 million, 400 employees, one Nurse Practitioner (NP), one physician who is the LBHH's Medical Coordinator and 27 Family Practice physicians associated with LBHH that provide healthcare services to the residents.

The Louis Brier Jewish Aged Foundation has a very important relationship with LBHH. The Foundation, overseen by a volunteer Board of Directors, and a Development Manager, contributes a significant amount of time and resources to raise funds in support of LBHH and the delivery of unique and specific services and programs rarely seen in other residential care facilities.

Unique to LBHH, the Foundation also supports the operations of the organization through funding the Quality and Risk Management (QRM) and Human Resources activities to ensure that our residents receive the best care possible, as well as our staff to help us ensure that we meet current legislative requirements and best practices to retain and attract quality staff.

LBHH is also very fortunate to have an active Auxiliary. Through the operation of the gift shop and other fundraising activities, Auxiliary members have provided equipment and supplies to help make the resident experience more comfortable and positive.



STRATEGIC PLAN (2019 – 2023)

Louis Brier Home and Hospital & Weinberg Residence started the process of creating a new strategic plan for the organization in fall 2018. We obtained the services of Mary O' Callaghan, a consultant specializing in this field, to assist us with drafting this new plan.

To ensure that we were successful in creating a meaningful and sustainable strategic plan, we felt that it was important that we listen to and consider the feedback provided to us by others, including our residents, families, employees and our key external stakeholders and partners.

Mary met with and interviewed a considerable number of internal and external stakeholders of individuals to gather their input and feedback on Louis Brier as an organization and how it can function as a partner with others in the community to better suit the needs of our residents and families.

In November 2018 the Senior Leadership Team partnered with the Board of Directors of Louis Brier to undergo an intense two day planning session to develop the new strategic plan for the organization, which they were successful in completing.

On May 23, 2019, the Senior Leadership Team announced the newly revised Strategic Plan for Louis Brier Home & Hospital and Weinberg Residence to its employees.





LOUIS BRIER
HOME & HOSPITAL

Mission, Vision & Values

• Mission

To provide exemplary resident and family-centred care for seniors through:

- Innovation, education and research
- Partnerships and collaboration
- The contributions of staff, volunteers, funding partners and donors with a focus on quality and safety, all guided by Jewish heritage.

• Vision

A centre of excellence for elders providing innovative and outstanding care consistent with Jewish values and traditions.

• Values “CHAI”

(Hebrew word for LIFE)

Caring

- We are committed to resident and family-centred care
- We treat everyone with dignity and respect
- We embrace cultural and ethnic differences
- We offer opportunities for enhancement of knowledge and skills

Health, Safety and Wellness

- We promote a culture of health, safety and wellness
- We strive to create a positive and respectful workplace
- We engage in innovation through education, research and collaboration

Accountability

- We are effective stewards of public and donated resources
- We are engaged with our communities
- We measure the impact of our work and report regularly on our performance
- We engage in continuous quality improvement
- We are committed to environmental sustainability

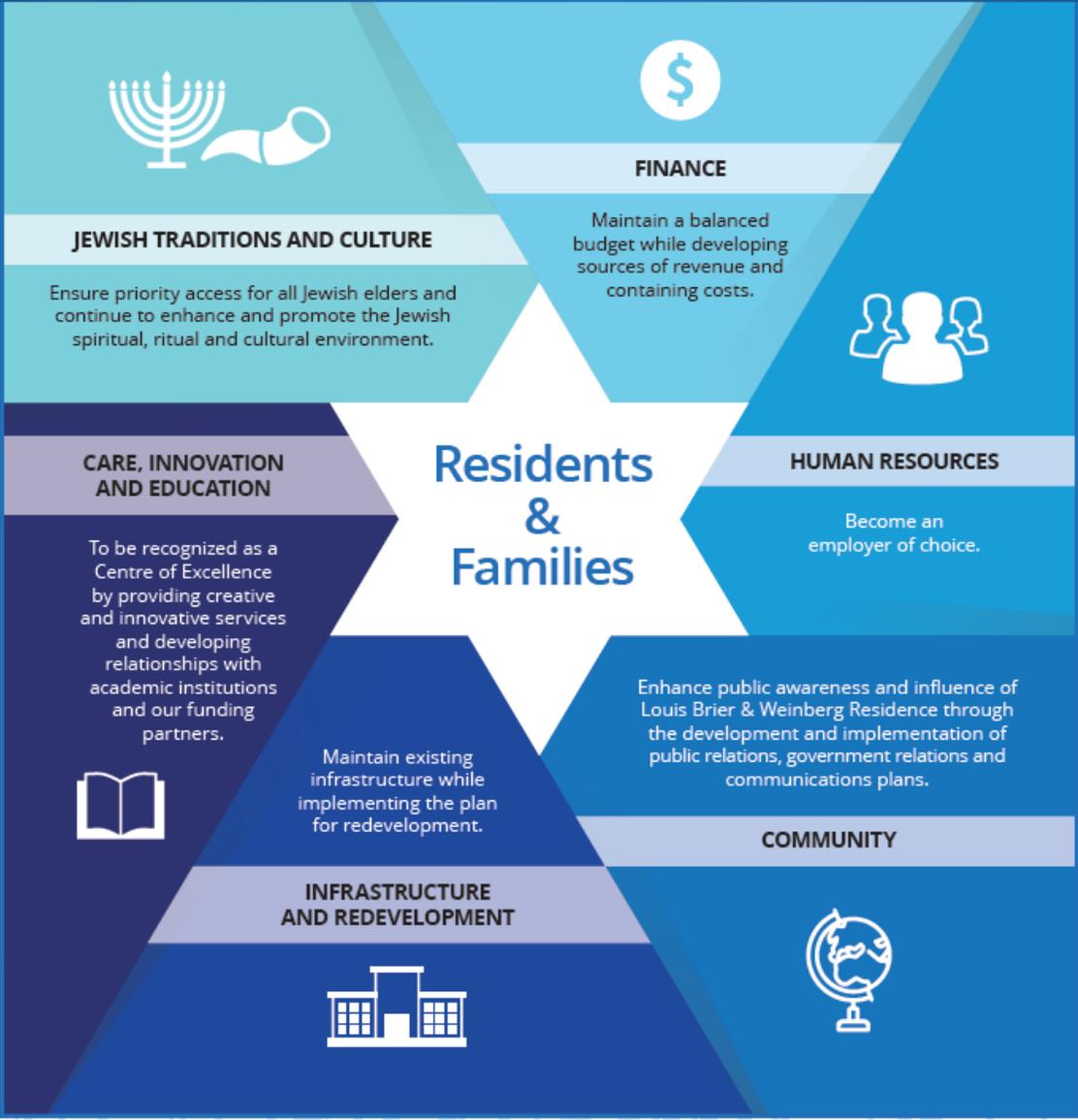
Integrity

- We are open, transparent and constructive in our communications
- We respond to challenges in a timely and ethical manner
- We foster a culture of compassion

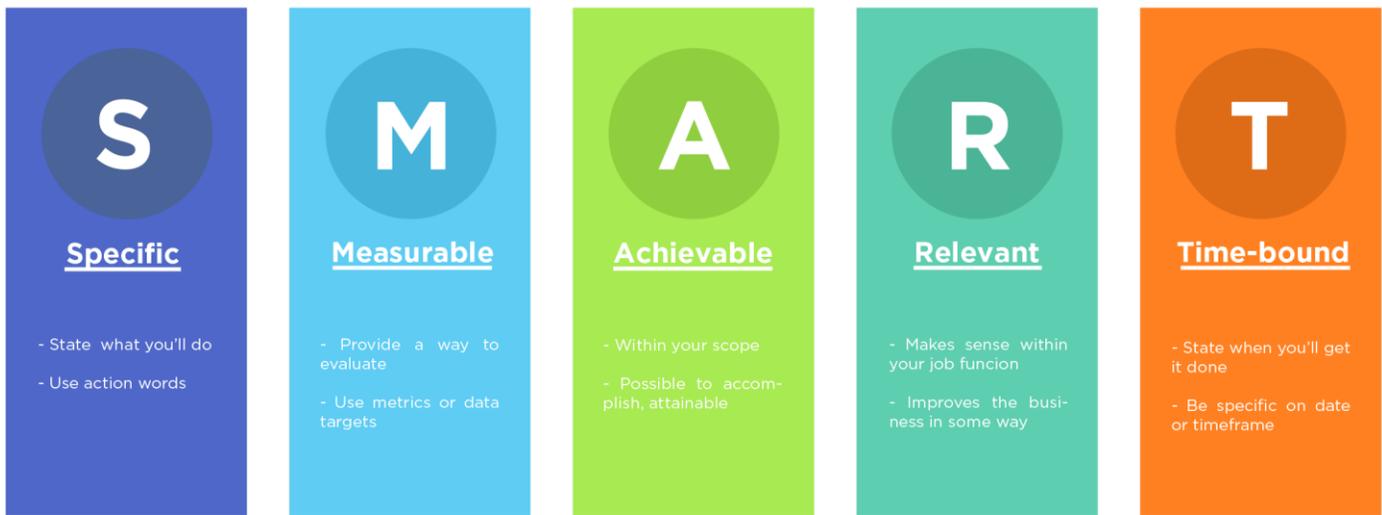


LOUIS BRIER
HOME & HOSPITAL

Strategic Directions



STRATEGIC GOALS AND DIRECTIONS



Goal 1:

Care Innovation and Education

To be recognized as a Centre of Excellence by providing creative and innovative services and developing relationships with academic institutions and our funding partners.

1. Identify and establish collaborative relationships with 5 – 8 academic centres to:
 - Increase student placements opportunities (diversity other than clinical).
 - o Become an associate of universities and health programs to increase student placement.
 - Engage in research and innovative practices as they relate to care.
 - o Establish a preceptorship and mentorship program.
 - Succession Planning:
 - o Provide leadership development program for new and emerging leaders (Core LINX).
 - o Provide Experience LINX program to SLT
2. Host an annual conference on elder care (commencing November 2019).
 - Establish a planning committee
3. Training, education, and sustainability of Resident & Family Centred Care (RFCC) practices.
 - Review current state of roadmap and refresh activities targets

Care Innovation and Education
continued...

4. Infection Prevention and Control (IPAC)
 - Maintain Accreditation IPAC achievements and required standards.
 - Continue with monitoring, evaluation, and improvement to infection control practices
5. Quality and Risk Management (QRM)
 - Review, revise, monitor, and evaluate Quality Indicators to ensure organizational activities are aligned with strategic plan and priorities, as well as Accreditation and licensing requirements.
 - Research and integrate evidence based practices to ensure quality care and outcomes.
6. LEAN – Process Improvement
 - Food Service kaizen event.
 - 5S initiative in Nursing services



Goal 2: Jewish Traditions and Culture

Ensure priority access for all Jewish elders and continue to enhance and promote the Jewish spiritual, ritual and cultural environment.

1. Develop specific quality indicators for monitoring, evaluation, and sustainability in relation to resident participation in programs (resident and visitors).
 - Quality indicators to be refreshed, determined, and monitored.
2. Develop, implement, evaluate, and sustain educational and awareness activities with regards to Jewish traditions and values for all staff (test base line and demonstrate positive change over time. Consider elements of cultural safety, cultural awareness, and cultural competency).
3. Increase the number of volunteers working with the Spiritual Care Coordinator on Jewish programs.
 - Recruit for Spiritual Care Coordinator position
4. Collaborate with advocacy groups to increase the number of Jewish residents. Collaborate with VCH to increase and maintain Jewish majority at LB.
 - Implement swing bed(s) – pilot



Goal3: Finance

Maintain a balanced budget while developing sources of revenue and containing costs.

1. Identify and implement a range of cost saving measures/practices that will achieve a balanced budget for fiscal 19/20.
 - Fully implement sick leave policy and attendance management program to improve employee attendance.
 - Cost containment activities:
 - o Review/re-negotiate contracts as required.
 - o Achieve required staffing plan skill mix.
 - o Support organization in achieving sick leave reduction.
2. Identify, consider, and secure funding commitments from both LB foundation, as well as external sources (grants).
 - Establish budget process to determine funding and identify funding shortfalls and cost pressures.
3. Implement, evaluate, and sustain financial accountability and awareness through consistent literacy and education programs, policies, and procedures (identify specify QI and performance measures relevant to finance and financial performance).
 - Increase fiscal accountability across the organization.
 - Establish contract management framework



Goal4: Human Resources

Become an employer of choice.

1. Achieve not for profit employer of choice award or the top 100 employers of the year award.
 - Identify relevant awards and develop an action plan.
2. Improve employee engagement demonstrated by increased year over year scores and measured by survey.
 - Work Life Pulse Survey, Resident & Family Satisfaction surveys conducted in Mar 2019.
3. Demonstrate HR performance through relevant and applicable specific QI.
4. Develop, implement, evaluate, and sustain OH&S activities to:
 - Maintain regulations and standards.
 - Enhance employee health, safety and wellness.
5. Meet LBHH recruitment needs:
 - Coverage for summer relief.
 - Enhance onboarding experience.



Goal 5: Community

Enhance public awareness and influence of Louis Brier and Weinberg Residence through development and implementation of public relations, government relations and communications plans.

6. New collective agreements.
 - Provide information and education
1. Develop and implement the following:
 - Public relations plan
 - Government relations plan
 - Community engagement plan
 - Communication plan
 - Stakeholder (internal/external) relations plan
 - o Establish a plan to achieve all
2. Identify and engage with relevant community stakeholders/professional networks.
 - Volunteer Program – increase number of volunteer activities and involvement.
 - Recreation program delivery and diversity to meet community needs.
 - o Jewish & Cultural Education to be reviewed and increased.
 - Create relationships with academic centres to support recruitment efforts.



Goal 6: Infrastructure & Redevelopment

Maintain existing infrastructure while implementing the plan for redevelopment.

1. Finalize and implement decision regarding the redevelopment plan
2. Develop and implement a maintenance plan to include capital (major and minor) planning and priorities for current building.
 - Infrastructure maintenance program
 - o Finalize current and future needs for integrated information systems to support the operation of current building while considering future needs and requirements plan. Jewish & Cultural Education to be reviewed and increased.

BALANCED SCORECARD & QUALITY INDICATORS

What is a balanced scorecard?

The Balanced Scorecard is a tool used to measure an organization's activities and initiatives against its Mission, Vision and Values as outlined in its Strategic Plan.

The tool is designed to help ensure the organization's activities and initiatives being monitored are comprehensive and reflect a well-balanced approach to achieving the Vision.

Quality Indicators (QIs) are developed for each area of the balanced scorecard and must be selected carefully to ensure they provide a useful measure of the progress the Organization is making towards fulfilling its strategic plan.

This framework is based on the premise that "what gets measured gets managed"; however, since it is not possible to measure everything, choosing the best QIs is critical.

The acronym SMART (see pg. 11) is used when describing the important considerations in the identification of meaningful indicators. SMART reminds us that the indicators we choose need to be specific, measurable, achievable, realistic and timely.

The indicators chosen for Louis Brier's scorecard are both financial and non-financial. This enables the Organization to maintain a balanced approach between financial issues and other critical dimensions in health care such as quality, safety and risk when monitoring and measuring our progress.

1) Care, Innovation and Education

- # of Medication Errors
- # of Medication Near Misses
- # of Newly Acquired Pressure Wounds in Facility
- # of UTIs
- % of Residents on Antipsychotic Medication w/o related diagnosis
- # of Falls
- # of Hospital Transfers

2) Jewish Traditions and Culture

- # of Jewish Cultural programs for residents (Recreation)
- % of Residents attending 3 programs a week

3) Finance

- Actual Vs Budget
- Overtime % of total hours worked
- Sick time % of total hours worked

Quality Indicators for 2019/ 20



4) Human Resources

- Turnover Rate
- Workforce:
 - % of FT
 - % of PT
 - % of Casuals
- Recruitment Efforts:
 - # of Internal Postings
 - # of External Advertisements
 - # Pre-screened
 - # Interviewed
 - # Hired
- Recruitment Efficiency:
 - % of applicants Pre-screened, then Interviewed
 - % of applicants Interviewed, then hired
- Vacancy Rate at End of Quarter
- WorkSafeBC:
 - # of Work-Related Incidences
 - % of employees with time loss (WorkSafeBC)

5) Community

- # of active Volunteers

6) Infrastructure and Redevelopment

- # of monthly drills accomplished

TOP HIGHLIGHTS AND ACHIEVEMENTS

Innovative leaders
in elder care



HUMAN RESOURCES

Recruitment, Training and Education

The HR Department held a number of Job Fairs throughout the year as a new recruitment initiative, the goal being to reduce overtime.

The department also began collecting data on recruitment efforts (pre-screens, interviews, hires, etc.) in order to determine efficiencies and effectiveness.

New hire orientation training days were standardized and held throughout the year to ensure that all employees are aware of our Mission, Vision, Values, Organization Chart and Policies and Procedures.

LEADS leadership capabilities incorporated into training for leaders.

Attendance Management Program

HR revised the sick leave Policy through the

Attendance Management Program to reduce sick time hours. As a result of this, sick time throughout the organization began to decrease as the program was implemented.

Employee Recognition

Conducted Long Service Awards Events as well as a Peer Recognition and Awards Program for employee recognition.



Peer Recognition Awards, Dec 2018

Paperless Personnel File Initiative

Implemented a Paperless Personnel File Initiative,

whereby a number of HR Files were scanned and uploaded in digital format in an effort to go paperless. All new personnel files are in digital format only.

Have forged partnerships with a number of universities and colleges for practicum student placements and internships.

Occupational Health & Safety Committee

Further developed an Occupational Health & Safety (OH&S) Committee. The committee consists of both management and front line staff and meets on a monthly basis. Each committee member has an identified Area of Responsibility.

NURSING

Medication Utilization Management Initiative

This initiative is comprised of three drivers:

1. Addressing polypharmacy
2. Understanding usage vs. wastage
3. The development of a hospital formulary

Medication reviews were conducted within the circle of care with a collaborative multidisciplinary approach with physicians, pharmacists, nurses, residents, and family members, to design processes and implement strategies around polypharmacy and risk reduction for each resident.

The Medication Utilization Management Initiative has been chosen to be included in the upcoming BC Health Leaders Conference in November 2019.

Preceptorship and Mentorship Program

The preceptors are a significant resource in the

organization to preceptor students, mentor new hires and coach existing staff. Preceptorship and mentoring are two ways of using role modelling to support the learning and professional growth. There have been challenges throughout the year with trying and promote the overall quality of practice environments.

As with any organization that begin to compete for diminishing resources, there is a need to explore and implement practices known to increase job satisfaction. Specifically, preceptorship program have been found to benefit preceptees, preceptors, and the organization.



Preceptor Foundational Workshop, Jan 2019

Dementia Care Enhancement Initiative

Vancouver Coastal Health has identified Dementia Care as one of the key priorities in Residential Care and as a result, has endorsed the integration of relooking at environments, spaces, activities, specific resident needs through a person centred care focus using the 3 Q P.I.E.C.E.S. framework and Gentle Persuasive Approach (GPA) education so that people living in Residential care can live the best life possible.

The Dementia CARE Enhancement Initiative is a regional project that involves 56 Homes in Vancouver Coastal Health (VCH), including Providence Health Care (PHC). The VCH Dementia CARE Team consists of 1 Team Lead, 1 Resource

Nurse and 3 PEER RCAs who carry experience and skill in dementia care, including specialized knowledge and practice of PIECES and GPA.

In collaboration with the VCH Dementia CARE Team and Louis Brier Home and Hospital, and community care partners, we are working together to implement care processes and practices that enhance the quality of life of people living with dementia and support a safe, meaningful work life for care staff.

Point Click Care's Document Manager

As part of the Health Records Management, Document Manager is launch to help streamline the management of documentation and ensuring accuracy by capturing and auto-populating resident information directly from the electronic health records. It is an efficient tool for creating and electronically executing groups of documents required by residents.

QUALITY & RISK MANAGEMENT



QRM is responsible for the organization wide quality improvement and risk mitigation process which ensures the integration of management and delivery of safe, quality care.

Infection Prevention & Control (IPAC) and the Companion Program also fall under the QRM portfolio.

In collaboration with other departments, QRM has contributed to a number of initiatives:

- Development of the **Falls Template** which is more purposeful and action-driven to enhance monitoring and reporting of falls.
- Updating of **Credentialing and Privileging Policy and Procedure** of Medical Staff.
- Planning and acquisition of equipment for the **Swing Room**.
- Revision of the process for submission of **complaints, compliments and suggestions** from staff, families, residents, companions and other stakeholders.
- Implementation of the **Nursing Model of Care** and **5S** system in all units.
- Enhanced **Incident Reporting** to VCH by streamlining the process and developing tracking and reporting systems.

Quality Indicator Monitoring and Measuring

The QRM Department developed a template for tracking and reporting the organization's Quality Indicators (i.e. Falls, Newly-Acquired Pressure Wounds, Medication Errors and near Misses, Hospital Transfers, etc.). This is reviewed and updated on a monthly and quarterly basis.

Licensing

The department facilitated a VCH Residential Care Licensing Inspection in Nov 2018 and an Environmental Licensing Inspection in Feb 2019. The department was responsible for ensuring

that all documentation requested by the Licensing Officer was provided and cited infractions are corrected.

Memberships

Memberships were established with VCH Long Term Care Regional Quality Practice Council (LTCRQPC) and Clinical Practice Decision Support Working Group (CPDSWG).

Infection Prevention and Control

Implemented an electronic Infection Report system to replace the paper reporting process, and created detailed work instructions as a documented guide for nurses.

In addition to managing two (2) outbreaks on Influenza A (H3N2), influenza vaccines were administered to residents, staff, companions and volunteers.

Companion Program

A new ID system was implemented for all Companions requiring them to wear ID badges while on the premises. This makes them easily identifiable as well as enhancing the security of the facility by serving as deterrent for unauthorized persons. It has proved successful in tracking Companions while on duty and facilitating work assignments during an outbreak.

The Companion Program Policy is currently under revision to enumerate the responsibilities and limitations of the Companions' work assignments. The policy revisions will be based on the feedback gathered from family members around their experiences and challenges.

The Companion Program set-up a weekend booth at

the front entrance of the building to welcome residents, family members and other visitors to raise awareness of the program and answer questions regarding the program and to take the opportunity to discuss the benefits of having a companion service for their loved-ones.

Initiated a Relationship Building Program to encourage more residents to avail of the Companion Program. The program seeks to hire about 30 more additional companions, preferably from diverse cultural backgrounds with positive attitude and passionate towards work.



Companion Appreciation Party, Dec 2018

REHAB

Fall Prevention Program

The Rehab Team has worked closely with the Nursing and QRM departments to develop a comprehensive falls prevention program in order to reduce the number of falls and injuries from falls occurring

amongst the residents.

As of March 2019, the way falls are monitored at Louis Brier has changed. Every day the Rehab Assistants track each fall that occurs, and notes whether the appropriate falls equipment is in place. If a resident has a second fall in a month, there is follow up to ensure the appropriate falls equipment is being used properly. If there is a third or more falls in a month, they are identified as high risk and an alert is sent to nursing to check on medications and overall health status to see if an underlying cause for the falls can be determined to lower the falls rate. Since this program was implemented, there has been an overall decline in the number of falls over the past two months.

- **2018:** March – 73 falls | April – 46 falls
- **2019:** March – 50 falls | April – 44 falls

Future Plans for Rehab

Recognizing that activation and movement are important to the health and wellbeing of all, the Rehab department are in the process of developing a pamphlet of exercises that family members can do with their loved ones when they come in to visit them at Louis Brier.

The department also intends to conduct research as to evidence based practice for the role of Rehab therapy in long term care and will make changes in their programming to reflect the current best practice.

RECREATION

Mask, Revelation and Selfhood Project

Thanks to the support from a Louis Brier Foundation

Donation by the Estates of Frank and Rosie Nelson, Calla Power (Expressive Arts Therapist) and Ginger Lerner (Recreation Therapist), Louis Brier pursued a project which explores themes of personhood and creative expression. The project involved 3 'phases', each one resident centered and involving a number of Louis Brier residents with different motivations and backgrounds.

The whole process was documented with care and artistry by a local film-maker and the resultant short film was screened during Purim. It was a great example of how Jewish themes and ideas can be made meaningful for a population of participants which includes people of many backgrounds (not only Jewish).



Mask, Revelation and Selfhood showcase performance, Feb 2019

Other Programming

Pet Therapy sessions with community members occur regularly in group and individual sessions.

Virtual Reality equipment was purchased and has been used in a small group settings, allowing residents to experience other worlds without leaving

the building.

Electronic Pets are used at Louis Brier and have been very useful in reaching a select group of residents who do not respond to other interventions.

Music Therapy

Additional programs were developed this year to stimulate cognition and incorporate movement, including *Movement to Music*, a program with rehab and Music Therapy that uses music and instruments to encourage movement and stimulate the resident's cognition.

The introduction of new hands on programming has been very successful with our residents, and family and staff participation continues to be consistent. Some of these programs include African Drumming, Instrument making for holidays, and Melody Makers (an interactive jam band).

As Louis Brier is committed to being a teaching facility, we had a Music Therapy Intern for the first time. Internship occurs at the end of a Music Therapy degree before accreditation. Our intern, Kaylen, was with us for 6 months and was well received by staff and residents. We look forward to welcoming another intern into the home in upcoming years. In addition to Kaylen, we had two third year students do their practicum at Louis Brier.

Volunteer Program

The Volunteer Program created new partnerships with community groups such as Fraser Academy and Muddy Boot Prints. After participating in programming at Louis Brier, thirteen of these groups' members signed up to volunteer at Louis Brier. In the past three months, over twenty new volunteers have been recruited.

Implemented a new tracking system for volunteer hours, which has been very efficient and streamlined the process for tracking volunteer hours.

FOOD SERVICES

"Go Green" Initiative



Through this initiative, the Food Services department eliminated the use of Styrofoam dishware throughout the building, improving the organization's carbon footprint.

Procurement Program

The department reduced product cost through waste management, procurement and menu development and as a result of this they received over \$25K in rebates and incentives.

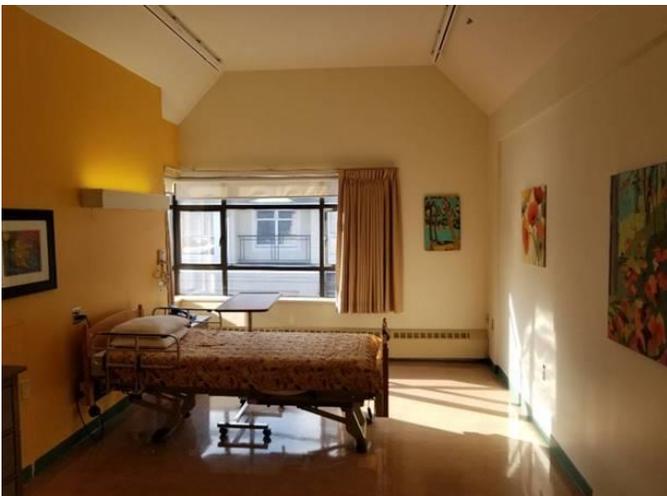
HOUSEKEEPING & LAUNDRY

In collaboration with QRM, the Housekeeping and Laundry department have established meaningful Quality Indicators to measure improvement and compliance on a quarterly basis. Monthly Environmental Marking Audits are also conducted which allow the collection of data to check cleaning effectiveness.

The department was also successful in lowering their expense for paper disposables. In addition to a change in suppliers, the use of paper towels and toilet paper was reduced significantly in comparison to last year without compromising the quality of the product.

SOCIAL WORK

Swing Bed Admissions Initiative



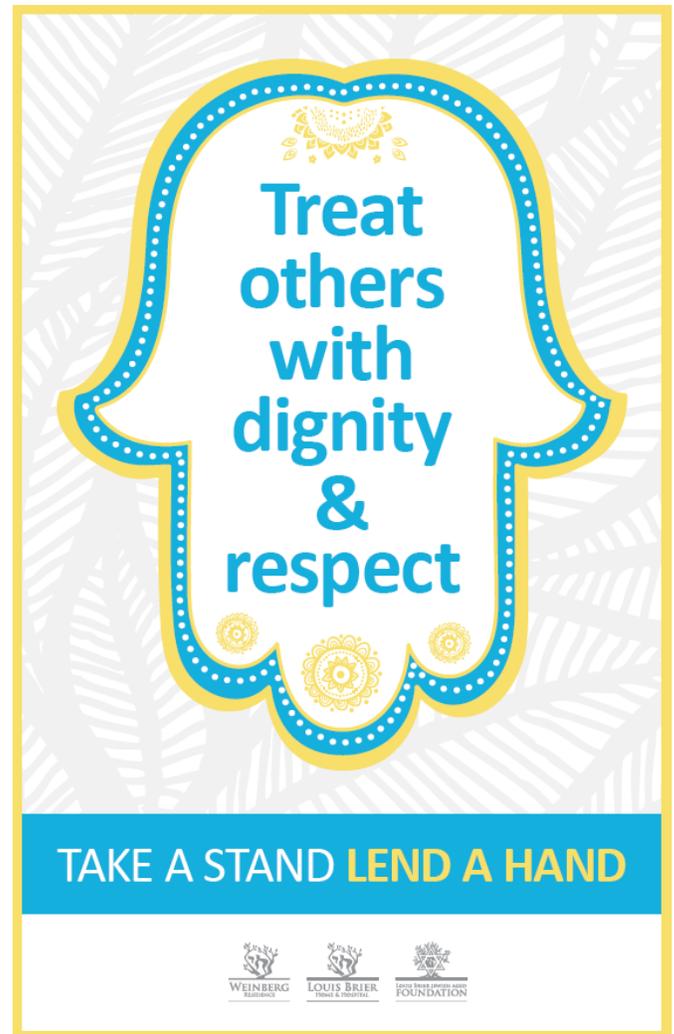
Louis Brier Swing Room

This initiative is a result of Louis Brier's collaboration with Vancouver Coastal Health (VCH) in trying to improve the access of Jewish elders to available beds at Louis Brier. The pilot resulted in the creation of a swing bed (1 additional bed beyond the current bed capacity), which will help to expedite the movement

of Jewish elders waiting on the transfer list.

As Louis Brier is the only Jewish long-term care facility in the province of BC, it is seen as essential that Jewish individuals be given priority access to culturally relevant and appropriate services within a supportive and culturally safe care setting.

Respectful Workplace Campaign



The Respectful Workplace Campaign was started in January 2019 as an initiative to shift the culture of interactions at Louis Brier between staff and families towards being a respectful dialogue. This initiative was started by the social work department in response to regular reports from staff across

disciplines of challenging interactions between staff and family members.

The working group of staff who have come together for this initiative have committed to doing the following tasks over the course of the year:

- Create a working group
- Recruit front line staff to participate in the working group
- Create staff education on respectful communication
- Update the complaint process and associated forms for residents, families, and staff
- Create reference documents of useful language/responses for staff faced with hostile communication styles from others
- Ensure staff are aware of current incident report practices for incidents of harassment
- Create a visual campaign to promote respectful communication

COMMUNICATIONS

The Communications Department plays an integral role for Louis Brier Home & Hospital and the Weinberg Residence by ensuring that the provision of succinct and relevant organizational information and initiatives are shared to both internal and external audiences. Through the support of the Leadership Team, as well as the guidance of the Strategic Plan, a set of communication tools have been established to present a clear and concise framework for communicating.

Snider Schmooze Newsletter

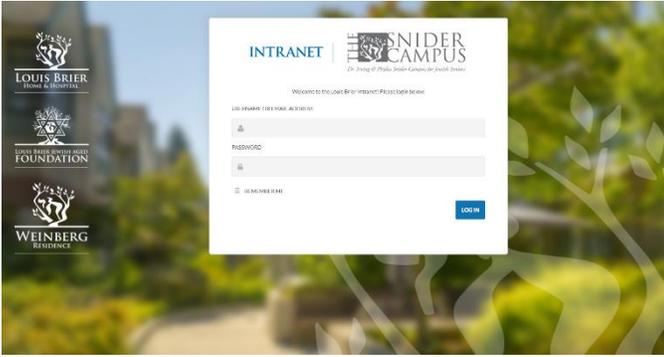
Due to a lack of information flow between residents,

families, staff and external organizations, the Snider Schmooze monthly newsletter was created. Since its initial launch, the newsletter has become significantly more responsive and informative, including information pertinent to residents, families, external stakeholders and community partners. It features content in relation to current industry information and hot topics, coming events, news taking place at the LBHH and WR, progress reports on various activities within the organization, and other social and recreational events that occur in the facility, and provides additional information on people and programs. It is available in print for pick-up in high traffic locations, electronically on the LBHH and WR website and intranet, and is electronically sent to all external stakeholders and partners.

The image shows the cover of the June 2019 Snider Schmooze newsletter. At the top left is a logo with a stylized figure holding a staff with a snake, and the text "JUNE 2019" is at the top right. The main title "Snider Schmooze" is in large blue letters. Below the title is a blue banner with the text "A MESSAGE FROM DR. DAVID KESELMAN, CEO". The main content area has a white background with blue text. It starts with "Hello everyone," followed by a paragraph about National Nurses Week on Monday, May 6th, celebrating Florence Nightingale. To the right of this text is a black and white photograph of Florence Nightingale. Below the photo is a caption: "Florence Nightingale (1820-1910) was an English social reformer and statistician, and the founder of modern nursing." Further down, there is more text about the Canadian Nurses Association's theme "Nurses: A Voice To Lead" and a small portrait of Dr. David Keselman with a quote: "I encourage everyone to take a moment and acknowledge the nurses around you and to say thank you for the important and great work they do." At the bottom right is the hashtag "#VoiceToLead".

June 2019 Edition of the Snider Schmooze

Staff Intranet



Louis Brier Employee Portal interface

The Louis Brier staff intranet was created out of a need for an internal portal to share information and documents with staff. The intranet is only accessible using a unique employee login and is a great resource for employees to access announcements, policies, procedures, educational calendars and other departmental and committee based content shared through this online stream which supports digital best practices.

Social Media

Louis Brier established public profiles on the main social media platforms, i.e. Facebook, Twitter, and LinkedIn, in order to have an online presence that is engaging, expansive and supports organizational initiatives. Pages are regularly updated with timely content and photographs related to the organization's activities, services, disruptions (e.g. flu outbreaks and power outages), provincially-recognized health topics, and wellness content.

WEINBERG RESIDENCE

In August 2018, the Weinberg Residence celebrated its 16th year in operation.

The residence has maintained a full occupancy level

in Assisted Living with waitlist in place. Contributing factors to this include the success of marketing campaigns and community outreach through Jewish and Non-Jewish Organizations; the purchasing of a new software system that allows us to track and monitor leads and referrals for occupancy purposes; and a new partnership with *A Place For Mom*, a referral agency.



Weinberg's 16th Year Anniversary Event, Aug 2018

Family Council

The Family Council is a voluntary body comprised of family members whose primary focus is to advocate for the delivery of safe and quality care. The council meets on a monthly basis and in collaboration with Louis Brier's leadership, reviews and discusses relevant opportunities to enhance the residents' experience.

Family Council – Awareness Initiative

Family Council started an awareness initiative in October 2018. As a part of this initiative, they set up a table in the lobby once a month in order to connect with the friends and family of residents. This is an opportunity to meet many individuals and hear their stories, as well as offer information and answer questions of those who want to get involved.



Dementia C.A.R.E. Workshop



The Family Council called out to family members, representatives and friends of residents to attend a 2 day workshop on Dementia C.A.R.E. (*Collaborating Across Residential Care Environments*). The goal of this workshop was to help people who experience, and are affected by, responsive behaviours related to dementia, and improve interactions with loved ones by understanding the gentle persuasive approach (GPA).

All families are welcome to join the council and encouraged to get involved. If you are interested in joining the family council and/or have additional questions please contact them via email at lb.familycouncil@gmail.com.

MAJOR INITIATIVES

*Striving to
be a Centre
of
Excellence*



Strategy and Transformation Team

As part of our commitment to continuous quality improvement, Louis Brier established a Strategy and Transformation Team.

The team is comprised of front line staff, leaders, and individuals from across the organization who represent the various departments.



In order to meet the organization’s mission and vision of providing quality and safe resident care, it is

acknowledged that to plan, implement and monitor the organization’s services, it requires the scope of expertise of professionals, each with separate and important knowledge, technical skills, and perspectives.

Working together as a team, individuals must balance responsibilities, values, knowledge, skills and even goals about resident care, against their role as a team member in shared decision-making.

The main goal of the team is to ensure that Louis Brier continues to build on its quality improvement efforts (both those that have been achieved for Accreditation, as well as new ones) and work towards becoming a center of excellence. In line with this direction, we continue to engage in a range of other process and quality improvement activities.

Main Objectives:

- to ensure the appropriate lean improvement initiatives are selected
- to ensure improvement initiatives are on track and achieving targeted results
- to manage the resources available within the Hospital's to ensure improvements can be achieved and sustained
- to develop strategies to engage stakeholders

LEAN

Rapid Improvement Events: Kaizen and 5S

Louis Brier's mission and vision are aimed at providing the best care possible to its residents while striving to be recognized as a center of excellence in elder care.

Achieving Accreditation status in 2018 was one of the milestones set by the Board of Directors and the Senior Leadership Team of Louis Brier, however it is just the start.

In order to achieve culture change, engage in continuous quality improvement, and engage in innovation and creativity, the leadership team, in collaboration with the Board of Directors, decided to apply the principles and framework of LEAN to the everyday work and activities at Louis Brier. Together with external experts, we embarked on our LEAN journey and rolled out our first Kaizen and 5S events.

Kaizen Event

Our first Kaizen event took place during the week of June 25 to 29, 2018. It focused on the Nursing Model of Care and included heavy engagement by front line staff and leadership.

The purpose of the Kaizen event was to, radically and permanently, improve processes to enhance the resident experience. The project addressed the continuous complaints of heavy workload, low morale, lack of teamwork and communication and inconsistency of work amongst nursing unit. We worked towards achieving a team-based approach, maintaining licensing standards, addressing inconsistencies in practice as well as, adhering to Work Safe BC regulations.

We determined TAKT times (the average time between the start of production of one unit and the start of production of the next unit) and learned about level loading (a LEAN technique to even out the workload) between nurses and Care Aides (CA). Nurses can assist CAs by answering call bells, feeding and helping with transfers.

Our goal is to improve the challenges around continuity of care, and the development of standard work for each discipline, Registered Nurses (RN), Licensed Practical Nurses (LPN) and CAs.

5S Event

We held a 5S Event focusing on supply chain management during the week of September 4 to 7, 2018. Staff members from different disciplines were invited to analyze current practices and develop new standards of workflow as it relates to Nursing Stations, Medication Rooms, Supply Rooms, Shower Rooms and Resident Rooms.

The 5S Supply Management initiative created a clean, organized, efficient workplace and complimented our Kaizen initiative to better utilize our supplies and equipment.



- Collect input from staff
- When issues arise, identify the cause and implement the necessary changes to avoid recurrence
- Adhere to the 5S principles
- Leaders must show commitment to follow through with changes

Impact

- Increase safety for residents and staff
- Workload levelled between staff
- Better resident experience
- Improved teamwork and morale
- Improved line of sight between residents and care staff
- Current forms easily accessible
- Par level preventing overstock
- Easy to locate supplies and equipment



*Before 5S Event
Supply Chain Management*

Low Cost – HUGE Impact

It was projected that these improvements to the nursing stations, medication rooms, and supply rooms would cost up to \$60,000 for 6 units. On the one pilot unit, the actual cost of improvements was only \$1200.

Evaluation/Sustainability

As an organization, we are strongly committed to ensuring that the rapid improvement events are maintained and sustainable through the following:

- Determine Quality Indicators
- Regular audits and huddles



*After 5S Event
Supply Chain Management*

EVENTS AND OTHER INITIATIVES (July 2018 – June 2019)



JULY 2018

LEAN Kaizen Event

Louis Brier's first Kaizen event took place in June 2018, focusing on the Nursing Model of Care and included heavy engagement by front line staff and leadership.

The purpose of the Kaizen event was to, radically and permanently, improve processes to enhance the resident experience. The project addressed the continuous complaints of heavy workload, low morale, lack of teamwork and communication and inconsistency of work amongst nursing unit (see pg. 25 for more details about this initiative).

Best Practice Workshop

In July 2018, Louis Brier hosted a **Best Practice Workshop: Transforming Nursing Through Knowledge**. Guest speakers included David Byers (BC Chief Nurse, Assistant Deputy Minister, Ministry of Health, Clinical Integration, Regulation and Education Division), Jane Winder (Quality Assurance Consultant, College of Registered Nurses of BC) and

Corinne Margalius & Anne Logie (Regulatory Learning Advisors College of Registered Nurses of BC).



AUGUST 2018

Weinberg Residence Celebrates its Sweet 16!



On August 23rd, 2018, the staff and residents of the Weinberg Residence, along with their families and friends, came together to celebrate the Weinberg's 16th year of serving Vancouver's seniors.

The festive crowd enjoyed an afternoon of camaraderie and musical entertainment performed and guests indulged in an enticing selection of hors d'oeuvres and a celebratory cake.



SEPTEMBER 2018

Lean 5S Event

A 5S Event took place in September 2018 focusing on supply chain management. Staff members from different disciplines were invited to analyze current practices and develop new standards of workflow as it relates to Nursing Stations, Medication Rooms, Supply Rooms, Shower Rooms and Resident Rooms.



The 5S Supply Management initiative created a clean, organized, efficient workplace and complimented our Kaizen initiative to better utilize our supplies and equipment.

World Alzheimer's Month

September is World Alzheimer's Month and the staff at Louis Brier wore red today to raise awareness within our community and organization.

OCTOBER 2018

National Fire Prevention Week

In support of National Fire Prevention Week, Louis Brier Home and Hospital created awareness for its staff and residents through a display of information on boards and TV screens, multiple fire drills and fire extinguisher workshops.



To further reduce the risk of potentials fire hazards, all smoke alarms, fire extinguishers, fire panels and exits were checked, along with updating fire safety plans and plaques for the facilities. Staff were educated on the necessity of responding to every fire alarm as if it were a real fire.

Planning For Living Well Project

Louis Brier Home and Hospital hosted the Vancouver

Coastal Health “Living Well Champion” workshop last October 24, 2018 at the Weinberg Classroom led by Jane Webley, Regional Program Lead-End of Life. Residential Care Facilities across the Lower Mainland participated in the workshop.



The Peer Champions were taught how to understand the role and attributes of a champion, initiating and sustaining change, communication and ways to engage and motivate the team.

NOVEMBER 2018

Dementia Care Initiative



Dementia Care Enhancement Initiative is a regional project of Vancouver Coastal Health and Providence Health Care. Louis Brier joined the initiative in November 2018 after being one of three selected to participate and partner with the VCH Dementia Care Team in enhancing dementia care. The team started

pre-work in the Special Care Unit as the pilot unit.

DECEMBER 2018

Peer Recognition Awards

In December 2018, Louis Brier hosted its first ever Peer Recognition Awards. There was five award categories and the winners were selected through a voting system by their peers:

1. **Unsung Hero:** Paramjit Johal, Armi Garcia, Cathy Dennis, Domingo Sagabaen, Jason Silvestre
2. **Exemplary Service:** Beresford Burrell, Letty Lao, Tracy Brown, Rita Mesa, Gerson Feliselda, Franki Miller
3. **Spirit of Optimism:** Charles Ly-Tong
4. **Sensational Care:** Ginger Lerner, Devon Armour
5. **Mission, Vision, Values Advocates:** Jennifer Belen, Leonora Calingasan



“Thanks to the Employee Recognition Committee. I was very touched to receive a peer recognition award, and very delighted with the ceremony, which was so inclusive and felt like a real celebration. Thank you for your work in making this possible!”

- Ginger Lerner
Winner of Sensational Care Award

Visit from MLA, George Heyman



Louis Brier was awarded provincial funding for new equipment totaling \$60,576. Vancouver-Fairview MLA, George Heyman, Minister of Environment and Climate Change Strategy, visited the home to present us with a “big cheque”.

Cost Containment Initiative



A Cost Containment Pilot Project Initiative began in December 2018 and was led by the Strategic Transformation Team. Our focus was to eliminate waste particularly by reducing steps and resources that do not add value. Involvement of the dietitian, feedback from staff and companions has been integral in the delivery of food service.

Little Free Library



Louis Brier opened its own Little Free Library in December 2018. Little Free Libraries are small, free standing structures that house books which are exchanged organically by the community. They promote low-barrier literacy materials, and foster a sense of curiosity, creativity and sharing.

The Library is located beside the mailbox at the front of the Home, and all are encouraged to enjoy!

JANUARY 2019

Preceptorship Program

The Preceptorship Program had its first Preceptor Foundational Workshop in January of this year.



The goal of the program is to help the preceptors develop competencies in teaching new staff or students as they prepare for becoming a professional.

and transition in their new role.

An Advanced Preceptor Workshop will also take place in July, and once the program is completed, the preceptors will be a significant resource in the organization to preceptor students, mentor new hires and coach existing staff.

FEBRUARY 2019

Masks, Revelation & Selfhood

In February 2019, resident and professional dancers delighted a very large crowd of residents, families, friends, community partners and staff during our 'Masks, Revelation & Selfhood' performance.



The performance showcased original dance vignettes, crafted out of the narratives created around masks constructed in Calla Power's Expressive Arts Group since summer 2018. This highly enjoyable and unique performance represented the final footage which was included in the short film: 'Mask, Revelation, Selfhood' made by Jay Fox and screened in early March. Check out the

Louis Brier website to enjoy the film!

"Go Green" Initiative

In support of Vancouver's comprehensive zero waste strategic plan, Zero Waste 2040, Louis Brier adopted the Single-Use Item Reduction Strategy initiative by eliminating the use of Styrofoam in February 2019.

The use of Styrofoam dishware in common areas and resident rooms, as well as disposable plastic cups used in public areas for drinking water were eliminated. Styrofoam cups used in the Bistro on the main floor for coffee were replaced with re-usable plastic cups.



MARCH 2019

Minister Adrian Dix

On March 13th, 2019, Louis Brier Home and Hospital was chosen as the venue to host a press conference for the Honourable Adrian Dix, Minister of Health.

The purpose of the press conference was to announce the increase in direct care hours that seniors receive in residential care homes in Vancouver Coastal Health and around the province.



Louis Brier Home and Hospital received \$752,000 in incremental funding for 2018-19.

APRIL 2019

“Shifting the Culture of Care” Workshop

Louis Brier Home and Hospital, Emily Carr and Vancouver Coastal Health collaborated to host a workshop on what care should be like for residents, **Shifting the Culture of Care: Understanding Resident's Perspective**.

MAY 2019

National Nursing Week

May 6 to 10 was National Nursing Week in Canada and Louis Brier held a closing ceremony on May 10 to celebrate and extend sincere thanks to the Nurses throughout the Snider Campus for their dedication towards caring for our residents, their families and for all that they do.



Visit from Galil Up

Members of **Galil Up** from our JCC partnership region in Kiryat, Shmona, Northern Israel, visited Louis Brier on May 16.



JUNE 2019

Gentle Persuasive Approach (GPA)

In collaboration with VCH, Louis Brier Home and Hospital/Weinberg Residence hosted and facilitated its first Gentle Persuasive Approach (GPA) session.



Dragon Boat Team

In January Louis Brier assembled a Dragon Boat Team. Employees and residents were asked for team name suggestions and the chosen name was "Brier Fire". Employees and family members were also

encouraged to join the team and we now have 30 members on the Brier Fire Team.

They competed in their first regatta on June 8 and will compete in the Concord Pacific Dragon Boat Festival on June 21st – 23rd and the Steveston Dragon Boat Festival on August 24th, 2019. We encourage you to come out and cheer for them!



KUDOS CORNER

Thank You



Rebecca Fernandez
RN, Home West

Rebecca is one of our most dedicated and compassionate nurses here at Louis Brier. She is a leading example of how exemplary care should be delivered, as this letter proves.

Thank you for your contribution Rebecca!

May 23, 2019

Dear Rebecca,

We are so grateful for your love, kindness and caring of our father. We appreciate you staying in close touch with us, and especially for advocating for what was best for Sandy. You made his last years richer and more enjoyable. We are so glad and comforted that you could be with him in the end. We hold a special place for you in our hearts.

Love,
Susan and Judy



Katrina Cerrado
Occupational Therapist

“Katrina Cerrado, our OT new to Louis Brier since June 2018, has contributed greatly to the safety and comfort of the residents. She is a strong team player, providing ongoing education to the nursing staff regarding wound management through non pharmaceutical ways. Along with the Rehab Assistants, she works with families and residents to make sure that they are as comfortable as possible in their wheelchairs, making adjustments, changing backrests and cushions to accommodate each resident individually. She is continuously doing extracurricular reading and is working on her Master’s online to increase her knowledge and skills in the role as the Occupational Therapist in long term care. She is caring, flexible to the needs of the nursing staff, the residents and families and to the Rehab team. She goes about her day working quietly but strongly to advocate for the health of the residents of LBHH.”

- **Laurie Moore**
Leader, Rehab Department

Francis Avila
Maintenance

Francis has been praised by the Quality and Risk Department for his vigilance in collecting

and monitoring cytotoxic waste and giving timely feedback on issues related to it.

Aime Oclida
Chef, Weinberg Residence

Aime has been acknowledged by Vanessa Trester, Manager of the Weinberg Residence, for her dedication, commitment and drive for always going above and beyond for the residents of Weinberg.

Michael Lackner
Manager, Food Services

“I would like to thank Michael for his help during the High Holidays, Passover and other Jewish celebrations. For Falafel day he went above and beyond to ensure that our residents experienced a wonderful celebration for Israel’s birthday.”

- **Megan Goudreau**
Music Therapist / Acting Manager,
Recreation Department

Ben Crocker
Director, Finance

The Quality and Risk Department acknowledged Ben for contribution in the review of the contract provision.

Megan Goudreau

Music Therapist / Acting Manager,
Recreation Department

“Megan has gone out of her way to make improvements for residents, staff and management team in multiple ways. She has a positive attitude and has spent her own time to make improvements.”

- **Michael Lackner**
Manager, Food Services



Jonna Gutierrez and Joanne Jeong LPN and RN

The Quality and Risk Department thanked Jonna Gutierrez and Joanne Jeong for the work they have done on enhancing PCC capabilities in report generation.



Celerina Roque and Yolanda Marcelo RNs

Celerina and Yolanda were recipients at the Louis Brier Home and Hospital and Weinberg Residence’s Long Service Awards this month. Yolanda was recognized for her 35 years of service at Louis Brier, and Celerina for 40 years of service. It also has to be mentioned that in her 40 years working as a nurse for the organization, Celerina has only had one sick day in all of those years. WOW!



Celerina Roque and Yolanda Marcelo at the 2019 LB & WR Long Service Awards, June 2019

Goldie Kassen
Volunteer

Goldie Kassen is one of our long standing volunteers here at Louis Brier Home and Hospital. She has managed the gift shop since 2008, setting the tone for a warm and welcoming environment. Residents looking for company always know that there will be someone to talk to, and staff and family members looking for a special gift; greeting card, or treat for their loved ones will find it with Goldie's help at the gift shop.

Thank you for dedication and contribution, Goldie!



Volunteers Goldie and Saree, October 2018

Louis Brier Jewish Aged Foundation

The Foundation increases the level of care above and beyond Vancouver Coastal Health's standards. With the support of our valued donors, they fund many programs and services that enhance the quality of life of our residents, including music therapy, chaplaincy, supporting the in-house synagogue, Kashrut and really everything that makes the Louis Brier a Jewish home.

The Foundation also runs a major fundraising campaign every two years. They communicate the needs of our home to the community of donors and find the sponsorship and funding that continues to make the Louis Brier a much sought-after home away from home.

The Foundation Board members are active community leaders and are always looking for new people and ideas to help in their mission to raise funds in an increasingly competitive environment.

On behalf the employees, residents and families of the Louis Brier Home and Hospital and Weinberg Residence, we would like to extend a sincere thank you to the Foundation for their commitment to enhancing the lives of our seniors.

SENIOR AND MIDDLE MANAGEMENT

Senior Leadership Team



David Keselman
Chief Executive Officer



Carol Bucknor
*Executive Director,
Resident Services & Inter-
professional Practice*



Ben Crocker
*Director,
Finance*



Loren Tisdelle
*Director,
Human Resources*



Emma Brennan
*Executive Assistant to the CEO
& Board of Directors*

Middle Management Team



Sonia Cinti
*Manager,
Human Resources*



Michael Lackner
*Manager,
Food Services*



Gurdip Badhan
*Assistant Manager,
Food Services*

LEADERSHIP

SENIOR AND MIDDLE MANAGEMENT



Adrian Marinescu
*Manager,
Building Services*



Melissa Tadeson
*Manager,
Housekeeping & Laundry*



Lunadel Daclan
*Manager,
QRM & Infection Control*



Nicole Encarnacion
Nurse Manager



Alex Portnik
Nurse Manager



Edy Govorchin
*Manager,
Recreation Services*



Jennifer Belen
Clinical Nurse Leader (CNL)



Roemilyn Decolongon
Clinical Nurse Leader (CNL)



Laurie Moore
Leader, Rehabilitation



Kristina Zoe
Social Worker



Tracy Brown
Accountant & I.T. Support



Vanessa Trester
Manager, Weinberg Residence

BOARD OF DIRECTORS



Ron Rozen
Board Chair

Ted Zacks
1st Vice Chair

Joel Kallner
2nd Vice Chair

Sidney J. Goldberg
3rd Vice Chair

Michael Glaser
Treasurer

Mark Rozenberg
Secretary

Arnold Abramson
Past Chair

Sandra Bressler
Chair, Weinberg Residence Board

Bill Ornstein
Director
Resident of Louis Brier

Bruce Raber
Director

Dina Schweber
Director

Gail Butt
Director

Harry Segal
Director

Irving Laskin
Director (Resigned 2019)

Nicole Mann
Director

BOARD OF DIRECTORS



Priorities and Activities of the Board

Over the past year, the Board of Directors has continued to support the CEO and the Leadership Team with the organization's operations, policies and strategic directions.

Some of the key accomplishments include:

- Appointing two new members with specific skills and expertise to the Board.
- Continued to conduct in-depth research, analysis, discussions and meetings with various stakeholders and consultants regarding our future needs for redevelopment.
- Conducted an in-depth performance evaluation of our CEO.
- Continued to work closely with the Louis Brier Jewish Aged Foundation and supported it with their 2018 campaign.
- Ensured that our Society complies with the rules and regulations of the new Societies Act.
- Formed a stronger relationship with the Senior Leadership and Management Teams, the Family Council, the Resident Council, our volunteers, BC Housing, the City of Vancouver and with Vancouver Coastal Health Authority (VCH).
- Conducted an internal self-evaluation of the Board and Chair and developed an action plan to improve its efficiency and effectiveness.
- Supported the Leadership Team in implementing necessary change to improve our processes, policies and procedures, which were endorsed by successfully passing our 2018 Accreditation

Survey.

- Engaged in a comprehensive process to develop a new strategic plan.
- Created a new Communications and Public Relations Subcommittee.

Priorities and Activities of the Board

1. Together with management, identifying sustainable funding sources to support the organization's growing needs and implement new measures for cost effectiveness.
2. Continue to plan for our redevelopment and make some key decisions by the end of the 2020 fiscal year.
3. Continue to monitor the level of care for our residents through the Resident and Family Centred Care philosophy.
4. Ensuring that our ageing physical plant is maintained at an acceptable level while planning for our new building.
5. Continue to improve our communication and public relations profile.
6. Ensure proper implementation of the new strategic plan.

AUDITED FINANCIAL STATEMENTS



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Canada

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www.deloitte.ca

Independent Auditor's Report

To the Members of
Jewish Home for the Aged of British Columbia

Opinion

We have audited the financial statements of Jewish Home for the Aged of British Columbia (the "Organization"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations, changes in deficit and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Organization in complying with the financial reporting provisions of the Province of British Columbia. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, these financial statements are presented on a basis consistent with that of the previous year.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

AUDITED FINANCIAL STATEMENTS

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
May 14, 2019
Vancouver, British Columbia

AUDITED FINANCIAL STATEMENTS

Jewish Home for the Aged of British Columbia

(Operating as Louis Brier Home and Hospital)

Statement of operations

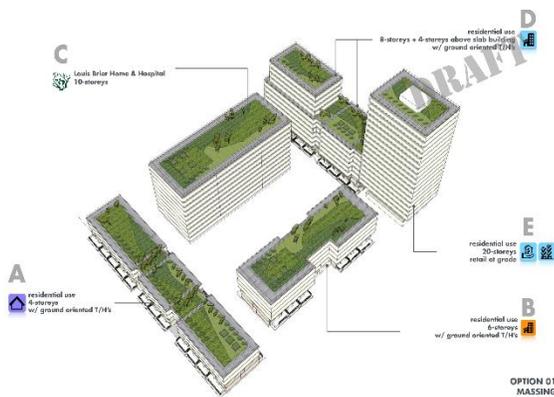
Year ended March 31, 2019

	Notes	2019	2018
		\$	\$
Revenue			
Vancouver Coastal Health Authority grant		12,954,848	12,309,412
Resident charges		5,041,932	4,744,274
Contribution from Louis Brier Jewish Aged Foundation		988,400	976,154
Amortization of deferred capital funding	9	395,828	439,310
Other revenue	11	175,379	112,496
Gaming grant		40,000	40,078
		19,596,387	18,621,724
Expenses			
Salaries	7	12,903,687	12,071,692
Employee benefits	6(b)	3,414,926	3,318,641
		16,318,613	15,390,333
Dietary		909,743	1,046,096
Nursing and medical		799,822	688,418
Amortization		473,986	500,933
Administration		414,657	401,628
Building operation		374,880	346,701
Building maintenance		245,084	227,192
Therapy		87,273	87,925
Housekeeping		86,404	85,970
Interest	8	16,985	78,154
Laundry and linen		27,559	30,523
		19,755,006	18,883,873
Deficiency before property re-development costs		(158,619)	(262,149)
Property re-development costs	12	—	213,488
Deficiency for the year		(158,619)	(475,637)

The accompanying notes are an integral part of the financial statements.

PROJECT UPDATE

Since closing out the Co-location with the JCC, the last 10 months have been spent in due diligence considering alternative sites to the JCC and the possibility of an insitu redevelopment to accommodate a new LBHH Campus and Housing. The following represents an update for your consideration.



Prelim Master Plan Site Blocking

Government Partner Relationships:

Vancouver Coastal Health (VCH)

- Several senior leadership meetings have been held with Operations and Capital Projects teams at VCH to clarify their position for support of the proposed redevelopment program effective 2019 for a building strike-down and rebuild starting 2025;
- While we have discussed an order of magnitude for both LBHH's and VCH's capital participation which we expect to be in line with other similar

projects, we are still far apart.

- We continue to negotiate the current LBHH capital needs to continue operations at the existing plant until strike-down. We remain far apart on this as well.
- VCH remains the challenging partner in the commitment of capital dollars based on their more urgent priorities over the next 5 – 10 years.
 - The Ministry of Health (MOH) has indicated that ~\$23M will be required to 'keep LBHH in a holding pattern' for 5 – 10 years.
 - Poor use of capital dollars, with VCH currently unwilling/unable to fund.

City of Vancouver (CoV)

- Having spent over 2 years working closely with the CoV planning department on the Cambie III Update Plan, we have successfully achieved a 'policy statement' for LBHH as a Unique Site.
- This has provided us with a shared roadmap and development parameters of height, density and expectations for amenity deliverables.
- In our meetings, we have tried to keep the City focused on the community amenity deliverables and not on the required FSR to get there.
- We have had several meetings with the Sr. Leadership planning team and have received very strong support for the project in principle.

- Having had a few minutes of ‘face time’ with the mayor, he is familiar with our project and is supportive.
- The City has assigned the senior planning team for our project, whom we have met with and the City is now waiting for us to ‘launch’ a Rezoning Pre-Application.



Aerial View Looking Northeast

BC Housing (BCH)

- We have had a few meetings with the Sr. Leadership team who have been very helpful ‘influencers’ and supportive of our project including their support for Tikva Housing owning / managing any non-profit Affordable Housing vs. the City owner/operating.
- BCH has indicated a willingness to consider some capital dollars for child day care and will consider support of capital funding toward an adult day center – early days, but they are very supportive of the project.

Triumvirate

- We have had one meeting with the CEO of BCH and the COO’s from the City and VCH, along with their senior management teams at the Director’s level.

- All are very supportive of the project
 - Our next step with them is to circle back and walk them through the detailed numbers on what capital, density, height and land tenures are required to make this project work for everyone.

Financial Feasibility and Sensitivity Analyses

We continue to stay close to the market as follows:

- On-going meetings with Modern Green for the Oakridge Transit site (OTC)
- Retained cost and land valuation consultants to run high-level proformas for LBHH and the Remainder Lands (residual site area that will not be required for the redevelopment of the LBHH facility).
- Retained a cost/revenue consultant to refine the high level numbers through running the sensitivity analyses to determine what density, revenue stream and possible land tenures that are likely to be required to support a new LBHH with seniors amenities, a legacy fund to cover shortfalls in operations, capital expenditure projects; resident programming; and market and affordable housing.
 - This analysis is a ‘deeper dive’ from the high-level analyses that were generated, and is based on current housing policies tied to income
 - That said, the City and Provincial housing policies continue to evolve which have had material impacts on the Residual Land Values (what a developer can afford to pay for the Lands, using its estimated

revenue projections, less costs and profit to determine what can be paid to LBHH).

- This includes a developers required Community Amenity Contribution (CAC); diminishing revenue projections in that the affordable rental ratios are 20% of the units, and the affordable rental rates are tied to various income thresholds.

The Irving and Phyllis Campus for Jewish Seniors The Louis Brier Home and Hospital The Harry and Jeannette Weinberg (of Baltimore) Residence			
site area	90 FT	M2	%
LBH hypothetical sub-plot	65,439	6,085	100%
building area	90 FT	M2	%
PROPOSED GBA	222,018	20,626	100%
floor space ratio		FSR	%
PROPOSED FSR		3.39	100%
FSR only for the sub-plot			
parking	# OF BEDS	RATIO PER BED	"MIN. REQUIRED"
long-term care	266	0.27	72
* as per parking bylaw			
LBH GFA			
COMPONENTS	000	90 FT	%
Total Gross Building Area	222,018	22,018	100%
UNDERGROUND			
USL 1	5,100	21,267	10%
USL 2	1,000	21,110	10%
USL 3	1,000	21,110	10%
USL 4	1,000	16,368	7%
USL 5	1,000	16,368	7%
USL 6	1,000	16,368	7%
USL 7	1,000	16,368	7%
USL 8	1,000	16,368	7%
USL 9	1,000	16,368	7%
USL 10	1,000	16,368	7%
USL 11	1,000	16,368	7%
USL 12	1,000	16,368	7%
USL 13	1,000	16,368	7%
USL 14	1,000	16,368	7%
USL 15	1,000	16,368	7%
USL 16	1,000	16,368	7%
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USL 37	1,000	16,368	7%
USL 38	1,000	16,368	7%
USL 39	1,000	16,368	7%
USL 40	1,000	16,368	7%
USL 41	1,000	16,368	7%
USL 42	1,000	16,368	7%
USL 43	1,000	16,368	7%
USL 44	1,000	16,368 </tr	



Massing (from 23K sq. ft. footprint to 16K sq. ft. floorplates) for URBAN New LBHH and Weinberg Res. Facility

Development Partnerships Explored

- Based on preferred land tenures, we have had a few meetings with possible partners to develop the Remainder Lands and possibly the new LBHH in partnership.
- We will have a few more meetings before we determine the best course of action and the best partner (not necessarily the partner willing to pay the highest price!)
- The discussions to date are encouraging

Research; Community Engagement

- We have met with all of the Jewish Community

agencies that in some way ‘touch’ the Jewish Community seniors’ space, including; social and / or medical services; programming; physical and spiritual wellbeing; and housing.

- We have met with residents, family and staff as well as professional practitioners and educators who work with seniors.
- We continue to have update discussions/meetings with a few members of the donor community
- We have met with or spoken to industry specialists and have done significant research and toured a number of seniors housing facilities to consider health outcome trends across BC; California and in other parts of the US; as well as Scandinavia and the Netherlands.
- We are working with the Jewish Federation; JCC; JFS to develop a Jewish Community Seniors and Caregivers Survey to understand the variety of needs, gaps in services; housing typologies etc. We expect the survey to be launched after Pesach 2019.



Neighborhood Context Plan

Government and Media Relations

- We are engaging specialists to help us develop our messaging with elected officials at municipal and provincial levels of government and as appropriate, the Federal government. Many provincial leaders have been out to LBHH and are supportive in principle, but we need to develop a more targeted approach with our ‘ask’.
 - The importance of the new LBHH and housing project;
 - The capital funding and zoning terms required
 - The importance of an expedited timeline to replace the facility

Next Steps:

- We continue to work on all fronts to secure ‘soft’ commitments wherever possible in that we do not have formal applications or agreements in place (likely to take 1 year)
- Complete the market analysis and financial feasibility for WBRes.
- We anticipate concluding the due diligence phase over the next couple of months and are preparing the Draft Business Case which we hope to bring to the LBHH Campus Board’s for consideration by the fall of 2019.



A OSLER ST LOW-RISE

C LOUIS BRIER HOME & HOSPITAL

E OAK ST HIGH-RISE (TOWER)

OPTION 01
SITE PLAN



Louis Brier
Home and Hospital