

2016

# ANNUAL REPORT

2015 - 2016

**JULIE GLOBERMAN**  
INTERIM CHIEF EXECUTIVE OFFICER

LOUIS BRIER HOME AND HOSPITAL | 1055 West 41st Avenue, Vancouver, BC V6M 1W9

# Report of the Interim CEO

## Annual General Meeting | June 2016

I began as Interim CEO October 13, 2015, 3 days/wk. The previous CEO, Robert Breen resigned October 5, 2015.

### Staffing Challenges

When I began in October I determined that the organization was in some turmoil facing some major challenges. A number of senior positions were vacant. Morale was low with staff feeling that there was a leadership vacuum at all levels. Staff reported that families were feeling unsupported by the senior team. Staff was reporting feeling bullied by the families.

### Family Testimonials

On December 20, 2015 a group of 11 families sent me, the Interim CEO of LBHH, the LBHH and Foundation Board Chairs as well as some members of the Jewish community 25 pages of testimonials about their negative experiences at the Louis Brier. They demanded a meeting with the Interim CEO and that their testimonials be circulated to all Board members. A number of initiatives began in earnest to address the staff and families' concerns

### Accreditation

This was an accreditation year and the site visits had been postponed by the previous CEO, however, I found that the team was not as far along as they needed to be to meet the accreditation requirements. I was faced with a decision to postpone again or press forward.

### SSC Staffing Program

The staffing program we were using was managed under the leadership of the CFO. When he left in January 2016, Sandy Moss, newly retired Leader of Human Resources returned to manage the development and launch of a new part of the program (block booking). This process took from January to May 2016 and is now under the leadership of Maxine Kahlone Leader of Human Resources.

### Skill Mix Ratio and HPRD

Louis Brier was assessed by VCH as being below the expected skill mix levels (%RN/%LPN/%Care Aide) and below expected hours per resident care day (HPRD). VCH gave us funding in April 1/16 to raise the HPRD and planning this was a top priority.

## Staffing Challenges:

- The current CEO resigned October 5, 2015. I stepped in as Interim CEO at the end of October, 2015.
- The Executive Leader Support Services took early retirement effective October 1, 2015. A new Executive Leader Support Services - Florence Mwega, was hired September 16, 2015.
- The Nursing Leader position was vacant since August 14, 2015 and Nursing Clinical Coordinator/Educator position was vacant since November 8, 2014. A Nursing Leader, Ronda Karliner was hired March 1, 2016. Melanie Evans was hired March 23, 2016 as Nursing Clinical Coordinator/Educator.
- It became apparent that the Executive Leader of Care Services was not the correct fit for the organization and we parted ways January 7, 2016. Angela Millar, former Administrator from Amherst Private Hospital was hired March 2016 as her replacement.
- In January 2016 the CFO gave notice (went to a senior position in Fraser Health). David Dunn (previous CFO) stepped in as Interim CFO February 5, 2016. The CFO Tony Holtzhausen was hired May 2, 2016.
- On February 29, 2016 Vicki Sprinkling, Administrative Assistant retired and a replacement was hired. The replacement didn't work out and she was let go May 19, 2016. Vicki returned to cover while we search for a replacement.
- Effective March 27, 2015 the Leader of Human Resources took early retirement. A new Leader of Human Resources was hired April 30, 2015 and left a year later, April 29, 2016. A search ensued and we hired a new Human Resources Leader Maxine Kahlone April 18, 2016.

- A new chef was hired for the Weinberg and he was not meeting expected performance levels. During his probation period we let him go (February 15, 2016) and a new Chef, Steve Boudreau was hired March 14, 2016.
- Our Mashgiach was not meeting the job standards, and was terminated April 21, 2016. BCK has taken over the contract with the Foundation. A new Mashgiach Leah Estrin was hired in May 2016.

**New Hires 2015-2016:**

1. Executive Leader of Care Services – Angela Millar
2. Executive Leader Support Services – Florence Mwega
3. CFO – Tony Holtzhausen
4. Leader of Human Resources – Maxine Kahlone
5. Nursing Leader – Ronda Karliner
6. Clinical Coordinator/Educator – Melanie Evans
7. Clinical Nursing Leader – Rebecca Fernandez
8. Weinberg Chef – Steven Boudreau
9. Mashgiach – Leah Estrin
10. Occupational Therapist Maternity Leave – Kate Neill
11. Physiotherapist Maternity Leave – Naomi Casiro
12. Food Service Supervisor – Julius Cabrera
13. Human Resources Co-op Student – Derek Kitt
14. Payroll Coordinator – Dana Chan
15. Unit Clerk – Nicole Ou
16. Weinberg Sales and Marketing Coordinator – Milinda Schulz

## Family Testimonials:

On December 20, 2015 a group of 11 families sent me, the Interim CEO of LBHH, the LBHH and Foundation Board Chairs as well as some members of the Jewish community 25 pages of testimonials about their negative experiences at the Louis Brier. They demanded a meeting with the Interim CEO and that their testimonials be circulated to all Board members.

A key issue that emerged from the testimonials was the lack of leadership in the organization and the ineffective communication between the administration (previous CEO and Executive Leader of Care) and the families. At this time two nursing leadership positions were vacant, one for over a year.

In response to the families' request for a meeting with CEO, the Interim CEO hired a facilitator and shared the testimonials with our VCH Facility Liaison, VCH Residential Care Contracts and Priority Access Manager, and VCH Director Client Relations and Risk Management, Patient Care Quality Office. On January 20, 2016 a meeting was held with the concerned families, VCH representatives, the LBHH Chair, and the LBHH Social Worker.

As a result of the meeting the Louis Brier offered to set up a Family Council. To date 4 meetings have been held and our Executive Leader Care Services has attended three of these to address questions the families posed. The first meeting March 31, 2016 had 30 family members in attendance, the second on April 14, 2016 had 18 attendees, the third, May 19, 2016 had 13 attendees, and the fourth, June 9, 2016 had 11 attendees. The Executive Leader Care Services has met with 8 of the 11 families. Although only a small proportion of families are involved with the Family Council, they continue to require a significant proportion of staff time. The Resident Care Team (made up of Leaders of the allied and nursing departments) restarted the Family Newsletter, publishing monthly, addressing questions and topics of concern to the families.

## Accreditation:

Accreditation is voluntary and in the past Louis Brier has found it a valuable exercise. However, it was determined that without Nursing leadership, a CFO, an Executive Leader of Care Services, and with a new Executive Leader of Support Services, Accreditation in this year was unrealistic. All departments had completed self assessments and goals but developing strategies to address the identified goals needed leaders. The Board participated in completing their self assessment and a retreat to address their challenges. The work that the teams have already completed is active in the Accreditation Canada portal for 2 years. I determined that the best time for Accreditation would in the Fall of 2017, and so the process was postponed with the portal open so the teams can address their areas if they so choose until the time when the new CEO re-starts the process.

## HPRD:

VCH determined the nursing skill mix and the hours of care per resident day (HPRD) that we were expected to have, effective April 1, 2016. We were expected to move from a skill mix ratio of RN/LPN/CA of 17%/18%/65% to 10%/22%/68%. We were expected to move from 2.31 nursing care (RN+LPN+CA) hours per resident day to 2.57 HPRD. To meet the required skill mix and HPRD VCH gave us \$418,290. The Nursing Team met and determined where the additional funds and cuts to RNs should go. We hired a Rotation Specialist to develop new rotations for the new LPN and CA positions and for the reduced RN lines. In order to roll out these changes we had two Job Fairs with the unions (Nursing BCNU and Care Aides HEU) and all care staff were required to select the lines they wanted and these were then awarded based on seniority. All the new positions went into effect on May 6, 2016.

In May 2016 Interim CFO David Dunn determined that the funds VCH gave us to institute the skill mix and HPRD (\$418,290) were inadequate, and short by approximately \$225,894/year. At this time discussions are occurring with former CFO David Procter, and Ron Van Halen, Director, Financial Planning & Business Support, Vancouver Coastal Health to resolve this matter.

## Finance:

2015-2016 was a period of transition the Finance department with the departure of the David Procter as CFO on 25 January 2016. Fortunately, David Dunn, the former CFO of LBHH for over 9 years stepped in as Interim CFO and has done tremendous work in completing the year-end audit, setting up budgets for fiscal 2016/17 and training Tony Holtzhausen who joined LBHH/WR as CFO on 2 May 2016.

Tracy Brown was on sick leave for three and a half months in fiscal 2015-2016 which added challenges to the finance department. We are looking forward to a period of greater stability within the finance department in fiscal 2016-2017.

Operating results were 93k worse than budget for fiscal 2015-2016. Revenues were up 3.3 % (VCH funding up 4.1 % for wages, inflation, leap year); whereas Expenses were up 3.6 % (Administration expenses were 135k over budget - recruiting, consulting, bad debts, audit fees).

## Education:

### Nursing initiatives:

- Bully Free Zone
- Medication Best Practice 7 Rights
- Documentation classes
- Lung Assessment Certification Program
- Palliative Care shadowing

### Vancouver Community College:

- LPN 22 students (to date) with 8 more for the remainder of 2016 (potential total of 30).
- Care Aide students 70 (to date) with 17 for the remainder of 2016 (potential total of 87).

### Langara College:

- RN students to date 31.

### **Burnaby Community and Continuing Education**

- Care Aide students 7 to date.

### **Compulsory Nursing Education for Louis Brier Nursing/Care Aides 2015-2016:**

- SBAR Communication with Physicians (VCH education)
- Team Communication (external educator)
- Lifts and Transfers Certification Complete (1 hour program)
- Lung Assessment Certification Complete (1 hour program)
- CCRS Reprocessing (VCH education online)
- Medication Best Practice (1 hour program)

## **Recreation, Culture, Music Therapy and Volunteers:**

While the LBHH has undergone significant staffing changes and fluctuations with leadership during the past year, creating an unsettling time for employees, the recreation department has had its most successful year as a team, both professionally and interpersonally.

Recreation programs undergo regular evaluation and are modified to ensure that residents' needs are best served. Throughout the year we look at new trends in leisure programming for the older adult to ensure that what is offered at the LB is current and exciting. It is felt by the team leader that team involvement in program development is essential as it ensures buy-in and ownership for programs that they facilitate. This in turn creates ongoing professional development, a sense of pride in the work that they do and ultimately, satisfaction in the workplace.

### **1. A Month At A Glance:**

Residents at the LBHH continue to receive a culturally rich selection of leisure programming that supports personhood, identity and independence through choice and decision making. Programs run concurrently on both floors with the intention of ensuring multiple program options. This is also to encourage residents' movement throughout the home in an effort to



minimize the stigmatization and fear of moving to the 2<sup>nd</sup> floor which is common amongst residents (and their families!) as residents age in place.

- An average of 270 programs offered (IC and EC)
- An average of 81 programs (SCU)
- An average of 81 formal music programs/concerts
- 54 hours/12.5 hours of 1:1 Music Therapy/1:1 Recreation Therapy

## **2. Professional/Contracted Programs:**

- An average of 32 professional musicians performing monthly in IC and EC and 10 in SCU
- 12 music programs are volunteer-led monthly in IC and EC and 9 in SCU
- 17 hours of 1:1 Shabbos music for residents confined to their rooms due to frailty/ ill health
- Horticulture Therapy: Weekly sessions in IC/EC and SCU led by an accredited Horticulture Therapist
- Expressive Arts Therapy: Weekly session in IC/EC and 6 hours weekly 1:1 sessions led by an accredited Expressive Arts Therapist

## **3. Culture and Heritage:**

At the Louis Brier, every major Jewish holiday is observed and attention to detail is paid in relation to program content so that all programs reflect and enhance Jewish holidays. Food programs involve the preparation of food specific to each particular holiday, whether it is baking 750 hamantashen for Purim, honey cakes for the High Holidays, mini cheesecakes for every resident, family member or employee during Shavuot or matzo brei during Pesach, food takes centre stage.

Discussion groups take on the content of each holiday providing a forum for residents to reflect and share their personal observances and historical family practice. Trivia games and all other program content reflect each holiday as does the music or musicians that perform

onsite. Community outings and intergenerational visits also align with each holiday, providing residents with a multitude of opportunities to fully engage and be well supported.

Leading up to every holiday or festival, the home is fully decorated which not only adds to the *hamish* feel, but also serves as a reminder to residents of the upcoming holiday. For non-Jewish residents and their families, we provide written information about every major Jewish holiday which provides an overview of customs and rituals. This information also provides important education for all staff which is felt to assist care staff in providing greater individualized care to the residents.

While it is understood that the current population of Jewish residents has dropped considerably in the last few years, it is the intention of the recreation department to staunchly maintain Jewish culture in all program areas and to not be swayed by the increase in non-Jewish residents or the suggestions from families for an increase in non-Jewish programming.

#### 4. Collaborative Learning:

The LBHH was a Recreation/Music Therapy practicum site for:

- **Langara College:** Three Expressive Arts Therapy students chose the LB as a practicum site during the past year. Two students for their 3 month final practicum site and one student for a 9 month practicum. The Expressive Arts Therapy program offers residents a weekly opportunity to explore feelings and life experiences through expressive arts, which includes theatre, dance, painting, clay, collage and photography. Presented themes dealt with aging, life experiences, family, memory and general reminiscence which provided program participants numerous opportunities to delve into often untouched or rarely-shared realms. Programs included small group and 1:1 work.
- **Capilano University:** Two Music Therapy students recently completed their 17 week practicum at the LBHH. The LBHH continues to be a prized location for Capilano's Music Therapy Department with students often needing to sign up on a wait-list for

LB as their practicum site. Music Therapist Megan Goudreau, practicum site supervisor for Capilano University MT students consistently provides excellent leadership and mentoring for the students and is solely responsible for the student's onsite learning.

- **Stenberg College:** This year we began a new collaboration with Stenberg College and their Recreation Therapist Assistant program. One student completed her final practicum at LB and indicated upon leaving that "the experience at LBHH was the most interesting, exciting practicum" she had been involved in during her course. She is hopeful to find employment at LB.

## 5. Volunteer Services:

This has been an exceptional year for the Volunteer Services Department with an expanding number of community organizations as partners and a vibrant and flourishing core of over 350 volunteers involved in regular service. Volunteers have been used extensively within the Recreation Department, Rehab Department as well as with members of the Executive Leadership team.

- Total Volunteer participation hours: between 1200-1700 hours (monthly)
- Total Volunteer led programs: between 50-70 programs (monthly)

## The Weinberg Assisted Living Suites:

As a result of high levels of vacancies in the 30 Assisted Living private-pay residences – up to 11 vacancies/month – WR AL was in a serious deficit position in 2015-2016. The year ended with a deficit of \$296,972. Reasons for the vacancies are likely due to the amount of new product on the market. A number of new AL and IL+ facilities have opened, marketed, and attracted Jewish prospects.

### Marketing:

A number of steps were taken to address the difficulties in filling private suites:

1. Hired a Marketer: The WR needs to increase its visibility in the community. A Sales and Marketing Coordinator was hired 3 days a week for a 6 month trial period. This did not generate any new prospects and this initiative was terminated after 3 months.
2. Increased social media presence. We have a marketing consultant developing text and videos for our Facebook page.
3. Created a 1 page mail out newsletter for circulation to the Jewish community and community agencies.
4. Promoted promotions: Move-in promotion and lunch promotion advertised widely.
5. In May 2016 we initiated conversations with VCH and BCH (BC Housing) to increase the number of subsidized suites for Jewish seniors. We have been approved to increase from 10 to 12 subsidized suites effective July 1, 2016.
6. Increased visibility in the Jewish community with increased contacts with Jewish agencies.

## **Jewish Admissions to Louis Brier Home and Hospital:**

The number of Jewish elderly being admitted to the Louis Brier has been going down. Currently only 60% of Louis Brier residents are Jewish. Several members of the board met with Bob Chapman, the VCH Director, Residential Care and Assisted Living and Sarah Jordan, the Manager, Priority Access Residential Care Contracts to discuss this. VCH agreed to offer priority placement to Jewish people on the VCH transfer list and to prioritize placement of Jewish people in hospital beds to LBHH, if LBHH agrees to reduce the number of vacant bed days (days between death and new admission, days between internal transfer from one room to another and new admission). Louis Brier has successfully reduced our vacant bed days and VCH has been prioritizing admissions of Jewish people on the transfer list and in hospital.

## New Nursing Contracts:

The new Nurses Provincial Collective Agreement was ratified on May 11, 2016. The biggest change to the agreement was the integration of the LPNs into the BCNU Nurses Agreement, a move away from HEU (Health Employers Union) which in itself says much about the recognition of LPNs by the nursing profession. The new agreement included retroactive wage increases for both nursing groups –RNs and LPNs. There were also increases to the weekend premium, shift and on call premiums. The wage rates will increase starting the first pay period after the following dates at the indicated rates: April 1, 2015 1%; February 1, 2016 Economic Stability Dividend (ESD); April 1, 2016 0.5%; February 1, 2017 1% + ESD; April 1, 2017 0.5%; February 1, 2018 1% + ESD; April 1, 2018 0.5%; February 1, 2019 1% + ESD.

### **We received:**

- an increase in Baseline Funding for 15/16 and 16/17 for Nursing of \$65,896
- Lump sum, one-time funding re: 15/16 Retro for Nursing of \$42,239
- One time wage lift effective Feb 2017 to Mar 2017 for Nursing of \$5,721.

On the employer side most of the ‘wins’ were around efficiency, for example, the posting of vacancies will now be done electronically via email, specific turnaround times for filling postings and identified, and an increase in the minimum number of hours that a casual needs to work per year. At the high level the BCNU and HEABC will work on creating a curriculum for the Joint Health and Safety Committee; the Ministry of Health is committed to improving community care for frail and medically complex seniors and the NBA (Nurses Bargaining Association) will be provided with \$5m to help pay for nurses education. The Ministry has also committed to developing a comprehensive violence prevention policy framework, and ensuring that health authorities and affiliates such as us undertake a gap analysis of Violence Prevention and Code White training. The Ministry has also committed to developing a Nursing Policy Secretariat which will work with Health Authorities, Colleges and the NBA to review and address issues related to the optimization of scopes of practice for RNs and LPNs.

## Companion Program:

The Companion Program came under the auspices of the Louis Brier in 2014 with a full-time Companion Coordinator as a member of the Louis Brier staff. We currently have 102 companions providing from 1 to 24 hours a day services to 44% of our residents.