



CEO Annual Report

2016 – 2017

Louis Brier Home & Hospital AGM
Thursday, June 15, 2017

**Care and
Quality of Life**

**Jewish
Traditions and
Culture**

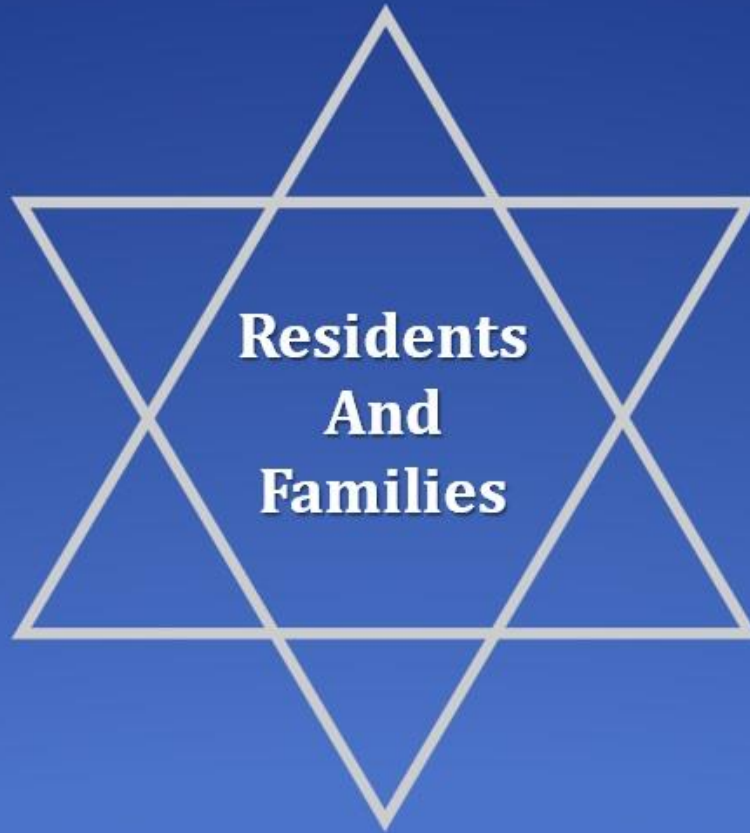
Community

**Residents
And
Families**

**Education
and
Innovation**

Infrastructure

**Human
Resources**



Mission, Vision and Values

□ **MISSION:**

To provide exemplary care to our residents and their families within a supportive and caring community, consistent with Jewish values and traditions.

□ **VISION:**

To provide exemplary care to our residents and their families within a supportive and caring community, consistent with Jewish values and traditions.

Mission, Vision and Values *continued...*

4

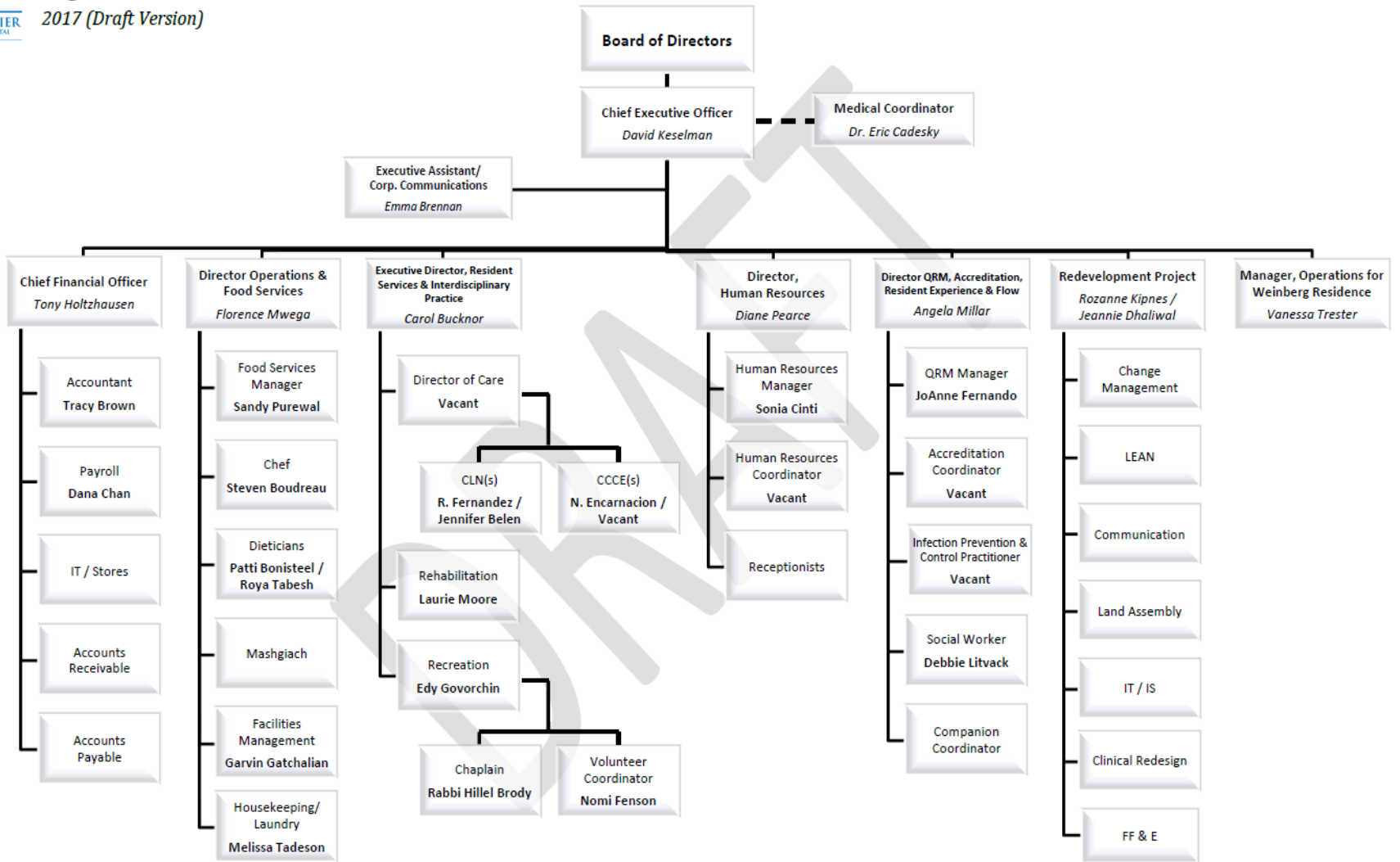
□ **VALUES:**

<u>Caring</u>	<u>Health & Safety</u>	<u>Accountability</u>	<u>Integrity</u>
<ul style="list-style-type: none">• We see our residents as individuals and tailor our approach to meet their unique needs in consultation with the resident and family• We treat others with compassion and respect• We value the culture and ethnic differences people bring to work• We provide opportunities for our staff, volunteers, and companions to develop their knowledge and abilities	<ul style="list-style-type: none">• We ensure the health and safety of our employees, residents, visitors, companions, volunteers and students• We strive to create a positive work environment, free from harassment or bullying• We share the responsibility for injury prevention with our employees and our contractors	<ul style="list-style-type: none">• We are effective stewards of public and donated resources• We measure the impact of our work and report regularly on our performance to our residents, families, Board and families• We acknowledge the consequences of our performance and consistently strive to improve it• We strive to have a carbon neutral workplace	<ul style="list-style-type: none">• We value every resident's right to be involved with decisions about their care• We value families' participation in decisions affecting their loved ones• We communicate with each other openly and constructively• We deal with different issues in a timely and ethical manner



Organizational Chart

2017 (Draft Version)



Human Resources

6

Achievements:

- Established a Recruitment/ Retention process (including standardized JD's, hiring process and requisitions)
- Staff recognition/ LONG SERVICE AWARD
- Attendance Support (to be rolled out June 15)
- Relationship with Unions BCNU, HEU, HSA (positive and improved relationships)
- Performance development with learning skills, based in LEADS framework
- HR Plan:

Staff composition (149 FT, 101PT, and 137 Casual) total 387

AGE	NUMBER OF EMPLOYEES
70-75	5
65-69	12
60-64	52
55-59	72
50-54	68

Human Resources

7

Opportunities:

- Organizational training and development framework
- Staff engagement, motivation, and performance
- Labor relations
- WCB management

Finance

Achievements:

- Started Finance and variance review with Leadership Team
- Working on developing an enhanced level of decision support and analysis to better manage our work , as well as identify improvement opportunities
- Reviewing current IT and Phone Systems for opportunities for improvement and cost saving
- Develop a Capital process for LB (minor Vs major)
- Were able to change our mortgage provider without penalty to low interest rate resulting in significant cost saving

Finance

Opportunities:

- Improve data collection and integrity
- Information systems management and integration (payroll)
- Seek alternate funding sources and opportunities

Food Services & Operations

(Facility Maintenance and Housekeeping)

10

Achievements:

- External operational review of Food Services identified an number of improvement opportunities:
 - Recommendations for work redesign
 - Clarify and reinforce roles and responsibilities within the department
- Facility Maintenance:
 - A safety review was completed. Application completed and submitted to the Federal Gov't for infrastructure resources to update our facility
 - currently have a security guard afterhours (contract expires end of June)
 - Electronic maintenance system to track and manage equipment, and equipment repairs

Food Services & Operations

(Facility Maintenance and Housekeeping)

11

Opportunities:

- Review and evaluate ordering process and cost saving opportunities
- Continue to improve food quality (food committee)
- Vacant hard to fill positions

Quality & Risk

12

Achievements:

- Innovative for LTC – Leading the way
- Quality Framework
- Resident Safety Framework
- Balanced score card – QI – QIPs
- Networking across the sector with other QRM professionals
- Completing QRM Certification (Angela and JoAnne – JoAnne completed her graduate degree)

Quality & Risk Achievements continued...

13

- RFCC – Roadmap from Accreditation (May 2018)
- Leading Practices:
 - Companion Program
 - Rehab program
 - Recreation
- All Policies and Procedures reviewed and updated within 6-8 months

Quality & Risk

14

Opportunities:

- Establish a framework and a process for review and management of incident reports – culture of safety
- Involving residents and families in the process of Quality Improvement (ADL's, admission process)
- Continue to enhance relationship with family council and other stakeholders (community agencies)
- Stream line admission process and meet VCH bed turn around time benchmark
- Pilot project for paperless admission process with VCH

Accreditation May 2018

15

- Accreditation fair/open house May 2017
- Accreditation steering committee established involving front line staff, residents, and families scheduled for July 2017
- 5 Standards:
 - Governance
 - Leadership
 - Long Term Care
 - Infection Control
 - Medication Management
- Self assessments almost complete for all standards - once complete will be submitted to Accreditation Canada for a roadmap

Accreditation May 2018

16

- **Employee Survey Results:**

Completed by 155 (out of 225) Full-time/ Part-time Staff

Staff Engagement & Satisfaction Survey

Red	Yellow	Green
0	12	18

Resident Safety Survey

Red	Yellow	Green
5	2	16

Communication

17

- Communication Coordinators
 - Upgrade all three websites (WR, LBHH and LBF)
 - Develop a Communication Plan (Accreditation)
 - Create an intranet
 - Social Media – who we are; what we do
- 2 articles in the Jewish independent nursing week and a response to the seniors advocate report
- Accreditation communication team to do a feature on Louis Brier

Interprofessional Care

18

International Nursing week

Featured Article on the front page of the Jewish Independent



Interprofessional Care

19

Achievements:

- Continue to restructure and evaluate most appropriate clinical design
- 2 Clinical Nurse Leaders (1 unfunded)
- 2 Clinical Care Coordinators/ Educators (1 under recruitment)
- RFCC application in the clinical setting
- Decrease in transfers to hospital (new initiative)
(4.65% in February, 3.26% in May)
- pressure ulcers new partnership with 3M through Medical Mart improved wound management and prevention through standardized education and supplies
- Division of Family Practice – new initiative to improve palliative care in place
- Improved continuity of physician coverage

Interprofessional Care

20

- Staff engagement:
 - Change Management
 - LEADS – leadership framework
 - LEAN healthcare
 - Vision, Mission and Malcolm
- Continue with Clinical Education - Learning organization:
 - Palliative Care
 - Pain Management
 - Cultural sensitivity and awareness
 - Ethics
 - Gentle persuasive approach pieces – Dementia and Alzheimer's care

Weinberg Residence

21

- Assisted Living continues to struggle with occupancy – looking at various solutions:
 - Contract with VCH
 - Recruitment of Sales and Marketing position
 - Networking
- Highlight in AJAS Association of Jewish Aging Services

Opportunities

22

- Staff scheduling
- Resident and Family satisfaction
- Keeping staff engaged and motivated
- Data collection, management and decision support and analysis
- Org training and development framework - Learning Organization – Clinical teaching space
- Labour Relations expertise and relationships with unions
- Physician engagement
- Documentation and nursing practice
- Continuity of Care without Continuity of Provide