



**Louis Brier
Home and Hospital**
ANNUAL REPORT 2017/2018

Annual General Meeting
 June 7, 2018

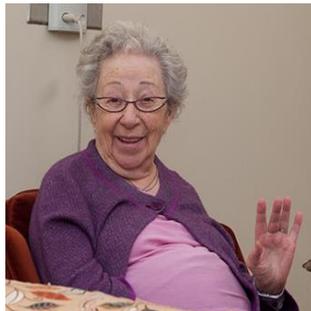




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◆ MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND CHIEF EXECUTIVE OFFICER AND



Ron Rozen
Board Chair



Dr. David Keselman
Chief Executive Officer

The fiscal year 2017-2018 is the final year of Louis Brier Home and Hospital's (LBHH) Strategic Plan. The plan identified specific goals, objectives and indicators associated with each of our six primary priority areas:

- Care and Quality of Life
- Community
- Infrastructure and Finance
- Human Resources
- Education and Innovation
- Jewish Traditions and Culture

This approach enabled LBHH to clearly outline the progress the organization made and highlight areas where improvement was needed. Some key accomplishments in 2017/2018 include:

- A significant organizational restructuring to meet current industry standards and resident and family needs (creation of a Quality and Risk Management Department (QRM), restructuring of Human Resources and Nursing Departments).

- Heightened level of awareness and preparation for the Accreditation survey in May 2018 (major initiatives accomplished such as a review of the majority of our policies and a significant HR update).
- Significant achievements in staff training and development with a strong focus on becoming a learning organization.
- Multiple process improvement initiatives were undertaken with significant improvements to resident care and care outcomes (falls prevention, initiating a complaints process, and managing medication errors).
- Significant focus on the implementation and roll out of Resident and Family Centered Care philosophy.

While there are still 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
- 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 goals are achieved. We want to thank all the employees, volunteers, partners and key stakeholders, who continually provide compassionate care and service, are integral in the provision of proficient day-to-day operations; and help shape organizational planning for future years.

This Annual Report provides both an opportunity to measure our successes as well as an opportunity to identify the challenges ahead, such as the Redevelopment process and limited financial resources in the face of more complex resident needs.

In addition to our local community responsibilities within the residential care industry, LBHH is striving to position itself as a centre of excellence in elder care.

◆ OVERVIEW



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 residential 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 residential care facilities. The organization boasts on-site rehabilitation and recreation departments, 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 2017/2018, LBHH had a budget of \$18 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.

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.

◆ MISSION, VISION AND VALUES



LOUIS BRIER STRATEGIC DIRECTIONS Vision, Mission and Values

VISION

As innovative leaders in elder care we enrich the quality of life of Jewish seniors.

MISSION

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



VALUES – CHAI (Hebrew word for LIFE)



Caring

- 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 cultural and ethnic differences people bring to work.
- We provide opportunities for our staff, volunteers, and companions to develop their knowledge and abilities.

Health and Safety

- 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.

Accountability

- 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 funders.
- We acknowledge the consequences of our performance and constantly strive to improve it.
 - We strive to have a carbon neutral workplace.

Integrity

- We value every resident's right to be involved in 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 difficult issues in a timely and ethical manner.

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◆ GOALS AND STRATEGIC PRIORITIES

<p>Care and Quality of Life</p> <p>Provide safe and exemplary resident-centered care that includes support, programming and services in response to and in anticipation of needs</p>	Appropriate Services
	Environment of Resident Safety
	Evidence Based Decision Making and quality of care
<p>Community</p> <p>Collaborate with other community organizations to identify and better meet the needs of Jewish seniors</p>	Communication Plan
	Emergency Preparedness Clearly Defined Role and Scope of forging relationships with community agencies and stakeholders
	Volunteer and companion services
	Effective Partnerships and Relationships and Strengthening External Partnerships and Relationships
<p>Human Resources</p> <p>Ensure that the highest quality staff, volunteers and companions are recruited, retained, and offered opportunities for professional growth</p>	Healthy Worklife Environment
	Engaged and committed workforce
	Safe Work Environment
	Recruit and retain quality employees to help achieve organizational vision and mission
<p>Education and Innovation</p> <p>Ensure that the highest quality staff, volunteers and companions are recruited, retained, and offered opportunities for professional growth</p>	Centre of excellence and learning organization
	Investment in workforce
<p>Infrastructure and Finance</p> <p>Ensure the viability of our current physical plant, equipment, systems and technology. (Leverage our assets in planning for the future.) Ensure both short and long term organizational financial viability</p>	Redevelopment and Infrastructure Plan
	Informed decision making through an ethical framework, to maintain system sustainability, accountability, and financial performance
<p>Jewish Traditions and Culture</p> <p>Continue to enhance the Jewish spiritual, ritual and cultural environment</p>	Culturally relevant and appropriate programming and services

◆ HIGHLIGHTS AND ACCOMPLISHMENTS



Goal 1: Resident and Family Centred Care

Resident and Family Centred Care

Providing safe and quality Resident & Family Centered care and services are the underlying principles of the LBHH vision. We strive to be innovative leaders in elder care and enrich the lives of Jewish Seniors. In 2017/2018, LBHH continued to be pro-active in changing and developing services that meet the needs of the residents served and promote an environment of resident safety.

Accreditation

In May 2018, LBHH underwent an Accreditation survey and was accredited with Exemplary Standing for the next four years under Accreditation Canada's Qmentum Program.

Accreditation Canada is an independent, not-for-profit organization that sets standards for quality and safety in health care and accredits health organizations in Canada and around the world. Following a comprehensive self-assessment, trained surveyors from accredited health organizations conducted an on-site survey to evaluate the organization's performance against Accreditation Canada's standards of excellence.

The 2018 Accreditation survey reviewed 5 standards Governance, Leadership, Infection Control, Medication Management and Long Term Care service. By undergoing the rigorous Accreditation review process, LBHH made significant improvements and changes and continues to improve to provide safe and high quality health services to residents.

Louis Brier achieved “Accredited with Exemplary Standing” from Accreditation and successfully met 100% of the 511 criteria that were assessed.

Strengthening Culturally Sensitive Care

As part of our commitment to provide relevant and appropriate culturally sensitive programs and services, the Recreation Department has been involved in the planning and delivering of traditional and cultural events to meet the diverse needs of our resident population. Interpretation services are provided through the Provincial Health Services Authority (PHSA). LBHH maintains a very active volunteer services department and boasts 250 active volunteers. LBHH is also a host to a companion program, a unique program that supports, enriches, and promotes our residents’ well being and health. Companions provide social, psychosocial, and physical support to our residents, in addition to the regular services and programs provided by the LBHH staff.

Ensuring and Reinforcing Resident Safety

As of September 2017, and with the generous support of the Louis Brier Jewish Aged Foundation and Board of Directors, the organization was able to establish a Quality Risk Management department (QRM). The QRM department is dedicated to enhancing organizational performance, as well as focusing on organizational activities to achieve our vision and mission in being leaders in elder care, and delivering quality and safe care that meets industry standards and resident needs. This marks an important milestone in the organizational development and commitment to our residents, families, and the community.

Infection Prevention and Control (IPAC)

Another important milestone in becoming a centre of excellence is the implementation of an IPAC Practitioner, through the support of the Louis Brier Jewish Aged Foundation. The IPAC Practitioner is in charge of enhancing the infection control activities,

awareness, processes, and the delivery of education modules to meet national standard. It is a significant element in reducing and preventing the spread of infections and outbreaks, which was a high LBHH priority in 2017/2018 as well as going forward. Hand hygiene education continues to be included in staff orientation sessions, and is monitored and evaluated on an on-going basis.

A hand hygiene audit program was revised and re-introduced in October 2017, and required each IPAC Committee member to submit four hand hygiene audits per month. LBHH Hand Hygiene Audit results for the last quarter of 2017/2018 averaged at 90%, compliance, which is above the provincial target of 80%.

Process and Quality Improvements

As part of LBHH’s commitment to quality and process improvement, the organization has committed to follow the principles of LEAN and has reached out and secured the help of industry experts. Initial education and training was provided to staff and LBHH has completed a number of phases to include Value Stream Analysis (VSA) to determine priority areas to focus on (Care was selected as the first area). A Kaizen event is planned for late June 2018 to help map out specific priorities and activities to achieve process improvements.

To support our staff, residents, families, volunteers, and companions LBHH collaborated with external providers to offer online education resources (The HUB). The online learning system makes it easier for LBHH to assign, administer and document the results of employees’ training and education activities. As part of our commitment to becoming a centre of excellence and a learning organization, the role of the Clinical Care Coordinator and Educator (CCC/E) was implemented. In collaboration with the multidisciplinary team, the CCC/E is responsible to review, revise, and implement evidence based practices and best practices across the board to all staff, volunteers, and companions to support quality care and optimal resident outcomes.

To improve and enhance LBHH's transparency and share our story, efforts, and work, Quality Conversation Boards (QCB) were implemented in all care areas. The QCB's provide a platform for team huddles, and further support transparency by publically sharing and demonstrating LBHH's commitment to quality and safe care. QCB's provide information on specific quality indicators, quality improvement plans, as well as other relevant activities taking place at the unit level and are all aimed at improving quality and decreasing risk.

To improve communication and resident care, new white boards have been placed in resident rooms throughout LBHH. The goal of this is to improve communication among disciplines, improve resident awareness of the care team, improve resident satisfaction and engage residents throughout their stay at LBHH.

Goal2: Community

Effective Partnerships and Relationships

Strengthening External Partnerships and Relationships

To enhance relationships and communication with external stakeholders and service provider agencies, the Louis Brier Jewish Aged Foundation and Board of Directors have provided support to help recruit a communication expert. Some of the accomplishments include the update of the website, creation of an intranet, revision of the monthly newsletter, and standardizing LBHH's communication processes and activities.

A Corporate Communication Plan was revised and finalized as of March 2018 and outlines LBHH's internal and external communication lines, strategies, and tools, and provides information on the various and diverse communication means employed to reach internal and external stakeholders.

LBHH continues to revise and update its emergency preparedness plans and collaboration with external stakeholders and agencies, and conduct appropriate mock code drills to ensure staff are well informed and trained in keeping residents safe should any emergency arise.

Electronic Medical Records

Electronic Medical Records (EMR) is the electronic version of a resident's medical paper charts. Use of EMR readily allows healthcare providers access to the information they require to comprehensively assess and treat their residents.

LBHH currently utilizes a hybrid system of an EMR and a paper chart. The EMR portion of the residents' charts is supported through the Point Care Click (PCC) system complemented by a paper chart. In collaboration with the Medical Coordinator, QRM, and Nursing, LBHH has set its goal of migrating to a full EMR system within the next year. Through this process, all care providers, including physicians, will be educated and provided support to ensure that they utilize PCC as our main and primary module for EMR. An IT refresh project commenced in April 2018 (as part of the redevelopment project) and is aimed at conducting an environmental scan to help LBHH understand and determine best practices and IT systems as LBHH migrates towards one integrated platform to support its operations and care delivery at the same time.

Goal3: Human Resources

Healthy and Safe Work Life Environment

LBHH is committed to a healthy and safe workplace with a competent workforce. In order to reduce risks in the workplace, employee feedback is essential in improving workplace conditions, and mitigating potential violent situations, improving absenteeism and enhancing employee performance. Employees,

residents, families, volunteers, and companions' safety are of paramount importance for LBHH. Together, we work to provide the best possible care in the safest possible environment.

Engaged and committed workforce

LBHH values its employees, and is committed to providing a violence free and respectful work environment that recognizes and values each individual. To better recruit, retain, and engage our employees, LBHH conducts annual staff satisfaction surveys with relevant and appropriate action plans to meet and address the outcomes of the surveys. The last Staff Satisfaction Survey was conducted in February 2018, and before that, a full Worklife Pulse Survey was conducted in April 2017. Suggestion boxes are available at every nursing station and staff are encouraged to provide input and suggestions in relation to organizational improvements. Some of the outcomes that have been implemented as a result of previous surveys include, but are not limited to, the following:

- Employee appreciation events to recognize all staff. The last Staff Appreciation Event took place in January 2018.
- Long service awards for staff who have achieved employment milestones (5, 10, 15, 20, 25, 30, 35, and 40 years of service). Commenced in May 2018 and are planned as annual events.
- Family night was held on February 26, 2018 to highlight the work and achievements that have been accomplished at LBHH highlighting the various areas of the organization.
- Contracted external health providers (Assured Health) to provide on-site health services to staff such as Acupuncture and Massage.
- An Accreditation Fair was held for staff to engage the teams in the accreditation process.

Goal 4: Education and Innovation

Constantly evolving and changing health care standards, legislations, and resident needs require organizations to ensure that front line staff and care providers are highly trained, knowledgeable, and competent to deliver quality care. Through its strategic plan, LBHH has committed to focus and invest in staff education, training, and development, as well as carve a path towards becoming a leader in elder care and a centre of excellence, recognized nationally and internationally.

To achieve its mission and vision, LBHH through its multidisciplinary team, has made several organizational improvements and changes to support the integration of best practices, innovative care delivery approaches and creative processes to support quality resident care.

- Creation of dedicated roles responsible for staff education, training, and development.
- Collaborated with external stakeholders to access online education opportunities.
- Strengthened relationships with academic organizations to support student learning.
- Review and revision of performance appraisal process to integrate and identify learning and professional developmental opportunities.
- Maximized the scope of practice of its regulated and unregulated providers.
- Established a monthly organizational integrated education calendar.
- Tracking education and development as a quality indicator with internal targets to maintain staff competency, skill, and capacity.

Goal 5: Infrastructure and Finance

Maintaining a financially stable organization is required to meet our goal to provide the appropriate environment, infrastructure and resources to deliver safe patient care. LBHH is achieving our goal to provide governance, leadership and financial management in a manner that is accountable.

Variance reporting and financial accountability

To ensure effective and efficient service delivery, LBHH continues to implement the review and revision of financial processes to meet industry standards, regulations, and accountabilities through formal processes engaging front line leaders in close monitoring and management of departmental budgets through ongoing variance reporting review in collaboration with finance staff and the senior team.

A plan for 2018/2019 fiscal year includes the implementation and review of additional parameters to help leaders achieve a heightened level of knowledge and accountability through ongoing education and decision support strategies provided through the finance department and support by the senior leadership team (SLT).

The finance committee of the Board of Directors adds an additional layer of accountability and oversight to ensure that LBHH maintains its financial stability and sustainability.

Risk Profile Review

LBHH continues to address identified risks outlined in the Risk Registry and Risk Management Plan. Additional information is provided and added as needed through various sources such as an environmental walk about conducted on a weekly basis which involves all levels of leadership of LBHH.

Adequate Space for Services

To ensure that LBHH meets the current safety regulations, licensing regulations, and legislation, an

ongoing maintenance and repair process was implemented. A software (Worxhub) to monitor, track, communicate and evaluate repair needs was implemented in 2017. Additional external review of the infrastructure was conducted as part of the redevelopment process and an environmental scan to help identify existing and emerging priorities in relation to infrastructure management.

A redevelopment project is underway to build a replacement state of the art facility that meets best practices and evidence informed design to meet the evolving needs of residents and deliver quality and safe care to the LBHH residents, families, and community. Residents and families are involved in the redevelopment process and consulted for their input and ideas.

Infrastructure Upgrades

Continuous infrastructure upgrades take place as part of LBHH's commitment to provide a safe working and residential environment. As part of the redevelopment project and in effort to meet best practices, LBHH has committed to undergo an IT refresh (first phase completed in April 2018) to provide LBHH leadership with information on current state and recommendations for future state to be able to meet industry standards and requirements.

Goal 6: Jewish Traditions and Culture

At LBHH, we observe all Jewish Holidays and Shabbat. In addition, Jewish holiday themes are infused in every aspect of programming. Afternoon services are held daily, except Sunday, in our Modern Orthodox synagogue. Passover Seders and holiday dinners are important and special celebrations for residents are supported to ensure a meaningful Pesach experience. Family members are invited to attend and participate in all holiday and festival celebrations.

The Jewish calendar differs from the Western, Georgian calendar. Hence, Jewish holidays do not occur on the exact same dates every year. Days on the Jewish calendar also have different start and end times than the Georgian calendar. The Jewish day goes from sunset to sunset. As such, the start and end of holidays are determined by the sunset.

For festival holidays, the customary greeting used is “Chag Sameach” (pronounced CHAHG sah-MEY-akh) which translates to Happy Holidays. Information about all of the holidays is shared as part of our education initiative to residents, families, employees, companions and volunteers.

Some of the holidays we observe at LBHH include:

Rosh Hashanah

Rosh Hashanah is the Jewish New Year. This holiday occurs in the fall and marks the beginning of a series of festivals known as the High Holy Days. Rosh Hashanah is a joyful holiday that lasts for two days. Customs observed include candle lighting, the sounding of the shofar (rams horn), and synagogue services, as well as a time for personal review, contemplation of the year and the personal planning for the new year to come. Traditional foods that are eaten during Rosh Hashanah are round challah loaves, pomegranates, and apples dipped in honey.

Greetings used during Rosh Hashanah are “May you be inscribed and sealed for a good year.” In Hebrew, this greeting to men is: “Leshanah tovah tikatev vetichatem”, and to women: “Leshanah tovah tikatevee vetichatemee”.

Yom Kippur

Yom Kippur, or the Day of Atonement, is the most holy day on the Jewish calendar. This day is marked by 26 hours of fasting and prayer services at synagogue. People observing Yom Kippur do not bathe, wear any leather items of clothing footwear, nor apply lotions to the skin. While many Orthodox Jews observe these customs it is not the expectation nor a requirement at Louis Brier Home & Hospital.

Residents retain the right to make personal choices of how they observe Yom Kippur.

Like Shabbat, no work is done on Yom Kippur. The end of Yom Kippur is celebrated with a meal to break of the fast.

The 10 days leading up to Yom Kippur are known as the days of Days of Repentance where special attention is paid to observing mitzvot (commandments) and additional prayers are done.

Although the holiest day of the year, not everyone is expected to fast during this holiday. Those exempted from fasting include children under the age of bat/bar mitzvah, nursing mothers, those who are ill, people taking medication that requires food, and those of advanced age for whom fasting would be difficult

Sukkot

Sukkot or the Feast of Tabernacles occurs 5 days after Yom Kippur. This festival lasts for a week. This holiday marks the gathering of the harvest.

To celebrate, a structure called a sukkah, which looks like a temporary gazebo is built outdoors. It is customary to eat one’s meals in the sukkah throughout the week of Sukkot. Foods that are eaten during Sukkot reflect the fall harvest, such as fruit and vegetables. The Louis Brier Home & Hospital has a beautiful sukkah which is built in the Shalom Garden. During Sukkot, many programs, concerts, meals, and events are held within the sukkah.

Shemini Atzeret & Simchat Torah

Shemini Atzeret means “8th Day of Assembly” and marks the end of Sukkot. This holiday is dedicated to the love of G-d. It is followed by Simchat Torah, or the Rejoicing of Torah which marks the beginning of a new annual cycle of Torah reading.

Chanukah

Chanukah is a wintertime holiday which translates to the “dedication” and is often referred to as the festival of lights. This is a minor holiday however it is

celebrated more in North America than other parts of the world due to its proximity to Christmas.

This holiday commemorates the feats of Judah the Maccabee and the reclaiming of the temple in Jerusalem in the second century BCE.

Customs during Chanukah include the nightly lighting of candles on a special menorah, called a Chanukah. Foods associated with Chanukah are lattes and sufganiyot (jelly-filled donuts).

Purim

Purim means “lots” in ancient Persian. This festival is held in late winter/early spring. It commemorates the defeat of Haman's plot to massacre the Jews as recorded in the book of Esther.

This one day celebration features the wearing of costumes, eating of cookies called hamantaschen, giving gifts of food, and the public reading of the Megillah (book of Esther).

Pesach

Pesach, also known as Passover is an 8 day festival that occurs in the spring. This festival commemorates the emancipation of the Israelites from slavery in ancient Egypt.

A prominent aspect of Pesach is the avoidance of all foods containing any form of leaven throughout the entire festival. As such, there is much preparation required prior to Pesach to clear out all food products with leaven and purchasing of food that is kosher for Passover.

Customs observed during Pesach include Seders, which are special meals held on the first two nights of the festival and feature the retelling of the story of the Exodus and the consumption of several symbolic foods.

Shavuot

Shavuot, which means “weeks” is a two day holiday that happens seven weeks after Pesach. This holiday

commemorates the giving of the Torah on Mount Sinai.

Customs observed during this holiday include the lighting of candles on both nights, staying up and studying Torah all night on the first night, and the eating of dairy products. Like Shabbat, no work is to be done on Shavuot.

Shabbat

Shabbat or the Sabbath, is the most frequent Jewish holiday. This holiday occurs weekly, beginning at sunset on Friday night and lasting until sunset on Saturday.

Customs observed during Shabbat include not working, the lighting of candles, the Shabbat meal, and special prayers.

The Snider Campus - Louis Brier Home and Hospital and Weinberg Residence - Redevelopment Planning Underway

In 2015 and after considerable consultation and deliberation, the Board of Directors and the Louis Brier Jewish Aged Foundation voted in favor of the LBHH Redevelopment Project. As a major redevelopment project for the Jewish community, the planning for the new Snider Campus is being based on a number of data sources and predictions estimating the Jewish community at approximately 25,000 in the greater Vancouver area and growing.

Changes in building standards, technology, resident needs and complexity, models of care and best practices, availability of new systems and equipment, among other things, are all researched and considered in the planning process. Many options are currently being explored and when more information

is available it will be shared with our residents, families and employees.

Challenges and Opportunities

Health care is a rapidly evolving field and it is often difficult to keep up with the challenges to ensure that we are continually delivering the best possible care to our residents. Like other health care organizations across Canada and the world, LBHH has challenges, including:

- Recruiting and retaining quality staff
- Human Resource shortages and staff turnover
- Staff engagement and satisfaction
- Existing infrastructure limitations including inadequate space and aging infrastructure
- Meeting service demand and delivery within limited financial resources
- Maintaining staff competency and education
- Specialized service delivery such as Mental health
- Safety and Security for staff and residents



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 strategic directions.

Some of the key accomplishments include:

- Appointing six 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 our redevelopment.
- Conducted an in-depth performance evaluation of our CEO.
- Performed a self assessment of our Governance structure and processes and developed an action plan for improvement.
- Working together with management to update and/or create various important policies including:
 1. Ethical Decision-Making Framework
 2. New Medical Assistance in Dying (MAiD) Policy
 3. Physician Credentialing & Privileging Policy
 4. Nomination Policy
 5. CEO Compensation Policy
- 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 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.

Future Challenges of the Board

1. Together with management, identifying sustainable funding sources to support the organization's growing needs.
2. Continue to plan for our redevelopment.
3. Complete a new strategic plan in 2018/2019.
4. Continue to monitor the level of care for our residents through the Resident and Family Centred Care philosophy.
5. Ensuring that our aging physical plant is maintained at an acceptable level while planning for our new structure
6. Continue to improve our communication and public relations profile.

◆ 2017/2018 STATISTICS AND RESULTS

Quality Indicators and Balanced Scorecard



Balanced Scorecard

What is a Balanced Scorecard?

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

The tool is usually divided into four sections called quadrants. These are designed to help ensure the activities and initiatives being monitored are comprehensive and reflect a well-balanced approach to achieving the Vision.

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

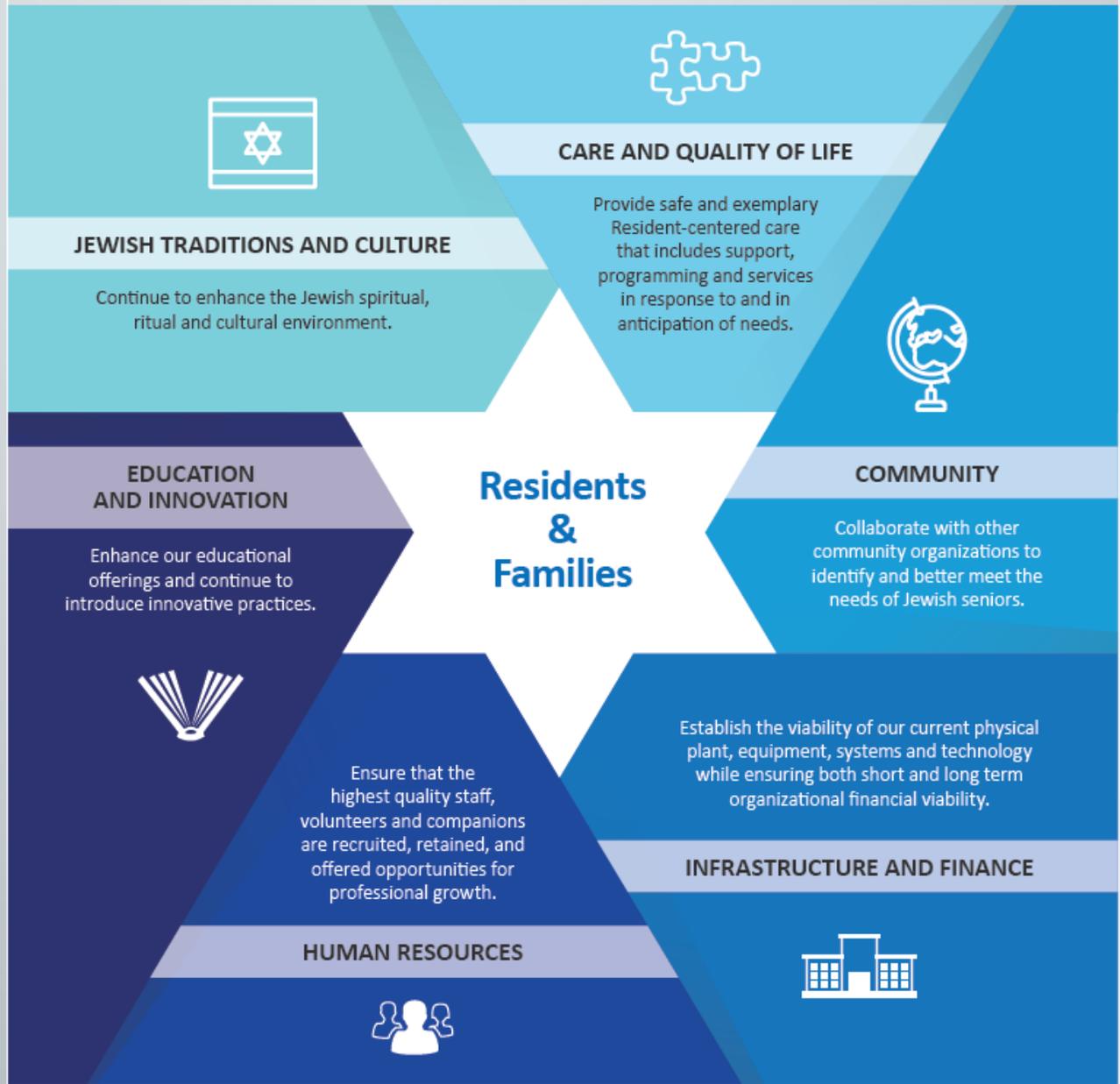
This framework is based on the premise that "what gets measured gets managed"; however, since it is not possible to measure everything a hospital does, choosing the best QIs is critical.

The acronym SMART 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.

As you can see from Louis Brier's scorecard, the indicators chosen 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.



LOUIS BRIER STRATEGIC DIRECTIONS Balanced Scorecard



QUICK FACTS

- 215 beds with a combination of Extended care and Intermediate care
- 17 Special care beds (closed unit)
- 406 staff
- 27 Physicians
- Approx. 270 recreational programs per month
- Permanent on-site rehab staff (OT and PT)
- On-site recreational staff, which includes recreation and music therapy.

PROGRAM DESCRIPTIONS AND HIGHLIGHTS

Care

Our goal at the Louis Brier Home & Hospital is nothing short of excellence in geriatric nursing care.

We have set incredibly high standards of care and work hard to create a community of continuous learning and skill development. Our nurses and nursing staff provide clinical health care around the clock.

We are fortunate at Louis Brier to have staff who are not only deeply committed to being excellent Gerontological nurses and nursing care aides, but who are also personally committed to caring, loving and nurturing our residents. This personal investment is seen in the quality of daily care at Louis Brier, our staff's receptiveness to resident and family concerns and a general spirit of perseverance and commitment. Developing a relationship with primary care nurses ensures consistent, compassionate care and helps families and residents make informed decisions about their health.

An eye for continual improvement

We are strongly committed to ensuring our nurses and nursing staff have access to solid ongoing nursing

education, current research and professional counsel to support the achievement of professional standards. We are constantly asking ourselves the same question: "How can we provide even better care for our residents?"

Our nursing educators provide monthly nursing practice and education meetings centered on best practices, innovative research in the field and preventative measures. Our Medical Director, Vancouver Coastal Health initiatives, and other healthcare experts provide additional education.

As a teaching facility, Louis Brier regularly hosts students from accredited nursing schools. This helps us consistently keep on top of current best practices.

Rehabilitation Services

Adapting to a new home or level of ability can be a big change. Our rehabilitation team is dedicated to helping our residents and their families through these challenges, and are committed to working alongside them to enhance their quality of life at the Louis Brier Home & Hospital.

There are a number of extraordinary, personalized services and programs available to help keep our residents as active as possible. Whether its group exercise classes, seated bike riding or strength and balance training, we promote independence and safety in all of our rehabilitation activities and programs. It is all about choice — ultimately, we are here to help our residents meet their goals, and respect their decisions.

Five days a week, there is an on-site team of professional physiotherapy, occupational therapy and rehabilitation professionals focused on improving the safety, comfort and mobility of our residents so that they can participate in meaningful activities and relationships.

Helping Residents perform at their best

When a resident is admitted to Louis Brier, our therapists will conduct a comprehensive assessment to determine their physical, cognitive and functional abilities. From there, they will determine whether there is a need or benefit for assistive devices, adaptive clothing, footwear or any environmental modifications to help with independence. Also considered, is whether specialised seating needs, falls prevention equipment, positioning and offloading devices are required.

Recreation Services

Recreation with purpose

Our recreation and music therapy team has created a wide range of programs designed to restore, remediate and rehabilitate the functioning and independence in the life activities of our residents. We develop recreational programs and events to not only promote health and wellness, but also to reduce or eliminate illness, or disability-related activity limitations that may restrict participation in life situations. We plan each event with a specific goal in mind, always with the intention of supporting independence, individuality and dignity. As well as our diverse leisure programming, the Louis Brier Home & Hospital regularly welcomes contracted service providers who offer programs like horticultural therapy, creative and expressive art, yoga, dance, art history, language, creative writing, theatre work and more – plus a wide range of musical genres to entertain residents and families.

Options for involvement include small and large group programs, independent leisure activities, one-on-one programming and outings. Our team works together to ensure that what we offer will support the unique needs of the residents as well as those of the broader Louis Brier community. While we offer several tried-and-true programs, we also strive to offer a wide and ever-changing variety of

programming to support the notion that life is not static. At the Louis Brier Home & Hospital, our residents and families are instrumental in guiding the development of all programs, activities and events. View our current calendar of activities on our website at <http://louisbrier.com/events/>.

Social Work Services

Resident and Family Relations

Our social worker will generally be the first point of contact with Louis Brier, and she will continue to be available to residents throughout their residency.

Our Resident & Family Relations department is available during daytime business hours, Monday through Friday. Our social worker facilitates initial and annual care conferences, ad hoc family meetings and caregiver support groups, and can be called upon for support at any time.

Our Social Worker works regularly with all residents, assessing changes in cognition and circumstances. She will work with residents and their families when additional care is needed and to assist with transition from Intermediate Care to Extended or Special Care levels. Together with our Resident Care team, the Social Worker is responsible for making sure overall quality of life is the best it can be.

Accessing other services and support

The Resident & Family Relations department at Louis Brier offers all transition, bereavement, supportive counseling, and end of life planning.

Our Resident & Family Relations team is always available to help residents and their families obtain information about financial, governmental and other matters, including referrals to community resources and provincial and federal programs, as required.

Companion Program and Services

The Louis Brier Companion Program

Our Companion Program was created in 2002, in response to families of Louis Brier residents who wanted their loved ones to have additional quality care and companionship, in addition to what is provided in the care package. The program offers residents the opportunity to arrange for caring individuals to spend additional quality time with them.

If residents or family members wish to have additional support or other services extended to them, a request through the Companion Program may be a simple next step. The program's manager will work with them to find an appropriate match with one of our experienced, in-house companions registered to provide services on the campus.

Companions supplement the care provided by Louis Brier Home & Hospital staff; they do not replace it. Services provided by companions can include:

- Social companionship
- Accompaniment on outings and personal appointments
- Personal meal assistance
- Additional showers and/or baths
- Additional personal assistance
- Additional exercise assistance
- Light housekeeping

Companions are independent contractors who are paid directly by the resident or their family at a mutually agreed upon hourly wage. They are not employees of the Louis Brier Home & Hospital.

Nutrition and Food Services

We provide traditional, well-balanced meals and snacks daily, utilizing a six-week menu created by a registered dietitian. We operate our kitchen and

serve food in accordance with the laws of kashruth (Jewish dietary laws), and we are proud to have a Mashgiach on staff.

Residents are invited to our monthly Food Committee meeting, where they are welcome to give feedback on meals, submit their own recipes and even help plan special event meals, such as for holidays, theme days and summer barbeques.

For details on dining amenities at Louis Brier, including information about guests, please visit our dining section on the website at <http://louisbrier.com/support-services/dining/>.

Nutrition Counselling

Our clinical dietitians are on hand to provide counseling with respect to the dietary needs of our residents. Their preferences are respected, and we serve modified or therapeutic diets as required. If there are problems with chewing or swallowing, several texture modifications allow the resident to continue enjoying their favourite foods at Louis Brier. Our goal is to help maintain your quality of life and promote good nutritional health through foods that are both appealing and appropriate to our residents' needs.

Kashruth

LBHH is a kosher facility, certified through Kosher Check (formerly BC Kosher). In accordance with kashruth observance, we do not mix dairy and meat in the same meal, and we have two separate kitchens with separate cooking utensils and dishes for meal preparation.

Menus

Our weekly menu rotates on a six-week cycle and is designed by a Registered Dietitian. For more information on our menus, please ask at the LBHH Reception desk.

Resident and Family Centred Care

At the Louis Brier Home and Hospital (LBHH), we view residents and family members as an integral part of the care team. We know that when families and residents are actively involved in care, this leads to better health outcomes, higher resident and family satisfaction, and greater staff morale.

We encourage residents and families to be involved in all aspects of care, including collaborating in care planning, participating in a committee (please see below), involvement in resident and family councils, and providing feedback.

Care conferences held annually for all of our residents. The care conference is attended by the interdisciplinary care team and is an opportunity to discuss the care plan, identify areas that may require updating or change, and to address any concerns that residents and families may have. For more information about care conferences please contact Kristina Zoe at (604-267-4744) or kzoe@louisbrier.com.

Becoming Involved

Family Night

The Louis Brier hosts an annual family night for our residents and their families. The next family night is scheduled for February 2019.

Resident and Family Councils

The LBH Resident Council meets once a month and is chaired by a LBHH resident. The meeting is a forum for information sharing and an opportunity for residents to share any concern that they may have with Senior Leadership team members and to be advised of changes, updates and initiatives happening within the home. Our Louis Brier resident, Bill Ornstein, is the Chair of the Resident Council.

Louis Brier has an active family council. They provide a forum for advocacy, peer support, and education

for family members. For information about how to be involved in this council, please contact:

- Seemah Berson at scberson@telus.net
- Tamara Guner at tamara.guner@gmail.com

Committee Membership

Louis Brier maintains a numbers of committees that are involved in the planning, implementation, and evaluation of our services. We invite resident and family representation on these committees as their input is essential to the work and care delivery at LBHH. The following committees are seeking family and resident participants:

- Resident Safety Committee
- Ethics Committee
- Utilization Management Committee
- Policies & Procedures Committee
- Employee Recognition and Social Event Committee
- Infection Prevention and Control (IPAC) Committee

Share Your Story

Care 2 Share

Through our Care 2 Share campaign, we encourage families and residents to share their experiences of care at Louis Brier. For more information about the Care 2 Share campaign, please visit <http://louisbrier.com/resident-family-centred-care/care-to-share/>.

Quality and Risk Management (QRM)

The QRM Department are responsible for the organization wide quality improvement and risk mitigation process, which ensures the integration of

management and delivery of safe, quality care. The Quality & Risk framework outlines the continual process required to:

- Identify and analyze actual and potential problems and opportunities to improve resident care.
- Take the action required to minimize risk and improve quality of care.
- Provide the follow up necessary to ensure improvement.
- Report and communicate quality through existing organizational structures.

Human Resources

In support of Louis Brier Home and Hospital and the Weinberg Residence vision, mission, values and goals, and within the framework of Resident and Family Centered Care, the Human Resources Department (HR) consists of a team of HR professionals that work collaboratively to support organizational initiatives, projects and key strategies.

The HR Department consists of a Full Time Human Resources Coordinator, Manager and Director and supports the organization in areas such as employee and labour relations, HR consulting, organizational development, talent management, recruitment and retention, compensation and benefits, HR analytics, leadership and training and development, attendance management, occupational health and safety and employee wellness.

HR works in collaboration with academic centers and universities, professional and interprofessional practice, and Accreditation to promote and establish a centre of excellence for residents, their families, staff and other stakeholders.

Finance Department

The Finance Department provides support to

residents and employees at Louis Brier and Weinberg Residence. In addition to the financial management of the organization, they are on hand to answer any resident concerns and questions in regards to their billing and accounts, etc. The Finance Department provides support in terms of Payroll and Benefits to employees, as well as information to allow them to make informed decisions. This department is also responsible for the I.T. Support component of the organization.

The goals of the department are to move beyond providing “bread and butter” accounting and I.T. Services and provide managerial analytical reporting. This is crucial to LBHH becoming a “center of excellence”. Currently, both our infrastructure (I.T. Systems) and staffing are reviewed to achieve this objective.

Family Council

Welcome to Louis Brier

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 the Louis Brier’s leadership, reviews and discusses relevant opportunities to enhance the residents’ experience.

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

Infection Prevention and Control

Infection Prevention and Control (IPAC) develops, implements, and provides ongoing management of the IPAC programs to prevent the development of new infections and the spread of existing ones and to minimize the risk of healthcare-associated infections in residents, families, staff and visitors. It also

develops and maintains a surveillance system for the timely collection, tabulation, analysis and reporting of communicable diseases.

The IPAC develops, evaluates and updates policies and procedures regarding IPAC based on applicable regulations, organizational priorities, evidence, and best practices for continual improvement. It is also involved in the orientation of staff, residents, families, companions, volunteers and visitors.

Occupational Health and Safety concerns related to IPAC are regularly discussed and addressed at the IPAC committee. It ensures the provision of resources needed to support IPAC activities based on the size of the organization and the type services it provides. It also ensures provision of Influenza vaccine to staff, companions, volunteers and residents and Pneumococcal vaccine to residents, as well as keeping records of immunization. IPAC gives input during the planning and designing of physical environment including plans for construction and renovation, based on national standards.

There is a fulltime Infection Prevention and Control (IPAC) Practitioner who acts as a liaison between LBHH/WR and Vancouver Coastal Health and BC Centre for Disease Control during disease outbreaks and pandemics. They communicate and ensure adherence to control measures as recommended by the Medical Health Officer.

The IPAC Practitioner is accountable for quality oversight and for coordinating the reprocessing of medical devices and equipment in the facility.

Housekeeping and Laundry

The Housekeeping staff is responsible for providing cleaning services for our resident rooms, the building's common areas, staff and activity rooms and offices.

The Laundry staff provide adequate clean linen supplies and laundry services for residents. They also

maintain the laundry rooms on the floor levels for residents' use.

The department's main goal is to ensure that the building's cleanliness and sanitation performance meet and exceed industry standards and resident expectations to prevent the spread of infections, and to ensure an adequate availability and supply of linens and relevant resources to meet the needs of the residents and families.

Building Services

The Building Services Department is responsible for the maintenance and upkeep of the entire facility. They are also responsible for liaising with external contractors to ensure regular maintenance and inspections carried out on equipment, machinery and services, etc.

The Building Services Team are also responsible for all in-house maintenance, including:

- Painting resident rooms/suites, hallways, offices, etc.
- Repairing damaged walls, floors, tiles, doors, etc.
- Repair of medical equipment – BP machines, concentrator, wheelchairs and walkers, hospital beds, ceiling lifts, etc.
- Assisting with furniture set-up regarding facility events, meetings, workshops/training, internal moves.
- Equipment Preventative maintenance: Conduct daily rounds of inspection for boilers, roof, elevators, grounds, kitchen equipment, etc.

As of December 2017, a new Maintenance software (Worxhub) was introduced to manage the Preventive Maintenance Plan and daily maintenance requests received from staff and residents.



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Independent Auditor's Report

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

We have audited the accompanying financial statements of Jewish Home for the Aged of British Columbia, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in deficit and cash flows for the year then ended, and the notes to the financial statements. The financial statements have been prepared by management based on Canadian accounting standards for not-for-profit organizations.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations; this includes determining that the basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstance, 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Jewish Home for the Aged of British Columbia as at March 31, 2018, and the results of its operations, changes in its net deficit and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 2 to the financial statements which describes the basis of accounting. The financial statements are prepared to assist Jewish Home for the Aged of British Columbia to meet the requirements of the Province of British Columbia. As a result, the financial statements may not be suitable for another purpose.

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.

Deloitte LLP

Chartered Professional Accountants
May 18, 2018
Vancouver, British Columbia

◆ LEADERSHIP AT LOUIS BRIER

Senior Leadership Team

David Keselman
Chief Executive Officer

Brian Bacon (Interim)
Chief Financial Officer

Angela Millar
Director, Quality and Risk Management, Resident Experience, Food Services and Building Services

Emma Brennan
Executive Assistant

Carol Bucknor
Executive Director, Resident Services and Interprofessional Practice

Loren Tisdelle
Director, Human Resources

Middle Management Team

Dylan Xu
Manager, Food Services

Rizwan Shawl
Manager, Building Services

Jennifer Belen
Clinical Nurse Leader (CNL)

Michael Lackner
Manager, Food Services

Lunadel Daclan
Infection Prevention & Control Practitioner

Roemilyn Decolongon
Clinical Nurse Leader (CNL)

Sonia Cinti
Manager, Human Resources

Kristina Zoe
Social Worker

Katrina Sanchez
Clinical Practice Leader (CPL)

JoAnne Fernando
Manager, Quality & Risk Management

Tracy Brown
Senior Accountant

Michael Galope
Communication Coordinator

Edy Govorchin
Manager, Recreation, Culture, Music Therapy and Volunteers

Nicole Encarnacion
Clinical Care Coordinator and Educator

Vanessa Trester
Manager, Weinberg Residence

Laurie Moore
Leader, Rehabilitation and Physiotherapist

Vlad Portnik
Clinical Care Coordinator and Educator

Eva Bach
Development Manager, Louis Brier Jewish Aged Foundation

Board of Directors (Active)

Ron Rozen
Board Chair

Arnold Abramson
Immediate Past Chair

Irving Laskin
Director

Livia Mahler
1st Vice Chair

Sandra Bressler
*Chair,
Weinberg Residence Board*

Joel Kallner
Director

Ted Zacks
2nd Vice Chair

Sheryl Kramer
Director

Lee Simpson
Active Life Governor

Sydney Goldberg
3rd Vice Chair

Harry Segal
Director

David Herman
Active Life Governor

Michael Glaser
Treasurer

Gail Butt
Director

Rita Akselrod
Active Life Governor

Mark Rozenberg
Secretary

Dina Schweber
Director

Stanford Korsh
Active Life Governor

◆ LONG SERVICE AWARDS

The Recognition & Social Event Committee was formed this year and thus far have organized two Long Service events:

- *April 26, 2018*

Recognized all employees who have reached the 20 year milestone or more with the organization. There was 53 employees recognized at the event, each receiving a certificate and pin with their number of years of service.

- *May 15, 2018*

Recognizing all employees who have reached the 5, 10 and 15 year milestones. 151 employees will be recognized at this event.



REDEVELOPMENT



The Irving and Phyllis Campus for Jewish Seniors
 The Louis Brier Home and Hospital
 The Harry and Jeanette Weinberg (of Baltimore) Residence

ACTON OSTRY ARCHITECTS INC

site area	SQ FT	M2	%
LBH hypothetical sub-plot	65,498	6,085	100%

building area	SQ 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	SQM	SQ FT	%
Total Gross Buildable Area	20,626	222,018	100%
UNDERGROUND BOH	2,165	23,307	10%
LEVEL 1	1,962	21,116	10%
LEVEL 2	1,962	21,116	10%
LEVEL 3	1,515	16,306	7%
LEVEL 4	1,515	16,306	7%
LEVEL 5	1,515	16,306	7%
LEVEL 6	1,515	16,306	7%
LEVEL 7	1,515	16,306	7%
LEVEL 8	1,515	16,306	7%
LEVEL 9	1,515	16,306	7%
LEVEL 10	1,515	16,306	7%
LEVEL 11	1,515	16,306	7%
LEVEL 12	779	8,386	4%
LEVEL 13	124	1,339	1%



TRACET 13	124	1,339	1%
TRACET 12	779	8,386	4%
TRACET 11	1,515	16,306	7%
TRACET 10	1,515	16,306	7%
TRACET 9	1,515	16,306	7%
TRACET 8	1,515	16,306	7%
TRACET 7	1,515	16,306	7%
TRACET 6	1,515	16,306	7%
TRACET 5	1,515	16,306	7%
TRACET 4	1,515	16,306	7%
TRACET 3	1,515	16,306	7%
TRACET 2	1,962	21,116	10%
TRACET 1	2,165	23,307	10%

NEXT STEPS:

- Master Use Plan
- Highest and Best Uses for the site
- Run economics

LBHH Program

- Partial Decant vs. Full Decant
- Work with recipient agency and VCH
- Run economics – pros / cons

Timeline and Execution Strategy

- Development Team - internal



Louis Brier
Home and Hospital