



LOUIS BRIER
HOME & HOSPITAL

Louis Brier Home & Hospital

ANNUAL REPORT

2022/2023



TABLE OF CONTENTS

- Message from the CEO4**
- Infographic7**
- Mission, Vision, and Values8**
- Strategic Directions9**
- Leadership10**
 - Organizational Chart 11
 - Senior Leadership Team..... 12
 - Board of Directors 14
 - Management and Operations Teams 17
- Year in Review20**
 - Department Highlights 21
 - Medical Coordinator Update 34
 - WestCana Services 35
 - Awards 36
 - Events and Initiatives 37
 - PointClickCare (PCC)..... 44
 - Partnerships, Projects and Initiatives..... 46
 - Students at Louis Brier 48
 - Family Council 50
 - Kudos Corner..... 54
- 2022-2023 Financial Statements57**
 - Auditors Report..... 58
 - Statement of Operations 61
- Redevelopment62**

MESSAGE FROM THE CEO



Dear Residents, Families, Staff, and Stakeholders,

It is with great pleasure and gratitude that I present the Annual Report for our esteemed Long-Term Care Facility for the year 2023. This year has been a journey of compassion, dedication, and continuous improvement as we strive to provide the highest quality of care to our residents and create an environment that feels like home to them. Despite the unpredictability and complexity of our environment, we continued to experience incredible levels of collaboration amongst all and have seen an even greater support and responsiveness from our community. Staff, companions, volunteers and physicians have displayed tremendous courage, strength, comradeship, teamwork and consistently demonstrated their commitment to our values:

Caring,

Health, Safety and Wellness,

Accountability and

Integrity

At the heart of our mission is providing exemplary resident-and family-centred care. Over the past year, we have remained steadfast in our commitment to personalized care, promoting dignity, and enhancing the overall quality of care and life for every individual under our care. Our skilled and compassionate staff, including healthcare professionals, caregivers, and support personnel, have continued to go above and beyond to ensure our residents receive the care they need with kindness, empathy, and respect. At the same time, we continue to focus on supporting our staff as they navigate their day-to-day activities by ensuring that their work environment is safe and respectful. Over the last year, we enhanced our focus on staff engagement and quality of work life through the application of Equity, Diversity, and Inclusion (EDI) principles.

Infrastructure and Facilities: Investing in state-of-the-art facilities and maintaining a comfortable living environment remains a priority for us, as we continue to focus on the redevelopment project. In the meantime, in the past year, we have undertaken significant renovations and improvements to enhance our facilities, ensuring that they meet the highest standards of safety, accessibility, and comfort. We have replaced our HVAC system, both elevators, and our outdated Close Circuit monitoring system for improved safety and security. We renovated the Shalom Garden, opened the Kosher Corner, and made major improvements to our Food Services and Laundry Departments.

We recognize that our environment plays a crucial role in promoting the physical and emotional well-being of our residents, their families, and our staff, and we remain committed to providing a home-like, safe and secure setting for everyone.

Safety and Health Measures: The impacts of the worldwide COVID-19 pandemic have and will continue to reverberate far into the future. However, the health and safety of our residents and staff have always been paramount and, as in previous years, we continued to stay the course and ensure we followed the most up-to-date measures and industry practices. Our Infection Prevention and Control (IPAC) and Quality and Risk (QRM) Team continue to guide our residents, families, and staff. They monitor all activities to ensure we maintain stringent infection control practices while closely following guidance from health authorities. Additionally, we have continued to focus on preventive health measures, encouraging healthy lifestyles, and offering a range of wellness options and choices to residents and staff to achieve the best possible quality of life. Our Attendance and Wellness Promotion Program ensures that staff are not forgotten in times of need.

Education, Research and Student Placements: By empowering our staff with ongoing education, we aim to maintain the highest standards of care while also fostering a nurturing and fulfilling work environment. To demonstrate our commitment to education, innovation and creativity, we have created a dedicated role of a Clinical Educator to focus on organizational training and development, as we journey along our path to be recognized as a centre of excellence for elder care. We continue to maintain strong relationships with a range of researchers, high-tech companies, international and national academic organizations. This year, we welcomed more than 200 students from medical, nursing, care aide and massage therapy disciplines, offering clinical placement opportunities.

Resident & Family Engagement and Activities: Our commitment to enriching the life of our residents extends beyond basic care. In 2023, we have organized a diverse range of activities, social events, and educational programs to stimulate our residents' minds, foster meaningful connections and encourage an active lifestyle. From arts and crafts to music therapy and educational seminars, we have strived to create a vibrant and engaging community within our facility. We continue to work closely with our Family and Resident Councils as part of our commitment to person-centered care philosophy. Our efforts did not go unnoticed as our on-site Accreditation Survey, which took place in October 2022, resulted in an **'Accredited with Commendation'** status.

Outlook for the Future: As we embrace the future, we are determined to build upon the achievements of this past year and continue enhancing our services. We will remain attuned to the changing needs of our residents and adapt our approach to deliver care that is both compassionate and innovative. We are committed to maintaining open communication with our residents, their families, staff, and all stakeholders to ensure that Louis Brier Home & Hospital and Weinberg Residence (LBHH and WR) continue to be a place of trust, comfort, excellence and, above all, be recognized as a centre of excellence and a leader in elder care. Later this year, we are planning to embark on revising and renewing our current strategic plan and priorities and, as that process unfolds, we stay committed to our shared vision of achieving *"A centre of excellence for elders providing innovation and outstanding care consistent with Jewish values and traditions."*

Our Board, donors, Foundation, and stakeholders continue to play a pivotal role in supporting LBHH and WR staff to deliver high-quality and safe care. The ability to engage and mobilize the community continued to be remarkable and reached new heights, as the community rose to the challenge with an immense sense of shared responsibility and supported LBHH and WR without hesitation or delay. For that, we are deeply grateful.

To ensure that we stay on course and follow through on our commitments, we continued to monitor our goals and progress throughout the year. This included, but not limited to, ongoing data collection and Quality Indicator (QI) reporting and validation against industry benchmarks, standards and best practices. Results and outcomes continue to be regularly reviewed by the LBHH and WR Boards, as well as the LBHH and WR Leadership Team, which helps recognize progress, areas for improvement and course correction opportunities.

Some key accomplishments in 2022-2023 include, but are not limited to:

- Receiving the Non-Profit Employer of Choice (NEOC) Award for 2022, third year in a row.
- Receiving the Stars of Vancouver 2023 Readers' Choice Award for being amongst the top Seniors' Residences in Vancouver, the third year in a row.
- Continued to strengthen our collaboration with UBC School of Nursing and School of Medicine, resulting in increased research activities, clinical collaboration, and several publications. We have also accomplished a significant increase in undergraduate and graduate student placements at LBHH and WR.
- Continued application of LEAN principles to enhance effectiveness and efficiency in the delivery of care while optimizing quality and safety. This includes ongoing kaizen events and 5S initiatives throughout the organization.
- Continued focus on the implementation and sustainability of Resident and Family Centred Care philosophy, through improved communication and collaboration with Family and Resident Councils.

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

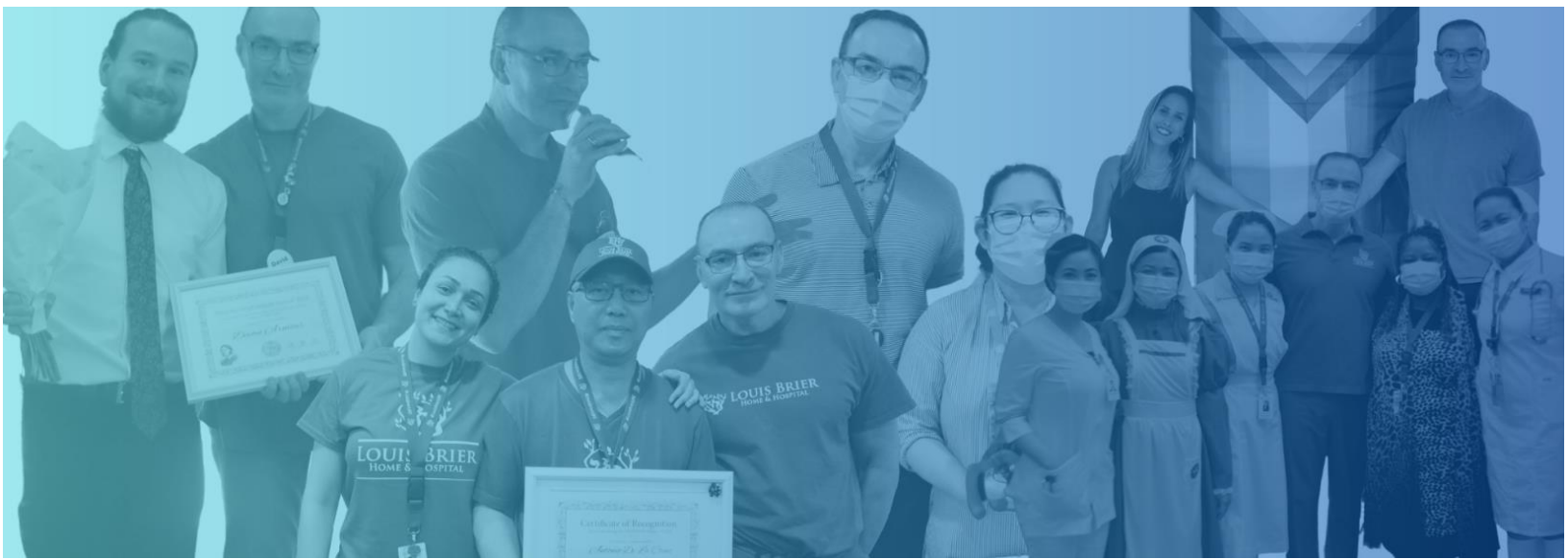
- Strong, supportive, and active Board of Directors.
- A high level of resident satisfaction (resident, family, and staff satisfaction surveys).
- Strong foundation and community support.
- Dedicated and caring staff and companions who promote and contribute to a culture of quality, safety and care.
- Competent and engaged physicians.
- A dedicated and robust group of volunteers.
- A positive team environment.
- Strong partnerships with other organizations and stakeholders.

In closing, I want to express my heartfelt gratitude to our residents and their families for entrusting us with their care. I also extend my sincere appreciation to our dedicated staff, whose unwavering commitment has made our facility a true haven of compassion and support. Together, we look forward to a future filled with promise and the fulfillment of our shared vision for a centre of excellence for elders, providing innovation and outstanding care consistent with Jewish values and traditions.

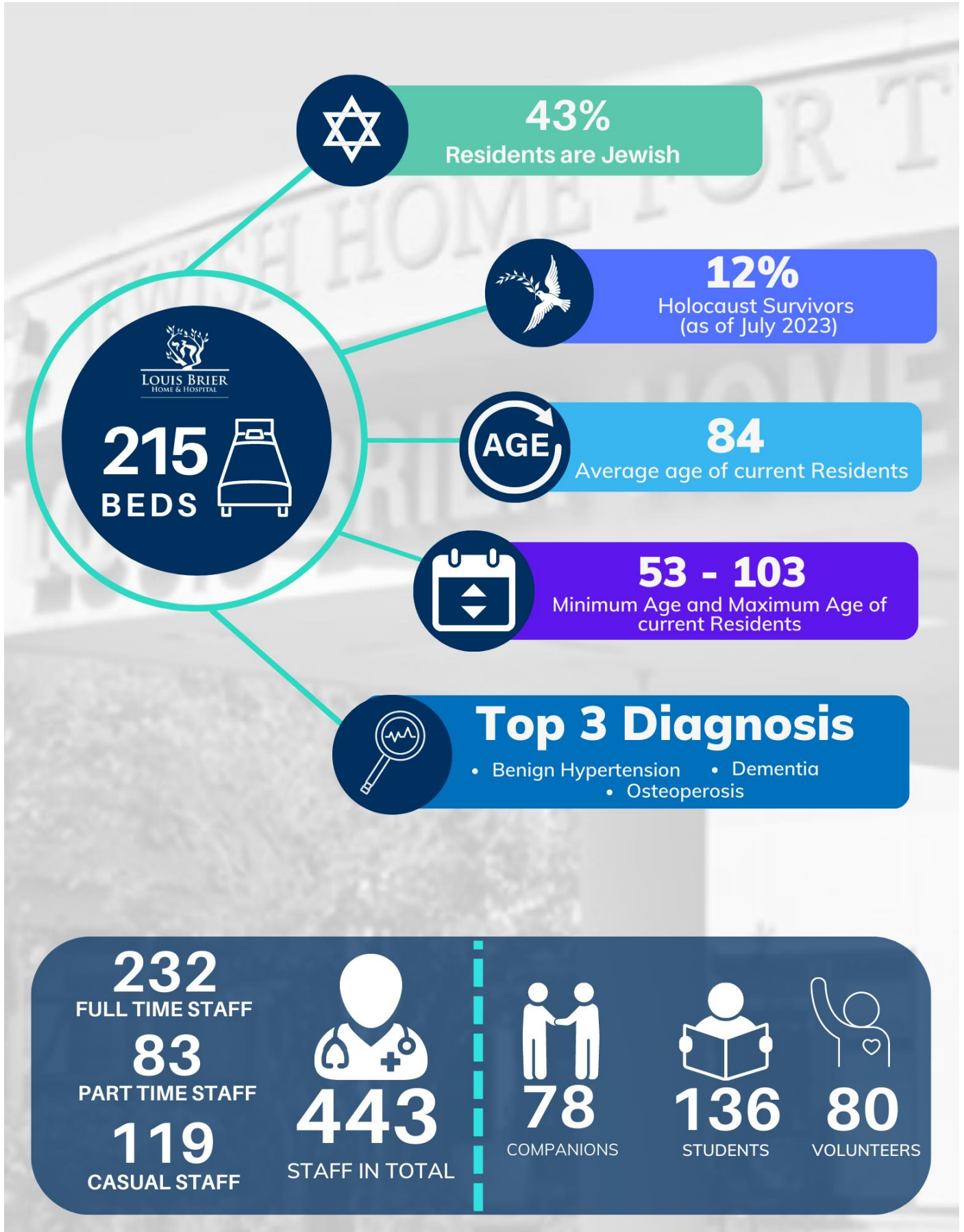
Sincerely,



Dr. David Keselman, MN, DHA, CHE, RN
Chief Executive Officer



LOUIS BRIER HOME & HOSPITAL INFOGRAPHIC





Mission, Vision & Values

• Mission

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

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

• Vision

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

• Values "CHAI"

(Hebrew word for LIFE)

Caring

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

Health, Safety and Wellness

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

Accountability

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

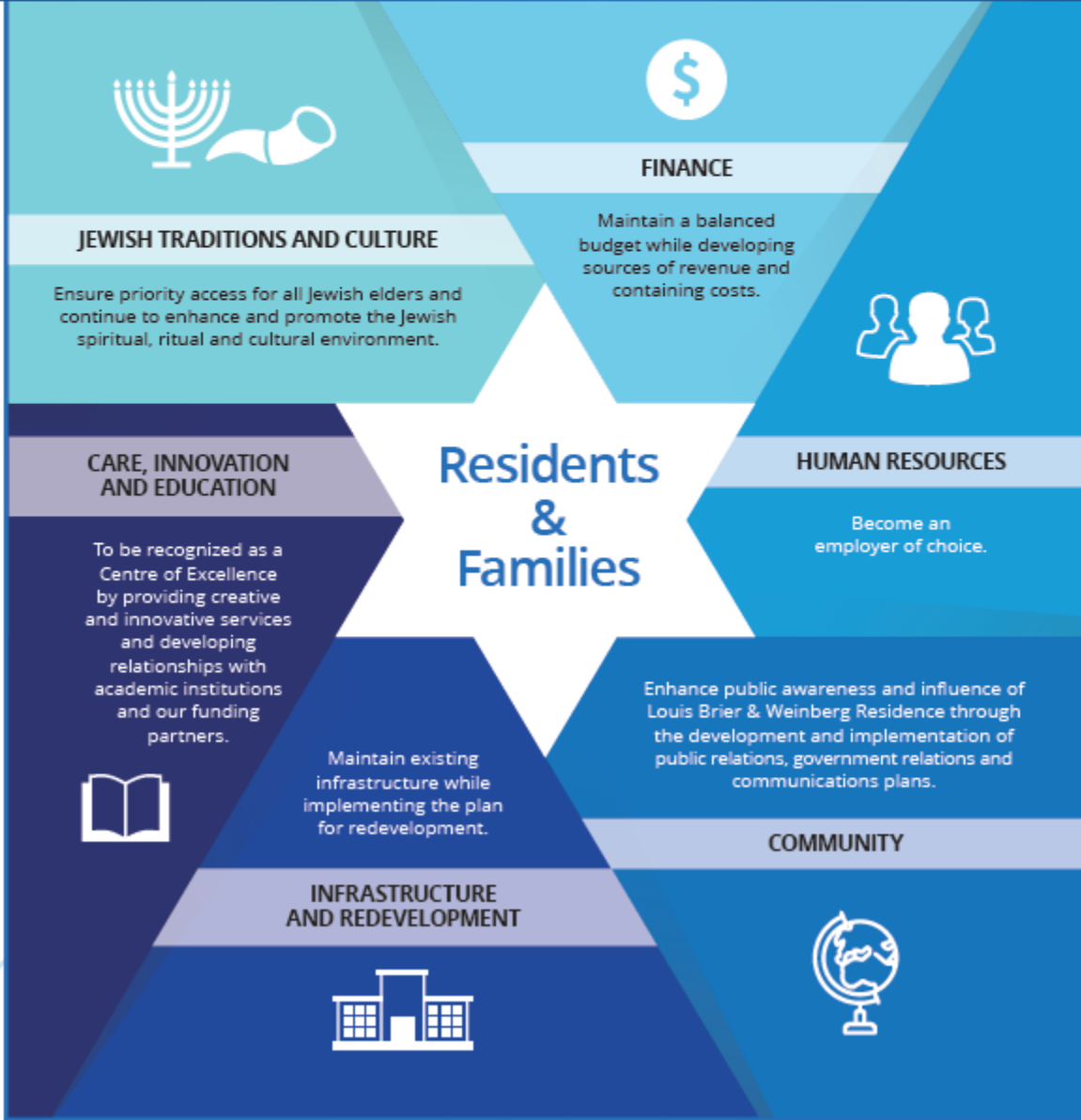
Integrity

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

STRATEGIC DIRECTIONS



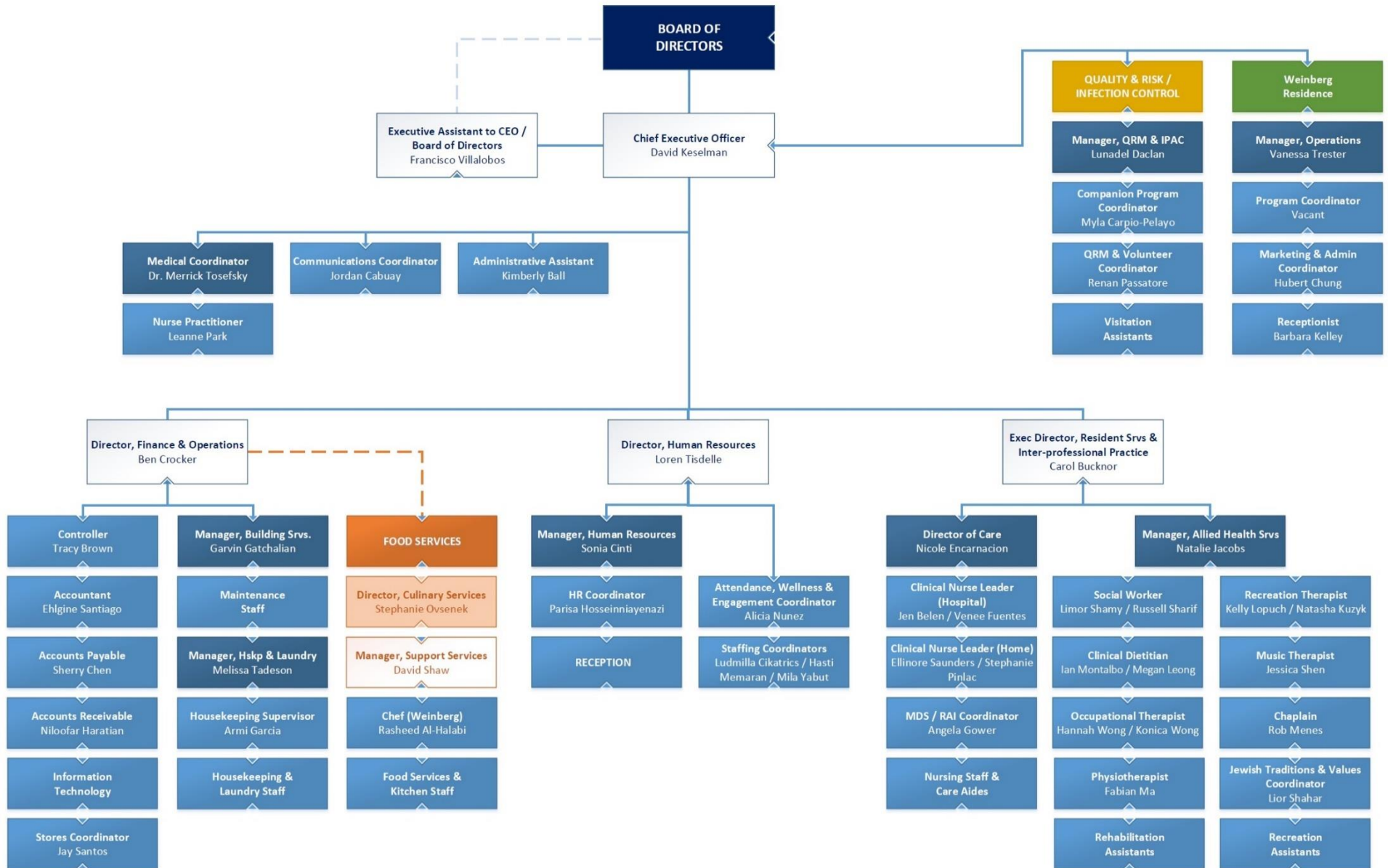
Strategic Directions





LEADERSHIP

ORGANIZATIONAL CHART



SENIOR LEADERSHIP TEAM



Carol Bucknor

Executive Director, Resident Services and Inter-professional Practice

Thank you to the hard work of the Louis Brier Home and Hospital family, our Foundation, volunteers, companions, and external partners, we never lost sight of our mission, vision and values. Even the challenges of a global pandemic did not stop our efforts to achieve our goals. It is a time we can be proud of as we continue to build and draw on our strengths, as we strive to become center of excellence.

Over the past year, Louis Brier has continued to develop, and grow our reputation for delivering quality care and services, as well as being innovative, evidence-based and thinking outside of the box. We remained committed to implementing and sustaining many initiatives across all disciplines with the goal of improving the resident, family and employee experience. To achieve our mission, we are transforming the way we work, think and act to be more efficient, effective and impactful.



Ben Crocker

Director, Finance and Operations

Looking back on the last 12 months this has certainly been the year of getting things done. With tremendous support from our Foundation, community stakeholders and our management team, we were able to achieve so much in a short timeframe.

Some key achievements to note are the completion of our \$1.1 million dollar HVAC project; we now have air conditioning across significant parts of the building. The Shalom Garden renovation was a great success, now providing a safe and peaceful space for residents to enjoy the outdoors. The Kosher Corner Café and Marketplace launched in April of this year, in partnership with Canteen Canada and The Perfect Bite Catering Company, providing delicious food, snacks and essentials to staff, residents, families and visitors.

We are continuously upgrading our security system to keep both our residents and staff safe; and we are now ramping up for our largest project to date. Starting in July, we will be completely renovating the main reception area, and all of the nursing units throughout the Louis Brier building. This project was made possible by the generosity of the Diamond Foundation, and with the support of the Louis Brier Jewish Aged Foundation.

It is important to pause and reflect on what has been done to date, but I am equally as excited for what is to come.



Loren Tisdelle
Director, Human Resources

As we reach another fiscal year-end, I wanted to take a moment to reflect on another remarkable year we have shared together. This past year has been a testament to our passion and unwavering commitment to making LBHH&WR the best place to work. Indeed, in January it was announced that we had once again achieved the Canadian Nonprofit Employer of Choice™ (NEOC) Award for 2022, this time for a third year in a row.

Recognizing the importance of employee well-being, we prioritized wellness initiatives, improved our attendance program, and heavily promoted our Employee and Family Assistance Program, FSEAP. Our HR team continued to offer “Coffee with HR” to encourage open conversations. During Monthly General Staff Meetings and Townhalls, we worked towards creating an inclusive and supportive environment that openly accepts differences and acknowledges challenges.

We continued to leverage technology to improve employee services. Early in the year, the organization migrated to ADP as a full-service payroll provider, equipped with a dedicated Employee Service Centre and Mobile App. The HR team used ADP’s applicant tracking technology to transform LBHH&WR’s internal job posting process and external job advertisements. During this transition we revamped our employer branding and career site, making LBHH&WR even more attractive to applicants.

Amidst the “Single Site Order Unwind”, a national healthcare labour shortage, and other HR challenges, we continued to recognize the importance of maintaining employee engagement. Our HR initiatives included numerous employee recognition programs, appreciation events, dancing, Zumba, and of course our Community Food Truck Program. By prioritizing engagement, we fostered a sense of community, belonging, and unity throughout the Snider Campus.

Entering my 5th year as the Director of Human Resources, I am both humbled to work amongst such dedicated and compassionate healthcare professionals and excited for the opportunities that lie ahead for us. I believe this will be the year we stride forward with our education initiatives, optimize our Human Resources Management Systems, and further advance the organization as a centre of excellence through our Mission, Vision, and Values. I am deeply grateful for each of you and the invaluable contributions you have made throughout this transformative year. I am committed to further enhancing the #LouisBrierLIFE employee experience so that we can provide the very best resident and family-centred care for our seniors, consistent with Jewish values and traditions.

BOARD OF DIRECTORS

A Message from the Board Chair: Report for 2022-2023



I would like to start by saying that it has been a true honor to continue serving as the Chair of the Louis Brier Home and Hospital Board of Directors. The organization, the Senior Leadership Team, the staff, the residents and families, and the Board of Directors give me a great deal of pride. It has been extremely gratifying to work alongside and learn from such a dedicated, knowledgeable and experienced group of people. I look forward to continuing to build a flourishing future for LBHH and this inspiring team.

Although the Covid-19 pandemic is almost behind us, the aftermath is still posing challenges across the sector. The Board of Directors continues to maintain steady support and oversight in the evolving needs of the organization. Amidst the ongoing challenges, LBHH and its staff managed to continue being a centre of excellence, a recipient of multiple awards, including Accreditation with Commendation, a teaching facility, and has participated in studies and published research.

We want to formally recognize the tremendous effort done by the CEO, the Senior Leadership Team and the entire staff for their dedication. We are lucky to have them.

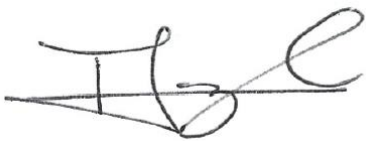
Over the 2022-2023 cycle, the Board of Directors has continued to fulfil its mandated responsibilities, objectives and roles, and continued to help to maintain the organizational mission, vision and values.

Some of the key Board accomplishments are:

- Completed an in-depth annual CEO performance evaluation with a number of internal and external stakeholders.
- Monitored the Quality of Care and Safety Risk Performance Indicators, on a quarterly basis, as set in best practice.
- Continued to work alongside the CEO and Finance Director, to advocate for adequate and timely funding.
- Regularly reviewed the organization's financial performance, closely monitoring the unique external and internal pressures for the fiscal year.
- Covid-19 had an extraordinary impact on multiple fronts, including our financial performance. The pandemic, post-pandemic, and inflation have added unprecedented expenses in combination with delayed funding from VCH, which translated into a notable financial deficit and loss of liquidity for LBHH as with many other organizations in this sector.
- Participated in the Accreditation process, meeting the demands for excellence in governance best practice.
- Revised and expanded the Board Working Objectives and the Board Working Calendar to ensure full Board representation with Director Accountability and defined action plans.
- A new Board Governance Manual was developed as a comprehensive and up-to-date tool for new and current board members.
- Created a new CEO Succession Policy and Procedure.
- Monitored the Organizational Strategic Plan and its progress.
- Organized the 2023-2027 Strategic Plan process to commence in October 2023.

- Continued working on the Redevelopment Plan for a future LBHH facility.
- Supported and assisted the LBHH staff to ensure a wholesome Jewish life for residents is provided.
- Ensured the Operations Team is accountable in dealing with the various relevant issues/contracts with the building.
- Conducted the Board members' orientation, as set in best practice. New tools were developed for future use (welcome video, comprehensive tour, 1:1 orientation and the Board Governance Manual).
- Completed five education sessions to help Directors better fulfill their roles and responsibilities.
- Continued with the appointment of a resident representative to the Board of Directors.
- Conducted a confidential internal Board Performance and Chair Evaluation and developed an action plan to improve its efficiency and to address concerns.
- In order to ensure board representation and support to the staff, families, and residents, we participated in multiple LBHH events, including the Lean Kaizen Event to review the admissions process, the Employee Long Service Awards and Recognition events, celebrations events such as Yom Ha'atzmaut, Family Council meetings, etc.
- Participated in a community briefing with the Leader of the Official Opposition, Kevin Falcon, and other MLAs, where, along with other community partners, we highlighted some of the issues faced by our organization.
- Throughout the year, we connected with multiple stakeholders to receive feedback and build better relationships. The stakeholders included the Louis Brier Foundation, Weinberg Residence, the LBHH Operations Team, Resident and Family Councils, the Jewish Federation, Kehila Society, Jewish Family Services, Jewish Community Centre, Jewish Seniors Alliance, Centre for Israel and Jewish Affairs, Vancouver Coastal Health, local MLAs, UBC, Baycrest Centre for Geriatric Care, and other various seniors' organizations.

Respectfully yours,

A handwritten signature in black ink, appearing to read 'Dina Schweber', written over a horizontal line.

Dina Schweber

Chair, Louis Brier Board of Directors

MEET OUR BOARD

EXECUTIVE

<i>Dina Schweber</i>	Board Chair (Chair, Executive Committee)
<i>Beverly Davis</i>	1 st Vice Chair (Chair, Community Outreach Committee)
<i>Harry Segal</i>	2 nd Vice Chair (Chair, Nominating Committee)
<i>Tammy Godfrey</i>	3 rd Vice Chair (Chair, Board Governance & Development Committee)
<i>Michael Glaser</i>	Treasurer (Chair, Finance Committee)
<i>Daniel Segal</i>	Deputy Treasurer
<i>Sydney Goldberg</i>	Secretary (Chair, Ritual & Heritage Committee)
<i>Ted Zacks</i>	Chair, Weinberg Residence

DIRECTORS

<i>Beth Gubbay</i>	Director (Chair, Campus Ethics Committee)
<i>Bev Philipp</i>	Director (starting July 2023)
<i>Brent Hanson</i>	Director (Chair, Redevelopment Committee)
<i>Daniel Zychlinski</i>	Director (starting July 2023)
<i>David Ail</i>	Director (starting July 2023)
<i>Ed Oser</i>	Director (Resident Representative)
<i>Jill Shore</i>	Director (starting July 2023)
<i>Ruth Brucar</i>	Director

ACTIVE LIFE GOVERNORS

<i>Lee Simpson</i>	Life Governor
<i>Arny Abramson</i>	Life Governor (Chair, Bylaws, Policy Review & Membership Committee)

LEADERSHIP

Management Team



Nicole Encarnacion
Director of Care



Natalie Jacobs
Manager, Allied Health Services



Lunadel Daclan
Manager, Infection Prevention &
Control / Quality & Risk



Melissa Tadeson
Manager, Housekeeping & Laundry



Sonia Cinti
Manager, Human Resources



Garvin Gatchalian
Manager, Building Services

Operations Team



Jennifer Belen
Clinical Nurse Leader



Ellinore Saunders
Clinical Nurse Leader



Venee Fuentes
Clinical Nurse Leader



Stephanie Pinlac
Clinical Nurse Leader



Ian Montalbo
Clinical Dietitian



Megan Leong
Clinical Dietitian



Fabien Ma
Physiotherapist



Hannah Wong
Occupational Therapist



Konica Kwok
Occupational Therapist



Kelly Lopuch
Recreation Therapist



Natasha Kuzyk
Recreation Therapist



Jessica Shen
Music Therapist



Limor Shamy
Social Worker



Russell Sharif
Social Worker



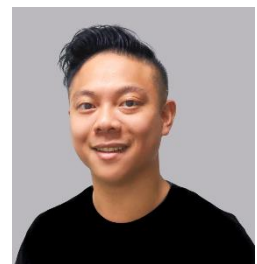
Robert Menes
Chaplain



Tracy Brown
Controller (Finance)



Kimberly Ball
Administrative Assistant



Jordan Cabuay
Communications Coordinator



Myla Carpio-Pelayo

Companion Program Coordinator



Renan Passatore

Volunteer Coordinator



Parisa Hosseinniayenazi

Human Resources Coordinator



Alicia Nunez

HR Coordinator (Attendance
Management, Wellness and
Engagement)

Snider Campus



Vanessa Trester

Manager, Operations
Weinberg Residence



Ayelet Cohen Weil

Executive Director
Louis Brier Jewish Aged Foundation



Stephanie Ovsenek

Director, Culinary Services
WestCana Services



YEAR IN REVIEW

DEPARTMENT HIGHLIGHTS

RECREATION

The Recreation and Music Therapists have been collaborating with the Nursing team on a project focused on reducing the inappropriate use of antipsychotics by utilizing evidence-based non-pharmacological approaches and specialized care planning to reduce responsive behaviours and improve the quality of life of the residents living at Louis Brier.



In February 2023, the recreation and music therapist teams started the planning phase for the development of a multi-sensory room at Louis Brier to use as a non-pharmacological intervention to stimulate or relax the senses, reduce responsive behaviours, and improve quality of life.

MUSIC THERAPY

In July 2022, the music therapist successfully completed the Song Exchange Project in collaboration with Lior Lev-Meir, a music therapist from the Israeli Alzheimer's Medical Centre. The purpose of this project is to exchange songs with national and cultural meaning so each group will learn the song and connect through discussion on the theme of cultural differences and identity. The song exchange for Louis Brier was "Lach Yerushalayim." Louis Brier residents learned the song, recorded the singing, and presented it to Lior Lev-Meir and her group.



In October 2022, one of our Recreation Therapist Assistants started creating beautiful displays and capturing the life stories of many of the Residents here at Louis Brier. The recreation department has been hosting a monthly Resident Showcase presentation to give people an opportunity to get to know our residents on a personal level.

On November 14, the Jazz Lounge program launched for residents. The program runs every Monday evening in the Homeside Lounge, where residents have the opportunity to enjoy wonderful jazz vocalists and musicians perform.

Since March 2023, residents have been enjoying regular Dog Therapy Visits our volunteers Sam and Chief and more recently with a volunteer from Saint John Ambulance, Shannon and her dog Phil.



In November 2022, we enhanced this program with the addition of new Remo Gathering and Floor Drums, providing more accessibility and a greater sense of connection and community building for the residents when making music together.

Our Music Therapy program started taking intern students again, starting with a student from Capilano University who completed their 1000-hour internship at Louis Brier in December 2022. We also hosted a practicum student from Capilano University in April 2023, who completed their 12-week practicum at Louis Brier, and we will be welcoming another intern in September 2023.

To celebrate Music Therapy Month in March 2023, we created a short video to share with all staff, highlighting the Music Therapy profession and the journey of becoming a Music Therapist. There was a fun quiz for staff to complete for a chance to win one of five \$50 gift cards.

We organized for a group of residents to visit the Barnett Hall at UBC to enjoy a performance by the UBC Chinese Music Ensemble in April 2023. They performed a diverse range of regional Chinese music genres, folksong arrangements, and contemporary orchestral pieces. Some of the residents who attended were moved to tears by the beautiful sounds of the ensemble.

SPIRITUAL CARE

In June 2022, the Chaplain organized a multidisciplinary working group to enhance the ability of residents to make decisions related to their care. This group reports to the Risk Management Committee and has broad representation.

Spiritual Care assessments continued for all residents. Support for residents and families expanded, with the continuation of the online Support Group. Programs focusing on spiritual care were increased, adding Spiritual Music programs for both Louis Brier and Weinberg Residence to the Ethics Discussion Group, Invitation to Judaism, and Broadway at the Brier.

In October 2022, the chaplain collaborated with the recreation team to develop new programs focused on Holocaust education, including programs around Kristallnacht, International Holocaust Commemoration, and Yom HaShoah.



The chaplain also delivered a number of Jewish programs, including innovative services for Kristallnacht, International Holocaust Commemoration Day, Yom HaShoah, Sukkot, Shavuot, and Pesach. The chaplain led services for a number of the chagim, including Torah reading. He continues to deliver the Friday evening service each Shabbat and coordinates the leadership of religious services through the Ritual and Heritage Committee. The chaplain is also responsible for developing and delivering information for staff regarding each of the Jewish holidays.

With COVID regulations still in place and over 70 residents passing away, the chaplain organized and delivered two memorial services in November 2022 and March 2023, and supported the bereaved families. The chaplain ensured appropriate spiritual palliative care where possible, including the recitation of last rites and vidui.

In collaboration with the Ritual and Heritage Committee, the chaplain championed efforts to document policies for Shabbat activities, synagogue use, food truck appropriateness, and facility decorations.

The chaplain assumed responsibility for delivering the orientation for all new staff and students regarding Judaism and Louis Brier. In addition to the in-person

orientation, the chaplain distributed videos he produced for orientation.



Over the past year, the frequency of interfaith services increased, doubling both the number of services and the population served. The services address the spiritual needs of over 60 residents each week, including both Jewish and non-Jewish residents.

In January 2023, the chaplain took an enhanced role in the support of families and staff regarding End of Life, by providing education to the nursing units on the new protocol and document, which he compiled, and printed (“The Passage of Life”). In addition, the chaplain has supported numerous residents in their understanding and decisions regarding the process of MAiD (Medical Assistance in Dying).

The chaplain assumed the role of chair of the Ethics Committee this year, which meets regularly to address a number of key issues, including resident autonomy, virtual assistants, and workplace violence. The committee’s Terms of Reference was reviewed and updated. In addition, the committee assessed three research projects proposed by UBC scientists under the chaplain’s direction. In the coming year, the chaplain will be delivering educational training on the Ethics Framework to staff.

SOCIAL WORK

Despite a number of personnel gaps, the social work department have continued to champion a number of person-centered care initiatives onsite in line with the Accreditation Canada standards. This includes adapting

a more person-centered care approach to care conferences, and incorporating person-centered care into general staff orientation.

In May 2023, the social work department participated in a Kaizen Event, which focused on improving, and standardizing our admissions, discharge and transfer process here at LOUIS BRIER, which the social work department oversees. There were a number of other departments and stakeholders involved in the process including the inter-professional team, maintenance, housekeeping, finance, Family Council, the LB Jewish Aged Foundation, Board Members, senior leadership, and Vancouver Coastal Health. We continue to work on developing forms and tools to support the roll out of the changes needed to improve the admission process.

Our social workers will be developing content for information sessions for Jewish community organizations and community members to educate them on the new admission process to Louis Brier. This will also help us to enhance connections with our community stakeholders and provide families with insight into the process of admission for their loved ones. These sessions are scheduled to start in the fall of 2023.

NURSING

In July 2022, the nursing team implemented unit rounds to increase compliance and accuracy around MDS and review of care plans, to improve resident quality of care, enhance staff knowledge and understanding of the needs and care plans of residents, as well as accuracy in data for acuity of residents and needs of facility. Because of these rounds, we accomplished a reduced rate in overdue assessments, timely care plan updates, and successful submission of assessments to CIHI prior to final submission date.



The nursing department participated in a Lean event in July 2022, where key processes were reviewed and aligned with the processes used in other departments to eliminate unnecessary use of time, which allows more resources to be directed towards person-centered care. The focus areas were MDS, which is a standardized assessment tool used to measure health status in residents, and the reduction of meetings and elimination of minute taking in favour of tracking completion of items within committees.

With the departure of the UBC Dental program from Louis Brier in July 2022, we have had Silver Valet Mobile Dentistry providing the opportunity for residents to have access to onsite dental services, which allows them access to oral care.



In September 2022, a selection of front line nurses across different nursing units were identified, alongside the nursing leadership, to complete a 6-week online course designed to enable learners to strengthen competency with cognitive and thinking skills, using reasoning and observation to conduct a mental status assessment. The MSA course is accessed through Canvas Learning Management System, and provides a series of case studies and simulated scenarios, where learners document their mental status assessment of patients, identify challenges, and document recommendations for improvement. In addition, learners were able to utilize Yellowdig, an online learning platform for student engagement, to engage in rich interactions, learn, share, analyze and discuss key topics with the guidance of a skills coach.

In January 2023, the interview process to hire care aides was enhanced by implementing a 2-step process, which includes an initial pre-screen interview, followed by an interactive case based job interview with a Clinical Nurse Leader (CNL) and two care aides. The change in the hiring process has allowed for a more thorough assessment of competencies prior to hiring. In addition to this, we also started providing training care aides in May 2023 to increase their scope of practice to allow them the ability to document in electronic health records on PCC, and take the vital signs of residents in their monthly monitoring.



In January 2023, two of our Clinical Nurse Leaders earned their Canadian Nurses' Association (CNA) Certification in Gerontology. Three of our CNLs now have a geriatric specialty certification, and all four will be certified by the end of 2023. They are now part of the 13,800 Canadian nurses with 22 nursing specialties who have completed the certification exam.

There is evidence that medication errors often arise during the transition of residents from acute care to long-term care homes due to lapses in communication and documentation. Better Coordinated Cross-Sectoral Medication Reconciliation (BOOMR) is an integrated practice change improving medication safety during patient/resident transitions through the health system. In March 2023, we implemented this practice at Louis Brier with the aim of improving the safety of our residents as they transition into our home, the care experience for our residents and their families, the work-

life of our care providers, and the overall cost of care. This initiative will help us to streamline the new admissions process and ensure that all relevant information is captured accurately and efficiently, reducing the risk of errors, and improving resident safety. In addition, BOOMR has the potential to save our nurses up to 3 hours in time per day, which is time that can be used to focus on delivering the highest quality of care, leading to improved resident outcomes.

REHABILITATION

During September and October 2022, the rehab team completed a facility wide audit of mattresses and bed frames, including pertinent information such as year manufactured, date given, condition etc. With this data of our inventory, we were able to replace 18 of our mattresses in the past year alongside continual upgrade of our bed frames.



In December 2022, the rehab team collaborated with the Manager of Allied Health and Manager of Quality and Risk to conduct a thorough audit of all residents that had any form of physical restraints (tilt wheelchair, seatbelt, lap tray, etc.) and ensure that the necessary consent forms and documents are in place or have been resent to all responsible parties.

In May 2023, Louis Brier collaborated with Dr. Aaron Chan to bring a spasticity program to the facility. Typically, residents would have to arrange transport to the GF Strong Rehabilitation Centre to receive Botulinum Toxin injection treatments. This new partnership allows Dr. Chan to see all residents onsite at Louis Brier to

provide more accessibility, efficient and thorough assessments and treatment.

After four years without any rehab assistant students, due to the pandemic, we are excited to be completing our second rehab student placement this June. In collaboration with Capilano University and Vancouver Community College, the rehab team facilitated two separate 5-6 week placements. The students were immersed in areas of rehab programming such as restorative dining, wheelchair and mobility aid repairs, as well as tackling a wide array of day-to-day referrals.



In May 2023, two of our Rehab Assistants started their theory and practical coursework to become CareFit certified. CareFit is an exercise program designed to safely manage the frailty of seniors, with a focus on safety, improving mobility and strength and provide effective fall prevention activities for seniors.

DIETETICS

In May 2023, our Clinical Dietitians, in collaboration with the food services department, undertook a project to migrate the current meal tray card and diet order system to an electronic format. This system integrates with Point Click Care, which will enable real-time changes regarding residents' dietary needs, food preferences, swallowing issues, making the information instantly accessible to other relevant teams, such as food services, the inter-professional team and the receptionists. This change will also reduce the time spent manually updating and printing changes to diet cards as well as a reduction in errors, which will enhance safety and point of service for residents.

Our Dietitians are working with the food services department to implement a Dietary Audit Program. The guidelines for the program are based on the *Audits and More: A Nutrition and Food Service Audit Manual*, which is a resource guide designed for adult residential care facilities with 25 or more persons in care. The goal of this program is to monitor the quality in areas such as Nutrition Care Plans, Enteral Feeds, Menu Substitutions, Hydration, and Nutrient Analysis. The process will also involve creating a tracking system to monitor how often audits are done; and based on the results of the audit; determine where quality improvement needs to take place.

In collaboration with the nursing team and food services departments, our Dietitians will re-examine the use of supplements for residents at Louis Brier. They will analyze the weight and amount of food eaten at meal times for each resident to determine their supplement needs. This project will aim to standardize our supplement process, which will provide accurate data on our wastage and our residents' nutritional needs.

FOOD SERVICES

After joining the Louis Brier and Weinberg team in October 2022, our Food Services contract provider, WestCana, revolutionized the menu system by implementing cutting-edge automation, ensuring effortless navigation for both staff and residents. This state-of-the-art automated menu seamlessly presents a comprehensive overview of the weekly 7-day menu and daily offerings, enabling all parties involved to stay informed about the delightful culinary options available.

In November 2022, WestCana invested in a range of smallwares to guarantee the seamless preparation, storage, and serving of meals while simultaneously enhancing the overall aesthetic appeal. These innovative wares not only facilitated efficient operations but also contributed to a more harmonious and pristine dining experience.

Over the past six months, WestCana has diligently implemented and upheld Kosher regulations, steadfastly maintaining dedicated, separate kitchens. By doing so, WestCana has wholeheartedly committed to honoring

and respecting religious observances, ensuring that every individual's spiritual needs are fully catered to.

WestCana has gone above and beyond to create an environment where Jewish residents truly feel a sense of home by expanding the range of Jewish menu items available. In their quest to provide an authentic dining experience, WestCana meticulously curated these meals by sourcing recipes from traditional Kosher cookbooks and incorporating valuable recommendations from the residents themselves. These delectable additions not only nourish the body but also foster a deep sense of community, enabling the Jewish residents to come together and joyfully celebrate the rich cultural heritage embedded in their culinary traditions.



At Louis Brier and Weinberg Residence, WestCana upholds a commitment to excellence through regular, collaborative gatherings that bring together management, kitchen staff, and residents. These highly valued weekly meetings serve as a platform for fostering open communication, enabling a harmonious partnership between WestCana and the kitchen team while actively encouraging residents to share their valuable thoughts, feelings, and concerns regarding the menu, meal services, and overall delivery of the food services department. The insights and feedback garnered from these meetings play a pivotal role in shaping the food services department, as they are diligently implemented to ensure that all services are tailored precisely to meet the unique preferences and desires of the residents. By maintaining this proactive and inclusive approach, WestCana establishes an environment where the residents' voices are genuinely

heard, fostering a culture of continuous improvement and unparalleled resident satisfaction.

In celebration of Chanukah in 2022, WestCana orchestrated a culinary masterpiece by crafting a captivating new menu. With a strong commitment to resident engagement, residents actively participated in the menu creation process, ensuring that it authentically represented the rich traditions and flavors of the holiday. The resulting feast was a delightful array of traditional Chanukah delicacies, including mouth-watering donuts and a delightful assortment of other delectable goodies. WestCana's inaugural Chanukah celebration at Louis Brier and Weinberg Residence surpassed all expectations, leaving an indelible mark on the hearts and taste buds of residents. The resounding success of this cherished event was a testament to WestCana's unwavering dedication to creating extraordinary experiences that honor the cultural heritage of the residents. By fostering a warm and inclusive atmosphere, WestCana truly made the first Chanukah at Louis Brier and Weinberg Residence an unforgettable occasion filled with joy, connection, and culinary delights.



WestCana demonstrated exceptional dedication in preparing all kitchens for Passover, leaving no detail unattended. With meticulous oversight, they ensured thorough cleaning of the kitchens and carefully procured Passover dining ware to create an authentic and meaningful experience. The extensive preparations began months in advance, highlighting WestCana's commitment to excellence. In their pursuit of culinary perfection, WestCana took special consideration in sourcing the Passover menu items. They collaborated

with suppliers who devoted significant time and effort to run and process individual lots in strict adherence to both Kosher and Passover rules. This careful sourcing guaranteed that every ingredient met the highest standards, instilling confidence and ensuring the utmost authenticity in the Passover meals. The success of the Passover celebration at WestCana was nothing short of remarkable. By going above and beyond, WestCana created an environment where residents could truly embrace the spirit of the holiday. Additionally, WestCana's commitment to maintaining a designated storage area for Passover-related items, such as dining ware, further demonstrated their dedication to upholding the sanctity of the occasion, ensuring proper storage and preventing any cross-contamination with other wares. Through their meticulous attention to detail and unwavering commitment to the Passover traditions, WestCana not only delivered an exceptional dining experience but also created a space where residents could truly connect with their heritage and celebrate Passover with reverence and joy.

LAUNDRY & HOUSEKEEPING

In preparation for the accreditation survey, reviewed and updated all housekeeping and laundry-related policies and procedures in September 2022, to reflect changes and new processes to be consistent with industry standard.

In October 2022, we reinstated the night cleaner position to support the cleaning of areas that are not accessible during the daytime hours, in order for us to maintain a clean, safe environment.

We created a new Housekeeping Supervisor/Float Position in December 2022. In addition to succession planning for the department manager, this position allows us to provide additional support to staff around infection control, as well as scheduling support.

After piloting a couple of web-based systems in March 2023, Louis Brier partnered with Westech Cleaning Audit Systems to implement their cleaning audit program. Audits will be conducted on a periodic basis to evaluate the cleanliness of the facility and provide indications of operational progress, and

continue to make gradual improvements to our cleaning strategies. This audit program is in line with VCH standards, and has the ability to guide and coach the auditor and staff based on their performance, and populate Key Quality Indicators (KQI) for reporting and improvement purposes.

From January to April 2023, together with the VCH Quality Assurance Team, we provided coaching on new changes, trends and best practices and techniques to selected staff members each month. Visual, observational and UV audits, improvement plans on cleaning, disinfection and hand hygiene, were executed based on the reports provided at the end of each audit.

INFECTION PREVENTION & CONTROL (IPAC)

Since June 2021, the IPAC department has continued to provide education and fit testing of staff for N95 Respirators, as well as maintain an inventory of N95 respirators onsite. This continues to happen on a regular basis, and is done in collaboration with the VCH Fit Testing team and our Clinical Nurse Leaders at Louis Brier.



The IPAC Module has been fully implemented in PCC since August 2022. This module allows nurses to document suspected and confirmed infection cases in PCC, from which line lists submitted to Public Health and infection reports are exported.

Since October 2022, the IPAC department has coordinated, facilitated, and collaborated with the nursing team in planning the administration of the

Influenza, Pneumococcal, and Covid-19 vaccines for the residents of Louis Brier and Weinberg. In addition, we collaborated with Grace Pharmacy for onsite administration of the Influenza and Covid-19 vaccines for staff, companions, volunteers, students, and visitors.



The IPAC department continued to coordinate and orchestrate outbreak control measures and enhanced surveillance measures during Covid-19, Influenza, and Norovirus outbreaks at Louis Brier and Weinberg. This has always been done in collaboration with the VCH Practice Team, CLEAR Team, Medical Health Officers, Public Health, and our Emergency Preparedness Committee various teams at Louis Brier and Weinberg.

The IPAC department oversaw the implementation of 5S methodology on the outbreak supply bins provided for each nursing unit, as well as personal hygiene supplies for every resident. A standard workflow was created and implemented across all nursing units.

In February 2023, Louis Brier was awarded \$10,000 in seed funding for the provision of IPAC education, and piloting the HSO simulation curriculum, which is designed to support the development of improved infection prevention and control practices in Long-Term Care by designing, testing, and implementing practice-based learning.

QUALITY & RISK MANAGEMENT (QRM)

The QRM department led the accreditation process, which resulted in the organization receiving Accredited with Commendation status after the survey was complete in October 2022. QRM led the Accreditation

Steering Committee, which liaised with, and monitored the progress of, other committees overseeing each standard, ensuring that each gathered the required evidence in preparation for the accreditation survey. QRM coordinated with Accreditation Canada and other stakeholders involved in the survey, and acted as a resource for standards-related concerns and queries.



**ACCREDITATION
CANADA**

Louis Brier maintained a “Low Risk” licensing rating under the Community Care and Assisted Living Act (CCALA). VCH conducted a routine licensing inspection in December 2022, which resulted in 100% compliance to all applicable regulatory requirements.

The QRM department continued to manage the complaints process for the organization by acknowledging, investigating, and resolving complaints within appropriate timelines. QRM collaborated with the relevant departments and teams to resolve internal complaints, while liaising with the Patient Care Quality Office (PCQO) to address complaints made externally.

The QRM department continued to manage and oversee the Visitation Program at Louis Brier, which Vancouver Coastal Health funds. With the lifting of mandatory requirements in April 2023 with respect to visitors in long-term care and seniors’ assisted living, the visitation assistants have been dispersed to other areas and departments to provide additional support where needed.

Continued to work with all departments across the organization to review and revise our quality indicators to ensure they align with our strategic priorities. Our QRM Coordinator is responsible for gathering and tracking quality indicators on a monthly basis, which they then present to the Operations Team and Board of Directors on a quarterly basis. Tracking quality indicators ensures we remain on track to achieving our organizational goals.

BUILDING SERVICES

In November 2022, we conducted a risk assessment of our security camera systems and determined that an upgrade was required. The camera system was upgraded which included the installation of HD cameras across the lower level of the building and perimeter.

The sidewalk at entrance to Louis Brier was replaced in March 2023, which was critical for resident access to the facility. We also installed a gate to secure the back of the building to prevent unauthorized access.

In April 2023, we replace our old storage shed with a new 40 ft. storage container, which significantly improves the storage for the building that is also secure from the elements.



Unfortunately, the Louis Brier gift shop has remained closed since the start of the Covid-19 pandemic. In partnership with Canteen Canada, we embarked on a project to renovate the existing gift shop and expand it to include a marketplace and café. In March 2023, we opened the Kosher Corner marketplace, which provides our staff, residents and families with access to beverages, snacks and daily essentials. The café area is scheduled to open in July 2023.

In April 2023, a complete redesign and renovation took place in the Shalom Garden, which included leveling the ground to make it more accessible to residents and families.



Over the past year, the team embarked on a large project to replace and add several HVAC air units throughout the building to help mitigate risk during heat waves. This project was successfully completed in June 2023 and was funded by a grant from the Ministry of Health.

We are in the planning and design stages of a renovation project to update the nursing stations and reception desk at Louis Brier. This is a significant project that has required a lot of planning since September 2022. Construction is expected to start in July 2023 with the Home West nursing unit.

FINANCE & BUSINESS OFFICE

The Business Office has been working with vendors since October 2022 to streamline the invoicing process, which has improved the accuracy of our inventory tracking and paying vendors in a timely manner.

We have been very fortunate to receive funding from various agencies, including the federal government, Louis Brier Jewish Aged Foundation, Jewish Federation, and grants such as EquipCareBC. The finance team works very hard with the support of operational leadership to ensure that every dollar of this is put to good use, and that all spending needs are tracked and accounted for.

The finance team continue to manage and support the financial side of large capital projects and funding received from external stakeholders.

Since the launch of the Kosher Corner Marketplace in March 2023, the business office has been responsible for

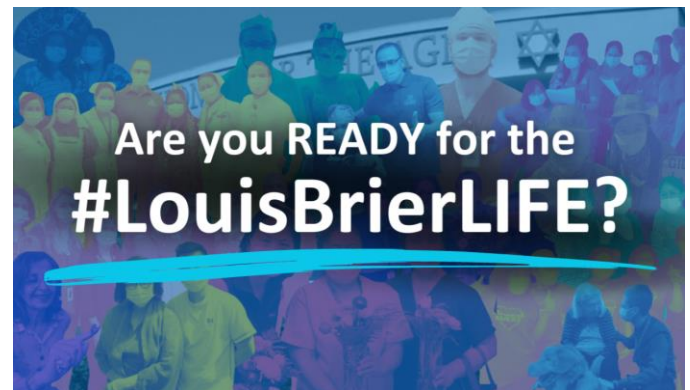
setting up all resident accounts on the self-service kiosks and providing support to staff who require it.

We are underway with phase 2 of the accounts payable automation initiative. The next phase of the project will see us completely transition away from cheques to using an electronic payments system.

COMMUNICATIONS

Our social media engagement has been steadily increasing, reflecting growing interest and interaction from our residents, family, staff and guests. Our social media photos and videos have been invaluable for our families, providing them with glimpses of their loved ones' daily lives. Through these visual updates, we offer families a window into the warm and engaging environment we provide, fostering a sense of connection and reassurance.

With the consistent production of promotional materials through the communications department for Louis Brier led events, there has been a significant increase in employee participation and attendance at each event.



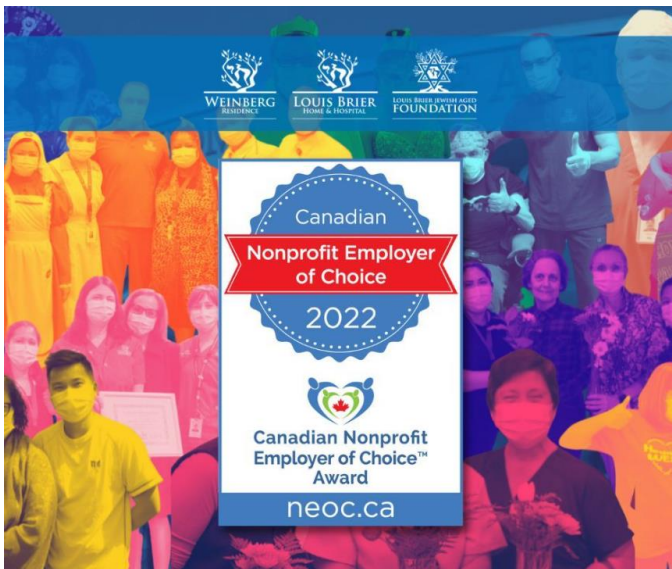
Due to today's competitive job market, our Communications Coordinator is currently working with our HR Department on revamping our employer branding to attract and entice future employees and applicants. This rebranding process involves tailoring messages and creating materials such as banners, posters, and videos, to effectively communicate Louis Brier's Mission, Vision, Values, and our slogan #LouisBrierLife.

It was announced in early 2022 that the Louis Brier mobile app was going to undergo a redesign to improve

its functionality. Our contracted app developers, CMOLDS, are in the final stages of testing for the beta version of the new mobile app; this version will be made available in the next couple of months for testing to our residents, staff, families, visitors, and volunteers.

HUMAN RESOURCES

In July 2022, we redesigned and expanded our General Orientation Program to include a multi-location experience led by over twenty module Leads who are department specialists. The general orientation, which includes a tour, is a fun, engaging, and interesting day of learning about Louis Brier and the Weinberg Residence, and what makes us a Centre of Excellence and an Employer of Choice.



The Code of Conduct initiative has been in the works for quite some time. As such, we were pleased to present the final draft in October 2022. Through our research, it became clear that many codes had a restrictive, negative, even punitive tones, and we endeavored to create one that is more positively-framed (while setting clear expectations), easy to read, and most appropriate for our setting. The Code of Conduct is intended to be a reminder to all staff; it is also meant to be a tool for staff. The expectations in the Code of Conduct apply to family and visitors as much as they apply to staff. Our intention is to make people aware that LBHH&WR has a Code of Conduct and that concerning behaviour must be reported accordingly.

“Louis Brier LIFE Day” continues to be a successful initiative, and an opportunity for everyone to demonstrate their pride in Louis Brier Home and Hospital & Weinberg Residence and everything that we stand for – our Mission, Vision and Values – and to celebrate CHAI (LIFE). Louis Brier LIFE Day is celebrated on the 18th of every month, and we encourage everyone wear royal blue scrubs or clothing and/or blue accessories to demonstrate their pride in the exemplary care we provide to our residents and to participate in some fun activities to celebrate CHAI (LIFE).



Our food truck initiative continues to be a success at the Snider Campus and in the community. As there are limited dining options in the area, we have enhanced the program by offering a monthly schedule outlining when and what food trucks will be onsite every week. As a token of appreciation, we offer a limited number of \$5 - \$10 coupons on a first come, first serve basis to employees, companions, clinical instructors and volunteers.

To promote Jewish culture at Louis Brier, we have been offering Israeli Folk Dance Classes every month on Louis Brier Life Day over the past year. This is an upbeat and fun dance class where the participants learn fundamental Israeli folk dances that are rooted in the joys of dance and music.

COMPANION PROGRAM

In collaboration with the Finance Team, the companion program migrated to QuickBooks in November 2022. QuickBooks is an accounting software package that allows you to accept business payments, manage and

pay bills, and payroll functions. This software will allow the Companion Coordinator to track the companions' hours accurately, pull data for payroll and invoicing, and keep track of the companions' tasks and schedules. It automatically sends reminders to companions to clock in or out for their shifts with their resident. QuickBooks also has GPS tracking and geofencing to indicate the companion's location when they clock in and out.

In December 2022, the companion program coordinator collaborated with the Family Council in arranging for the companions to participate in an online webinar for *Cracking the Dementia Code™*, which focuses on ways to effectively anticipate and manage dementia-related behaviours, and reframe the way we approach dementia-related behaviours.

We collaborated with the PCC team to input all the companion schedules in every resident's Point of Care, to allow the Care Aides quick access to check the schedule of the companion with a specific resident on their electronic device. Point of Care is a mobile-enabled app that runs mobile devices that enables care staff to document activities of daily living at or near the point of care to help improve accuracy and timeliness of documentation.

In March 2023, our Clinical Dietitians delivered in-house education to our companions on the importance of understanding the mechanism of swallowing that can lead to complication. This topic is very important for companions who deal with residents that are at risk of choking.



In April 2023, Louis Brier entered into a partnership with GTCare to develop a web application that will simplify

the process for connecting companions with residents and families. This project is funded by the Center for Aging and Brain Health Innovation (CABHI) and will be a collaborative effort involving companions, families, residents and the administration staff. The ultimate goal is to have a fully functional platform that will support our seniors in social supports and coping skills, and having access to healthcare services and culture. The platform will also provide accountability by tracking companion hours and improve efficiency in the payment of services, as well as make the process of onboarding companions easier by allowing families and the companion coordinator to provide feedback on services delivered.

VOLUNTEER PROGRAM

Since we opened our doors to volunteers again after the pandemic, we have welcomed 77 volunteers to Louis Brier who assist with providing support to our residents with programming and activities.



In April 2022, the King David High School Jazz Band started volunteering once a month during the school year to perform music for our residents.

In collaboration with the Vancouver School Board, we welcomed students with neurodiversity disorders to volunteer at Louis Brier during the school year, to allow them to gain confidence in dealing with day-to-day activities. Their support was remarkable and very heartwarming, and two of the students have since signed up to become active volunteers during summer.

We collaborated with the Vancouver Academy of Music and the Vancouver Youth Symphony Orchestra to bring musical performances to our residents. They performed

in November 2022, and will continue to do so twice a year.



In January 2023, we had the Sisterhood Temple Shalom Choir perform for our residents. The impact of their performance was not only captivating but brought a sense of deep connection with our Jewish community through music. The harmony and sense of unity that the Sisterhood Choir brought was truly remarkable.



To enhance recruitment efforts for our volunteer program, our Volunteer Coordinator attended volunteer fairs in November 2022 and March 2023 at the Cornerstone International Community College.

Our Vancouver Public Library Program is still going strong and growing. During the pandemic, we collaborated with the VPL to be part of their Accessible Services program, which provides services to library users with mobility challenges. Every month, the VPL delivers books and audiobooks to our residents, who can choose to receive enough books for the whole month.

WEINBERG RESIDENCE

Residents, staff and families celebrated the Weinberg's 20th year of operation in August 2022, appreciating the integral part it plays in the Jewish community.

The Weinberg was able to host additional music programming for all residents through the continued generosity of Rick's Heart Foundation Heart for Music program, which gifted music equipment and customized playlists for our residents. Through the generosity of the Louis Brier Jewish Aged Foundation, we have been able to host a number of musical programs such as A Gift of Music, Music in the Morning and Manuel's Music.

In October 2022, we had a visit from Rabbi Varnai from The Bayit in Richmond, along with his family, who hosted a challah-baking event with the residents. It was a "hands-on" morning for the residents, companions and staff as they were walked through the fun process of challah making. They made different shapes of this delicious bread of Jewish origin and enjoyed the results of their efforts on Shabbat.

In November 2022 and June 2023, the residents of the Weinberg received their Covid-19 vaccine boosters.

Through our Student Placement Program, we continue to welcome Health Care Aide students from various schools to complete their practicum training in Assisted Living. The students shadow the Weinberg care team and provide additional support and care to the residents.

The Weinberg continued to have a presence in the community and was the sponsor of many events including the JCC Chutzpah Festival, Jewish Book Festival, Vancouver Jewish Film Festival, and as recently as the Marpole Community Day in June 2023.



MEDICAL COORDINATOR UPDATE

As we have emerged from the pandemic, we have been able to maintain a stable number of medical staff. Our team includes one nurse practitioner and seven physicians. Collectively providing medical coverage to all of the Louis Brier Residents and the majority of residents who reside in Weinberg MLC. We were fortunate enough to recruit another very capable physician to take over from one who had left last summer.

It is increasingly more challenging to find and recruit physicians who are interested in Long Term Care work (LTC). The new funding model in B.C. for primary care has not yet been extended to LTC, although there are promises that this will happen later in the year. There has been interim stabilization funding arranged for current physicians. It remains to be seen if the new funding model will attract younger physicians to this work. As some of our more senior colleagues who work in LTC get closer to retirement, I can foresee a crisis in facility medical care of the elderly. This is of course a problem impacting all areas of primary care to varying degrees. Another reason why a modern and innovative new facility becomes imperative in attracting younger physicians in the future.

Over recent years, the residents who are admitted to Louis Brier have become progressively frailer and statistics show that the duration of stay for the majority of new admissions measures in months. The level of complexity and acuity of residents that are being admitted to our facility has risen and it follows that palliative/end of life care has become more central to the care we provide.

Robust nursing leadership is vital to helping us provide optimal care and to that end, I view our model of clinical nursing leaders (which is unique to our facility) as being essential in helping us to deliver excellent care. There is work to be done in the regard; ultimately allowing more effective collaboration between medical, nursing and allied teams in providing resident and family centred care.



Dr. Merrick Tosefsky

Medical Coordinator, Louis Brier Home and Hospital
Family Practitioner, Marpole Medical Clinic, Vancouver
Clinical Instructor, UBC Department of Family Practice

INTRODUCING WESTCANA SERVICES INC.

Many of you may know that our contract with Marquise Hospitality (Compass) ended at the end of October 2022, and we were successful in finding another partner to help us improve our Food Services operations and deliver high quality food to our residents. WestCana came on board on October 28 as our new service provider, taking over the day-to-day management of our Food Services department, and thus far, they have been able to deliver a great service.

Who is WestCana?

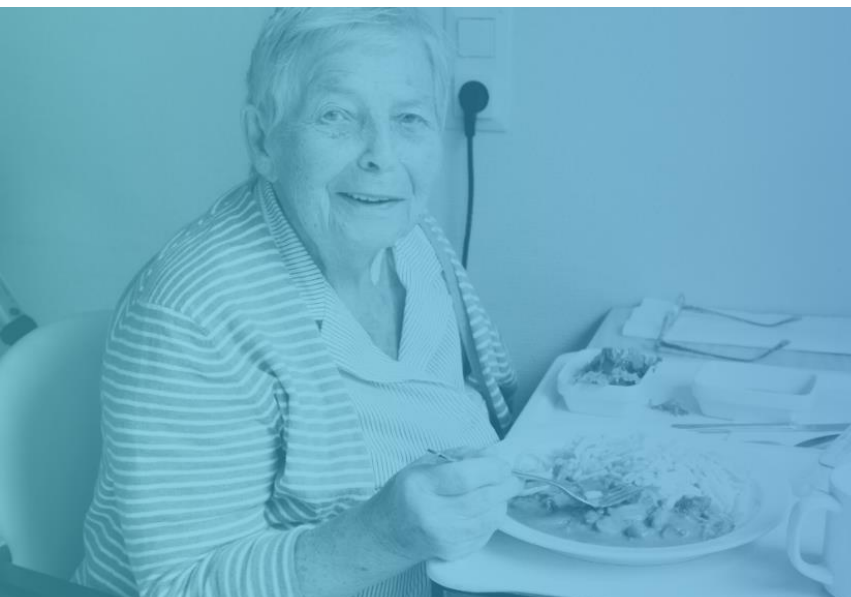
WestCana Services Inc. has long-term operations in 37 homes with 5,300 beds throughout British Columbia and Alberta. We employ 1370 individuals offering services 24 hours a day, 365 days a year. We have over 27 years of direct and relevant experience providing support services that include customized approaches in Culinary, Dietary, Registered Dietician services, Housekeeping, Laundry, Maintenance and Reception. WestCana staff recognize the importance of exceeding expectations and strive to bring hospitality into healthcare.

WestCana embraces a person-centered approach to support where the focus is on the resident. We pride ourselves on continuous improvements to meet the diverse needs of our clients and residents. We hire staff based on the qualities of person-centered support. We respect and support diversity in spiritual beliefs and this is reflected in our hiring practices. Our Customer Service Philosophy is to provide high standards of quality support at all stages of the residents' needs.

We respect the value of each individual as a unique person. WestCana offers various levels of services, and our people are experienced in ensuring that each individual is provided with the dignity, respect, privacy, and independence that they deserve. To ensure that we are providing all residents and families we serve, a voice and a choice, our philosophy of support is grounded in the principles of person-centered care. We support the care plans in place and work with our client to embrace the unique qualities and strengths of our residents. We engage families, friends and significant others in our care and recognize the importance of creating a "caring environment" for our residents.

Along with our strong ethics, we bring an integrated approach to professionalism and hospitality that will elevate the level of services offered to the residents. Aging is a process of constant change, and we understand that flexibility and the ability to quickly adapt to these changes are an important aspect.

All of the homes we provide services to receive tailored menus and plans that are posted in each home, to fit the unique wants and needs of the residents. We make every effort to accommodate resident requests and will prepare specialized service plans to meet specific dietary and care requirements.



AWARDS

Accreditation with Commendation

In October 2022, Louis Brier Home and Hospital underwent an accreditation survey and was **Accredited with Commendation**, which is awarded to organizations that surpass the fundamental requirements of the accreditation program.

Accreditation Canada surveyors spent four days at Louis Brier in October conducting in-depth team interviews, documentation reviews, tours, and conversations with stakeholders including families, and community partners, to determine Louis Brier's performance against six rigorous standards: Governance, Leadership, Infection Control, Medication Management, Long Term Care service, and Patient Centred Care. In the final accreditation report, Louis Brier met 629 of 644 standards and criteria for an overall score of 98 per cent. This is an amazing accomplishment, given all that has happened around us and in the last three years with the COVID-19 pandemic and its implications.

Accreditation Canada is an independent, not-for-profit organization that sets standards for quality and safety in health care, accrediting health care organizations in Canada and around the world.



2022 Canadian Nonprofit Employer of Choice™ (NEOC) Award

The Canadian Nonprofit Employer of Choice Award is a tool that measures a nonprofit's Leadership attributes, HR practices and employee perceptions, all while helping to build a preferred employer brand. The award is given annually to participating Canadian charities and nonprofits that complete the NEOC Organizational Profile and Employee Commitment Survey.

A minimum overall score of 75% must be achieved to qualify for the award. In February 2023, it was announced that Louis Brier Home and Hospital was one of 16 organizations from across Canada who fulfilled the program requirements to be named a 2022 Canadian Nonprofit Employer of Choice for its commitment to providing an exceptional work life for its employees.

This is the third year in a row that Louis Brier has been a recipient of the award. The news was announced through a special announcement presentation during the February 2023 Louis Brier LIFE Day.



Stars of Vancouver 2023 Readers' Choice Awards Louis Brier Home and Hospital was recognized as a winner for "Best Seniors Residence" in Vancouver for the Stars of Vancouver 2023 Readers' Choice Awards. The annual Stars of Vancouver Readers' Choice Awards recognize and celebrate the businesses that display excellence in the city we call home.

Louis Brier Home & Hospital has received this award now three years in a row and is proud to be the only publicly funded Long-Term Care facility amongst the winners of this award category.



This award is a testament to Louis Brier Home & Hospital's mission to provide exemplary resident and family-centred care for seniors. Louis Brier's strong reputation is a result of our passionate and hardworking employees as well as our supportive and engaged community.

EVENTS & INITIATIVES

JULY 2022

Louis Brier Pride Month

To celebrate Pride in July 2022, and to promote inclusion and diversity, we hosted a variety of festivities, to honour, support, and celebrate the LGBTQIA2S+ community and their contributions. We kicked off the month with our very own Louis Brier Pride Parade, which was followed by a social mixer where residents, staff, and companions could get to know each other. The recreation and food services departments hosted a Pride themed BBQ where Residents enjoyed home-grilled burgers and fries in the Shalom Garden. We also hosted the *Wear Your Rainbow – Show Your Pride* Costume Contest where residents, staff and companions were encouraged to dress in rainbow colours and cheer for their favourite contestants, who had a dance off for the top spots and prizes.



Registered Massage Therapy Students

In July, we welcomed Registered Massage Therapy students to Louis Brier for the first time, which was a huge success. The students came onsite twice a week, offering massage therapy sessions to residents and staff free of charge. The feedback was incredible and have had many more RMT students come through Louis Brier since.

Visit from Loni the Horse

Loni the 2,200 Percheron Horse, his side kick Beau the Shitzu, and their handler Gerry from Stanley Park Horse-Drawn Tours, made their grand return to Louis Brier last

July. Some residents remembered Loni from the previous year's visit, while many residents new to the program were in absolute awe to see such an enormous sight inside Louis Brier. Loni's visit was so special it was even feature on Global News.



AUGUST 2022

Louis Brier Show & Shine

Louis Brier hosted its first ever Show and Shine in August 2022. Residents were able to be outside in the sunshine and go back in time to the golden oldies, with a display of vintage cars that was graciously provided by the volunteers of the Vancouver Vintage Car Club of Canada. We had live music performed by The Dimes, singing rock and roll songs from the 50s, as well as cotton candy and floats for everyone to enjoy. It was a real sensory experience for all, and the event was even featured on the City News.



Weinberg Residence 20th Anniversary

Residents, staff and families celebrated the Weinberg's 20th year of operation on August 21. It was a beautiful afternoon with residents and families and some board members in attendance.

Hawaiian Week at Louis Brier

In August 2022, the Recreation Team whisked residents and staff away on a tropical vacation to Hawaii by hosting Hawaiian Week at Louis Brier. The three-day event included a delicious Lū'au themed BBQ, and the residents were transported to the "Ports of Paradise" with dancer Paul Latta and his Polynesian dance show. These talented entertainers performed traditional dances, many of which are thousands of years old, from all ports of paradise including Hawaii, Fiji, New Zealand, Samoa, Tonga and Tahiti! It really felt like we had been transported on a tropical excursion. There was also a musical from Elvis & Marilyn who delivered an exciting "Blue Hawaii" themed show.



Summer Staff Appreciation Day

The Summer Staff Appreciation event was held in August 2022, in appreciation of all our employees and their hard work and dedication to Louis Brier and Weinberg. The schedule included the "CHAI Honours" Recognition Three Ceremony, a photo booth complimentary lunch from the Planted Food Truck (Israeli Cuisine), frozen treats for the staff distributed by the Senior Leadership Team, games, Israeli Folk Dance Class, cake and fruit provided by the Family Council, karaoke, and Pizza for the night shift staff.

SEPTEMBER 2022

Challah Prince Workshop @ Congregation Beth Israel

Residents joined the "Challah Prince" (Idan Chasabov), an internationally recognized Israeli Challah artist at Congregation Beth Israel for an outing to learn special Challah braiding techniques. Each Resident got to practice the art of challah-baking and brought their creation back to Louis Brier to be baked and enjoyed.



Vancouver Aquarium Bus Outing

On the afternoon of September 13, a small group of residents enjoyed a visit to the Vancouver Aquarium. The residents got to experience exhibits such as the Amazon, the Tropics, Pacific Canada, and the Arctic, taking in the sights and sounds of a variety of incredible species and amazing aquatic life.



Support Services Appreciation Day

SafeCareBC established a Support Services Appreciation Day in September 2022 to acknowledge and show appreciation for support services workers, including housekeeping, laundry, food services, maintenance,

janitorial, recreation, and dietary. Their work both directly and indirectly affects the well-being of residents and families. Louis Brier and Weinberg took advantage of this occasion to recognize and thank our own support services employees. On that day, each support worker received a Starbucks gift card as a token of appreciation.

OCTOBER 2022

Accreditation Survey

In October 2022, Louis Brier underwent its accreditation survey and was *Accredited with Commendation*. The survey ran for four days and included in-depth team interviews, documentation reviews, tours, and conversations with stakeholders including families, and community partners. Louis Brier met 629 of 644 standards and criteria for an overall score of 98 per cent. This is an amazing accomplishment, given all that has happened around us and in the last three years with the COVID-19 pandemic and its implications.

Sukkot

The maintenance and recreation teams set up a temporary outdoor sukkah as a gathering space for residents to socialize, eat meals, and connect to nature during Sukkot. A sukkah symbolizes the outdoor dwellings the Jews lived in during their time wandering the desert. It is decorated using the Seven Species of Israel (traditional foods eaten in the desert) which include wheat, barley, grapes, figs, pomegranates, dates and olives. The weather this year was beautiful for the duration of Sukkot, and the sukkah was well-used and enjoyed by many.



Resident Showcase

Our Recreation Therapist Assistant, Maria Villamor started creating beautiful displays to capture the life stories of many of the residents at Louis Brier. The recreation team has been hosting monthly Resident Showcase presentations for all to enjoy getting to know our residents.



NOVEMBER 2022

Remembrance Day

On Remembrance Day, we acknowledged the courage and sacrifice of those who served their country, and our responsibility to work for the peace they fought hard to achieve. The recreation team honoured veterans who had volunteered, sacrificed, served, fought, and died, in a Remembrance Day ceremony on November 11 in the Homeside Lounge.

Museum of Vancouver Visit

Residents enjoyed a blast from the past with a trip to the Museum of Vancouver where they had a fun filled afternoon exploring the hands-on exhibits which featured retro artifacts and music from 1900s-1970s.

Kristallnacht

To honour Kristallnacht in November 2022, we hosted a special in-house commemoration event, which included guest speaker Amalia Boe-Fishman, a Survivor Outreach Speaker for the Vancouver Holocaust Education Centre, as a live video streaming of the Vancouver Holocaust Education Centre's Kristallnacht Commemoration Service.

BC Seniors Advocate Survey

Louis Brier participated in a province-wide survey to find out what we are doing right and what needs improvement from the point of view of the residents and their family members. The survey took place between Nov 15 – Dec 8, while family members received a separate survey.

DECEMBER 2022

Vancouver Jewish Folk Choir

The largest, best, and Only Yiddish choir west of Winnipeg, the Vancouver Jewish Folk Choir, performed the music of the Jewish people in Yiddish, Hebrew, Ladino and English, as well as other languages of countries where Jews have lived.

King David Jazz Band

On December 15, Louis Brier welcomed back the talented students from King David High School, who treated the residents to a musical set which included a variety of jazz tunes.



Recognition Awards & Long Service

In December 2022, the Employee Recognition and Social Event Committee hosted its annual Recognition Awards Ceremony to recognize staff and companions who have made outstanding contributions within our organization.

In addition to the Recognition Awards Ceremony, we also hosted the Long Service Awards to recognize employees and companions who have reached milestones in their years of service in 2022. Milestones include 5, 10, 15, 20,

25, and 30 years of service. The Long Service achievement is significant to everyone at Louis Brier and Weinberg, and marks a special occasion in an employee and companion's career.



Holiday Lights Tour

Residents joined a bus outing around Vancouver to view spectacular displays of various holiday lights around the city. The tour made stops at the St. Pauls' Lights of Hope display, Robson Square (Giant Menorah), Gastown, and the amazing Trinity Street Residential Light display before ending the tour at Louis Brier to see our very own light display.

Chanukah

The staff and residents of Louis Brier celebrated Chanukah with a variety of events filled with music, food, joy, and even some friendly competition. The recreation team organized a Chanukah Decorating Contest for the nursing units. On top of their busy schedules, nursing and care staff dedicated additional time and effort to uniquely decorating their units.

New Year's Eve Party With Elvis

The King of Rock and Roll, along with Marilyn Monroe, were back in the building to celebrate the wrap up of 2022 and begin the count down to 2023! It was an energized performance, full of chart-topping hits.

JANUARY 2023

Lunar New Year 2023 Year of the Rabbit

On January 22, Residents celebrated the Lunar New Year with a performance by the Orchid Ensemble Duo. These two musicians offered a musical experience to the Residents by bringing a combination of sounds made up of the erhu (Chinese violin) and the ruan (Chinese lute). Gong Xi Fa Chi.

FEBRUARY 2023

Recreation Therapy Month

In February 2023, the recreation department organized a carnival themed event for residents, family, staff, students, and companions to celebrate Recreation Therapy Month. The carnival was a huge success, with games, cake, and FUN had by all.



Mitzvah Day

February 17 has officially become *Random Acts of Kindness Day*, which is meant to inspire kindness and highlight the “paying it forward” mentality. Here at Louis Brier we call February 17 Mitzvah Day (which in Hebrew means ‘a good deed’) and we encourage residents, staff and companions to practice acts of kindness in the spirit of friendship. To celebrate this year, residents created Kindness Cards to give to their fellow residents, staff, and family members.

Tu Bishvat

To honor Tu Bishvat, our residents planted an assortment of plants and flowers during their Mitzvah Club gathering.

MARCH 2023

Resident Lunch Outing

A group of residents was able to enjoy a lunch outing at the Milltown Bar & Grill where they enjoyed a feed of fish & chips. As the restaurant is in close proximity to the airport, the residents were able to watch as large aircraft landed one after another.

International Women’s Day

We celebrated International Women’s Day by welcoming internationally recognized Vancouver artist, Linda Frimer. Linda engaged residents in an interactive presentation, speaking about her story and sharing artwork from her new book “Luminous: An Artist’s Story as a Guide to Radical Creativity”. Linda has donated multiple paintings to Louis Brier, and previously facilitated “The Geshher Project” to support residents at Louis Brier who were Holocaust survivors and their children. We are looking forward to having Linda back to facilitate painting workshops for our Residents. We are looking forward to having Linda back to facilitate painting workshops for our Residents.



Purim

The staff and residents of Louis Brier celebrated Purim with a parade and costume and dance contest. Staff and companions displayed their costumes in a friendly dance off competition. It was a huge hit amongst residents, staff, and companions. We also invited Rabbi Rosenfeld and Chaplain Rob Menes to lead the Megillah reading.

APRIL 2023

Yom HaZikaron and Yom Ha’atzmaut

Yom HaZikaron takes place on the 4th of the month of Iyar in the Jewish calendar. It is a day to commemorate the Israeli soldiers who lost their lives in fighting for Israel's independence. This year we hosted a commemorative service with Chaplain Rob and Rabbi Adam Stein on April 25 in the Synagogue of Louis Brier.

Yom HaZikaron is followed by Israel's Independence Day, known as Yom Ha'atzmaut. On April 26, the recreation team hosted a party to celebrate Yom Ha'atzmaut and welcomed all residents, staff, families, and companions. The entertainment included a musical performance from the Sulam Band, Israeli street food and a dance party.

International Holocaust Memorial Day

In April, we recognized and commemorated International Holocaust Memorial Day and had an amazing memorial service put on by our Chaplain and the Recreation team.



Covid Restrictions Lifted

On April 6, the Provincial Health Officer announced the lifting of the mandatory requirements with respect to visitors in long-term care and seniors' assisted living.

Bus Outing To UBC

On April 11, a group of residents visited Barnett Hall at UBC to enjoy a performance by the UBC Chinese Music Ensemble, who perform a diverse range of regional Chinese music genres, including Jiangnan silk and bamboo music, traditional Cantonese music, folksong arrangements and contemporary orchestral pieces. Some who joined were moved to tears by the beautiful

sounds of the ensemble, a true testament to the power of music.



MAY 2023

Trip to VanDusen Gardens

The recreation team escorted a group of residents for a lovely outing to the VanDusen Gardens where they enjoyed the sunshine and blooming spring flowers.



Nursing Week Celebration

Louis Brier celebrated National Nursing Week this year with a variety of incredible events and competitions, highlighting nurses from across the entire campus, highlighting the different cultural backgrounds, and emphasizing the one common goal, caring for those in need.

We had a *Louis Brier's Got Talent* show. The judging panel comprised of residents and family members, and there were many performances from each department. The participation of all departments and the leadership

team provided an opportunity for everyone to come together and celebrate each other especially the nurses.



Israel @75 Project-Tzimmes Performance

In partnership with the Jewish Federation of Greater Vancouver, residents enjoyed the Klezmer Concert with Tzimmes on May 7. The performance was to celebrate and honour 75 years of Israel with the community.

Mother's Day Performance

To celebrate all of the mothers here at Louis Brier, we hosted an afternoon of music with a special performance by "Dean Martin" in the Homeside Lounge. We also celebrated Mother's Day by having flowers delivered to our residents and staff.

JUNE 2023

BRIER FIRE Dragon Boat Team

The Louis Brier Dragon Boat Team returned in 2022 after a two year hiatus due to the pandemic. The team has been practicing twice a week at False Creek all year, and it really paid off! This year, the team started their season with competing in the Inlet Spring Regatta in Port Moody on April 29, 2023, where they won bronze overall. On June 3, 2023, the team won Gold in the Mixed C competitive division of the Vessi 500 Championship. Finally, the team competed in the 2023 Concord Pacific Dragon Boat Festival on June 24/25, where they took home the silver medal in the Premier Mixed Recreational B Final.



B.C. Senior's Week

June 5 – 11 marked BC Seniors Week. To honor our seniors and their contributions to our community, Louis Brier hosted a number of special events throughout the week, including a science party, a resident parade and performance by the Java Jazz Band, as well as a Resident Art Show, showcasing the collection of artwork the Residents have been creating with Art Therapist, Calla Power.



Happy Father's Day

Louis Brier honoured all of the fathers, both residents and staff, with an afternoon of music with a special performance by the "Ragtime Ramblers" in the Homeside Lounge.

POINTCLICKCARE (PCC) UPDATE

PCC Clinical Systems Transformation (CST) – YEAR 3

The Clinical & Systems Transformation (CST) is a multi-year project designed to support organizations in establishing common clinical and process standards, including workflows, order sets, clinical guidelines, and integrated plans of care and a common electronic health record, to improve the safety, quality, and consistency of resident care across the organization.

Louis Brier Home and Hospital and Weinberg Residence is now in Year 3 of the project. We are one of a few organizations to have almost fully implemented electronic health records, through using modules that are all based on the PCC Software. This project has enhanced the way the multidisciplinary team connects with the residents. It provides system reliability, data integrity, connectivity, efficiencies, and sustainability; while supporting the foundational principles of person-centered care, positive resident experience, and evidence-based practice.

Secure Conversations 2.0 – *Implemented July 2022*

Secure Conversations is an encrypted mobile messaging and web application to effectively and securely coordinate care across the entire distributed care team and connect to the resident remotely. Secure Conversation subscribers across Canada will be moved over to the new enhance version by Fall 2022. With this new intuitive Secure Conversations solution, we are hoping to see improved unified care collaboration, enriched cross-facility conversations, and a more seamless resident care documentation process.

Louis Brier was selected to take part in the Early Access Program. We will be migrating to Secure Conversation 2.0 platform on July 26, 2022. The early access program allows the Interprofessional team to test a high quality version of software in PCC production environment, provide direct input and get more hands-on support.

Highlights of this new version include:

- Enhanced user interface and workflows
- Standardized roles to drive access based on user persona
- Resident specific messaging
- Actionable messages such as saving conversation to progress note & uploading images to resident's chart

Future enhancements projected for 2023 will provide the team with the ability to attach documents to conversations and the resident chart as well as additional communication methods include messaging, voice & video, file sharing and telehealth visits between MRP and residents. The ability for timely and secure information sharing through a common collaboration platform results in improved overall decision-making, reduced re-hospitalizations and better resident outcomes. Universal access for physicians working across multiple organizations remains a high priority on the development road map but PCC do not have an estimated completion date for this work yet.

Upgrade of User Defined Assessments – *Implemented July 2022*

Transportation referral: This assessment allows interdisciplinary team members to coordinate the transportation and companion needs of a resident when attending an appointment.

Morse Fall Scale Risk Assessment: Using this assessment tool aligns with best practice and alerts staff if a resident is at a higher risk for falling. This in turn provides opportunity for the care team to appropriate a care plan to prevent falls.

Heat Risk Assessment: This assessment tool allows staff to create a hydration plan in advance for residents who are at risk for heat exhaustion and stroke during the hot summer months.

Braden Scale: This assessment is the gold standard evidence-based tool for assessing the risk for developing pressure sores. With the implementation of the Braden scale, the clinical team can provide interventions according to the assessment to decrease the risk of pressure sores.



PARTNERSHIPS, PROJECTS AND INITIATIVES

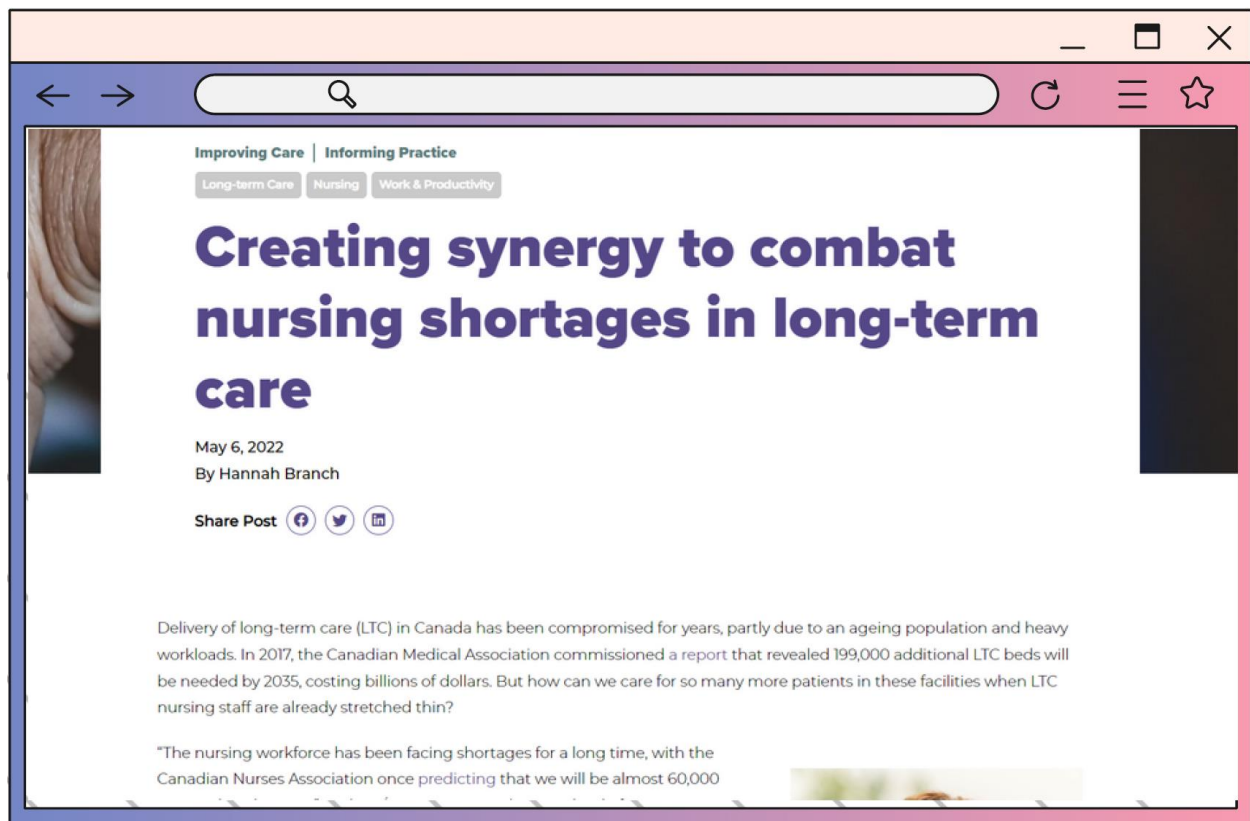
Synergy Staffing Tool (SST)

Staffing in residential aged care has been determined by an almost arbitrary formula that says how many hours per care a day (HPCD) a resident requires. Dr. Farinaz Havaei, of the UBC faculty of nursing, continues her work to examine issues in LTC, exploring potential solutions to drive change and improve care.

We are delighted to collaborate with Dr. Havaei and her team on a collaboration between UBC and Louis Brier to study the applicability and use of the Synergy Staffing Tool (SST). Initially trialed in acute settings, the SST has the potential to accurately, and rapidly, identify the need as well as level of need in patients, allowing staff to better anticipate care need.

Essentially, the SST can allow a more accurate match of patient need with level of nursing and allied care. Louis Brier has already participated in the pilot project in the winter of 2021, and is currently in the next phase; a 6-month data collection period, utilizing weekly resident need scores.

For more information about the project, visit: [Creating synergy to combat nursing shortages in long-term care - CHÉOS: Centre for Health Evaluation & Outcome Sciences \(ubc.ca\)](https://www.cheos.ubc.ca/creating-synergy-to-combat-nursing-shortages-in-long-term-care).

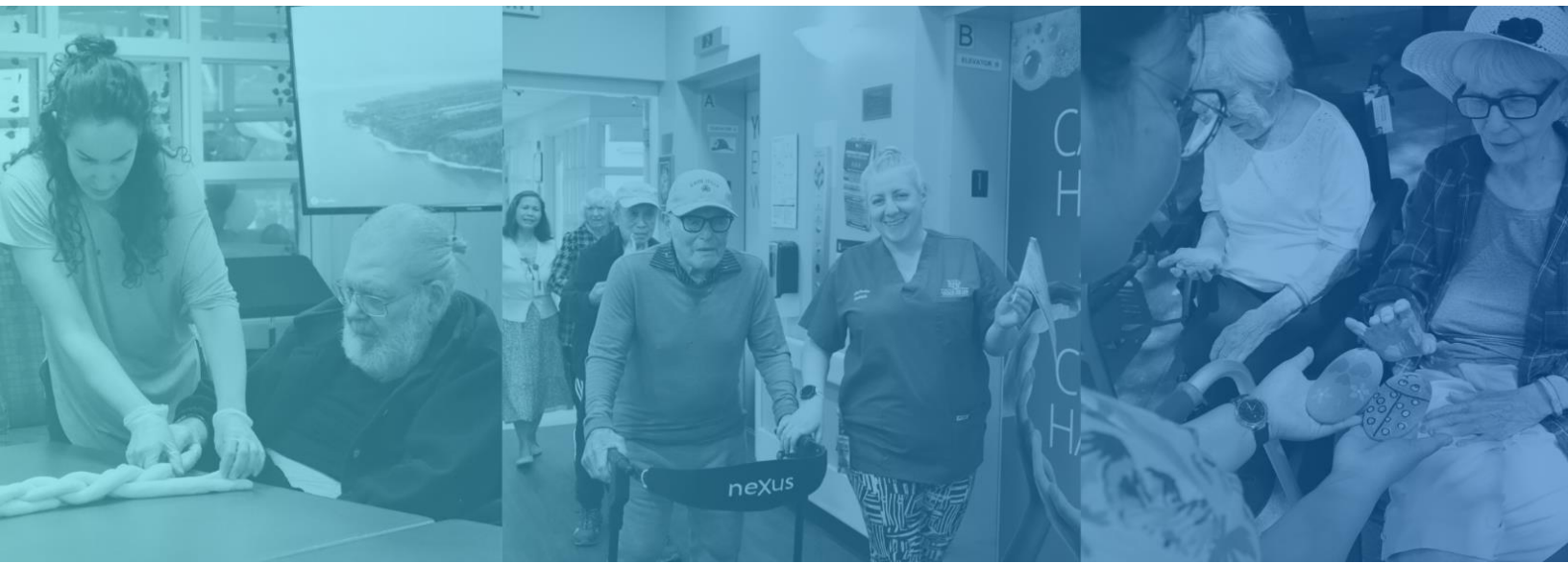


Potentially Inappropriate Use of Antipsychotic Project

Louis Brier joined the Reimagining LTC initiative, which supports long-term care homes to work together to build better care with and for people living and working in long-term care in Canada. The program helps participants address gaps in the safety and quality of care in long-term care, by providing more support to healthcare workers and building capacity to make care more person-centred.

The potentially inappropriate use of antipsychotic medications has been an ongoing conversation in long-term care but has become even more relevant in light of the COVID-19 pandemic. Our nursing and recreation departments have been working closely together on this project since November 2022, and were successful in receiving a grant of \$10,000 from [Health Care Excellence Canada](#).

The goal of this project is to reduce our potentially inappropriate use of antipsychotic medications from between 29.5-24.3% to 16%, which is 10% below the national benchmark of 26%. This particular issue is pertinent to address now, as we have reached a phase in the pandemic where we can focus our resources and energy toward quality improvement projects and not solely on resident safety related to COVID-19. We emphasize a more person-centered care approach by reducing inappropriate antipsychotic medications and improving quality of life by utilizing behavioral modification, meaningful medication reviews and enhancing care planning in collaboration with residents and families.



STUDENTS AT LOUIS BRIER

Student Placement Program

As part of our efforts to be recognized as a centre of excellence and leaders in eldercare, Louis Brier Home and Hospital has been committed to fostering its relationships in the academic community. Over the past few years, we have developed active partnerships with many universities and schools, including the University of British Columbia, Capilano University, Langara College, Vancouver Community College, and many more, and we are always looking for opportunities to collaborate with other institutions.

Every year, over 200 students obtain their clinical training at Louis Brier Home and Hospital where they learn and develop their clinical skills. We see the student placement program as a great recruitment opportunity; we see our students as potential future employees. Since the program started, we have hired many care aides and nurses who completed their placements here, some of which now hold leadership positions within the organization.

Our Student Placement Program allows students to explore their chosen field and gain hands-on experience, while applying the theoretical knowledge they have gained in an academic setting. We are committed to providing a valuable learning and practical experience to students who want to develop their skills in a real healthcare setting.

We provide a vast range of educational placement experience across a variety of healthcare-related fields, including the following:

- Nursing
- Psychiatric Nursing
- Health Care Aide
- Music Therapy
- Recreational Therapy
- Social Work
- Massage Therapy
- Rehabilitation Assistant
- Occupational Therapy
- Physiotherapy
- Clinical Nutrition and Dietetics

As of June 30, we have welcomed 131 students through the doors of Louis Brier and Weinberg, and we anticipate that number will double, at least, by the end of the year.

Discipline	2022	2023
Registered Nurses (RN)	15	8
Licensed Practical Nurses (LPN)	16	41
Medical Students (Family Practice)	8	8
Care Aides	59	47
Registered Psychiatric Nurses	0	0
Social Work	1	0
Recreation	0	2
Rehabilitation	0	2
Dietetics	2	0
Music Therapy	0	1
Registered Massage Therapy (RMT)	42	27
Total	129	136

Health Careers Access Program (HCAP)

The HCAP Program has been a huge success at Louis Brier Home and Hospital since we launched it in early 2021.

HCAP is a provincial program that provides a path for applicants with no health care experience to get hired and receive paid health care assistant training as part of their employment. HCAP is building bridges, from education to employment, by reducing the financial cost for program participants. This initiative also supports the increased need for additional staff in long-term care, assisted living, and home and community care settings.

In 2022, the HR Team applied for and received an allocation of another 33 Health Care Support Workers (HCSW) through the initiative. The HCAP students started their education component in the winter of 2022 at local post-secondary institutions, and many have since graduated school and returned to Louis Brier as Registered Health Care Aides.

These HCSWs start their healthcare journey at Louis Brier and Weinberg by providing a wide range of support to residents and family including, but not limited to:

- Participating as an integral member of a healthcare delivery team
- Establishing a caring relationship with clients, residents, and families
- Providing support and assistance with mealtime activities
- Providing support and assistance in carrying out activities

By participating in the HCAP initiative, Louis Brier was able to provide opportunities for career growth and development to employees. Indeed, while many HCAP participants were hired externally, three originated from our very own food service department.

The HCAP initiative added further resources to support the units while increasing the number of current and future Care Aides. This outcome improves the overall strength of our human resources as these new Care Aides help to fill vacancies and ease staffing challenges. Ultimately, this enhances the continuity of care for our residents and family. This is very meaningful for LBHH, as these new recruits will be able to provide additional support to our residents and staff throughout the duration of the program. This program is 100% subsidized by the Ministry of Health.



FAMILY COUNCIL

2022/2023 UPDATES

Executive Council Election

The Family Council is holding their next election in October 2023. Unfortunately, some members of the Executive Council are unable to remain in their positions. For those family members who may be interested in serving on the Executive Council, you are encouraged to submit an expression of interest. All families are encouraged to participate in any way they are able. For information on how you can get involved, please reach out to the Family Council at lb.familycouncil@gmail.com.

The current Executive Council membership is as follows:

- Lisa Dawson, Co-Chair
- Fran Harrison, Vice, Co-Chair
- Nadine Miller, Interim Executive Member
- Judy Slutsky, Interim Executive Member
- Elizabeth Robbins, Interim Executive Member

Companion Program

Family Council has been instrumental in working with Companion Advisory Committee to restructure the program to ensure its sustainability and growth. The transition to QuickBooks for an independent accounting and reporting of companion hours and their billing has been complete, Next, the Companion Advisory Committee wishes to look at training of companions and updating our internal policies.

Admission Process (August 2022-June 2023)

Family Council Meetings revealed opportunities for improvement with the admission process. Issues were identified through a highly participated in survey to families (which we thank everyone for their participation!). Family Council was instrumental initiating a quality improvement initiative which, not only targeted residents and families moving through the admission process but, also dug deep into the whole resident journey; including transfers (within Louis Brier and back and forth to hospital) and discharge.

Admission is the first touch point with LBHH; the first place to make a lasting impression.

This process is very task based and, as it turns out, was problematic for staff as well.

Our CEO addressed this with a LEAN KAIZEN workshop: requiring the engagement of all departments over 5 days, 8am-4pm – it was a revealing process of unpacking the process and rebuilding the process all together. We look forward to staff, residents and family experiencing a more pleasurable experience over this next year when implementation of the new processes is made.

Who Do I Ask?

Family Council wishes to thank LBHH for instituting a Family Contact List.

Meeting Guests and Topics this past year included:

1. Gentle Advocacy
2. Tips on getting your concerns addressed
3. Residential Care Regulations Changes: Nov.3 Regulation changes to Long Term Care re: Family Councils Regulations 59.1 and 59.2

<https://news.gov.bc.ca/releases/2022HLTH0214-001642>

The goal of improving the councils is to ensure a greater voice for residents and their families, and to strengthen the partnerships between the councils, the Ministry of Health, health authorities and operators by ensuring opportunities for increased communication and collaboration exist within all long-term care facilities

https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/96_2009#section59

4. Karen Tyrell, author of “Cracking the Dementia Code” will join us for a special Family Council Educational Session designed especially for long-term caregivers of and visitors to residents with dementia. Make the best out of your time with those you love and care about.
5. Meet the Family Council Executive Team
6. Dina Schweber (twice), Chair of the Board of Directors
7. David Keselman, CEO
8. Ayelet Cohen Weil, Executive Director Louis Brier Foundation
9. Director of Compliance and Quality Assurance, Stephanie Ovsenek stephanie@proadmin.ca
10. Alzheimer’s Society: Mapping your journey: stages and progression of dementia: While each dementia journey is unique, there are some signposts to the stages of dementia. Learn about what to expect as the disease progresses and how you can manage changes as they happen.
11. Adaptive Clothing Pop Up Boutique – A whole day of shopping for new adaptive and loungewear style clothes at Louis Brier. Featuring Carda Creations: <https://www.cardacreations.com/> and Alta Vida Fashions: https://ovidis.com/?gclid=Cj0KCQiAi8KfBhCuARisADp-A576w9GJx6lAbEMs0LPFZI200SI9sMSBOt7O8A-Yusn0USDlzT8CtCgaAjR-EALw_wcB

Research

Naz (Farinaz) Havaei PhD, RN, MERM Assistant Professor School of Nursing, UBC Synergy Project: Synergy in Long-Term Care research s

Members of Family Council took part in a focus group in a study to learn how an evidence-based, resident-centred model of care delivery may help improve your experiences in long-term care.

Family Council and Food Advisory Committee

Change of Food Services provider to WestCana has provided families with a platform to join in and lend their observations and ideas. Led by Stephanie Ovsenek, Foodservices Director, this forum has been highly successful over this past year. Examples:

- Supporting a Kosher Cook Book Corner in Home Centre Lounge. Donated by Families, Family Council and members of Staff, these cookbooks provide hours of activity for residents and their caregivers to enjoy
- Incorporating resident recipes into the menu
- Encouraging themed BBQs this summer
- Targeting pureed food and delivery and service of meals for improvement

Monthly Meetings

Family Council continues to meet monthly. Our meetings continue to highlight guest speakers such as our CEO, Chair of the Board, and Executive Director of The Foundation. We share issues which we feel can be resolved and we think of creative ways to offer management. We continue to have regular discussions between Family Council Executive and LB Senior Leadership Team.

Family Council continues our invitations of new staff in to meet with and inform families about how their work impacts the continuum of quality care.

Virtual Visits

Family Council continues to advocate for Virtual Visits. Families unanimously feel a sense of urgency around the provision of virtual visits. Not only for families abroad to remain connected to their loved one but, as an emergency preparedness tactic to ensure connection during the next lock down. Family Council's donation of iPads and ongoing support for the program is strong.

Family Council Outreach

Included the Family Council Information desk September 18-October 23

Handing out Family Council brochures and welcoming new families to try and ensure all residents and families know we are here for them.

Staff Appreciation Day – August 18, 2022

Family Council donated \$\$ to acknowledge and appreciate staff by setting up a food and "Thank You" cake table. We continue to support the "CHAI" Staff recognition initiative and encourage families to nominate staff who have touched their loved ones' lives

Advocacy

Family Council has stretched its advocacy. Louis Brier Family Council has joined the Vancouver Coastal Association of Family Councils (VCAFC). We connect with other LTC family councils. Systemic concerns, ideas, and recommendations among LTCHs are elevated to VCH in our meetings with them and to the MOH June 2023.

Garden Revitalization

The Garden Revitalization Project is ongoing under the Master Gardener leadership and the generosity of Joy Lin Salzberg.

FAMILY COUNCIL

The Family Council is an independent, self-led council of family and people of importance to residents at Louis Brier. We discuss concerns about care, brainstorm possible solutions, discuss suggestions for improvement with senior leadership and share our updates with all residents and their contacts.



We become members of Louis Brier Committees, we fundraise, we participate in Louis Brier events and so much more!

JOIN US...

Family Council's philosophy is to improve the quality of life and quality of care for all residents by endorsing an environment of respect, collaboration, sensitivity, caring and support among staff, residents and their family members, volunteers, companions and friends.



Become involved and make a difference in the lives of our Residents!

For information regarding Family Council and how you can get involved, contact: lb.familycouncil@gmail.com

Learn more at our Family Council portal on the Louis Brier website: <https://louisbrier.com/family-portal>



KUDOS CORNER

At Louis Brier Home and Hospital, we want to celebrate our colleagues' successes, large and small – the things they do that make Louis Brier a better home for our residents and workplace for our staff. The Kudos Corner allows individuals at Louis Brier to submit statements celebrating the hard work and dedication of their peers, be it a single one-time action or something they do day in and day out.

<p>Maria Villamor, Recreation Therapy Assistant <i>“Maria is very caring and a hard worker. Not only is she great with Residents, she is also a team player. She goes above and beyond and dedicates time and effort in creating banners and posters for special events.”</i> - Jessica Shen, Music Therapist</p> <p><i>“For her creativity, initiative, hard work, and dedication. For capturing the lives of our residents so beautifully and by giving them a voice and autonomy.”</i> - Recreation Team Supervisors</p>	<p>Jordan Cabuay, Communications Coordinator <i>“For capturing the amazing work of the Recreation Department, and the fun moments that are had by all at Louis Brier.”</i> - Recreation Team Supervisors</p> <p><i>“Jordan has been instrumental in sending timely communication to families and residents and in creating resources for accreditation. He assisted in creating the evidence binder submitted to the accreditation surveyors.”</i> - Lunadel Daclan, Manager IPAC & QRM</p> <p><i>“Huge appreciation to our Communications Coordinator, Jordan Cabuay, for going above and beyond in broadcasting all the incredible happenings within our organization. Your dedication is truly commendable.”</i> - Renan Passatore, QRM & Volunteer Coordinator</p>
<p>Loren Tisdelle, Human Resources Director <i>“Thank you Loren for your mentorship and for always being approachable. Your open-door policy and willingness to lend an ear have created a supportive environment where I felt comfortable seeking guidance and asking questions. Your mentorship continues to a profound impact on my Louis Brier journey and I am truly grateful for your invaluable guidance.”</i> - Jordan Cabuay, Communications Coordinator</p>	<p>David Keselman, Chief Executive Officer <i>“I wanted to express my deepest gratitude for being an exceptional mentor. Your approachability, guidance, and unwavering support plays a pivotal role in my personal and professional growth. Your willingness to share your expertise and insights have been invaluable, and I am truly fortunate to report to you.”</i> - Jordan Cabuay, Communications Coordinator</p>
<p>Ayelet Cohen, Executive Director (Louis Brier Jewish Aged Foundation) <i>“For continuously, campaigning for the Special Companion Fund that has already helped many residents who are in need of companions and does not have the resources to maintain them.”</i> - Myla Carpio-Pelayo, Companion Coordinator</p>	<p>Armi Garcia, Housekeeping & Laundry Supervisor <i>“For stepping up and taking on the responsibility of supervising the housekeeping and laundry department. She learns quickly. Her role and support is greatly appreciated.”</i> - Melissa Tadeson, Housekeeping & Laundry Manager</p>

<p>Lunadel Daclan, Manager IPAC & QRM <i>“For support and motivation to deliver to the best practice for our resident and family.”</i></p> <p>- Myla Carpio-Pelayo, Companion Coordinator</p> <p><i>“A dedicated accreditation coordinator who worked long hours. For her strong leadership support. Thank you for your trust and mentorship.”</i></p> <p>- Melissa Tadeson, Housekeeping & Laundry Manager</p> <p><i>“I am deeply grateful to my manager, Lunadel Daclan, for her exceptional leadership, invaluable guidance, and insightful lessons she has imparted. Thank you for being an incredible human being.”</i></p> <p>- Renan Passatore, QRM & Volunteer Coordinator</p>	<p>Garvin Gatchalian, Building Services Manager <i>“Very responsive to maintenance requests, making sure things are addressed promptly.”</i></p> <p>- Melissa Tadeson, Housekeeping & Laundry Manager</p> <p><i>“Garvin has been very responsive in addressing risks and issues and has brought numerous positive changes to the department and improvements in their service level.”</i></p> <p>- Lunadel Daclan, IPAC & QRM Manager</p>
<p>Tracy Brown, Controller (Finance) <i>“Tracy is one of Louis Brier’s most dedicated and resilient employees. Her exceptional work ethic, dedication, and passion, make her a huge asset to the organization. She is the backbone of the Business Office, always remaining gracious in the face of any challenge that comes her way. Louis Brier is very lucky to have Tracy, and I will truly miss working with her.”</i></p> <p>- Emma Brennan, Executive Assistant</p>	<p>Natalie Jacobs, Allied Health Services Manager <i>“Natalie stepping up to the role has led the department to continuously improve on systems and processes to deliver safe and quality service to residents and families. She collaboratively works with other teams and she’s always willing to learn things that she can share with her team members or that will enable her to support them more effectively. Natalie is a great addition to the management team.”</i></p> <p>- Lunadel Daclan, IPAC & QRM Manager</p>
<p>Renan Passatore, QRM & Volunteer Coordinator <i>“For being inclusive and organizing, the summer appreciation picnic for the companions and volunteer.”</i></p> <p>- Myla Carpio-Pelayo, Companion Coordinator</p> <p><i>“Thank you Renan for you exemplary care for our residents, staff, families, and volunteers. Your positivity and kindness is second to none.”</i></p> <p>- Jordan Cabuay, Communications Coordinator</p>	<p>Parisa Hosseinniayenazi, HR Coordinator <i>“For her patience in assisting with our department needs and requests.”</i></p> <p>- Melissa Tadeson, Housekeeping & Laundry Manager</p>
<p>Clinical Nurse Leaders <i>“The CNLs have been supportive of the IPAC practices and initiatives, leading and being role models for their teams.”</i></p> <p>- Lunadel Daclan, IPAC & QRM Manager</p>	<p>Melissa Tadeson, Housekeeping & Laundry Manager <i>“Melissa has contributed to the success of the IPAC program during her short stint as an IPAC Coordinator. She has been instrumental in gathering evidences presented to the Accreditation Canada surveyors, conducted education and performed audits. As co-chair of the IPAC Committee, she coordinated and facilitated meetings and activities.”</i></p> <p>- Lunadel Daclan, IPAC & QRM Manager</p>

Myla Carpio-Pelayo, Companion Program Coordinator

“Despite all challenges, Myla leads the Companion Department with excellence and attention to detail. Her exceptional leadership, meticulous attention to detail, and unwavering support have made a significant difference in the lives of residents and their families.”

- Renan Passatore, QRM & Volunteer Coordinator

Tony De la Cruz, Maintenance

“Tony has a great work ethic, is very dependable and a valuable member of the team.”

- Garvin Gatchalian, Building Services Manager

Ben Magana, Maintenance

“Ben really stepped up to help manage the maintenance department in my absence.”

- Garvin Gatchalian, Building Services Manager





2022-2023 FINANCIAL STATEMENTS



Deloitte LLP
410 W. Georgia Street
Vancouver BC V6B 0S7
Canada

Tel: 604-669-4466
Fax: 778-374-0496
www.deloitte.ca

Independent auditor's report

To the Board of Directors of
Jewish Home for the Aged of British Columbia

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Jewish Home for the Aged of British Columbia (the "Society"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net deficit and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

Emphasis of Matter – Basis of Accounting

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

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

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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 26, 2023

STATEMENT OF OPERATIONS

Jewish Home for the Aged of British Columbia

(Operating as Louis Brier Home and Hospital)

Statement of operations

Year ended March 31, 2023

	Notes	2023 \$	2022 \$
Revenue			
Vancouver Coastal Health Authority		18,706,347	16,726,144
Resident charges		5,084,224	4,997,557
Contribution from Louis Brier Jewish Aged Foundation		919,418	985,210
Amortization of deferred capital funding	9	814,198	377,382
Other revenue	12	498,037	287,804
		26,022,224	23,374,097
Expenses			
Salaries	7	16,079,405	15,297,905
Employee benefits	6(b)	4,756,815	4,424,443
		20,836,220	19,722,348
Dietary		1,283,655	1,033,732
Nursing and medical		1,051,111	804,713
Administration		790,221	589,955
Amortization		644,198	578,265
Building operation		449,846	401,461
Building maintenance		311,471	300,936
Therapy		159,223	145,154
Housekeeping		155,557	120,413
Laundry and linen		69,524	86,322
Mortgage interest	8	16,928	13,126
Other		10,928	64,893
		25,778,882	23,861,318
Excess (deficiency) of revenue over expenses before asset retirement obligations		243,342	(487,221)
Asset retirement obligation amortization	4 and 10	(229,663)	—
Asset retirement obligation accretion	10	(39,066)	—
Deficiency of revenue over expenses		(25,386)	(487,221)

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



REDEVELOPMENT

REDEVELOPMENT

The proposed redevelopment project has enjoyed strong support from the new City of Vancouver Council, planning staff and Vancouver Coastal Health, however, over the last few years with cost escalations, land values softening and interest rate increases, coupled with a shortfall in proposed government funding, we are taking another look at our master plan program.

The newly adopted Vancouver Plan creates opportunities to consider additional uses and density on site, resulting from the Louis Brier site being designated a transit hub on a major transportation corridor within the Cambie Plan.

The Redevelopment Team will be revisiting the site program in an effort to bolster the economic viability and long-term sustainability of the project. We will provide updates as they become available.

If you have any questions about the Louis Brier Home and Hospital redevelopment project, please reach out to us at redvelopment@louisbrier.com.

Brent Hanson

Chair,
Louis Brier Redevelopment Committee



LOUIS BRIER
HOME & HOSPITAL

WWW.LOUISEBRIER.COM | INFO@LOUISEBRIER.COM