



Active Living • Professional Care

**St. Andrew's Residence, Chatham  
Annual Report for the Annual General Meeting  
Katheryn Clements Hall  
Monday, June 25, 2012 - 4:00pm**

**2011-2012 BOARD OF DIRECTORS**

JANET BRADDON	TIM CUMMINGS	DAVID DROUILLARD
KELLEY DOYLE	BARRY FRASER	FAYE GEDDES
ROBERT HANCOCK	LARRY HYATT	BRIAN JOYES
JANET MCGUIGAN KELLY	JAMES ROBINSON	NANCY SNOBELEN
JAMES SNYDER		

**2011-2012 EXECUTIVE**

President:	Barry Fraser	Vice President:	Faye Geddes
Treasurer:	Brian Joyes/Larry Hyatt	Secretary:	Nancy Snobelen/Janet Braddon

**2011-2012 COMMITTEE CHAIRS**

Finance Committee	Brian Joyes/Larry Hyatt
Governance Committee	James Snyder
Community Programs	Janet Braddon
Quality and Human Risk	Faye Geddes
Nominating Committee	Barry Fraser
Property Committee	Robert Hancock

**2011-2012 STAFF**

Executive Director	Carolynn Barko	Operations Manager	Kari White
Community Development Manager	Jessica Smith	Finance Manager	Karen Travis
Support Services Manager	Amanda Burtoft	Director of Care	Linda Slemensky
Maintenance Manager	Barry Elgie	Programs Coordinator	Ina Beintema
Community Outreach and Resource Developer	Deana Ross	Executive Assistant	Christine Elliott
		Receptionist	Carrie Patterson

## President's Message

This Report will be presented as guided by St. Andrew's Residence Strategic Plan written during the last year utilizing its Five Strategic Directions.

### Accountability

- St. Andrew's Residence operates as an incorporated not-for-profit charitable organization fully registered with the Canada Revenue Agency. Seniors gain a peace of mind that comes from knowing they are part of an organization that has been serving seniors of Chatham-Kent for now 43 years. Care & services are offered to ensure seniors can keep their independence & enjoy retirement living to the fullest.
- St. Andrew's Residence cares for seniors by providing residential and community services. It strives to be the leader in promoting and providing innovative knowledge-based programs and services for seniors in Chatham-Kent.
- St. Andrew's Residence has gained the trust of the community with a strong reputation of having a receptive and pleasing environment with professional well-trained and dedicated staff. The major infrastructure capital improvements of 2010-2011 including the open concept entrance looking out on the recently landscaped people-friendly courtyard with a water pond and fish, the newly decorated and renovated dining room, the new outside perimeter landscaping and structural face-lift, internal infrastructure of heating, cooling and electrical, along with new staff offices and meeting rooms have placed St. Andrew's as a leading Residence for seniors in Chatham-Kent.
- Carolynn Barko, Executive Director, operates St. Andrew's Residence businesses in an efficient, effective and professional manner. She is forward thinking, has a big picture perspective of the greater Chatham-Kent community. She is developing a longer range vision for the St. Andrew's Residence.
- The President Barry Fraser was one of three members from Chatham-Kent to attend the Erie St. Clair Local Health Integrated Network (LHIN) Governance Leadership Council across the tri-County area and has co-chaired the Kent Advisory Council.
- A second concurrent Strategic plan for 2012-2014 was completed with renewed Mission & Vision Statements along with a set of Core Values, five Strategic Directions – Accountability, Financial Viability, Partnerships, Pursuit of Knowledge, Innovation - and a Management Business Plan with 23 Key Indicators. The first three-year Strategic Plan for 2010-2012 was delivered in 2.5 years.
- Board members which meet monthly did a self-evaluation on specific performance criteria as guided by a consultant from King's College University specializing in corporate and not for profit board governance.
- Effective Governance as guided by the Governance Committee continues to be a key objective of the Board. In the last year the following Clear Statements of Policy & Procedures have been developed and approved:
  1. CA 1.10 Registering the Organization - ensures the organization maintains its registration as required by Provincial Statute & Regulations so as to protect its identity, mission, tax status & assets.
  2. CA 1.02 Annual General Meeting – sets the agenda protocols and special invitations for the meeting.

3. CA 1.03 Legal and Regulatory - monitors all Legal & Regulatory issues at St. Andrew's Residence and takes appropriate action to comply, including legal Risk Management Checklists for Not for Profit Organizations.
  4. CA 1.04 Taxes and Charitable Returns - sets procedures for filing of information returns and rebate applications for the purpose to preserve our status as a non profit organization and charitable status under the Federal Income Tax Act.
  5. CA 1.05 Personal Information Protection - outlines Policy and Procedure of compliance with privacy legislation, principle & practice for protection.
  6. G. 2.04 Ethics - maintain the highest standards of ethical behaviour at all times.
  7. F 3.02 Board Designated Reserve Funds - establishes reserve policies to ensure the stability of the mission, programs, employment and ongoing operations of St. Andrew's. It ensures a source of internal funds is provided for organizational practices and extraordinary expenses.
    - A Code of Conduct and a Code of Confidentiality Agreement has been developed for all Directors and Standing Committees, Community Members, all part of Board Policies.
    - Financial Management Primer and Budgets, Forecasts and Reporting. Assures prudent stewardship of funds and approval of the annual budget.
- The Directors & Officers Insurance was fully reviewed by the Board along with a new policy covering Employment Practices, Liability and Abuse.
  - The job description of the Executive Director was updated along with a clear timeline for the Performance Review of the ED position being established. All staff in the Residence received their second performance review in the last two years.
  - Board Terms of References have been developed for the Standing Committees of Executive, Governance, Finance, Property, Quality Care & Human Risk, Nominating and Community Programs along with fully developed respective Goals & Objectives.
  - Legal & severance approvals have been almost completed to establish four separate but complementary corporations/businesses - namely St. Andrew's Residence, Chatham, St. Andrew's Residence, Chatham Foundation, St. Andrew's Terrace and Adelaide Non-Profit Housing Community. The first two are fully registered with Objects and Bylaws with the latter two in the midst of being completed.
  - Adelaide Corporation now is the holding company for two properties along Adelaide Street, which were purchased in the last year.
  - A new non-profit Company for the anticipated severance of the Terrace Property is in the process of being fully incorporated with a separate Board of Directors from that of St. Andrew's.
  - As overseen by the Finance Committee the properties of St. Andrew's Residence and the Terrace have been fully reappraised for proper insurance coverage. Both will again be soon appraised as requested by our lending institution as a line of credit is sought.
  - A consultant has been hired to recommend a Risk Management Profile and Program so all staff are knowledgeable of all Codes for responses and emergency evacuation protocols. The Quality Care and Human Risk Committee monitors very closely due diligence matters within the Residence to maintain full accreditation with the Province.

### **Financial Viability**

- Since early last summer of 2011, St. Andrew's Residence has been operating at full capacity of 71, now with a waiting list of upwards to 10%. The financial statements clearly indicate an operating surplus as guided by the operating budget struck prior to the

beginning of the fiscal year. They also indicate an operating surplus in each of the 12 months on prudent management strategies as reviewed by the Finance Committee each month and verified by the Auditor. This has been the case for three consecutive years.

- St. Andrew's Residence has secured a new lending institution after much consideration. We are pleased with the positive working relationship being developed between our administration and Scotiabank.
- In the last year the Board has established separate Operating, Capital and Opportunity Reserve funds to support the overall business operations of the Residence.

### **Partnerships**

- St. Andrew's Residence recently signed an agreement with the Municipality of Chatham-Kent through the CK Seniors Advisory Committee. It will now be the host agency to explore the expansion of LHIN funded services such as Meals on Wheels across CK and follow its age-friendly initiatives with the 11 Senior Centres already in CK. Efforts are to be made to achieve expansion of and coordinate services to seniors in CK as guided by the Community Programs Committee.
- A very successful Open House was held December 2-3 to which over 300 attended.
- The 40<sup>th</sup> Anniversary of the St. Andrew's Auxiliary was celebrated on Nov. 24, 2011. The Auxiliary continues to provide a very strong and integral component for St. Andrew's Community.
- The Quality and Human Risk Committee and Community Programs Committee both have two Community Members each in addition to Board members as a new initiative, with the Finance Committee soon having two members as well.
- St. Andrew's has two flagship outreach programs - Meals on Wheels which had close to 20,000 meals delivered out and Seniors Day Out with close to 2000 visits in - both in the last year.

### **Pursuit of Knowledge**

- The Management Team and Staff are all encouraged to take Professional Development training & education opportunities, fully supported in the Budget.

### **Innovation**

- The Executive Director is the Vice Chair of the CK Hospice Leadership Committee developing the Financial Feasibility Study and Business Plan Proposals for a Hospice Residence, both being supported financially by the LHIN.
- St. Andrew's Residence, Chatham Foundation re-organized and developed a Mission & Vision Statement, with the Taglines - Community Engagement/and Quality of Life. The Operating Name is 'Foundation for Healthy Aging'. It will continue to support the Residence but as well in addition the Greater Community of Chatham-Kent. Barry Fraser is the new President. It now is fully registered as the Foundation for Healthy Aging.
- The Erie St. Clair LHIN Home First Program was piloted as a new initiative at St. Andrew's in February & March with four beds with a high degree of deemed success. It was for hospital patients needing less care but not fully recovered enough to be discharged to go back home. The Residence is hopeful this initiative will be renewed.
- The Executive Director was recently elected to serve as Vice President-Small Operator for 2012-2013 of the Ontario Retirement Communities Association (ORCA) Board of Directors. ORCA is an industry leader in education and training, setting standards and

accreditation of retirement residences in Ontario. St. Andrew's Residence is a member in full standing.

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- I want to thank all Board members who served in this past year for their commitment and dedication to Board related matters as well as their passion toward the effective operations of the Residence and the residents themselves.
- The Board is indebted to the management team and dedicated staff persons who make the Residence a "go-to" location for seniors and their families & friends seeking "Active Living and "Professional Care".
- It has been an honour to have served as first the Chair and then the President of the Board for the last four fiscal years. I am pleased that Faye Geddes of Chatham will be following me as President.

Barry Fraser  
President of the Board  
June 25, 2012

**Message from St. Andrew's Residence  
Medical Director**

Board Members:

It is my pleasure to report on the general medical conditions of the residents of St. Andrew's Residence. We again have had success in gaining near full immunizations against influenza disease. As a result, we did not see a significant outbreak this past season. The mean age of residents continues to rise, along with the burden of diseases of advanced age. We have had success in maintaining our residents in their home-like environment longer than the average in the city. This has been due to the skill and dedication of the staff and administration. I feel it is important to praise the staff and administration for their efforts at obtaining increased supervised exercise to the residents. This has allowed for greater mobility and freedom from increasing pain, due to degenerative arthritis, which will affect most residents as they age.

My thanks for the support to the Board and administrative staff during the past year.

Respectfully submitted  
Brian Gamble MA MD FCFP  
Medical Director, St. Andrew's Residence

**Message from the President of  
St. Andrew's Residence Auxiliary  
Linda Rieger**

I would like to start my report with a prayer:

Loving God,

We thank you for the time we share together and for guiding us to do your work by helping others.

Be with us as we work together today and in the future.

Help us to remember those who are sick and those who are mourning the loss of a loved one.

Never let us forget that you are always with us and we are never alone.

This we ask in Jesus name.

AMEN:

In August 2011 a new executive was voted in by the ladies of the Auxiliary. The President is Linda Rieger, Secretary is Ann La Pointe and Treasurer is Lynda Milord. I would like to thank Ann and Lynda for their dedication and for making my job easier.

The St. Andrew's Residence Auxiliary has a membership of 35 ladies. Four of the members reside at the residence. We had three new members join us in April 2012.

2011 was a busy year for the Auxiliary. We held our annual strawberry social in June, complete with a bake table and jazzy jewellery table. As usual we had the ladies lining up at the jewellery table trying to find a bargain. It always surprises me how much we make selling that jewellery for next to nothing. Our yard sale was held in September and the ladies helped with the Penny sale in October. All were great successes. Monies earned at these events are used to help, where needed at the residence. Last year we were able to donate \$3,000.00 to help furnish one of the respite rooms.

We are still very involved with the monthly Birthday parties and we have agreed to supply the cakes for as many months of the year as needed instead of the six months we have supplied them in previous years. A Birthday card with a toonie inside is given to each resident celebrating that month. They seem to like getting that toonie with their card. Our members also help with the day away programs, work in the tuck shop, help with the monthly bingos and the treat cart, and supply transportation for any day trips that are planned. We also served coffee & tea and treats at the open houses.

In November 2011 Jane Smith was chosen as the Volunteer for the month, by the Kent Association of volunteers coordinators. Jane has been with the Auxiliary for over 30 years and was our past president for 12 years. We are very proud of her.

The Auxiliary celebrated 40 years of service at St. Andrew's in September 2011 and the board honoured us with a beautiful supper in November. One of our guest was Gwen Taylor who has been a member for all 40 years and still comes to our Christmas luncheon. Gwen celebrated her 98th birthday this past March. On behalf of the Auxiliary I would like to thank the board and the staff for all their hard work for making the evening so special.

I would like to recognize and thank Jessica Antaya and Ina Beintema for all their assistance & support over this past year and I would also like to thank Carolynn Barco for coming to our meetings and keeping us updated on all the new things that are happening at St. Andrew's. The monthly news letter is always full of good information and it keeps us informed as to all of the events for the month and where the volunteers are needed most.

On behalf of the Auxiliary I would like to thank the Board for inviting us to this Annual meeting.

May God grant St. Andrew's Residence a prosperous and rewarding 2012.