



**St. Andrew's Residence, Chatham
Annual Report for the Annual General Meeting
McGeachy Auditorium
Monday, June 27, 2016**

2015-2016 BOARD OF DIRECTORS

KEVIN BOWERS	STEPHEN BRENT	KELLEY ROBERTSON
LYNN McGEACHY SCHULTZ	LISA NORTHCOTT	DOUG JACKSON
CLARENCE LEISTRA	JANET McGUIGAN KELLY	JAMES SNYDER

2015-2016 EXECUTIVE

President: James Snyder	Vice President: Doug Jackson
Treasurer: Stephen Brent	Past President: Kelley Robertson
Secretary: Clarence Leistra	

2015-2016 COMMITTEE CHAIRS

Finance Committee	Steve Brent
Governance Committee	Janet McGuigan Kelly
Quality Care and Community Programs	Kevin Bowers

2015-2016 MANAGEMENT STAFF

Interim Executive Director	Delynn Miller	Director of Development	Jodi Maroney
Interim Director of Operations	Amanda Burtoft	Director of Administration	Christine Elliott
Human Resources / Finance Support	Larissa Maunula	Finance Manager	Karen Travis
Resident Care Manager	Anita Miller	MOW Coordinator	Steven Reinhardus
Executive Assistant	Irene Spisar	Community & Client Relations Manager	Melissa Parker
Administrative Assistant	Ina Beintema	Programs Coordinator	Melinda Jenner
Maintenance Supervisor	Barry Elgie	Age Friendly, Plan Project Coordinator	Devin Andrews

Message from St. Andrew's Residence
President of the Board of Directors-*James Snyder*

I am proud to report on the progress of St. Andrew's Residence for the 2015-2016 year. Thank you to Delynn Miller for acting as our Interim Executive Director during the absence of Jessica Smith for the year. We thank you for your professionalism and support for the year. Welcome back to Jessica Smith as our Executive Director after your maternity leave and congratulations on the birth of your child. We look forward to working with you for the years ahead.

Thank you to our Board of Directors, Community Members and Auxiliary Members for all of your Board, Committee and Volunteer work during the year. Your commitment and dedication to our organization is well appreciated.

Thank you to our Meals on Wheels, Seniors Day Out and other Program Volunteers for assisting in our services to seniors.

Thank you to all our staff for your brilliant work and dedication to our organization and the services we provide. Without your front line work we would not be where we are today as a first rate service agency.

Thank you to our funding partners for your support of the programs we deliver in particular the Erie St. Clair LHIN, Erie St. Clair CCAC and CKHA partners.

Thank you to the St. Andrew's Terrace and Chatham Kent Hospice boards for allowing us to provide support services to your very worthwhile organizations.

Thank you to the Municipal Senior's Advisory Committee for allowing us to provide support services and to work with on projects of support to the seniors of Chatham-Kent.

Thank you to the Board members who are leaving us this term; Kelley Robertson, Steve Brent and Janet McGuigan-Kelly, you will be missed.

Thank you to the incoming Board Members that will be announced today. I am sure you will enjoy the challenges and tasks ahead.

Some highlights for the past year are noted below:

- Our accreditation by Imagine Canada, thank you Christine Elliott for steering us through this process.
- The grand opening of the Chatham-Kent Hospice and our partnership with the Hospice Board. This is an amazing, well needed and continuing project/service to the residents of Chatham-Kent and we are proud to have been a supportive part of this effort.
- The merging of the Quality Care and Community Programs committees and the incredible work they are doing.
- The continued works of the Governance Committee in reviewing and developing governance policies for the organization and the recruitment of new Board and community members as required.
- The continued work of the Finance Committee re developing the annual budget, developing policies for reserve funds and overseeing the continuing Capital improvements to St. Andrew's Residence including new windows and elevator upgrading for this year.
- The continued work done by the Joint Board Committee ensuring that the professional and working relationship between St. Andrew's and the Chatham-Kent Hospice provides the liaisons and guidance required to maintain and develop hospice care for Chatham-Kent.

- The support towards the presentation of the Chatham-Kent Age Friendly Action Plan with recommendations to the Council of the Municipality of Chatham-Kent, in partnership with the Senior Advisory Committee.
- The continued emphasis on Health and Safety issues and improvements as a primary focus for the organization.
- The development of staff support and updated guidelines and policies for the St. Andrew's Foundation including the fantastic wall marketing presentation and video that we see as we enter our facility.
- The yearly review and updating reports on our Strategic Plan.
- The professional and compassionate review of our financial statements by our auditor, Christine Muckle.

It has been a great year for St. Andrew's Residence and we look forward to our continued success and again many thanks to all of our volunteers, staff and partners. Well done all.

Message from St. Andrew's Residence
Executive Director-*Jessica Smith*

The past year has been full of excitement and change here at St. Andrew's Residence. I always enjoy slowing down to reflect on our accomplishments over the past year and I am pleased to share some highlights with you now.

In 2015-16, the staff worked hard to move the strategic plan forward, with a focus on four strategic pillars: people, residents, community relations and quality and innovation.

The **people working group** worked towards a strategic goal to "enhance the workforce through engaged, education and empowered staff and volunteers". Major accomplishments this year include:

-modifying and distributing staff satisfaction surveys, with positive scores and high return rates; the design and implementation of a formalized employee onboarding process as well as exit interview process; and creation of a workplace wellness program.

The **residents working group** focused on "creating an exceptional resident experience through increased customer service and satisfaction". Some achievements this year include the introduction of a resident education program which has been very well attended, as well as a focus on quality through improved falls prevention and infection control programs to enhance resident and staff safety.

The **Community Relations working group** focused on ensuring communication and healthy relationships with all stakeholders. Over the last year, this committee created an internal communication tool for staff and supported the re-establishment of the St. Andrew's Residence Foundation.

The **Quality and Innovation working group** focused on strengthening services and programs to create a culture of partnerships. Their major accomplishments this past year include: enhancement of the referral programs for Seniors Day Out and Meals on Wheels; Inter RAI CHA assessment training for 2 staff members; and a focus on outreach activities which resulted in partnerships with the Alzheimer's Society of Chatham-Kent and the Merlin Friendship Club for meals on wheels services.

As we reflect on the past year, I would also like to say a few thank you's.

Firstly, to our residents, clients and families – thank you for choosing St. Andrew's Residence and allowing us the privilege to care for you and be a part of your lives. I would like to thank our hardworking volunteers for your caring and kindness towards our residents and clients. Thank you to the Board of Directors for your guidance and endless dedication. To Delynn Miller, I am so grateful to you for taking on the Interim Executive Director role while I was on maternity leave and I enjoyed working with you. To my fellow staff members, I am proud to be part of such a supportive, talented, passionate and dedicated team and the words "thank you" do not even come close to describing how much I appreciate each and every one of you.

Message from St. Andrew's Residence Committee Chairs

Finance- *Steve Brent*

- Review auditors DRAFT report and made changes that we adopted around Reserve Fund that will provide for better coverage for Capital Expenses in the coming years
- Working with Interim Executive Director (IED) we completed a 4 (four) year Capital Expenditures Spread Sheet and had the Reserve Fund Study overlaid on in this last quarter. The Capital Expense Spread sheet thanks to administration and Barry's tremendous input, now goes out to 2019 - it is a recommendation of this chair that future chairs consider a "rolling 4 or 5 year Capital Expenditure Outlook" monitoring same against the annual growth in the Reserve Funds. It is estimated that the Reserve Fund will need to be tapped into for 2017 expenditures as it will need to draw on the reserves for 2017 large expenditures. Of note, we will also be drawing on the reserve fund in 2016 to some degree.
- We successfully supported Administration and IED in restructuring the Scotiabank Credit Facility and with effect controls by administration, EID and the working Finance Committee had STAR making it through our year without drawing on any established credit lines – Notably, we have the line of credit but have never drawn from it.
- Finance Committee is update on all scheduled Finance Committee Calendar TO Dos
- Thank you my Finance Committee Team for this diligence at attending meetings and answering the call when we needed in critical issues during the last two years and a bit - it has been an honor serving the needs of STAR with you. Thanks especially to Jamie for answering the call as Vice Chair allowing me to have an extra pair of eyes on the monthly financial data as well
- I especially want to recognize and thank, my finance committee colleague, Darrin Utley who has stepped forward as my replacement Chair of Finance and Treasurer - I am available any time Darrin/Jessica for consultation or brainstorming as the case may arise, love to help as I may.
- Thank you to the Executive for the great 2+ years that we served together, it was a wonderful experience with a very caring group of professionals, all the best for continuing success.

Quality Care and Community Programs

Quality –*Kevin Bowers*

The Quality and Community Programs committees were merged in 2015 recognizing the areas of common focus and strategic direction. The Primary role of the committee is to ask “Why”. We need to ensure we set the targets for a high performing organization and understanding why we have met, exceeded or underachieved on these targets. To the credit of our management team and staff, we rarely, if ever, have had to address the latter.

Over the course of 2015 significant improvements were made to the quality reporting platform to provide an effective snapshot on our critical quality metrics. This provides the committee an effective snapshot on critical areas such as safety, falls, compliance, staff and resident satisfaction.

Comprehensive resident and staff surveys were conducted over the past year and the results indicate positive improvements on both fronts.

On the resident side, 98% of our clients would recommend St Andrews Residence. This is a clear reflect of the quality of care and the facilities we offer at St Andrews.

From the employee perspective, we still have areas of opportunity which we may want to pursue but our satisfaction results were up close to 20% and the vast majority of our staff value the role they have with St Andrews.

A new policy has been implemented to support our feedback process. Submissions are thoroughly screened a categorized to ensure it is triaged and follow up on accordingly.

Segmenting concerns, complaints and compliments will ensure our statistics are meaningful and the action items appropriate. This will allow the organization to not only address the issues but equally important share its successes.

From a compliance and audit perspective our results have been excellent. No significant findings have been identified through the internal or external audits which is another reflection on the effectiveness of our management team.

Community Programs

Meals on Wheels continues to be a viable program. The program coordinators have and continue to effectively promote the program and have new marketing campaign in the works. We were able to bring the Alzheimer's Society on board and they are actively pursuing new communities for the program.

The Senior's Day Out program is still ongoing but our numbers have dropped over the last few months. The coordinators are reviewing the viability of the program to ensure a positive cost / benefit outcome.

Volunteers continue to be a critical component to our programs so ensuring we proactively review our levels will be a vital aspect to make certain we have capacity for the expansion of these programs.

Looking Forward

The development of a dashboard / balanced scorecard is a recommended best practice. The high level framework has been established and the formal introduction of this tool will be a priority in 2016.

Message from St. Andrew's Residence

House Physician- *Samantha Chandrasena BHsc, MD, CCFP*

Report to the Board of St Andrew's Residence from the Medical Director. June 22, 2015

It gives me great pleasure to be representing the residents of St. Andrew's for the first time as their medical director. I have come into this position as of October 2014, prior to this residents were under the care of Dr. Brian Gamble, who had the opportunity of providing great care until his retirement, we thank him for his dedication as medical director for over 30 years at St. Andrews Residence.

There are currently 68 residents at the home and 23 of those are under my direct care, in addition we have had 1 resident from the Terrace join as part of St. Andrews Residence care this year. Since my arrival as medical director, I can proudly say, no residents were transferred into long term care facilities and no residents have transferred into other retirement residences in the community. Our average age is approximately 89 years compared with 87 last report.

We experienced an Influenza A outbreak the beginning of 2015 despite the fact that approximately 91% of residents and staff received the influenza vaccine or Tamiflu antiviral medication at the beginning of the 2014 fall season. In addition there was 1 case of parainfluenza which is less virulent. There is a strong will to prevent and protect the residents from influenza as it is one of the more serious illnesses in the elderly.

The active exercise programs in the Residence keeps people mobile and independent and I encourage as much of this activity as is possible.

St. Andrew's Residence continues to provide superior health care and is among the best facilities in the community. I offer special thanks to the Nursing and Health care staff for their dedication to the health and well-being of the residents.

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

Prayer:

Loving God, Today I have the honour of thanking you for showering each of us with the Blessings of Life, Family and Friends. Please be with those who are sick and grieving for a lost loved one.

We ask that you teach us how to conduct our work with a spirit of joy & enthusiasm.

May we always work together, and encourage each other to excellence, and may we challenge each other to reach higher and further to the best we can be and to be an inspiration to others.

This I ask in Jesus Name. Amen

In 2015 our Auxiliary executive consisted of Linda Rieger as President, Ann LaPointe as Secretary and Lynda Williams as Treasurer. I would like to thank Ann and Lynda for their dedication and for making my job so much easier. It is an honour to serve as president and work and have fun with all the auxiliary ladies.

In September 2016 we will celebrate 45 years of service to the St. Andrew's Residence.

The Auxiliary has a membership of 27 ladies. 4 members have served the auxiliary for 1 to 5 years. 6 members from 5 to 10 years, 11 members from 10 to 20 years, 2 members from 20-30 years and 4 members from 30 to 45 years. Jane Smith has served for 41 years and was President for 12 years. Gwen Taylor has been a member for 44 years and just celebrated her 102nd birthday in March. She apologizes for not being able to get out to the meetings as her son doesn't want her driving and she won't come with any of us. Dorothy Chapple & Marg Tewkesbury are two of the original members who started with the auxiliary 45 years ago. Dorothy said they were told to show up at the residence by Katheryn Clements to entertain at the birthday party and they knew better than to say no. Dorothy is 90 plus and still helps at our Strawberry Social & comes out to all of our meetings, Marg Tewkesbury is also 90 plus but is unable to attend our meetings anymore but I know she is there in spirit as she never missed a meeting up until about four years ago. All of my ladies are an inspiration to me and I hope to all of you.

This past year we lost two of our special members, Janet Barlow who had 21 years of service and Amber Hall who had 18 years of service. I say special, as all of the women in the auxiliary are very special to me. Each one of my ladies gives her time freely and always with a smile & a hug. Our June strawberry social, complete with a bake table and jazzy jewellery table, our yard sale in September and Penny sale in October are all good money makers. All were great successes in 2015. Monies earned at these events are used to help, where needed at the residence.

This past year the Auxiliary has donated over \$5,000.00 to the Residence to help cover the costs of an activity cart for the residents and two handicap door openers.

We are still very involved with the monthly Birthday parties and we supply the cakes for as many months of the year as needed. A Birthday card with a toonie inside is given to each resident celebrating that month and Norma Gardiner, one of our auxiliary ladies and a resident of St. Andrew's, delivers the cards personally to the person celebrating on the actual date of their birthday. The residents seem to like getting their card on their actual birthday instead of receiving them at the monthly Birthday Parties. Our members also help with the day away programs, work in the tuck shop, help with the monthly bingos, the treat cart and the fashion shows with Gerri Fashions.

I would like to recognize and thank Jessica Smith, Delynn Miller, Melissa Parker, Mindy Jenner, Emily Guerin and Melanie Watson for all their assistance & support over this past year. 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 2016.