



Annual Report 2014



3555 Danforth Ave, Toronto ON M1L 1E3 416-466-2173
www.chestervillage.ca

Our Mission, Vision and Values

The Broadview Foundation, a charitable organization, is proud of its 42 year history in operating Chester Village.

OUR MISSION

We care for our residents in our “home” and support our families and staff to provide each resident the opportunity to build nurturing relationships, direct their own choices and enjoy life.

OUR VISION

Chester Village is a respected leader in our community, constantly innovating to be a centre of excellence.

We are a home of choice for our residents, families and staff who together, provide meaningful, shared living experiences.

OUR VALUES

We honour everyone’s individuality.

We provide care that is holistic and compassionate.

We seek out and foster collaborative relationships in order to achieve our vision.

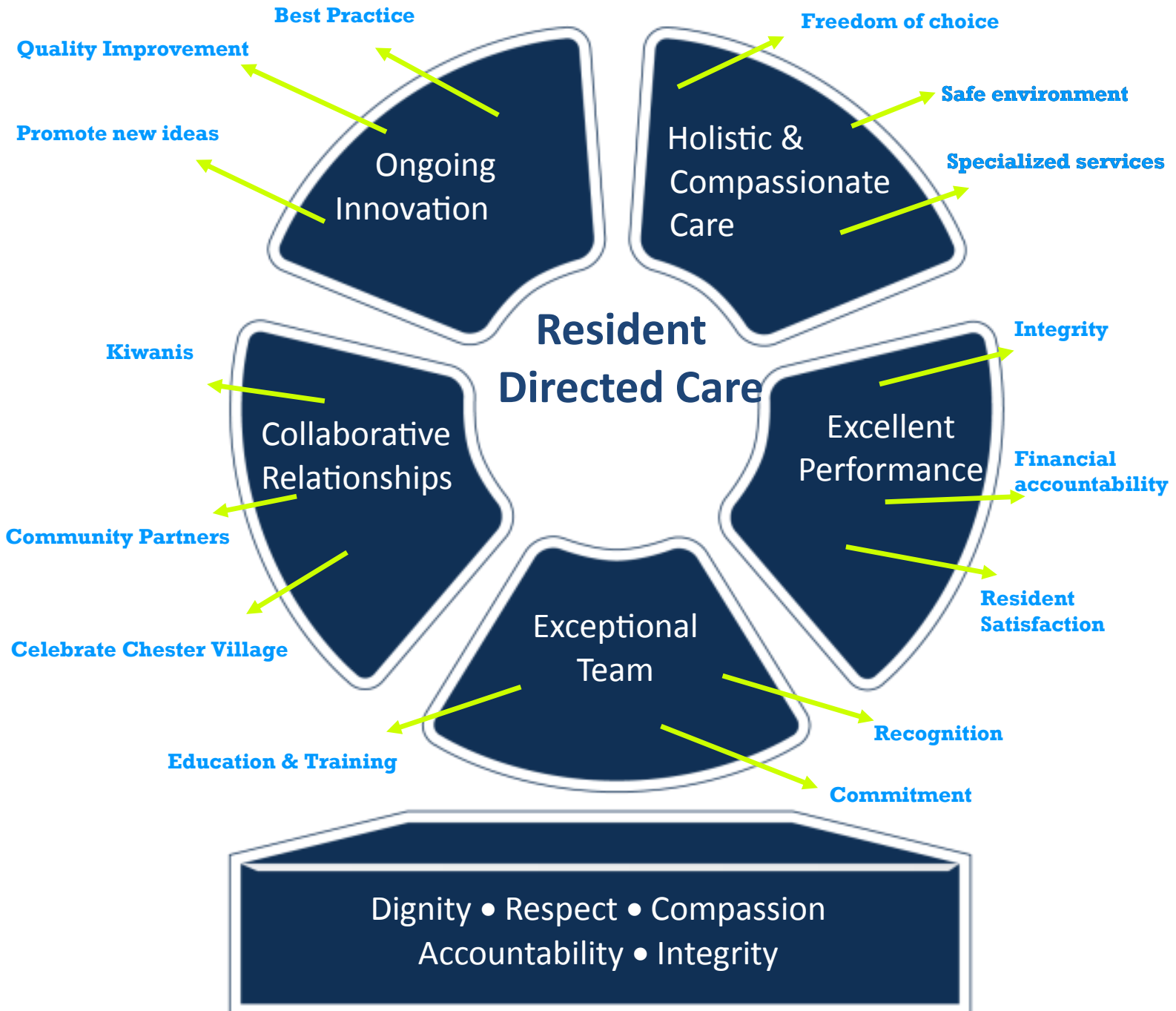
We uphold the highest of standards in care and services and everyone follows the Resident Bill of Rights and Chester Village’s Code of Conduct.

We hold ourselves accountable for our operational integrity and excellence to our various stakeholders.

Creativity and fun is a large part of what we do.

Care with dignity.

Our Accountability Framework System



A Message from the Broadview Foundation Board Chair...



As Chair, it is my pleasure to report on the activities of the Broadview Foundation for the year ending December 31, 2014.

Our December 2014 financial results indicated that we are in a strong financial position with an operating surplus before depreciation. This will keep us on track to fund our Reserve Funding for the future expenditures as our provincial funding terminates in 2027 which is 6 years before our mortgage is paid off (2033).

The long term debt has dropped from \$21.1 M to \$20.3M.

At this time, I would like to thank our CEO, Cynthia Diotte, and her management team for their help and continued assistance in providing top quality care to Chester Village. Our resident satisfaction surveys and focus groups have provided results in excess of the provincial average and the team is to be complimented in enhancing the home life of our residents.

Both major committees of the Board which are the Quality Care Committee (Chair, J. Wallace) and the Property and Finance Committee (Chair, A. Dorman) are working well. A new committee in Strategic Planning/Risk Management is planning for the future (Chair, A. Day).

I would like to thank the many volunteers that give their time and attention to the residents of Chester Village. This is why we are here.

The Board is currently reviewing governance and strategic planning including mission and vision, including values and to take these into account when making decisions to ensure the continuum of Broadview Foundation into the next period of this tenure.

We have the usual issues of dealing with a 9 year old building to keep it fresh. The challenge is to keep on top of the issues and the management team is doing well.

We are members of the Toronto Central LHIN which controls our funding and the CCAC. The LHIN has various priorities to ensure all residents within the catchment area have access to services. These include housing, data collection, engagement with hospitals and new construction upgrade standards for LTC facilities.

Our Vision

To create a new strategic plan for Broadview Foundation.

When Broadview Foundation was originally opened, we were under the Homes for the Aged Act and Community of Social Services (COMSOC) of the provincial government. They provided capital funding for the project and operational funding came from the residents. At that time, there was assistance for those who could not pay. Broadview Foundation controlled the access of residents to the facility and there was no limit or control of what could be charged.

Today, this has all changed. About the mid-1990s the Ministry of Health and Long Term Care, through the CCAC, control all rates and access to Chester Village. To reside in Chester Village, it is the same cost across the province for the resident.

We must revisit our legacy.

Annual Report 2014

...the message continues

Governance

1968 Charter "to acquire, construct, provide, hold and manage housing accommodation for the elderly together, with appropriate cultural facilitators"

The Board finally has a strategic plan in effect to review the future of the Board. A Reserve Fund Study has been prepared for review.

The Future

1. Respite Care Beds
2. Joint Venture Partnership
3. Governance / Board Matrix

It is the responsibility of the Board to ensure that Board members have sufficient understanding of the business so that the Board knows when to act. The Board generally operates on a consensus basis consistent with the underlying assumption of the Board process. There is a growing demand for expertise of the Board as required by our regulator.

4. Risk Management Issues

Challenges

We must be cautious that government funding and our revenue from private accommodation are available to keep pace with our increasing costs.

Our Mission

We care for our residents in our "home" and support our families and staff to provide each resident the opportunity to build nurturing relationships, direct their own choices, be safe and comfortable and enjoy life.

Our Values

Dignity, Respect, Compassion, Accountability, Integrity.

In conclusion, I personally would like to thank the Board of Directors for their support. I believe the Board functions well in an open and collegial way with the common purpose to the best interests of our Mission.

Respectfully submitted,

Ted Sievenpiper



**In memory of
Reverend Desmond McCalmont
1928—2014**

Rev. Desmond McCalmont ("Des") was a valued member of the Broadview Foundation Board of Directors and also served on the Quality Care Committee of the Board. Des will always be remembered for the warmth of his person, his good-natured humour and easy sociability, his love of people, food and family. He will be sorely missed.

2014—2015 Broadview Foundation Board of Directors

Ted Sievenpiper (Chair), Alan Dorman (Vice-Chair), Warren Brown (Secretary-Treasurer), Ed Bernard, Andrew Cassidy, Allan Day, Joyce Kalsen, Jim Kurliak, Betty Price, Paul Sneyd and James Wallace

A Message from the Chief Executive Officer...

Life in long-term care sure keeps us busy as I can't believe I am already sitting down to write this report as it feels like just yesterday when I last wrote to you.

There are many challenges in long-term care and certainly 2014 was no different. Funding continues to be one of the many struggles in long-term care and 2014 saw another decrease to our nursing funding as well as minimal increases to programs, food and accommodation funding from the MOHLTC. It is a testament to our staff and the hard work they do to look after our residents in the best way possible with limited resources that the residents and families responded so positively to our satisfaction survey. 100% of families and 96% of our residents rated our home overall as excellent/verygood/good!

Our first official annual inspection by the MOHLTC, called the Resident Quality Inspection or RQI, was completed in 2014. Chester Village was pleased with the results overall and initiated an action plan to deal with the areas in need of an improvement. This report as well as the action plan was shared with the Resident and Family Councils as well as the Quality Committee of the Board.

In an age of increased transparency, where the public spotlight focuses on the negative in long-term care and not the good, we need to hold ourselves accountable to what we do here. There are many ways for our stakeholders to see how we are doing not only as a stand-alone home but how we compare to others in our area and across the province.

I invite you to visit many of the public websites (listed on the back cover) that are now available to take a look at our quality indicators and our annual inspections and see how we are stacking up. We are quite proud of our results and continue to strive to achieve our goals in those areas we have identified for improvement.



As we say goodbye to 2014 and gear up for 2015, we have many special projects to be proud of this year. Our new website design is ready to be launched soon, we started a very successful resident spa program, our 2015 RQI was completed with excellent results and our first mandatory Quality Improvement Plan (QIP) was submitted to the LHIN. We are now getting ready to renew our 3 year accreditation status later this year and we are sure to close out on a high note based on our past experience with the survey.

Thanks to all of the staff, the senior management team and the Board of Directors for your continued support in making Chester Village a home of choice in our community. Whomever said "time flies when you're having fun" must certainly have had a glimpse into our life here at Chester Village.

Respectfully,
Cynthia Diotte, CEO

Your Senior Management Team

Cynthia Diotte

Chief Executive Officer

Bernice Adona

Financial Coordinator

Samantha Tontodonati

Office Manager

Kim Pumphrey

Family & Community Coordinator

Norman MacInnes

Resident & Support Services

Andrea Macina

Volunteer Coordinator

Gina Santos

Director of Care

Anna Lei

Assistant Director of Car

Joy Loro

RAI Coordinator

Liping Wang

RN Manager, Evenings

Eliana Araujo

RN Manager, Days

John Madill

Environmental Manager

Magdalena Czajkowski

Food Service Manager

"I really didn't know much about long-term care before I came here but now I wouldn't work anywhere else."

"Chester Village is really like a home for our residents and I am very proud to be part of it."

Chester Village Management Team

Left to right:
Joy, Anna, Samantha, Cynthia, Gina, Magdalena, Bernice, John, Andrea, Norman and Eliana
(missing are Liping and Kim)



Medical Director's Report

Our Medical Staff



Dr. Rosanna Honig
Attending Physician



Dr. Wayne Olsheski
Attending Physician



Dr. Brian Adno
Attending Physician



Once again it is my pleasure to provide an annual report as Medical Director for Chester Village.

The past year has been both a challenging and rewarding one for those who provide care for our residents.

We continue to see an increase in the complexity and acuity of medical conditions affecting those admitted to Ontario Long Term Care facilities, including Chester Village. It takes a great multidisciplinary effort to provide the first-rate care that our residents receive. I would like to commend our nursing, dietary, recreation staff, and our volunteers, who provide exceptional front-line care and contribute every day to the quality of life of our residents.

We are fortunate to have an experienced and dedicated medical staff. Our attending physicians, namely Dr. Brian Adno, Dr. Rosey Honig, Dr. Wayne Olsheski, and myself are well versed in care of the elderly and very familiar with Long Term Care and Chester Village.

We also continue to offer several additional health-care services available at Chester Village, including dental assessments, psychogeriatric consultation and support, dermatology consults, podiatry services, laboratory and x-ray services, wound and pressure sore assessments, seating assessments, swallowing assessments, eye clinics, and pharmacy services. Recent changes in funding for physiotherapy have been particularly challenging, yet we continue to provide excellent care in this field as well.

Our management and administrative team, and our Board of Directors, provide strong leadership and support for our front-line staff.

As usual, some annual statistics are provided:

We admitted 51 new residents in the past year.

44 residents passed away and 5 moved to another long-term care home.

The average age of our residents is 84.68 years and currently we have 4 residents over the age of 100!

I would like to take this opportunity to thank everyone who provides care and enhances the quality of life of our residents.

Respectfully submitted,

Bradley W.C. Birmingham M.D.

Volunteers: Active & Engaged at Chester Village

Chester Village volunteers continue to bring smiles to the faces of our residents. They contributed a whopping 6,666 hours from January 2013 to December 2014! Their dedication and enthusiasm helped residents of all abilities to participate in programs, attend appointments and enjoy their home.

One of our CQI projects was on ways to increase volunteer recruitment. In April, we formed a resident focus group to discuss the strengths of the existing volunteer department, areas where more volunteers were needed and recruitment strategies. The residents had great ideas and feedback that was used throughout the year.

April's volunteer event was a fun-filled afternoon with a delicious luncheon, entertainment, gifts and certificates. One resident even wrote and sung a beautiful song as a tribute to the volunteers.

Glamour Day began the spring season of May. This lovely event ran by volunteers involved residents relaxing with manicures, pedicures, hair styling, make-up application, tea and treats and of course a picture and donated spa gift bag.

Our youth really stepped up to the plate this year. They planned their first ever Youth Talent Show in July. It was a huge hit and talked about for days after. They also participated in Chesterbana, a colourful home-wide activity with floats, costumes and games. They even made the local paper *The Beach Metro News*, sharing their positive experiences through their volunteer work at Chester Village.

Our volunteers were actively involved in the holiday season with 24 helping at our Christmas bazaar, carolling room to room, participating in parties and joining us in the tree trimming event.

Way to go volunteers! Keep up the great work!!!



"I enjoy being a part of the residents' day. I enjoy just seeing someone smile and hearing that they are happy to have me spend time with them."



Resident & Family News

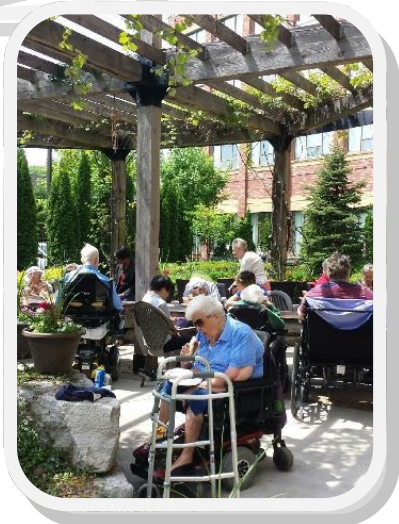


Resident Satisfaction Survey Results:

96% of residents rate the home as excellent/very good/good overall.

98% of residents feel the home is clean and tidy.

82% of residents feel the staff treat them with courtesy, respect and kindness.



"Joan (staff) is the best! She knows her work so well and knows exactly what to do. I don't have to worry about anything when she is on."

A Resident



Family Satisfaction Survey Results:

90% of families would *definitely* recommend Chester Village to family and friends looking for long-term care and 93% say their family member is treated with respect and dignity.

"I am very satisfied with the care and they give excellent service and all have excellent personalities."
Spouse of a resident speaking about the Diamond staff

Fundraising Activities

Alzheimer Coffee Break Day at Chester

When you host an Alzheimer Coffee Break in your community, you help raise much-needed funds for local programs and services for people with Alzheimer's disease and their caregivers. Your support makes a huge difference in their lives.

Thanks to the staff, residents and families who volunteered their time and baking to host this event.



Pictured here is the Chester Village team made up of staff members who participated in the Alzheimer's Society "Walk for Memories", a 2.2km indoor walk through the underground PATH system of downtown Toronto. This team, led by Hermine Brown, an activation assistant at Chester Village, raised over \$2,000 for the cause. Way to go TEAM!

We need your support. Donate as a 'friend of the tournament' or register a foursome for golf. It's a day of great fun!
All money raised in 2015 will go directly to the residents in support of our Spa Project initiative.
We raised over \$15,000 in 2014 for our resident's programs.

ADVENT VALLEYVIEW RESIDENCE | CHESTER VILLAGE | MARIANN HOME | NISBET LODGE | THE WEXFORD RESIDENCE

10th Annual Golf Tournament in Support of Seniors

Tuesday, June 23, 2015



WE'VE RAISED \$600,000 SMILES FOR SENIORS TO DATE

Financial Highlights

The Broadview Foundation (Chester Village)

Statement of Revenue and Expenditures
for the year ended December 31, 2014 (\$000's)

	2014	2013
REVENUES		
Resident Fees	4,725	4,623
Net Provincial Government Subsidies	9,463	9,333
Interest & Other Income	95	65
Donations & Fundraising	84	143
Total Revenues	14,368	14,164

EXPENSES

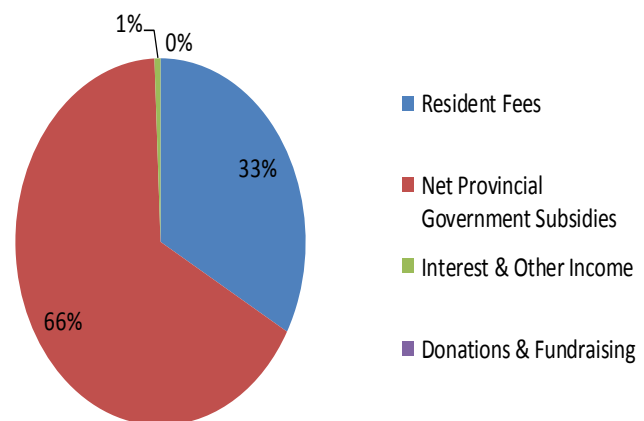
Residents' Medical & Nursing Services	7,095	7,129
Residents' Support Services	3,263	3,205
Maintenance & Facility Costs	1,019	937
General & Administration	511	528
Interest on Long-Term Debts	1,032	1,065
Amortization of Capital Assets	750	749
Total Expenses	13,672	13,614

Excess of Revenues over Expenses for the Year **696** **550**

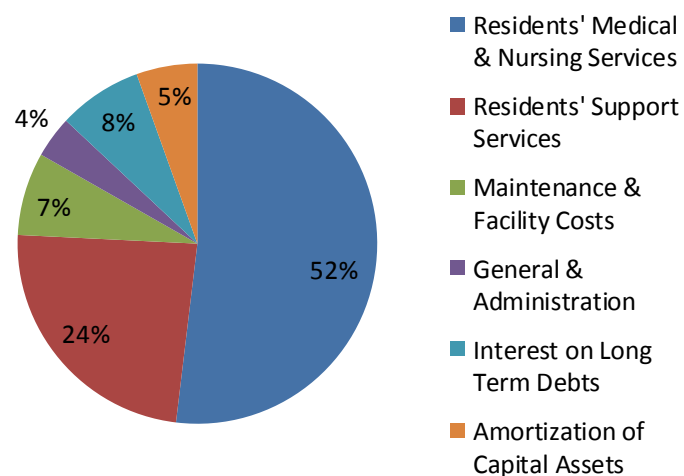
A Reserve Fund Study completed in 2013 showed a need for over \$8,000,000 in capital costs over the next 20 years. The Broadview Foundation is working towards the goal of ensuring there is enough money for these future building costs.

Financial Reports are audited by BDO Canada LLP

REVENUES



EXPENSES



Strategic Plan Review 2012—2015

Chester Village launched its 2012 strategic planning process at a stable point in its history. The process was designed to engage representatives of Chester Village's internal stakeholders in providing input to planning the organization's future.

The objectives for this Strategic Planning Session included:

1. Explore the external and internal environment and
2. Review and update Strategic Priorities and Goals for 2012-2015.

Participants engaged in rich discussions that identified Chester Village's successes, challenges and opportunities. The Strategic Plan defines five interconnected Strategic Priorities that will guide staff and Board in their activities and decision-making. These priorities represent areas that the Board and Management will focus on, and they will form the day-to-day work done over the next 3 years.

The planning session was facilitated by Ruth Armstrong of VISION Management Services. At the end of the day, the team successfully outlined an updated Strategic Plan for 2012-2015. This plan will serve as the basis for the development of operational work plans for the next 12 months.

Five interconnected strategic priorities were developed at the Strategic Planning session. Four priorities from the last plan were updated and refreshed; one new priority was identified.

Our 5 Strategic Priorities

1. Quality of Service
2. Education (*new priority*)
3. Human Resource Management
4. Community and Public Engagement (*formerly Community and Public Relations*)
5. Fiscal Responsibility and Accountability.



The final word belongs to the participants who summed up their experience of the planning process as...

Together Everyone Achieves More.

A strategic planning session has been planned for the fall of 2015 with our senior management team and stakeholders to plan for the next 3 years.

Remember Our Residents

Think of our residents by making an “In Recognition” gift for the benefit of Chester Village.

Please make cheque payable to Chester Village and mail to:

Chester Village
3555 Danforth Ave, Toronto ON M1L 1E3



MOHLTC annual inspections and other reports:

http://www.health.gov.on.ca/en/public/programs/ltc/31_pr_inspections.aspx

HQO quality indicators for long term care homes with provincial benchmarks:

<http://www.hqontario.ca/public-reporting/long-term-care>

HQO Quality Improvement Plans for all sectors:

<https://qipnavigator.hqontario.ca/Resources/PostedQIPs.aspx>

Toronto Central CCAC waitlist:

<http://healthcareathome.ca/torontocentral/en/Getting-Care/Getting-Long-Term-Care/Wait-List>

Toronto Central LHIN 7:

<http://www.torontocentrallhin.on.ca/>

