



# St. Joseph's Villa - Dundas 2002 Annual Report



*Message from  
Sister Anne Anderson, President & Chair  
St. Joseph's Health System*

*Sister Anne Anderson  
Sister Margaret Kane*

*Sister Margaret Kane, General Superior*

*The Sisters of St. Joseph of Hamilton*

This past year has provided new challenges and opportunities to stimulate development of our Ministry in health care. Our Mission and values provide the foundation for a continuing commitment to those we are privileged to serve, both locally and internationally.

At the corporate level we continue to work with the Catholic Health Association of Ontario (CHAO) and other Catholic sponsors to develop new and innovative educational/orientation programs for our leadership teams. Our CEO Group sponsored an important workshop on personnel retention and recruitment strategies with presentations from the private sector, unions and human resource professionals. In addition, preparations are underway to conduct a follow up Quality of Work Life Survey in the fall of 2003. All member organizations have been actively involved in addressing recommendations from the last survey, which was conducted in 2000/2001.

In 2002 the Sisters of St. Joseph of Hamilton celebrated the 150<sup>th</sup> Anniversary of their arrival in Hamilton. All members of the System joined enthusiastically in this celebration with a number of events, which highlighted the partnership of the Sisters and their lay colleagues in the continuing success of our health care Ministry.

The following highlights are but brief glimpses into the new and exciting developments taking place in St. Joseph's Health System.

## St. Joseph's Villa, Dundas



On December 30<sup>th</sup>, 2002, a Miracle Gift was announced for the St. Joseph's Villa Foundation Campaign: *Our family caring for your family.* Margaret and Charles Juravinski announce a \$5 million gift to St. Joseph's Villa. The gift brought the Villa to just over the 50% mark towards the goal of \$10 million for the second

phase of the capital campaign.



A gift of this magnitude was the result of the incredible generosity of the donors and many volunteers and staff who speak knowledgeably and enthusiastically about the Villa and the care and love poured into every day life at the Villa.

## St. Joseph's Healthcare Hamilton

The redevelopment program continues with construction underway of the new tower. In addition a new research dedicated PET scanner, which is the first of its kind in the world was put into service. The world's first inter-hospital telerobotic assisted surgery service was launched from St. Joseph's Hospital

in March. The surgery, which took place in North Bay, was connected by telecommunications link to the robotics room located at St. Joseph's Healthcare Hamilton.

### **SEN Community Health Care**

The official opening of St. Joseph's Home Care took place in October 2002. Services include home nursing and personal support nursing clinics for seniors living in retirement residences, work place vaccination programs, home cleaning, health care consultation and more.

### **St. Joseph's Health Centre, Guelph**

In October 2002, 30 years of planning and uncertainty came to an end as St. Joseph's Health Centre, Guelph, moved to its new building. With the move came the opportunity for St. Joseph's to fully embrace its role as a provider of non-acute hospital services, long-term care services and community and social services to the residents for Guelph and Wellington County, and to bring new depth and vitality to these areas of health care.

### **St. Mary's General Hospital, Kitchener**

St. Mary's moved towards the next phases of their comprehensive cardiac program and were extremely successful in recruiting highly qualified physician leaders to head the program. Dr. Kassem Ashe has accepted the position as lead for cardiovascular surgery; Dr. Danielle Leddy has assumed the lead interventional cardiologist position and Dr. Patricia Crutchley was appointed in January 2003 as lead for cardiac anesthesia. The official opening of the cardiac surgery program will be held in conjunction with the Annual Meeting in June.

### **St. Joseph's Lifecare Centre, Brantford**

The redevelopment program continues in Brantford for both the Long Term Care Centre and the Hospice. This innovative new facility, which is being developed on the previous site of St. Joseph's Hospital, is slated to open in the summer of 2004. We are most appreciative of our ongoing support from John Noble Home, the City of Brantford and the County of Brant.

### **Foundations**

All of our Foundations continue to work tirelessly to ensure that funds are available to support our capital projects and research activities. We are grateful for their faithful partnership and support of our health care ministry through St. Joseph's Resource Development System.

### **International Outreach Program**

Our International Outreach Program continues to provide assistance to the developing world through the participation and commitment of our SJHS family.

Several containers of much needed medical equipment and supplies were sent to our programs in Yemen, Uganda and Haiti. In addition training opportunities for medical residents and nurses were provided in co-operation with the Faculty of Health Sciences at McMaster University/St. Joseph's Healthcare Hamilton.

As we reflect on the many ways in which we serve the people of God through the multi-focal Ministry of our Health Care System, we are very much aware and recognize our deep debt of gratitude to each of you. Your ongoing commitment to the Mission and Ministry of Health Care makes it all possible.

## ***Kick Off to Construction***

On Tuesday, June 18<sup>th</sup>, St. Joseph's Villa and

Foundation welcomed donors, volunteers, residents and their families, staff and community members to celebrate the beginning of construction. The formal part of the ceremony included remarks from Sister Anne Anderson, President and Chair, St. Joseph's Health System, Father Kevin Cull, Chancellor, The Roman Catholic Diocese of Hamilton, Board Chairs Art Samson and Rick Gaffney, Ministry of Health & Long Term Care (MOH&LTC) Representative Kevin Grossi,



Hamilton Councillor Russ Powers, Paul O'Krafka, Maureen Ellis and Villa resident Irma Hyde. After the remarks, there was a ceremonial tying of steel rebar representing the strength of steel and the strength of the Villa's partnership with donors as we work together to raise the much needed \$16 million dollars to complete the project.



## ***Partnerships***

In 2002 the results of those efforts came together to allow us to start construction. Over three years of challenging negotiations led to the finalization of Construction Financing followed by a 30 year mortgage with CorpFinance. The funding is being provided by Canada Life and Maritime Life and was secured through MCAP Financial. They provided the best alternative of the 11 major lending organizations who responded to our request for financing. The efforts of our Finance Committee, Board Members, Kirk McPherson of Sullivan, Festeryga, Lawlor and Arrell, our legal counsel and the diligence of Barbara Mahaffy, Director of Finance, resulted in an excellent outcome. This financing arrangement will build a great foundation for the lives of our residents from now until 2036.

Melloul Blamey, from Waterloo, were successful amongst the sixteen general contractors who bid on our project and the six who bid on the formal tender. Melloul Blamey are one of the leaders in constructing quality long term care facilities in Southwestern Ontario.

## ***How Far We've Come!***

The North Wing, Governor's Road side, has been constructed at a faster pace than the South Wing. In recent weeks, more workers have moved to the South Wing. There are currently construction workers laying brick on the South Wing. Our revised plan is to open the North Wing first, which will enable work to be started on the existing building. The North Wing should be open late in 2003 or early 2004, a month earlier than the south. Windows are being installed in the North Wing.



Villa staff are planning for the resident moves that will take place on completion of Phase 1. MOH&LTC standards must be met and inspections

must be passed before the moves can take place. We are required to provide updated policies that assure the MOH&LTC standards will be met in the new building. Emergency measures and fire plans must also be redeveloped.



Preliminary selections of the interior design have been developed that provide an idea to staff and residents of what the colour schemes may be in the new building. These were presented to Residents' Council and they were quite impressed with them. Chairs and other items will be available to the residents and staff to view and test.

## Sister Edna Applause Awards

On an annual basis the Villa honours three staff with the Sister Edna Walter Applause Award. Sister Edna Walter's history of service and ministry to seniors extends from the House of Providence to St. Joseph's Villa where she exemplified the Mission of the Sister's of St. Joseph and was an inspiration of leadership, forever touching the lives of those she ministered to.

Sister Edna Walter was born in Macton, Ontario where she grew up on a farm with her parents, five brothers and one sister. Sister Edna's ministry to others had a practical focus from farming a supply of vegetables, for both the House of Providence and the Motherhouse, to assisting the Food Service, Housekeeping, and Nursing departments. Although she retired to the Villa in 1970, she still visited the residents and prayed and cared for them. Her cheerful manner and gentle sense of humour, along with a deep prayer life endeared her to everyone she met. Sister Edna passed away soon after her 101st birthday, on March 14, 1998. She spent 50 happy years at the House of Providence and the Villa.

The Sister Edna Walter Applause Award recipients represent the high calibre of staff who continue our mission. This year's award recipients are:



### ***Karen Rose***

Karen Rose has had an immeasurable impact on the lives of the residents. She always encourages family participation, and she can be seen with her family with the caroling



### ***Sandy Zwerver***

Sandy is a kind, caring individual, who over the past 4 years has worn several hats at the Villa. In her role as receptionist, she keeps a compassionate and watchful eye on the Villa



### ***Janet Casey***

Janet has dedicated 10 years to the Villa residents and is a most loving and caring individual. On several occasions, Janet has expressed concern about residents who have no visitors. In response, Janet has taken them out shopping, visiting or for walks. When a resident

*The Sister Edna Walter Applause Award Recipients are nominated by their colleagues for their commitment and dedication to the residents of St. Joseph's Villa. This honour is a great tribute to*

**Service Awards**

Dedication and commitment is demonstrated by the number of years that staff have worked at the Villa. Below are the recipients of Service Awards for 2003.

**5 Years**  
 Carmel Bailey  
 Chris Brownlie  
 Linda Dennis  
 Vilma Henry  
 Judy Kane  
 Yolanda Leng  
 Linda Maloney



Jennifer Milmine  
 Heather Neiser  
 Verona Powell  
 Judith Senior  
 Lori Vandenburg  
 Melissa Ward  
 Nancy McClure

**10 Years**  
 Deborah Collins  
 Manazzone  
 Joseph Doyle  
 Rose Fischer  
 Woodworth  
 Gail Jaggard



Kimberly  
  
 Marie Smith  
 Beth  
  
 Aihua Zhri

**15 Years**  
 Laurie Asquith  
 Mahaffy  
 Joan Bent  
 Wendy Dew  
 Lesley Douglas  
 Smith  
 Helen Edjan  
 Thomas  
 Ignazia Fazari  
 Tynan  
 Marisa Fazari  
 Jane Feddes  
 Mumtaz Hussein



Barbara  
 Marcia Powell  
 Mark Ryder  
 Janice  
 Cheryl  
 Dawn

Hildegard Walter  
 Sandra Wassink

**20 Years**  
**35 Years**  
 Marilyn Burke  
 Katharine Sayer

**25 Years**  
 Kim Potticary

**30 Years**  
 Anne Bowen

Vandalyn Davis  
 Joan Haw



**Report by Art Samson, Chair, Board of Trustees and Paul O'Krafka, Executive Director**

This year, two members of the Board have completed their full terms. Gerry Malcolmson and John O'Brien have volunteered at the Villa for over 9 years. Their commitment to seniors at the Villa has been exemplary.



Gerry Malcolmson's volunteer activities in Dundas extend over three decades. Since his retirement as Superintendent with the Hamilton Police Department in 1992, he made volunteering his full time career. Gerry chaired the Seniors' Housing Committee which was responsible for the development of the 107 units of St. Joseph's Estates seniors Life Equity Complex.

In 1997 as Chair of the Board of Trustees of the Villa, Gerry led a delegation to the Dundas Town Council. He and his group were successful in convincing the Town of Dundas to continue funding for St. Joseph's Villa Seniors' Day Program.

From 1990 to 1994, Gerry was Chair of the St. Joseph's Villa Public Relations Committee. In this capacity he played a major role in keeping the needs of all Ontario seniors who live in long term care facilities in front of government politicians and bureaucrats at Queen's Park.

Gerry brought a high level of commitment, great sense of humour and a genuine concern for seniors to the Board of Trustees. He makes a positive difference and he will be greatly missed on the Board.

John O'Brien has contributed very positively as a member of the Board of Trustees. As Chair of the Villa Planning Committee, John led the Board's involvement in developing our current strategic plan. This plan has been a roadmap for the major activities in the Villa over the last three years.

Under John's chairmanship, the Planning Committee did the detailed review that led to hiring architects, designing the new Villa, calling for tenders and awarding the contract. John's attentiveness to detail and his strong leadership will be missed.



Both Gerry and John have been a part of many of the Villa's projects since they have joined the Board. Some of these projects were the building of St. Joseph's Estates, the addition of the Special Needs Room, and over the past 10 years, major activity that has led to the building of the new St. Joseph's Villa.

**Case Mix Index (CMI) Increase**



The care needs of Villa residents have continued to increase in the past two years. To ensure we are funded to add staff to meet these needs, there was extensive planning, preparation, staff training and audits prior to the Ministry of Health and Long Term Care classifiers performing their review in the fall of 2002. The result of their audit was excellent. CMI for the year 2002 increased to 102.96 from 99.68. This was in addition to the

Provincial CMM increase of 2.2%.

Shawn Gadsby, Director of Nursing, Unit Managers, RNs and RPNs are to be greatly commended on achieving this outcome. Obtaining this level of increase at a time of rapid

turnover of new residents requires a major focus on appropriately identifying and charting all residents' care requirements.

#### **"Free to Live" - Resident Centred Approach to Care**

In an effort to continuously improve the quality of resident care, a "Free to Live" Committee was formed in January 2001. This consisted of Villa staff representing from all disciplines, one family member, one resident, one Board member and one community agency representative. This Committee helped to develop the "Free to Live" resident centred model of care and were active participants in Villa wide education sessions.



The care teams on 4 North and South, 5<sup>th</sup> Floor, 4 East and 3 North and 3 South have been meeting over the past year. An important portion of the "Free to Live" process is the link that is created to the Villa's mission. Part of the training of staff focused on the question "where does your deep gladness meet society's deep need." The care teams on the remaining units are in the process of scheduling their first formal "Free to Live" meetings.

Next we will step incorporate "neighbourhood" meetings on the units. This involves having the entire unit i.e. residents/families, staff, and volunteers. meet every three months to discuss what has been done or any relevant unit issues. The 5<sup>th</sup> floor has had three such meetings. The residents, families and staff of St. Joseph's Villa have challenging and exciting times ahead. The implementation of "Free to Live" philosophy will improve both the quality of life for our residents as well as the quality of work life for our staff. As we move toward our new "home", it must be remembered that the values that embody the "Free to Live" philosophy represent a journey as well as a destination.

#### **Registered Nurse (RN) Changes**

At the beginning of May, 2002, the Nursing Department made a major transition. To meet the increasingly complex care needs of residents, the Nursing Department restructured. We increased our number of Registered staff hours every day so that residents are assessed in a timely, effective manner. Unit Managers are able to "focus" their responsibilities on the day-to-day questions of their units, and the planning of our rebuilding.

We have worked very hard to communicate the care needs of Villa residents to staff and politicians at Queens Park. We have had good success with the Ministry of Health and Long Term Care who provided a significant increase in funding for nursing care in mid 2002.

Despite this improvement, the Villa still subsidizes the Nursing Department \$300,000 above what the MOH&LTC provide for Nursing and Personal Care. The Villa's continued goal is to increase CMI for increased funding. This together with further provincial funding increases will allow us to best meet resident needs.

#### **ISO - International Standards Organization**

The Villa was the first and remains the only long-term care facility in North America to have achieved ISO registration. In 2002, the Villa was re-registered by Deloitte and Touche, Quality Registrars. Achieving and maintaining this international quality standard reflects the hard work and commitment of each of our staff members.

The new ISO standard outlined increased responsibilities and involvement of top management. It focuses on a "process approach" to managing quality. It has a new and increased emphasis on

resident needs and obtaining feedback from residents and their families. It has expanded the requirements for continuous quality improvement.

### **Emergency Training and Mock Evacuation Plan**



In June 2002, we tested our Emergency procedures with a mock evacuation. The scenario was not made known to staff before hand, but they were told during training sessions to listen closely to the announcements as they were made. A newsletter went out to families with the May invoices to inform them of the mock



evacuation. Unit Managers provided a list of those residents to be evacuated and their mobility status i.e. wheelchair, ambulatory, bed ridden, etc. Extra precautionary signs were posted in the Auditorium regarding wandering residents and extra dietary staff were assigned for the day.

“Code Orange” went into effect around 9:30 a.m. Staff found the simulated bomb within a half an hour and immediately started the evacuation of the area. “Code Blue” was put into effect, to evacuate the entire building. Each evacuated resident was moved to the Auditorium, where they were given name bands. They were each cross-referenced with a list from their floor. Staff also recorded where they were being relocated to and which bus they are taking. (They did not actually get on a bus.) The Villa has reciprocal agreements with Blackadar and Wentworth Lodge locally, and most other long-term care facilities in Hamilton, to offer space for evacuated residents. The evacuation went extremely well. The entire process took about 2 hours. The Villa will be drafting new emergency plans for the new building for evacuation and searches.

### **Changing to Meet Resident and Community Needs**



The level of care of the Villa residents has increased dramatically over the past few years. Many of the residents being admitted are no longer able to walk on their own and many are in wheelchairs or geri-chairs. The Community Care Access Centre (CCAC) informs the Villa very few of the people in the community waiting for placement need a “secure” or locked unit. Only two years ago the majority of applicants

needed this level of security.

To meet the needs of people in the community waiting for placement, the Villa will require only one secured or locked unit for those residents who are at risk for wandering or exit seeking. Consequently, 4 East has opened its doors. The residents on 4 East who require a more “secure” environment have been transferred. Residents no longer meeting the criteria for a “secure” environment will be transferred from McNulty to create a safe environment for residents who are at risk for wandering.

We recognize the difficulty residents and their families face in moving from an area where they have come to know the staff and routines. At the same time, we need to be prepared to continue to change in response to changing needs of seniors in the community.

## **Mission Review**

In 1879 The Sisters of St. Joseph of Hamilton accepted the responsibility of providing support for the elderly and disadvantaged by establishing the House of Providence. Designated as a Charitable Home for the Aged, it was replaced in 1970 with a new facility named St. Joseph's Villa. The Villa Mission is: "Living Our Values Everyday" and is committed to the values Care, Quality, Service, Responsibility, Knowledge, and Challenge.



A research team of Masters of Business Administration (MBA) students, working with professor Christopher Bart from McMaster University, completed a project regarding "Mission Driven Health Care Facilities." The purpose of this project was as follows:

- to identify the management practices of mission driven facilities
- to identify those management practices which interfere with a facility becoming or remaining mission driven
- to isolate and identify particular departments within organizations which are more mission driven than others
- to provide participating organizations with feedback on their performance as "mission driven institutions" and how that performance might be improved

These students presented the following findings:

- 95% of the 98 staff surveyed were aware of the Mission of St. Joseph's Villa
- staff felt strongly that the Villa was committed to the Mission
- the Mission had an impact on Decision-Making of the organization

Overall, the students were impressed with the Mission Statement of the Villa and felt that an excellent job was done in integrating the Mission into our practices. The Villa scored the highest of the 4 Healthcare facilities that participated in the project.

## **Research**

St. Joseph's Villa has been a major player in the SJHS Research Network since its inception in 1996. Research at the Villa has supported "best practices" investigations and "evidence-based decision making" studies. Numerous research projects take place examining and recommending quality of life, end of life care and caregiver support.

The Villa's three part mandate in research is to conduct long term care research, to promote a research culture at the Villa and to ensure that the research done has a beneficial impact on current as well as future residents.

The past year has been busy with three major projects at the Villa. The Network is managing a project intended to identify factors that promote or prevent good care of the dying in a long-term care facility. The results of the study will include developing recommendations for service providers and long-term care planners to assist in the provision of quality palliative care in Homes for the Aged.

Responding to information needs of decision-makers is also a priority. As well, there is a growing interest in understanding the impact that moving residents from one long-term care facility to another has on quality of life and care. In preparation for the relocation of residents when the re-development of the Villa is complete, researchers have identified indicators in other facilities that can assist us to make the move a more positive experience for our residents.

The Villa Foundation has taken major strides to raise the dollars necessary to allow the Villa to develop a leadership role in research relating to seniors. In 2002 a major fundraising dinner was held in support of research. This was followed by "Murder on the Orient Express", an extremely successful gala this spring.

These new activities of the Foundation combined with two golf tournaments in 2002, Christmas and Spring mailers have all happened while the Villa Foundation were successful completing the first stage of their campaign to rebuild the Villa and launching the new "Our Family Serving Your Family" \$10 million campaign. Our hats go off to all of the members of the St. Joseph's Villa Foundation Board, the staff, volunteers and Campaign Cabinet for a superb effort and result. This team has been lead by outgoing Chair, Gord Albini, new Chair, Rick Gaffney, Executive Director, Maureen Ellis and Terry and Kay Cassaday family chairs of the campaign. The results they have achieved through donors to the Villa have been superb.

### **St. Joseph's Estates**

Our two St. Joseph's Estates life equity buildings were opened in 1995 and 1996. The life occupancy agreements on each of the two buildings were fully sold out prior to the close of construction of each building. We also had a waiting list of 60 people at the completion of construction of building two and that waiting list has remained constant through the last six years.



Each of the units was sold to the purchaser at the cost of construction. The Estates' project has been very successful based on a number of criteria. We have had full occupancy since the completion of the construction. Villa residents have benefited from a number of volunteers from Estates' residents. Many Estates' residents have become residents of the Villa. A number of couples have been able to stay together while one has been placed in the Villa and the other has remained at the Estates. Estates' residents have become participants in our Villa's Seniors' Day Program. Some Estates' residents are donors of the Foundation including the Foundation's first major planned gift. The Villa has been able to provide emergency service on a number of occasions. A significant amount of the Villa's fixed costs have been able to be divided between the Villa and the Estates to the benefit of both Estates and Villa residents.

Barbara Mahaffy, with the assistance of Brenda Daw, oversees the day to day operation of St. Joseph's Estates. They meet monthly with the twelve member Estates Advisory Committee. Minutes of these meetings are distributed to all residents. A sub-group meets to review the budget prior to recommendations by the Villa Finance Committee and approval by the Villa Board of Trustees.

An annual meeting of owners is held in the spring of each year. The Board Chair and CEO make presentations to that meeting on behalf of the Villa and Villa Board. The chair of the advisory committee reports on their activities for the year. Ingrid Thompson in Margaret Lambert's office, is responsible for all resales and continuing contact with people on the waiting list.

### **Interim Care**

The Villa collaborates with the Ministry of Health and Long Term Care as well as other health care providers in our community to provide the most appropriate care in the best setting. Over the past four years the Villa provided 12,600 days of interim care for seniors who no longer needed hospital care but were unable to access a long term care facility. As over 600 new beds have been opened in the last year, this program is no longer needed. Interim Care allowed residents to live in the most appropriate setting and also saved the tax payers over \$7 million in unnecessary hospital stays.

### **Respite Care**

For over 12 years, in partnership with the Dundas Rotary Club, the Villa has operated a respite care service for seniors. When family members need a break, they can bring their elderly relative to the Villa for stays ranging from one week to 30 days. Respite Care is used when a caregiving spouse or family member is hospitalized or simply needs a break. Short stays are allowing family caregivers to maintain their loved ones at home on a permanent basis. We have an average of 150 admissions per year. If each of these respite stays delays the permanent admission of a senior by one year we have saved the taxpayers of Ontario over \$4 million annually in operating costs. By not having to build more new facilities to accommodate these individuals the province has also saved over \$18 million in one-time capital costs. Most important is the ability of families to remain together. Respite also gives the elderly a vacation where they can enjoy the many services and programs of the Villa.

### **Seniors' Day Program**

Seniors in our community continue to require the programs and services of the St. Joseph's Villa Seniors' Day Program. We care for approximately 300 clients annually. At the end of 2002, there were 24 individuals on the waiting list for the Seniors' Day Program at St. Joseph's Villa. Forty-seven former clients were placed in Long Term Care Facilities and 100 others were discharged.



We face a steady increase in the complexity of client need with accompanying greater demand for assistance with activities of daily living, particularly in the area of toileting, feeding, personal care and hygiene as well as ambulating and transfers. Sixty-six percent of the client population requires assistance due to physical and cognitive limitations. Coupled with increased care demands is the need to respond to behavioural symptoms such as agitation, exit seeking and verbal/physical outbursts with aggression requiring staff intervention.

These changes require an expansion of knowledge and skill base as well as staffing hours to appropriately and effectively manage client needs. Program assistants now require the Personal Support Worker Certificate upon hire to meet these care needs. Staff continue an annual review of learning needs targeting specific areas for expanding their knowledge base.

In response to the increase of admissions for caregiver respite, the Seniors' Day Program worked collaboratively with Caregiver Connections to establish a monthly support group for caregivers. Annually, the Seniors' Day Program works with the "CARES" support group to offer their caregiver series on site at the Villa. This year, the Day Program will also conduct a survey of our own caregivers to determine the need for a support group on site.

**Dr. Norman Flett, Medical Director's Report**  
***MEDICAL DIRECTOR'S ANNUAL REPORT 2002***

***Admissions***

Permanent admissions increased from 180 in 2001 to 228 in 2002. There are many reasons for the increase. The opening of new long term care beds in the area has attracted residents living in the Villa specifically to be closer to family members. The residents are admitted requiring a higher level of care than usual, and are not living as long.

Fifty-three residents were transferred from the Villa. There was 172 resident deaths. There has been a major negative impact on the occupancy rate which is vital to the organization's funding. This creates an added workload for our Admissions, Discharge and Transfer team. Each new admission involves a major increase in workload. In the recent past, residents leaving the Villa had been with us for periods ranging from 5 to 10 years and sometimes as long as 30. Many new residents in the last year have been with us for less than a month. Staff in all departments have done an amazing job at responding to the overwhelming demands in this area. It is crucial that the province recognize these new stressors and make appropriate resources available.

**Food Services**

There has been an increase in the number of residents admitted at high nutritional risk, more residents requiring enteral feeding and more residents with swallowing disorders, more requiring special diets or texture modifications.

Staff from Food Services and Nursing worked together on a pilot project on 3 North and 3 South to change the meal service to ensure all Ministry standards are being met and documentation of the needs at the point of service to ensure each residents' care plan interventions will be provided. The experience garnered from this pilot project has been utilized to modify food services to residents throughout the Villa.

Food Services staff have also revised the method of internal dietary information documentation so that it is automatically linked to the GOLDCARE computer system to improve efficiency in providing information for the production of food as well as ensuring rapid information transfer regarding a resident's dietary needs to the staff providing meal service.

**Pastoral Care**

The death of our chaplain, Father Anthony O'Brien left a great gap in our Pastoral Care Department. We are grateful to Father Dwyer who has graciously donated his time to ensure that our residents and visitors are able to participate in Mass on a daily basis.

Pastoral Care has the unique opportunity to respond to the spiritual, emotional and religious needs of Villa residents, their families and staff. Each life is sacred and that individual's life story deserves respect and care. Pastoral Care offers various ways of reaching individuals. Some of these are religious celebrations - Roman Catholic Mass; Anglican, Baptist, United and Presbyterian services; Bible study groups, Hymn Sings, Spirit Lifters, Spiritual Journey, Sharing Scripture, Worship Services offered on some resident units and 1:1 spiritual support and counseling.

The Pastoral Care Department together with Nursing and Social Work have been called upon frequently to counsel dying residents and their families this past year. Our Pastoral Care staff were called upon to provide funeral arrangement consultation and to conduct services.

## Thank you to:

### St. Joseph's Villa Board of Trustees

Art Samson, Chair  
Mike Cornale, Vice-Chair  
Gerry Malcolmson, Past Chair  
Paul O'Krafka, Secretary/Executive Director  
Maureen Tettman, Staff representative  
Esther Coker  
Michelle Cooper  
Paul Dermody  
Ron Martin  
Louis Mattina  
Mary McConnell  
John O'Brien  
Sister Joan O'Sullivan  
Terence O'Sullivan  
David Ramsbottom  
Peter Sullivan  
Dr. Irene Turpie

### Board Committee Representation

#### *Finance Committee*

Jody Boxall  
Fay Booker  
Ralph Montesanto  
Ray Rocci  
Agnes Hansebout  
Ron Simpson

#### *Health Services & Quality Management*

Debbie Davidson, staff representative  
Tamara Johnson, staff representative  
Dr. Giselle Muir  
JoAnn Pomerantz

#### *Planning Committee*

Dan Abbey, staff representative  
Brian Guest  
Sister Beverley Pilon  
Jerry Vajsar, staff representative  
Ken Verney

As the Sisters of St. Joseph of Hamilton conclude their 150<sup>th</sup> year, we are honoured to have the privilege of continuing their legacy in caring for the elderly in Dundas. Their support, encouragement and prayers have been of great assistance in building a new "Home" for our residents.

Thank you to Art Samson, for the superb leadership he has provided to the Board over the past two years. Our Board and Committee members have done a great job of providing direction and support. Art has led the Villa through a challenging period of financial



## Thank you to:

Thank you to the Spirit Committee for their efforts in organizing another wonderful Christmas dinner and dance. It was greatly attended by staff. The summer barbecue, the golf event, 50-50 draws, etc. were all great opportunities for staff to participate and benefit from the various activities that the Spirit Committee organize on their own time. Special thanks goes to Dario Dolan, Maria Corsini, Kim Potticary, who resigned from the Committee after many years of membership. Thank you to Beth Treen, who was Treasurer and kept the books in order for the past three years. These folks will be greatly missed on the Committee.



Thank you to the Executive Team, who endured the long days and nights of putting the final touches to the Corpfinance final agreement; signing off the contract with contractors Melloul-Blamey; working diligently to ensure that steps were taken to increase the CMI; ensuring that occupancy did not slide below 97.3%; and the list continues. A lot of sleepless nights in an attempt to sustain the quality of care that the Villa provides.

Thank you to staff who provide the best quality care to the residents, who continue to make the Villa the "Home" of their choice. Their dedication and commitment to the Villa residents has been shown through the successes of ISO, Accreditation, Mission Survey, letters of appreciation from families and in everything they do.

Thank you to the Guild. These wonderful ladies provide a fantastic service to the residents, families, volunteers, staff and the construction workers with the items that they have available in their Tuck Shop. Their Christmas Bazaar is always a wonderful success with their craft booth, trinkets and treasures table, bake table, penny sale and their silent auction. Thank you also for your support to the Capital Campaign donating \$10,000 every year.

Thank you to the Residents' Council who keep the Board of Trustees well informed about concerns and issues that arise throughout the Villa and providing their input through the rebuilding process. Board members attend their monthly meetings to keep everyone up-to-date on the

