



**Message for written  
Annual Reports/Reports to Community  
For  
St. Joseph's Health System and St. Joseph's Resource Development  
System  
Member Organizations 2007  
From  
Sister Anne Anderson and Sister Margaret Kane**



St. Joseph's Health System (SJHS) a Ministry of the Sisters of St. Joseph of Hamilton was founded in 1991 and is a continuation of over 150 years of providing a full range of values-based health care and social services through community based organizations.

St. Joseph's Resource Development System (SJRDS) was founded in 1999 and is Canada's first system of independent Foundations. The ability of our SJHS members to deliver care to our residents and patients is dependent to a significant degree on effective fundraising within the context of our mission and values. Our Foundations provide much needed support for capital projects, equipment and research – all essential components of quality care.

Our SJHS member organizations supported by our member Foundations include:

- St Joseph's Lifecare, Brantford
- St Joseph's Villa, Dundas
- St. Joseph's Health Centre, Guelph
- St Joseph's Healthcare, Hamilton
- St Joseph's Home Care, Hamilton and Brantford
- St. Mary's General Hospital, Kitchener

During the past year we have made fundamental changes in the Governance structure of SJHS as we have welcomed more direct involvement of our lay leaders in key governance deliberations and decisions. This has come about due to the increasing complexity of health care today and recognition of the stewardship responsibilities of governing a corporation with combined operating budgets approaching \$600M per year.

Our lay partners who serve on our local SJHS and SJRDS Boards as well as the System Boards come from a variety of backgrounds and skill sets with one common quality, namely, an unwavering commitment to our mission, vision and values.

Along with the many advances of modern health care we have experienced an increased expectation from those we serve for quality programs and services delivered in our tradition of caring, compassion and excellence. We are most appreciative of the leadership of our SJHS Chief Executive Officers (CEOs) who together with management, staff, physicians and volunteers are responsible on a day to day basis for delivering quality care at the bedside. Whether it is to a patient in a technically sophisticated Intensive Care Unit, a resident in a Long Term Care/Hospice unit or a client who relies on Home Care for quality of life, our dedicated staff live our mission and values everyday.

We would also like to express our prayerful gratitude to those donors who continue to support our Ministry through their generous donations to our Foundations. Our Foundation Boards, CEOs, staff and volunteers work in partnership with SJHS members to ensure that care is delivered in modern facilities with state of the art equipment. The unselfish contributions of all donors-large and small, corporate and individual directly impact our ability to deliver patient and resident care in an environment which respects the individual dignity of those we are privileged to serve.

This past year also marked the 20<sup>th</sup> anniversary of the Sisters International Outreach Program (IOP). This is truly a legacy program for the Sisters as our Congregation has a long standing tradition of providing assistance to developing countries. Our program has been responsible for providing over 60 placements for visiting medical residents, fellows and faculty from Uganda, Haiti, and Yemen. These placements assist in building capacity to improve health care in our host countries. In addition each year the IOP ships approximately 3-5 large shipping containers of much needed medical equipment and supplies. New initiatives in the past year include: establishing an internet library linkage between the two medical schools in Uganda and the medical library at St. Joseph's Healthcare Hamilton/McMaster; and working in partnership with Ugandan colleagues to establish research capacity in that country. All of our IOP team works on a volunteer basis and we are most grateful for their dedication and unselfish service.

As we look forward to future opportunities and challenges, we are both confident that both SJHS and SJRDS are well positioned to continue the Sisters' legacy of value based care in our communities.

## Report from the Chair – Michelle Cooper



*The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.*

-Martin Luther King Jr.

Martin Luther King's quote came to mind as I thought about 2006 as we lived the experience of paying for our new building. The leadership and staff of St. Joseph's Villa have faced many challenges and by any measure they exceeded expectations. I continue to be amazed by their commitment, creativity and compassion for the residents in a climate where we were asking them to take on more responsibility and workload with fewer dollars AND not compromise resident care. They succeeded beyond our hopes. As a result of their efforts to reduce costs coupled with contributions from the St. Joseph's Villa Foundation, we were able to meet our lender's expectations and still provide high quality care.

We are living at the edge of chaos and order, which is the place of highest creativity. Challenges are usually accompanied by new opportunities if we are open to see them. The Senior Management Team have found new sources of revenue through entrepreneurial thinking and partnerships: Providing space for Alternate Level of Care patients from Hamilton Health Sciences and St. Joseph's Healthcare Hamilton, and renting office space are just a few examples that are covered in more detail in the CEO's report.

The St. Joseph's Villa Foundation Board and staff are also key to our success, having contributed more than \$8 Million to the building project to date. The St. Joseph's Villa Board had to make some difficult decisions this year and made requests that also led to some tough decisions by the Foundation Board. The chairs and vice chairs of the two boards have met regularly over the past year to promote the alignment of needs and expectations of both Boards and to help us to work more closely. We appreciate the work of the Foundation and trust that together we will raise the funds we need to continue to serve our residents with excellence.

It has been a privilege to serve as the Chair for the last two years and to work with so many talented people. It has been a tremendous learning and growth opportunity. I welcome Peter Sullivan as our new chair with great pleasure. We have enjoyed Peter's leadership as chair of the Finance Committee for the past six years and as Vice-Chair he has been a great support to me.

I want to express my gratitude to Paul O'Krafka, CEO, and the Executive Team – Shawn Gadsby, Maureen Tettman, Anne Groulx, Dr. Norman Flett and Linda Dennis, for the support you have provided to the Board and to all of the staff for all that you have done to make the Villa a real home for our residents. The mission reflections that staff have done at Board meetings have allowed us to truly see why our residents are cared for so well and to realize the treasure that we have in our staff. Many thanks to the other 2006 Board of Trustees members for so generously sharing your time and your gifts and for your commitment to the Residents and the Sisters of St. Joseph: Sister Michaela, Jennifer Banks, Mike Cornale, Dr. Douglas Bell, Joan Hutcheson, Suneeta Mahal, Ron Martin, Louis Mattina, Dr. Denise O'Connor, Terry O'Sullivan, Ray Rocci, David Ramsbottom, Bob Savelli, Ron Simpson, and Peter Sullivan.

Our Committees are where much of the work gets done to move us toward our strategic goals. They include a number of staff and community members. I wish to commend the Health Services and Quality Management Committee led by Terry O'Sullivan, Governance led by Mike Cornale, the Planning Committee under the leadership of Ron Martin and the Finance Committee chaired by Peter Sullivan for your accomplishments and the time that you invested. Special Kudos to the Finance and Planning Committees who had many extra meetings. Many of the accomplishments are reflected in the CEO's report. Some specific Board activities and accomplishments are highlighted below.

### **St. Joseph's Health System**

Representatives of the Board of Directors participated in a retreat with the St. Joseph's Health System (SJHS) in June 2006. All Board members had an opportunity to provide feedback on a revised mission and vision statement for SJHS.

In 2006 we presented for the first time a Board evaluation to the SJHS using a standardized format. We learned a lot about ourselves and the other Boards and will be continuing this process in the future. Last year was also the first time that all SJHS members reported at a single AGM rather than individual AGMs at each member organization.

The SJHS Board bylaws were amended to incorporate new lay positions that will provide continuity and specific expertise to the SJHS Board and two new committees, governance and finance. We continue to explore the relationships and expectations of the SJHS Board and its role with respect to local governance and accountability.

## **Governance**

The environment in which volunteer boards operate is changing, with greater expectations of accountability and responsibility. Joan Hutcheson, Michelle Cooper, Shawn Gadsby and Ron Simpson attended a half-day workshop about expectations of Boards in the LHIN's. A summary was presented at a Board meeting. A key message was that Boards are expected to not just think about the needs of the organization, but also to think about the needs of the Community at large when making decisions. The proposed new Long Term Care Act imbedded personal accountability of directors and trustees for compliance with standards into the Act, including possibility of jail terms and fines.

One Board position remained vacant for 2006, which has been filled for 2007. Hugh Clark will be joining the Villa Board. Hugh worked in the family business, "Adam Clark" for years. He has served on the Schizophrenia Board for many years and was on the VON Foundation Board. Hugh and his brother Alan have been good friends of the Villa and our Foundation for many years. He will make a great contribution to the Villa Board.

We welcomed the following committee members Joseph Birett and Deborah Christie to the Finance Committee, Carl Fraser and John Harkness to the Planning Committee.

## **Advocacy and Political Action**

One of the Board's key activities was advocacy and political action to support adequate funding for Long Term Care facilities and to respond to legislation. Many board members have also sought out opportunities to connect with municipal and provincial politicians and as members of service organizations to communicate the needs of the Villa and advocate for adequate funding.

Activities included:

- Hon. George Smitherman, Minister of Health and Ted McMeekin MPP visited the Villa in July accompanied by Juanita Gledhill, Chair of the LHIN Board in July 2006. Paul O'Krafka and Michelle Cooper met with them and addressed some of the funding challenges for St. Joseph's Villa and long-term care in general.
- Peter Sullivan and Paul O'Krafka met with Ted McMeekin in a follow up to the meeting with the Minister and sent a letter outlining some alternate funding proposals.
- Paul O'Krafka and Michelle Cooper participated in Ted McMeekin's golf tournament.
- The new Long Term Care Act was released for consultation. There are many concerns with the act. A letter from the Board outlining our concerns with the act was prepared and sent to Minister Smitherman. The Chair also cosigned a similar letter from the St. Joseph's Health System and OANHSS on behalf of the Board.
- Denise O'Connor, Michelle Cooper and Paul O'Krafka attended a fundraising breakfast for Judy Marsales and had the opportunity to network with Melody Miles, Minister Smitherman as well as Ms. Marsales.
- A letter to the editor from the Chair was published in the Hamilton Spectator related to the closure of the smoking room.



St. Joseph's Villa is living its purpose, and in doing this we will attract the people and resources that we need to achieve our vision. We may find it easy to move to scarcity thinking when we are faced with financial challenges. We have been blessed with abundance and good fortune throughout our existence. By focusing our attention and prayer on what we want versus what we don't want, we are more likely to attract what we need to serve our residents now and into the future. I look forward to continuing success of the Villa and to the adventures of 2007.

## Chief Executive Officer's Report – Paul O'Krafka



Build it and they will come. And we did. We went out on a limb...and we continue to do so.

Ten years ago, in the Spring of 1997, the Villa Planning Committee, the Villa Finance Committee and the Executive Team recommended to the Villa Board that the St. Joseph's Villa building be replaced. Our Board of Trustees, with the support of our Foundation, endorsed the recommendation. This was a huge risk as we had only \$2 million in reserves and working capital. To do nothing and risk our 378 residents being without a home over the next few years would have been a worse situation.

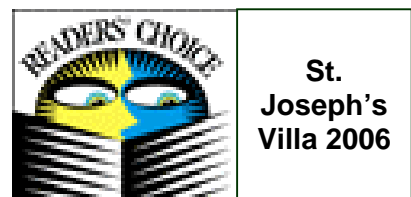
The decision to move forward included inviting the St. Joseph's Villa Foundation and the Province of Ontario to share the cost of the building. At that time our Foundation had been anticipating and preparing for a capital request, since 1990. The province had no capital funding plan in place but within eleven months the Honourable Cam Jackson, Ontario Minister of Long-Term Care had committed to share in the cost of construction. By the end of 2006 the Foundation had raised and contributed over \$8 million. This was an amazing accomplishment. The Ontario Ministry of Health and Long-Term Care had committed and provided \$16.8 million.

In 2006, all residents were in their new resident home area. The Villa had achieved many successes against some challenging odds. This is one of many things that the Villa staff does extremely well. They take lemons and make lemonade. Even when the Director of Finance presents her resignation, a former Villa employee, steps up to the plate, and assures us she will see us through another year. Thank you Barbara Mahaffy. Dedicated and committed employees are what makes the Villa the best long-term care home in the area. It is all about the staff and the residents who select us for their home.

The Villa experienced 6 years of construction, which was a very difficult period for our residents who lived here during that time. Occupancy was an issue for the year 2005, but we were able to meet the 97% target needed at year-end. Again, the positive results were due to the efforts of many staff who pour their heart and soul into the Villa – for their residents. Rose Fischer, Intake Coordinator, is one of the individuals to move mountains when it comes to admissions. She has built an extremely positive relationship with the CCAC and understands the process inside and out. She knows what bed is available when and where. She helps families and residents adjust to a major change in their lives.

When the construction was completed, occupancy was no longer a problem. We received phone calls on a regular basis from folks who wanted their family member to reside here. Today there is an extensive waiting list and the phone calls continue.

We have the support of our staff, family members and community people demonstrated by their votes. The Villa was selected the Best Long Term Care Home as well as Best Retirement Home in 2006. The Villa is well known for being a recipient of the Hamilton Spectator's Readers' Choice Awards on a regular basis.



In the past year we have had a lot of free advertising because of our reputation. The numerous articles in the Dundas Star, the article in the Canadian Facility Management & Design magazine, front page of the Spectator regarding the smoking issue, the film production company who used our Auditorium while they were filming – we reach far and use different means of marketing the Villa without spending a lot of money. Our best marketing tool is word of mouth.

A lot of our other promotions were done in conjunction with the Foundation. We were able to be more visible and double our effort. Some of our joint ventures were Tiger Cat sponsorship, Ask the Experts on 900 CHML, Liturgical Publications, Flamborough Review, and other items.

The Villa has evolved through many changes and the staff take pride in the progressive and innovative nature of our home. Change is the norm at the Villa. Over the past year, financial constraints have led to various changes. Some positions when vacated were unable to be replaced. In such instances staff have come forward to take on extra responsibilities.

Kim MacKinnon, who already is the Coordinator of Information Technology (IT), CQI, Accreditation, and ISO has taken on the added role of Purchasing Agent. She is also involved as Co-Coordinator for RAI-MDS. She organized the Accreditation Teams: Leadership and Partnership, Environment, Human Resources, Information Management, Community Health Services (Seniors' Day Program), Long Term Care (Villa Resident Care Team) and Long Term Care Client Services Martha Wing. With these teams, the Villa experienced one of the best outcomes for Accreditation – fully accredited for three years with no report. Thanks to Kim the Villa was able to successfully meet the 21 Required Organizational Standards. Kim led the ISO process and we were fully re-registered with ISO 9002 in 2006.



Anne Bowen, who has seen the coming and going of many individuals in her department due to her longevity at the Villa, has taken on added responsibility. She has adjusted to another of her team-mates leaving - Dan Abbey, Purchasing Agent, returning to college. Anne has shown her adaptability over the years. Kim and Anne make a great team.

The Human Resources Department has seen many changes over the years. Mary Stokes has remained the constant and continues to step up when needed to ensure the work gets done. Mary now plans and presents the general orientation to new Villa employees and continues her job as payroll coordinator.



Kathy Campbell, another long-term employee, is part-time in Accounting and part-time in Human Resources. She finds herself with less assistance in the area of Human Resources. Rob Dalingwater, Manager of Human Resources decided to return to his former employer; Kellie Gamble, Human Resources Coordinator, went to Hydro, and has left Kathy with additional responsibilities. Kathy has done a tremendous job keeping up with the demands of the Department. Together, Mary and Kathy make it work.

Kathy, along with Bev Greenwood organize our Staff Service Awards happening on April 25<sup>th</sup>, 2007 at which time these long term service award recipients will be acknowledged for their commitment to St. Joseph's Villa and the residents who make the Villa their home. It is amazing to see seven individuals who have been here for 35, 30, 25 and 20 years. That's a tremendous tribute to them and the Villa. Staff who have been here fifteen, ten and five years is a major achievement as well. Thank you for your dedication.

**35 Years**

Anne Corsini  
Joanne Vansickle

**30 Years**

Deborah Held  
Hermine Sewell-Windette

**25 Years**

Debbie Gabrysch  
Colleen Smith  
Barbara Cowalchuk

**20 Years**

Deborah Spittles

**15 Years**

Merdina-Nangle  
Palmer  
Gundelina Tamayo  
Chris Amos  
Beverley Greenwood  
Lori Bartholomew  
Cathy Dolan  
Harbhajan Athwal  
Angelita De Leon  
Loretta Kennedy  
Dominic Giovinazzo  
Marylou Mangoil  
Myrna Oculos  
Bella Rosario-Amon  
Lorna Faddies

**10 Years**

Lisa Byam  
Brandi Dearsley  
Riza Lieberman  
Brenda Reilly  
Dana Murphy  
Christine Ferrell  
Allan Holm  
Reca Reid  
Maggie McGowan

**5 Years**

June Cozens  
Gail Ferrier  
Brenda Daw  
Pamela Wright  
Gail Leavitt  
Bryna Newman  
Ida Mukangarukiye  
Leticia Nunez  
Betty Lauzon  
Darlene Richardson  
Sylvia Collier  
Evelyn Sasing  
Virginia Neshkiwe  
Shirley Samuels  
Amy Ausher  
Elaine Mitchell  
Eulalie Cummings  
Tracey Speijer

I would also like to congratulate Maureen Ellis, as a former Villa employee and now as Chief Executive Officer of the Foundation she has been part of the Villa family for 25 years.



## Exemplifying the Mission

There have been a lot of changes in the Pastoral Services Department throughout 2006. Over the history of the Villa and the House of Providence, we always had a paid Priest as part of the Villa staff and Pastoral Care Department. During the late 1990s, Father Toni O'Brien held this role. We also had as many as 10 retired priests receiving care as residents of St. Joseph's Villa. Father John Dwyer was one of those retired priests.

Father Dwyer retired from Our Lady of Mount Carmel parish in Freelton and became a resident of the Villa on August 11, 1998. It was extremely important to Father that he be a resident and receive care that allowed him to do the other important things in his life. Father John was first, a Priest, second, a Resident of the Villa, third a Smoker.



On December 31<sup>st</sup>, 1999 Father Toni died at the Villa. The next day Father Dwyer came to me and volunteered to say Mass until the Bishop could find a replacement for Father O'Brien. A year or so later when no replacement had been found, I tried to negotiate a salary with Father Dwyer. He refused any payment. He would do it as a volunteer but would not accept payment or come on staff. Father realized as a Priest that there were rules in life. He believed as a smoker that there should be no rules for him. He lived that value to the end of his life.

Father John believed in Catholic Health Care in general and in the Villa as a Catholic Home for Seniors in particular. His belief in the importance of daily Mass for our Residents was unending. His commitment to the important role of our Pastoral Services Department was equally strong. He knew that by not taking a salary he was allowing us to recruit and retain well-trained and educated staff in the department. Our best memorial to Father Dwyer will be that we continue to be an excellent Catholic Long Term Care Home and that we continue to welcome smokers to this Home.

Father Dwyer served as Associate in several parishes throughout the Diocese of Hamilton, including St. Basil, Brantford; St. Eugene, Hamilton; Holy Rosary, Burlington; Chaplain at Mount St. Joseph, Hamilton and was Pastor of St. Boniface, Maryhill; Annunciation of Our Lord, Hamilton and Our Lady of Mount Carmel, Freelton. Father Dwyer also taught at Cathedral Boys' and Bishop Ryan High Schools from 1952-1962 and was the Director of Catholic Social Services in Hamilton before becoming a Pastor. Bishop Bergie, Father Stromeyer, Father Cody and Father Cull were gracious in saying Mass for Villa residents during Father Dwyer's illness and since his death. We thank them for their great support of Villa residents.

Bishop Bergie continued to assist the Villa and found Father Raymond Peter, a young priest from India, who was willing to provide services at the Villa as the Villa priest. Father Raymond has joined Bev Greenwood in Pastoral Services. They have had a busy few months as they have been the only two individuals on a full time basis in that area. Again doing the best they can in a situation where responsibilities have been added. Bev continues to go above and beyond, being on call on a continuous basis. Answering her phone when a staff calls for her support and assistance through a difficult time – even if it is a weekend.



I thank Father Raymond, Beverley, the volunteer clergy from the Dundas Ministerial Association and our many pastoral volunteers and eucharistic ministers for the important spiritual dimension they bring to our residents.

Angela Siddall, Social Worker, Carol Hughes, Occupational Health & Safety Coordinator, Joan Walker, Therapy & Seniors' Day Program, Liz Westerhoff, Clinical Support Worker, Kerri Amsten, Dietary Supervisor and Connie Rice, Housekeeping provided the mission reflection at the Board of Trustees' meetings throughout 2006. Each one demonstrated how they live the mission within their daily routine while meeting the needs of the residents. They told stories where their parents have been residents at the Villa, or staff have adopted the residents as their family and provided items to them that they were unable to get themselves. The consistent theme was the adoration that staff have for the residents. The mission being presented at the meetings has enabled the Board members to learn first hand the significance of LOVE at work.

Staff are amazing! They are the mortar that holds the Villa together. We may have built a new building, but we do have a lot of the same staff. When the Foundation organized their first capital campaign, the staff came to the plate with over \$100,000 in donations. They do whatever is necessary to meet the needs of the residents. If they know the issues of the day, they are there with suggestions and action. We involve staff as much as possible with gallery walks for the Strategic Plan, Quality of Work Life surveys, mission reflections and evaluations, general staff meetings, information provided through the Friday Flyer, and much more.



Shawn Gadsby, our Director of Nursing, also became the Director of Human Resources, and has done a terrific job. Board members and/or Committee members would not know what challenges Shawn has faced as Director of Human Resources. He has demonstrated another set of skills that have been an asset to the Villa's ongoing operation. He recently completed his B.A. and didn't miss a beat before entering into the MBA program. He now has Food Services reporting to him, not to forget he played an integral role in the HHS

and SJHH initiatives.

Maureen Tettman, Quality of Life Director, has had various roles throughout her career at the Villa starting as a Social Worker, Supervisor of Social Work, and Unit Manager. She took a strong presence in the HHS and SJHH initiatives and continues to work closely with HHS to refine processes. She has Program Services reporting to her (Recreation, Volunteers, Pastoral Care, Therapy, Hairdressing and Social Work) plus Housekeeping, a new and added responsibility. She oversees the implementation of our Free to Live Philosophy of care. When the HHS project talks began in December, Maureen took charge with various aspects to the project. Laurie Asquith and she did a lot to refine the admissions process. She also is the liaison with the Research Network as well as Bishop Tonnos Council of Catholic Service Organization.



Dr. Flett, who is Medical Director at the Villa, also attending physician to over 120 of our residents, came to the table for the Villa to ensure that the HHS project opened on time. There were no physicians to cover the unit. Patients were assessed to move into the Fifth Floor Transitional Unit on January 8. Thanks to Dr. Flett, that happened. He continued to do the job until he had to realign his priorities to enable him to focus on his other responsibilities – his private practice, wound care, attending physician and Medical Director at the Villa and much more. This is a tribute to Dr. Flett and what he did! We shouldn't be surprised since Dr. Flett has provided medical leadership at St.

Joseph's Villa for over three decades. For most of this time he has also provided leadership at the provincial level. He is strongly supported by Dr. Shankardass, Dr. Kronenwald and Dr. James. We thank all of these physicians, and those who work along with them, for their commitment to our seniors.

Then there is Barbara Mahaffy. We have chatted a lot about Barbara over the last year. We paid tribute to her at her retirement luncheon – a couple of times. When Anne Groulx accepted the position as CFO at St. Joseph's Lifecare Centre, Guelph, it wasn't rocket science, who to call. The question would be if she would return. She said YES but only for a year. The position is a difficult job to fill with all the complications of the mortgage, covenants to Corpfinance, the debt service ratio, the reporting quarters, not to mention the every day financial matters that have to be accomplished. There are always deadlines to meet, reports to finish. To bring someone in new to the process would be next to impossible. Barbara is providing me an opportunity to search for someone who knows long-term care and will be highly qualified for the position.



A good Executive Team needs organization, communication, timely information and good links with our Board, the St. Joseph's Health System, our Foundation and our staff and community. Linda Dennis is the member of the team, who provides leadership that ensures that together we get the job done. Linda has her finger on the pulse of the Villa and the Board and does a great job ensuring that we are moving forward in unison. When something good is happening at the Villa, Linda is usually not too far away. Residents, staff and Board members all have her ear. She listens, hears and takes action.

Thank you to all of the Executive Team – changing as we go – continuing to meet the needs of staff and residents. Finding ways of revenue generation – going to political meetings, working with the LHINs, building partnerships, supporting the Foundation, living the mission, - fulfilling the objectives of the Strategic Plan.

### **Strategic Plan**

The Strategic Plan has been addressed in the CEO's report to the Villa Board, the CEO and Chair's report to the Foundation Board and System Board of Directors throughout 2006. These reports provide a birds' eye view of all the accomplishments and actions that have happened to achieve the objectives of the Strategic Plan. These strategic goals are: Research, Free to Live Philosophy of Care, Outreach I, Outreach II, Education, Staffing, Marketing, Government Communications, Safety, Finance I, Finance II, Partnerships, Organizational Effectiveness and Governance.

The one objective that is difficult to achieve is coverage by 2008 of the remaining \$23 million of construction costs. The Villa Board in developing our strategic plan recognized the magnitude of the challenge. They also recognized the negative impact on the Villa and our residents of not meeting the challenge and overcoming it.

The Planning Committee looked at numerous options for the East Wing including mothball until funding available; convert to assisted housing or retirement home; convert to up-scale life lease units; demolish the East Wing above the existing kitchen and other service areas; lease out to other organizations; partnership with Mohawk College and/or McMaster; and/or find a donor.

The key challenge we faced was that undertaking most of these opportunities required major renovation and redevelopment. To accomplish this we would need to arrange in the magnitude \$15 to \$20 million of new capital financing. This financing and planning period would require 5 to 7 years. Recognizing this, the Planning Committee looked for some short term use of this space.

We entered discussions with potential partners and two initiatives were born from those negotiations. The Hamilton Health Sciences Transitional Health Care unit opened on January 8, 2007. The St. Joseph's Healthcare unit is still to open.

The other goals have been addressed within the Annual Report directly or indirectly in Michelle's report and mine. They have also been discussed extensively at the Board meetings. These goals were created at the Strategic Planning Retreat in 2005. The Villa staff have done a great job to fulfill these goals. The Board has been kept apprised of the ongoing activities and supported many of them.

The Villa Board has supported the Villa's visions over the years. St. Joseph's Estates is a result of their support. The Board of Trustees went ahead with the two buildings against the odds. This too was a difficult decision. To date the sales have paid great dividends. Ingrid Thompson, a long time employee, inherited the management of the Estates when Barbara retired. Ingrid also manages Emergency Measures and the swimming pool. She has done an exceptional job with the selling of the Estates' units. The re-sales in 2006 had great results.



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As you enter the Villa via the McArthur Wing you will see the portraits of 17 gentlemen and one lady, who have had a positive impact on the Villa. These are the Board Chairs who have served since the inception of the St. Joseph's Board of Trustees 36 years ago. I have had the privilege of reporting to ten of these chairs and working with fourteen of them. I have helped create four Strategic Plans with them in my 18 years here.

Michelle Cooper led the Board through a thorough strategic planning process for 2005-2010. She is the first registered nurse or health care provider to act as Board Chair. She brought an understanding and empathy for the work done by our staff. She also brought a knowledge of the broader health system and the workings of government to her leadership role to the Board table. I thank Michelle and all of our highly committed Board members for what they give through time, expertise and energy to seniors at St. Joseph's Villa.

Thank you too, to Peter Sullivan, who has done a great job as Chair of the Finance Committee. He's ensured that when there were issues, these were monitored closely. There have been issues addressed at the Finance Committee table, from Food Services changes, to laundry reviews and most recent remaining on-side with the lender.

Thank you to all Board members who have withstood the challenges. But with those challenges there have been many positive results for the residents who make the Villa their home.

### **Residents' Council**

The Residents' Council is a significant voice for the residents who reside in the Villa. Lorraine Denman continues to be a great President of Residents' Council. Each month they meet, they bring issues forward that relate or impact all residents. Their voice has been heard and the construction of a new sidewalk and roadway on Overfield Street was completed in 2006. In response to Residents' Council request, Dundas City Councillor, Art Samson was able to convince the City of Hamilton staff to make this a priority. City staff worked closely with the Villa to ensure that all resident safety needs were met. Brenda Daw facilitates the meeting, and does a great job of assisting with follow-up of their concerns to the Manager, Director or staff person who will be able to address their situation. Brian Burns, Manager of Food Services, attends the meetings and attempts to respond to their dietary needs. Two representatives from the Board of Trustees attend the meeting monthly and bring a report back to the Board meetings.

### **Nutritional Management Services**

Brian Burns has done an amazing job, while working with Anne Groulx, to bring food services in line with the Ministry of Health & Long Term Care raw food allowance. The quality of the food has remained high. The Raw Food budget began at \$7.80 per day in 2005 and at the end of 2006 was \$6.30 per day bringing the total savings to \$230,000. Brian, Dan, Mike and Stephanie do a great job and work well with the Supervisors, Valerie Mulligan, Pam George, Kerri Amsden and Evelyn Phillips in Dietary. This team work well with staff and solving residents' issues that brings the Food Services Department to a positive level.

### **Family Council**

The Family Council was an initiative Minister Smitherman encouraged. Mary Clark, Social Work Supervisor supported residents' family members in creating a Family Council that meets every month. Members of the Family Council came for my assistance to learn more about the funding from the Ministry. They in turn sent a letter to Minister Smitherman indicating their concerns related to caring for residents with limited resources.

Another issue from the Family Council that the Villa addressed was more handicapped parking. We were pleased to be able to quickly respond to this request for providing additional spots close to the Juravinski entrance.

### **Our Meeting Places**

The Mabel and Gordon McMillen Chapel was dedicated in February 2006 with a special Mass honouring the memory of two great philanthropists and wonderful friends of St Joseph's Villa. Mabel and Gordon had been faithful supporters of the St. Joseph's Villa Foundation for over two decades. Their children, Tom McMillen and Mary King, spoke at the dedication service that reopened our Chapel and gathering place as the McMillen Chapel.



### **The Cassaday Café**



The Cassaday Café was dedicated in honour of the countless hours of service to St. Joseph's Villa Foundation by Terry and Kay Cassaday. Their family and friends wanted a lasting tribute to this wonderful couple. The Café was opened in the spring of 2006 and has been a popular meeting place for staff, residents and their families and visitors. It is a great place to meet for a cup of coffee, all day breakfast, a soup or salad, the daily special, a burger or a hot dog. Don't forget your fries and gravy – and a smile from Kathy, Nicole and “J” behind the counter.

### **Time Capsule**

On the same day as the Cassaday Café and McMillen Chapel Opening a Time Capsule was placed in the Main Lobby in gratitude and appreciation for:

The Sisters of St. Joseph Hamilton

The Anne & Neil McArthur Family

Margaret and Charles Juravinski

This Time Capsule is to be opened in May 2054.

### **Tuck Shoppe & Paddy's**



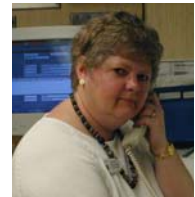
The reopening of our Tuck Shoppe in its original West Wing location has been greeted with great enthusiasm by our residents and families alike. The Villa Foundation has taken on management responsibility. Ron and Pat Anderson lead a dedicated group of volunteers who are carrying on the 43-year tradition of the St. Joseph's Villa Guild.

The Tuck Shoppe continues to provide coffee, tea and goodies and necessary supplies to residents and their friends. But it also provides much, much more in terms of smiles, a listening ear and a gathering place for old and new friends.

The Tuck Shoppe has also re-introduced the sale of residents' clothing. Over the years residents have known this exciting place to shop as the Clothes Closet, the Guild Boutique. It has now re-opened as Paddy's Clothing Shop.

If you stop by the main lobby on the first Wednesday night of the month, our Tuck Shoppe volunteers will be set up for Pub Night. Residents will be enjoying a pint or a glass of their favourite beverage. The entertainment comes with a variety of music and song. It is appreciated by the folks who call St. Joseph's Villa – Home.

Another favourite place is our main lobby affectionately known by many residents, families and staff as Sandy's Place. Although if you come by when Sandy isn't home, you will realize that is also Carol's, Judy's or Marie's Place. Our receptionists provide the first friendly greeting to most folks whether it is your first time at the Villa or you are returning as an old friend.



As you stand at our Reception desk, looking to your right you will see a wonderful piece of art. It is there for the enjoyment of all but also to acknowledge those who have made a financial contribution towards improving the lives of Villa residents. It is a thank you. More than that, it is a permanent recognition of the value that the folks and organizations named hold for our seniors.

Each person and group named on our donor wall stands tall along side our amazing staff, our wonderful volunteers, the Sisters of St. Joseph, our current and past leaders in support of our St. Joseph's Villa Vision:

*"Built on our tradition of excellence in care, research and education, St. Joseph's Villa is a destination of choice for Seniors, an employer of choice for staff and volunteers and a partner of choice for community programs and services."*

### **Letter from a Family Member**

*"It is with gratitude to you that I write this letter to thank you for your exemplary care of my father. Unfortunately, he died on November 1<sup>st</sup> from cancer. All of the staff including Nursing staff, Physio, Social Work, Chaplain, and Dr. Flett all worked as a team to provide my Dad with quality care and enhanced quality of life during his stay at the Villa. Thanks also to Beth Woodworth for her interventions and assistance. While my Dad was well enough, it gave him great comfort to be accompanied to daily Mass. He spoke very highly of all of the many staff who were involved in his care. We did not encounter a single staff member who was not cheerful, kind, and compassionate. On Dad's final day, the family was provided with refreshments on several occasions, and despite the chaos of the move to the new units, our vigil with Dad was calm, peaceful and serene.*

*We are so grateful to Sister Joan O'Sullivan, to all the staff, and to you, Paul for your excellent care!"*

This gentleman actually resided on the Fifth Floor before the new building was complete. He was able to be moved to a new unit before he died. It really isn't about the bricks and mortar, but about the staff who provide the care. Thank you!