



Annual Report 2017

Chester Village proudly celebrates Canada's 150th Birthday



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 45 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.

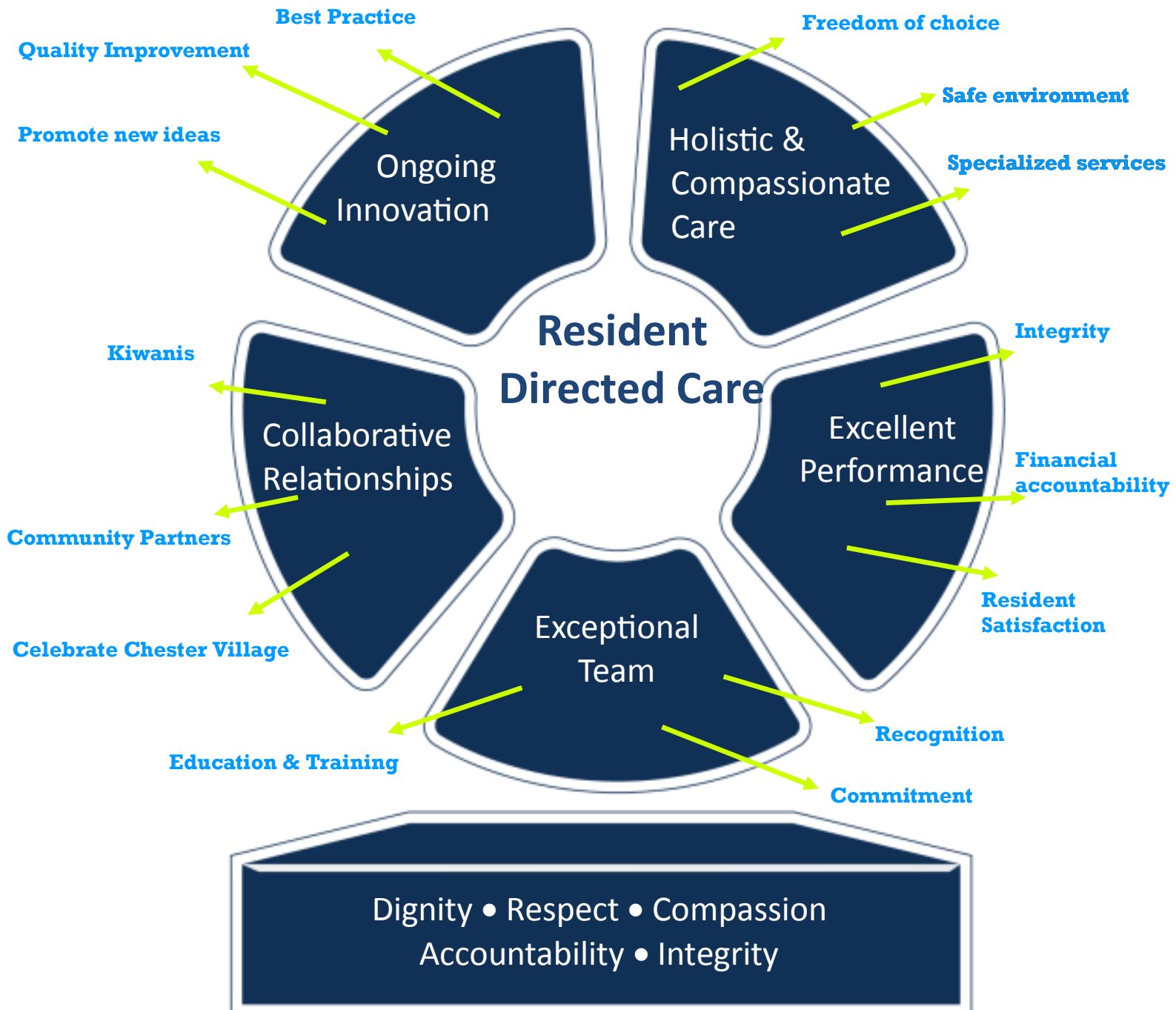
We uphold the highest of standards in care and services and everyone follows the Resident Bill of Rights and Chester Village’s Code of Conduct.

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 Chairman, it is my pleasure to report on the activities of the Broadview Foundation for the year ending December 31, 2016.

Our December 2016 financial results showed a strong operating surplus before depreciation. This will keep us on track to fund our reserve fund study with future expenditures as our provincial funding for the construction terminates in 2026, five years before our mortgage commitment ends. We have annual revenue of \$15.8 million dollars and are able to pay our long term debt down at \$1.7 million dollars per year. Our balance sheet bodes well at \$4.4 million dollars with a revenue growth of approximately \$380,000 per year.

At this time, I would like to thank our CEO, Cynthia Chiappetta, 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 better than the provincial average in most cases and the entire Chester Village team is to be complimented in enhancing the home life of our residents.

All major committees of the Board which are the Quality Care Committee (Chair, J. Wallace), the Property and Finance Committee (Chair, A. Dorman) and the Strategic Planning/Risk Management (Chair, A. Day) are working well.

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. Our front line staff are attentive and dedicated. I would like to thank Hetty Berretti who is our recording secretary for keeping us on track with incredible minutes and guidance.

Chester Village celebrated its 10 Year Anniversary in late 2016 and we were very proud to design and create a brand new Café Patio at the south east corner of the property adjacent to the Village Hall and Café. This allows for additional garden space and outside activities including a smoking shelter for the residents.

To the Board of Directors, we are still learning and your support and guidance is greatly appreciated.

Respectfully submitted,

Ted Sievenpiper
Chairman, Board of Directors Broadview Foundation



Board of Directors News...

Betty Price, Retires after serving 10 years as a Board Director

Betty Price joined the “new” Chester Village when we opened our doors in 2007. With a life long commitment to volunteering and local community ties to the United Church, Betty was asked to volunteer to assist with the opening and running of the Café. Shortly after, Betty joined the Broadview Foundation Board as a Director and also served on the Board’s Quality Care Committee for many years. Betty retired from these duties in June 2017. A special presentation was held for Betty in recognition of her time on the Board in June 2017. Once again, the Broadview Foundation thanks Betty for her service.

The Board Welcomes 2 New Members in 2017

Ernest Kockertiz received his Master of Business Administration from the University of Western Ontario and has had a career that saw a progression through sales, marketing and general management within diversified companies serving consumer and industrial markets. Of interest, Ernie speaks both English and French, served in the Royal Canadian Air Force as a Flying Officer and is the recipient of the Canada 125 Commemorative Medal for public service.

Andrew Williamson received his Masters in Economics and Environmental Studies from York University and has had a career working for different government agencies related to that field. Currently he is involved as a Sales Representative in his own Real Estate company. Andrew has been involved as a Board member in a variety of roles for both the Canadian Physicians for Aid and Relief as well as the East End Community Health Centre.

2017 Broadview Foundation Board of Directors

Ted Sievenpiper, Chair

Alan Dorman, Vice-Chair

Warren Brown, Secretary-Treasurer

Ed Bernard, Andrew Cassidy, Allan Day, Joyce Kalsen, Ernest Kockeritz, Jim Kurliak, Paul Sneyd, James Wallace and Andrew Williamson.

A Message from the Chief Executive Officer...

January 21, 2008 was my first day on the job at Chester Village. Some days it seems like just yesterday, other days it feels like it was eons ago when I first stepped into the lobby of my new 'job'. And what a job it was at first!

Thinking back to ten years ago, the new Chester Village was just in its infancy. Lucky for us almost all of the staff came along with the residents to this new home. And this new home was bright, beautiful, spacious and had a lot of luxuries the old Chester Village didn't. But it was also unfamiliar and scary to some of those who moved. It wasn't so easy to find someone anymore and you didn't necessarily see everyone at meal times any longer. Where were their friends? Where were the staff?

Well, it didn't take long before everyone was comfortable with their new surroundings and how things worked. Once residents, families and staff realized the benefits of all the things the new Chester Village had to offer, they couldn't be more proud of their new home and workplace. This feeling still exists today and even in greater abundance. When you walk around the home areas and talk to the residents and staff about how they are doing, you will hear some pretty amazing stories and plenty of positive comments.

For those of us who work in long-term care, we know it isn't all 'sweetness and light'. There are a lot of demands to keep the home running efficiently and in a manner that the residents and families have come to expect and more importantly, deserve. There are increasing demands on our time by all of the

government agencies we report to and are held accountable to on a regular basis. There are times we struggle with this. There are times we do not make everyone happy with decisions that are made.

We understand this and we accept it as part of what we do. But the reality is, for those of us who work in long-term care, particularly those of us who are dedicated to the residents and families of Chester Village, we accept these demands and struggles as part of what makes us so much better each and every year.

And look at us now, just last year Chester Village proudly celebrated '10 years on the Danforth' and now I am about to celebrate my own 10 year anniversary in this place that is not just a home to our residents but a home to all of us who work here.

Lastly, I wish to express my thanks to all of the staff, the senior management team, the volunteers, the Resident and Family Councils and the Board of Directors for your continued support in making Chester Village a home of choice in our community.

Respectfully submitted,

Cynthia Chiappetta, CEO



News from the Family Council...

Chester Village's Family Council meets monthly (except December and July) with a focus on providing support and information to family members and friends of Chester residents. We discuss concerns of a general nature and always encourage members to address their specific concerns with the appropriate staff members.

We often invite guest speakers to educate members about topics of interest...a recent example was Anna Lei's presentation concerning palliative care at Chester. Minutes of our meetings are posted on the Chester Village website as well as on the community boards in each home area.

Our members are keen to provide support to the staff of Chester. We established a Staff Awards program in October of 2015 which has been very successful. Residents, family members and staff members are encouraged to nominate a staff member or volunteer who has shown exceptional service for this award. Every 3 months, we choose three of the nominees to be celebrated. We present them with a cake and a certificate and post their names and photos on the community boards. Other projects we have taken on are the decoration of the new Café patio for the Christmas season and we are currently just completed work on the re-organization of the Café library.

Family Council members consistently show great appreciation for the care provided for their loved ones at Chester Village and we look forward to continuing our positive relationship with Chester's staff and management.

Submitted by Lynne Smith, Family Council Chair

2016

Family Satisfaction Survey Results:
98% of families responded positively to recommending Chester Village to family and friends looking for long-term care and 93% say their family member is treated with respect and dignity.

"My mother and I find ourselves in the continuing delightful position of being surrounded by wonderful individuals at Chester Village....Their efforts to assist her to feel at ease and their respect for her dignity are constant."

~A family member of a resident

Life and Laughter.....



There are many wonderful programs held for the residents throughout the home during the year. Some of the highlights this past year were Queen Elizabeth's High Tea (pictured top left) and the ever popular spring Garden Beautification Day (bottom left). In honour of Canada's 150th birthday, the residents prepared a Canadian Float for our Chesterbana Parade (below).



Chinese New Year Celebration was held over a two day period in the month of January. Residents in our Chinese home area celebrated with the Traditional Lion Dance followed by an authentic Chinese Feast. The following day all were invited down to the Village Hall for an afternoon of Music and lucky coins.
(picture opposite page bottom)

...at Chester Village

Our in-house pet therapy program is always a favourite activity at Chester Village. This made taking some residents out on a trip to the Royal Winter Fair extra special!



In the month of March, several residents took a fun-filled trip to watch the Toronto Marlies Hockey Team. Residents cheered and danced as they watched the home team take the win.

"I like that we can make a difference in people's lives just by helping them in small ways with their daily routine." ~Robin



From the Desk of the Director of Care...



Year 2017 is another exciting and productive year in the life of Nursing Department as the team worked on several innovative initiatives. Our team maintained a very strong leadership and team building relationship that assisted us in the achievement of our goals and objectives, along with the strong support of our CEO, Cynthia Chiappetta.

In January of this year, although our Case Mix Index (CMI) funding went down from 113.19 to 111.41, this is still very high as we ranked the 19th highest funded Home in the province. This CMI resulted in a permanent Day RN manager position and the CQI RPN position to be extended another year. We have maintained the daily hours of 37.5 RN, 90 hours RPN and although we initially decreased the PSW hours from 427.5 to 420, we are now staffed at 435 hours per day for PSW's.

We have had two Resident Quality Inspections (RQI) completed by the Ministry of Health, both with exceptional reports. The first RQI was in January 2017 for the year 2016 resulting in 2 written notifications and 0 compliance orders compared to the provincial average of 8 written notifications and 0.85 compliance orders per Home. For 2017, our RQI was conducted in October resulting in an excellent report of zero findings. This is by far the best RQI report Chester Village received and it speaks of the ongoing great work that our staff commit to and the great care that our residents receive.

The Home invited back the Nurse Led Outreach Team (NLOT) from Michael Garron Hospital in November 2016 and they have started weekly high risk resident rounds

regularly with our own staff every Friday from the start of 2017. This endeavour assists us to reduce the number of unnecessary Emergency Department (ED) transfers, although our Home historically has always rated below provincial average for this indicator.

The Nursing department implemented several new smaller initiatives this year to address 100% compliance in several of the MOHLTC standards. The Nursing Admin Team closely monitors all requirements of the weekly assessments of pressure ulcers, wounds, other skin impairments and pain and ensured that post fall assessments are completed for all falls. The Home has reached a 100% compliance year to date in all these areas and that was also noted by the inspectors during the most recent RQI.

In August, we implemented "fall rounds" at shift change by the evening staff and post fall huddles in two of our home areas. These initiatives were in response to our fall indicators and target the most likely time of the day that falls occur as well as the two home areas with the highest number of falls. These initiatives are ongoing and effectiveness will be reviewed in early 2018.

Chester Village has always used a Wound Care Protocol based on best practice guidelines that standardizes the treatment of all skin tears, stage 1, 2, 3 & 4 wounds and pressure ulcers. In 2017, the Nursing Team enhanced the use of this protocol by incorporating it with our Medical Directives and providing a portable wound care tray for each home area that includes a laminated copy of the protocol and all the required wound care supplies. This initiative continues to be a big factor to our success in maintaining best practices to skin care. It also translates into a lower than provincial average number of wounds in different stages for our home which we are very proud of.

Annual Report 2017

continued....

On November 1, 2017 Chester Village conducted a mandatory fire mock evacuation as directed by the Fire Marshall's office to be completed annually. This was observed by the local fire department and we were able to demonstrate that with only the night staff complement present, we could safely evacuate the residents in one wing of one home area within the allotted time. Staff from the night shift attended the drill and will share their knowledge with the other night staff as part of our ongoing commitment to the safety of our residents. Congratulations on the success and to all the staff who participated in this exercise.

It is with great pride and joy that I submit this year's report and I am looking forward to another year of exciting challenges.

Respectfully submitted,

Gina Santos, RN

"I love working at Chester Village where promoting dignity and providing exceptional care is at the forefront of everything we do every day to make this home for our residents. I feel proud and privileged to be part of the phenomenal team that makes Chester Village a beautiful, innovative home."

~Lynda

2016

Resident Satisfaction Survey Results:

96% of residents rate the home as excellent/very good/good overall.
90% of residents would recommend our home to friends and family.
86% of residents feel the staff treat them with courtesy, respect and kindness.



Senior Management Team: (from left to right) Anna Lei, Robin Nicholson, Magdalena Czajkowski, Andrea Macina, Cynthia Chiappetta, Samantha Llewelyn, Lynda Southwick, Gina Santos, John Madill, Bernice Adona, Morgan Geast and Joy Loro.

Medical Director's Report...

Our Medical Staff



Dr. Rosanna Honig
Retired in July 2017



Dr. Wayne Olsheski
Attending Physician



Dr. Brian Adno
Attending Physician



It is once again my privilege to provide an annual report as Medical Director for Chester Village.

The past year has been another one of both challenge and satisfaction for the Chester Village community, and for those who provide care for our residents.

Long Term Care in Ontario has evolved considerably over the many years that I have been at Chester Village. We see a much greater degree of complexity and acuity of medical conditions affecting those admitted to our province's LTC facilities, including here. In fact, objective measurement shows that Chester Village residents have more, and more complex, conditions and require considerably more care than average. Chester Village is now recognized as an exemplary home, with a talented and caring staff providing first-rate multidisciplinary care. I would like to commend our board, management, administrative staff, and our nursing, dietary, physiotherapy, recreation staff, our volunteers, and all others who provide exceptional front-line care and contribute every day to the quality of life of our residents.

We are also fortunate to have an experienced and dedicated medical staff. Our attending physicians, including Dr. Brian Adno, Dr. Wayne Olsheski, Dr. Rosey Honig, and myself, are well versed in care of the elderly and very familiar with Long Term Care and Chester Village. Dr. Honig is retiring this year, after many years of wonderful, dedicated service to our residents and to Chester Village. We all wish her a happy and healthy retirement. Dr. Jane Podnieks is now on board, and we welcome her enthusiasm and commitment to our team.

We continue to offer several additional health-care services at Chester Village, including dental assessments, psychogeriatric consultation and support, podiatry, physiotherapy, laboratory and x-ray services, wound and pressure sore assessments, seating assessments, swallowing assessments, eye clinics, and pharmacy services to name a few.

As usual, some annual statistics are provided:

We admitted 41 new residents in 2016, 7 came from other LTC homes.

43 residents passed away and only 1 moved to another LTC home.

The average age of our residents is 85.83 years and currently we have 3 residents over the age of 100!

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

Respectfully submitted,
Dr. Bradley W.C. Birmingham M.D

Volunteers: Active & Engaged at Chester Village

Chester Village is fortunate to have a dedicated and caring volunteer team who volunteered a whopping 6,427 hours in 2016. During the cold, dreary winter days, they brightened our home with Glamour Day and various special activities. During the outbreak, they brought the Travelling Tuck Cart around to bring treats and smiles to the residents, who were unable to leave their home areas. In March, 3 volunteers were honoured along with residents and staff at our National Women's Day celebrations.

Our youth volunteers were very active this year. It was wonderful to see a shy young volunteer grow his leadership skills by creating a program for our 2nd floor residents. Several of our youth volunteers participated in the "Change the World" initiative sponsored by Volunteer Toronto and The Ministry of Citizenship, which was a huge hit with the residents. In the summer, we welcomed two co-op students from our local high schools who helped in a variety of activities during their placement.

One of our more popular programs continues to be our Pet Therapy Program. Our three therapy dogs and their owners visit residents on their assigned days. All are trained, mentored and monitored by The St. John Ambulance Therapy Dog Program. To further educate the residents, staff and families on what this is all about, we had a "Pet Therapy Dog Meet and Greet" event in June. The owners came with their happy pooches and shared information about their dogs, the program and even demonstrated a trick or two, to the delight of all attending.

Our festive Christmas bazaar was a great success, largely due to our 20 volunteers who helped that day. The volunteers came from near and far, to sell raffle tickets, bake goodies and bring our residents downstairs to shop. Qualcomm Canada staff continue to support this too, by sending their staff to bake with our residents and purchasing all supplies for the baking day.

Educating volunteers continues to be a high priority here. One unique venture this year was to include volunteers with some staff training sessions, fostering a positive team environment. Volunteer education included "Developing Effective Communication", Pain Education, Alzheimer's and Dementia Presentation (by one of our volunteers), Diabetes Information Session and Laughter Yoga. I agree with our motto "Volunteers do not necessarily have the time; they just have the heart". ~Elizabeth Andrews

Andrea Macina, Volunteer Coordinator



"I love to see residents smile. Laugh, smile and be happy is what volunteering brings out in me."



Financial Highlights

The Broadview Foundation (Chester Village)

Statement of Revenue and Expenditures
for the year ended December 31, 2016 (\$000's)

	2016	2015
REVENUES		
Resident Fees	4,725	4,623
Net Provincial Government Subsidies	9,463	9,333
Interest & Other Income	119	64
Donations & Fundraising	8	53
Total Revenues	15,856	14,925

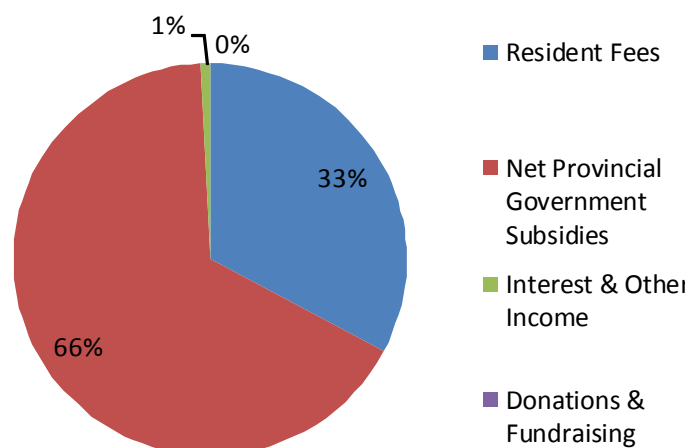
EXPENSES

Residents' Medical & Nursing Services	8,349	7,606
Residents' Support Services	866	848
Dietary & Raw Food	1,745	1,679
Maintenance & Facility Costs	1,838	1,827
General & Administration	526	529
Interest on Long-Term Debts	963	998
Amortization of Capital Assets	762	748
Total Expenses	15,049	14,235

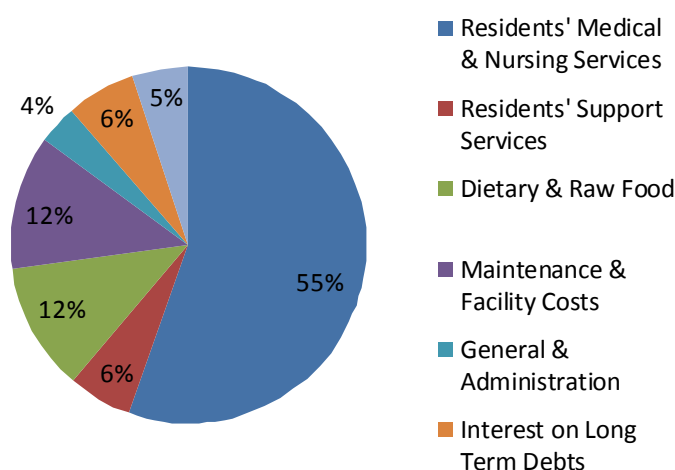
Excess of Revenues over Expenses for the Year **807** **690**

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.

REVENUES



EXPENSES



Strategic Plan Review 2016—2018

Raising the bar on quality and care...

Chester Village is a well-regarded, quality long-term care facility operated by The Broadview Foundation. Satisfied residents engage in a variety of programs and activities with support from staff, volunteers and family members. The home's welcoming environment and programming mix reflects Chester Village's 'meaningful living' philosophy. The organization has adopted a three-year Strategic Planning cycle through which it reviews progress, celebrates successes and identifies goals and activities for the next three years.

On September 30, 2015, Chester Village's Management Team and representatives from staff, the Residents Council, Family Council and the Board reviewed progress on the 2012 plan and updated it for the next three years.

The objectives for the Strategic Planning Session included:

1. Explore the external and internal environment;
2. Review and update Strategic Priorities and Goals for 2016-2018.

The session provided an opportunity to reflect on the changes in the external and internal environment and to celebrate Chester Village's successes and accomplishments over the last few years. It was evident from participants' comments that there was much to celebrate.

The planning session was facilitated by Ruth Armstrong of VISION Management Services. With approval by the Board of Director's, the Management Team will use this as the basis for the development of operational work plans for the next 12—36 months.

The five interconnected strategic priorities from 2012 were confirmed and retained for 2016-2018. All are aligned with external trends; Chester Village's Vision, Mission and Values; and quality care.

Our 5 Strategic Priorities

1. Quality of Service
2. Education
3. Human Resource Management
4. Community and Public Engagement
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 spring of 2018 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://publicreporting.ltchomes.net/en-ca/Search_Selection.aspx

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/>

