



# Annual Report 2018

*Where life has meaning, every day, in every way...*



**3555 Danforth Ave, Toronto ON M1L 1E3 416-466-2173**  
**[www.chestervillage.ca](http://www.chestervillage.ca)**

# Our Mission, Vision and Values

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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.

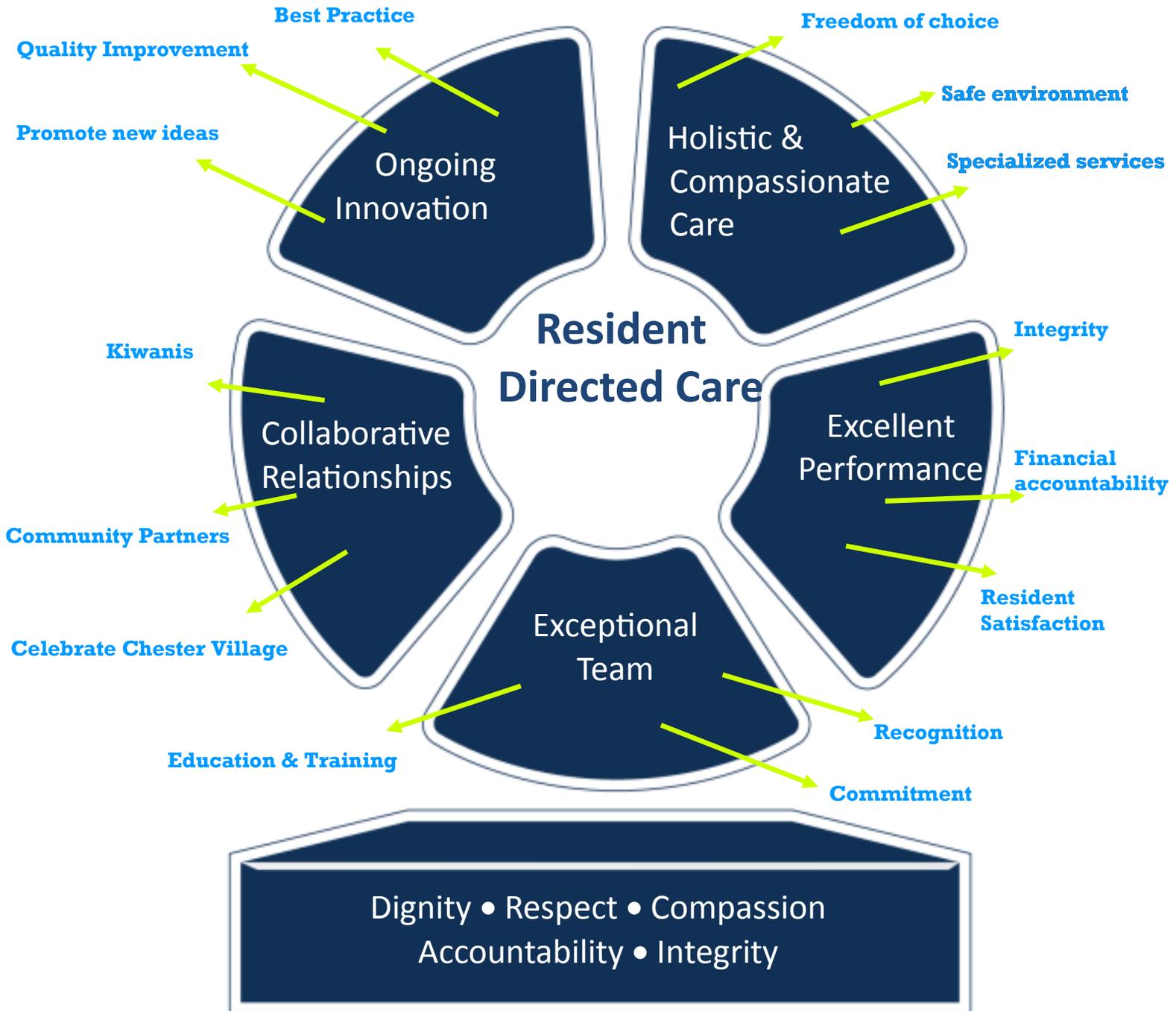
We uphold the highest of standards in care and services and everyone follows the Resident Bill of Rights and Chester Village’s Code of Conduct.

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, 2017.

Our December 2017 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 terminates in 2026, 6.5 years before our mortgage commitment ends. We have revenues of \$16.3 million dollars and are able to pay our long term debt, including interest, down at \$1.7 million dollars per year. Our Statement of Financial Position indicates unrestricted net assets of \$9.4 million dollars.

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 good results well above the provincial average and the entire Chester Village team is to be complimented in enhancing the home life our residents.

All major committees of the Board which are the Quality Care Committee (Chair, James Wallace), the Property and Finance Committee (Chair, Alan Dorman) and, the Strategic Planning/ Risk Management Committee (Chair, Allan 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.

### **Challenges**

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

### **Our Mission**

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

### **Our Values**

Dignity, Respect, Compassion, Accountability, Integrity.

To the Board of Directors, your support and guidance is greatly appreciated.

Respectfully submitted,

**J.E. (Ted) Sievenpiper**

**Chairman, Board of Directors Broadview Foundation**



A PSW taking a moment for some quiet reflection with a resident.

## The 5 Minute Difference - A Quality Initiative

When the senior management team sat down to discuss the results of the 2017 Satisfaction Survey, one thing that stuck out to them was a downward trend in the response to “Staff listen to me”. This led to a great brainstorming session on ways we could do better in listening and communicating with our residents.

And so, we made it a priority for our 2018/2019 Quality Initiatives, and the “5 Minute a Day Difference” initiative was created.

Beginning September 2018, the program was rolled out asking each and every employee, from all departments, to pause and connect with at least one resident daily. This has resulted in each resident having the opportunity to connect with a ChesterVillage Staff in a *non-care related manner* at least 3 times each week.

Well received by the residents and particularly all levels of staff, the program looks to be maintained and become part of the everyday culture of Chester Village over the years to come.



A Dietary Aide enjoying a stroll in the garden with a resident.



**5 minutes of your time really can make a difference to enriching a life!**

**2018 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...

As I sat down to put some thoughts together to share with you today, it provided me with an opportunity to reflect about all the work we have accomplished this past year, all the new faces we have seen and those we don't anymore and of course, all the things that still need to get done.

**QUALITY** is a word we never lose sight of here at Chester Village. It forms the basis for almost everything we do and it really shines in this home.

The 2017 Resident and Family Satisfaction Survey results reinforced to us that the quality initiatives that we chose to work on as a result of the last survey results really made an impact. We scored higher by at least 10% overall in the 3 areas we focused on for improvements.

But there are always areas for improvement which is one of the main reasons why we conduct the survey annually. The senior management team met earlier this year to develop our annual Quality Improvement Plan (QIP) to address the areas we fell short in: i) listening and communicating better with our residents and ii) improving the variety of the food offered. And thus, the "5 Minute Difference" was born (read more about this new and exciting program on page 5 of the report).

The Ministry of Health and Long-Term Care (MOHLTC) last conducted an annual inspection (RQI) in the fall of 2017. We did very well with zero non-compliances issued. The 2016 inspection resulted in only two written notifications. Both of these exemplary reports are a testament to the

dedication and hard work by the front-line staff and department managers to ensure excellence at all times.

In the spring of 2018, the senior management team as well as external stakeholders and front-line staff, got together to develop our Strategic Priorities for the next three years. It was a very constructive day that led to some changes in our thinking. One that comes to mind is being prepared for the financial future of Chester Village rather than how are we doing now. You can read more about this plan on page 15 of this report.

It is a challenging time for those of us who work in long-term care, but that now seems to be the norm. I, for one, am proud to be part of this home as we face the challenges and increasing demands head on. We don't grumble or groan too much and we get done what needs to be done, and more often than not with better than average results!

But I don't do it alone and I wish to express my heartfelt thanks to all of the staff, the volunteers, the Resident and Family Councils, the Board of Directors and especially the senior management team 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 is growing! As of November 2018, we have more than fifty family members on our e-mail contact list and attendance at our monthly meetings averages 12-15 members. At our meetings, we share important news, discuss concerns, and look for solutions to problems. We are always searching for ways to help the staff of Chester do the best job possible in caring for our loved ones. Members of Chester’s management team frequently attend meetings to provide us with information and answer our questions. We also recently hosted the President of Medisystem Pharmacy at one of our meetings to answer our questions about their pharmacy program.

Our Staff Awards program continues to recognize three staff members every quarter for going “above and beyond” in caring for our residents. In addition, we have recently undertaken a six week fundraising campaign with a goal of \$10,000.00. This project arose from our interest in the “Butterfly Home” model for dementia care which has been highlighted in the local press in recent weeks. As a result, we asked the management team if we could help to enhance resident care by funding some items which were needed to implement aspects of the Butterfly model. Several suggestions were presented to us and we have chosen to focus on the purchase of baby dolls and robotic animals for each unit as well as attractive mural-like door wraps to discourage residents from exit-seeking. The formal launch of this fundraising venture will take place at Chester’s Annual Christmas Bazaar and we are all very excited about having an opportunity to do something very tangible for our residents.

We believe that the Family Council is a vital component of Chester’s positive reputation in the field of long-term care and we look forward to continuing our partnership with staff and management in making Chester a leader in “care with dignity”.

**Lynne Smith, Chair of Family Council**

**2017**

**Family Satisfaction Survey Results:**  
**95% of families responded positively to recommending Chester Village to family and friends looking for long-term care and 94% say their family member is treated with respect and dignity.**

*“I really love the warmth and respect for Mom and family when we visit.”*  
 ~A family member of a resident

*“Activation staff are very attentive and try to have the residents participate as much as possible.”*  
 ~A family member of a resident

## Life and Laughter.....



**There are many wonderful opportunities for our residents to engage in different types of therapies throughout the year. Some of the favourites enjoyed by the residents are Pet Therapy (pictured top left) and our Diamond residents enjoying our newly introduced Doll Therapy (pictured bottom left). The ever popular spring Garden Beautification Day provides our residents with plenty of Plant Therapy (bottom left).**



# ...at Chester Village

**Chesterbana, is an annual event and this year we celebrated the many cultures of Chester Village. Residents dressed in traditional clothing and walked with floats representing their home countries. (right)**



**Easter Egg Hunt with the Community. Some cute toddlers stopped by Chester Village for crafts, stories, cookie decorating and an Easter egg hunt in our Café Patio. (left)**

**Chester Village held a Fashion Show Event that celebrated fashion through the ages. Residents dressed in clothing from the 1920's – 1980's (right)**



## From the Desk of the Director of Care...



It is with pleasure that I submit the annual nursing department report. This has been another good and rewarding year for our residents and staff as we managed new challenges and initiatives. Our nursing leadership team has maintained a stable and positive working relationship with each other and within the department.

This year's Case Mix Index (CMI) funding went down from 111.41 to 110.10 resulting in a decrease to our PSW staffing by one temporary full-time line in February. Chester Village still ranked the highest funded Home in Toronto Central LHIN and the 40<sup>th</sup> in the province. Additional funding was received in April for a full time Behavioural Support Resource Team lead and in July for a full time Clinical Nurse lead. Both these positions were filled quickly as we welcomed Susan and Gabriela to their new roles. We currently schedule **daily** hours of 37.5 RN's, 90 RPN's and 427.5 PSW's.

One of the main challenges we faced this year is difficulty in replacing increasing number of staff absence for varied reasons, despite ongoing efforts in recruitment. Staff retention is also a challenge as we see more staff working 2 to 3 jobs and moving from one job to another wherever the full-time opportunity is. We addressed this challenge by creating some PSW float positions and use of agency for RN, RPN and PSW shift coverage as well as ongoing

recruitment. On a happier note, we have five long term staff that retired this year and we wish them all the best.

At the end of the first quarter, 82% of our PSW's have completed the MOHLTC funded education on Excellence in Resident Centered Care (ERCC). This train the trainer course builds practical skills for PSW's using a person-centered approach. Our Home has been recognized by the MOHLTC and Conestoga College as an ERCC certified Home.

In July, the nursing department has successfully implemented the first Clinical Support Tool which is the Hypoglycemia Best Practice tool. This is one of the few and new tools by Think Research and funded by the Ministry which aims to implement best practices and use of standardized tools among Long Term Care Homes.

We have been preparing for our Resident Quality Inspection (RQI) by the Ministry of Health but at the time of this report, we still await our 2018 RQI.

The Nursing department maintained very good quarterly results on the Canadian Institute for Health Information (CIHI) quality indicators data. We have been below or within provincial benchmark in the use of restraints, residents with weight loss and use of antipsychotics without the diagnosis of psychosis. We have been below provincial average in the number of residents that have fallen and in pressure ulcer data. We are within provincial average on infections and worsened pain and just slightly above the average on residents that have pain.

## continued....

In mid 2017, we implemented “fall rounds” at shift change by the evening staff as they had the highest % of falls between 3:00- 4:00pm. Since the implementation of this seemingly small initiative, the falls within this time frame have gone down from 12% to 7%. This practice is ongoing and now a part of the evening routine.

The nursing department continues to be strong and committed in meeting all the challenges to provide the best quality of care for our residents and support for all our staff.

Respectfully submitted,

**Gina Santos, RN**

**Director of Care**

**“I am very proud to work at Chester Village because it is more than just a job, it is a lifestyle. Chester Village is where everyone is treated like family, whether you really are a family member, a resident , a staff or a volunteer.**

**~Samantha**

**2017**

**Resident Satisfaction Survey Results:**

**87% of residents rate the home as excellent/very good/good overall.**  
**88% say there are opportunities for them to participate in activities.**  
**88% of residents feel the staff treat them with courtesy, respect and kindness.**  
**97% of our residents say the home is clean and tidy.**



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

## Medical Director's Report...

### Our Medical Staff



**Dr. Brian Adno**  
*Attending Physician*



**Dr. Wayne Olsheski**  
*Attending Physician*



**Dr. Mary Jane Podnieks**  
*Absent on photo day*



I am quite pleased to provide an annual report as Medical Director for Chester Village. The past year has been another challenging and rewarding one for those who provide care for our residents, and contribute to our Chester Village community.

We care for a diverse population of residents, many (though not all) very elderly, with a multitude of chronic ailments and challenges. A large number of our residents suffer from varying degrees of cognitive impairment, as well as chronic physical illnesses ranging the gamut of neurological, respiratory, cardiac, musculoskeletal, gastrointestinal, genitourinary, and other disorders. Objective measurement used for funding shows that Chester Village residents have a greater number of more complex conditions and require considerably more care than the provincial average.

There is a saying that recognizes the importance of good people in health-care: "The walls do not provide the care." That said, our facility is a bright, spacious, and comfortable home, a home that allows those who DO provide the care the opportunity to do so in a way that maximizes quality of life for our residents. Our "spa" bathing program is one example of how our front-line staff are able to go beyond the basics of providing care, and truly enhance the lives of our residents.

We are also fortunate to continue to have an experienced and dedicated medical staff. Our attending physicians, including Dr. Brian Adno, Dr. Wayne Olsheski, and myself, are veterans in care of the elderly and Long Term Care. This year we welcomed Dr. Jane Podnieks as another attending physician. She brings great enthusiasm, as well as her caring and her knowledge, to our team.

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

An annual report would not be complete without some of the usual statistics:

We admitted 43 new residents in the year.

Of these, 9 transferred to Chester Village from other LTC homes.

43 residents passed away and 2 moved back to the community.

The average age of our residents is 86.2 years, our youngest being 58 and our eldest 109.

Chester Village is recognized as an exemplary home, with a talented and caring staff providing first-rate multidisciplinary care. I would once again like to commend, and thank, our front-line staff including our nursing, dietary, physiotherapy, recreation staff, as well as our volunteers, maintenance staff, administrative staff, management, our board, and all others who contribute every day to enhance the quality of life of our residents.

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

## Volunteers: Making Connections in 2017

What an exciting year for our volunteers! The total volunteer hours continue to grow, as our volunteers contributed a grand total of 6,867 hours in 2017!

This year, we formed new partnerships with some fabulous community groups. One such connection occurred in March, as we partnered with Access Alliance, working with youths involved in afterschool programs to initiate a Games Night on Thursday evenings.

We have been fortunate to connect with some musically talented volunteers. In February, a new volunteer joined us for Friday afternoon hymn sings, and a student began piano playing for hymn sings every other Sunday. To coincide with our home-wide initiative on pleasurable dining, a new volunteer began in June to play piano on selected home areas during meal time.

We continue to offer our volunteers educational opportunities to better equip them in working with the changing, and sometimes challenging, needs of our residents. In the fall, Chester Village supported two full day internal workshops for 16 selected volunteers. Presented by Sangita Singh and Heli Juola, our Psychogeriatric Resource Consultants, the 'Responsive Behaviours' workshop received positive feedback from participants. To quote one volunteer "The workshop was excellent! It was well-presented, and I learned quite a lot of helpful information..."

I believe one of the reasons volunteers continue to be involved here is because they feel appreciated. We celebrated their accomplishments at our annual volunteer appreciation event in April with a Hollywood theme called "Volunteers are the Reel Stars". The 43 attendees enjoyed finding their star on the red carpet, a delicious luncheon and some lively entertainment. We also held our annual Resident & Volunteer Holiday Social in December, where all could dance and celebrate together.

**Andrea Macina, Volunteer Coordinator**

*"Chester Village has a great team. They value each and every volunteer. I would definitely always want to be a part of their great team."*



*"I would like to thank every staff and resident of Diamond who made my volunteering experience so memorable, enjoyable and educational."*



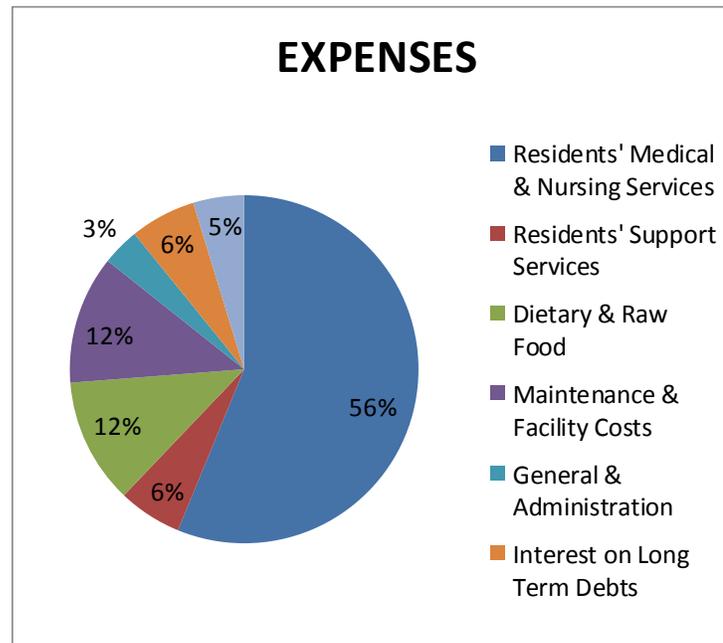
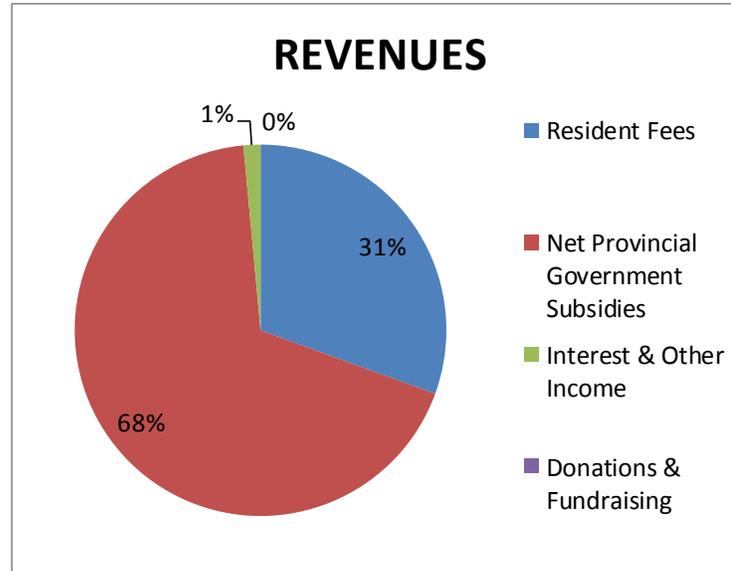
# Financial Highlights

**The Broadview Foundation (Chester Village)**  
Statement of Revenue and Expenditures  
for the year ended December 31, 2017 (\$000's)

	<u>2017</u>	<u>2016</u>
<b>REVENUES</b>		
Resident Fees	4,972	4,725
Net Provincial Government Subsidies	11,059	9,463
Interest & Other Income	240	119
Donations & Fundraising	15	8
<b>Total Revenues</b>	<b>16,287</b>	<b>15,856</b>

<b>EXPENSES</b>		
Residents' Medical & Nursing Services	8,508	8,349
Residents' Support Services	894	866
Dietary & Raw Food	1,765	1,745
Maintenance & Facility Costs	1,807	1,838
General & Administration	526	526
Interest on Long-Term Debts	925	963
Amortization of Capital Assets	714	762
<b>Total Expenses</b>	<b>15,140</b>	<b>15,049</b>
<b>Excess of Revenues over Expenses for the Year</b>	<b>1,148</b>	<b>807</b>

**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.**



# Strategic Plan Review 2019 - 2021

## *Raising the bar on quality and care...*

Chester Village is a well-regarded, quality long-term care home operated by the Broadview Foundation.

On June 14, 2018, Chester Village's Management Team and representatives from front-line staff as well as the Resident & Family Councils reviewed progress on the Strategic Plan 2016-2018 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 progress in Strategic Priorities 2016-2018
3. Update Goals for 2019-2021

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 the participants' review of progress made in the 2016-2018 Strategic Priorities that there was much to celebrate.

The planning session was facilitated by Ruth Armstrong of VISION Management Services. With approval from the Board of Directors, the Management Team will

use this document as the basis for the development of operational work plans over the next three years.

### Five Strategic Priorities

The five interconnected Strategic Priorities from 2016-2018 were updated for 2019-2021. The first four Priorities remain the same and the fifth was changed from "Fiscal Responsibility and Accountability" to "Financial Preparedness for the Future" to better reflect the focus for the next three years. All Priorities are aligned with external trends; the Vision, Mission and Values; and quality care.

1. **Quality of Service**
2. **Education**
3. **Human Resource Management**
4. **Community and Public Engagement**
5. **Financial Preparedness for the Future**



# 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**

Or visit our website [www.chestervillage.ca](http://www.chestervillage.ca) and click the Donate button



**MOHLTC annual inspections and other reports:**

[http://publicreporting.ltchomes.net/en-ca/Search\\_Selection.aspx](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/>



Chester Village's programs are partially funded by the Toronto Central LHIN