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| **Mission Statement****North Renfrew Long-Term Care Services Inc. is** **committed to supporting people to achieve the best** **possible quality of life by focussing on the individual** **choices of residents/clients and their families.** |

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| **Values*** **Openness**
* **Respect**
* **Excellence**
* **Sustainability**
* **Volunteerism**
* **A Home-Like Environment**
* **Flexibility and Innovation**
* **Charitable Philosophy**
* **Community**
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| **Vision Statement****North Renfrew Long-Term Care Services Inc. will continue to strive to be a model of excellence in resident/client-focussed care and to share our knowledge and experience with others.** |

**MEDICAL DIRECTOR'S REPORT**

**Dr. Elizabeth Noulty**

As Medical Director, I continued to ensure that the legislation and regulations under the Long-Term Care Homes Act for medical care were met. Throughout this Pandemic, the Medical Staff continued to provide care in a manner that respects the North Renfrew Long-Term Care Centre’s philosophy of individualized “Resident/Client-Focussed Care”, emphasizing each resident/client’s physical, social and psychological needs in a safe, home-like environment. The Medical Staff worked closely with the staff at the North Renfrew Long-Term Care Centre to ensure that our residents/clients receive high quality of care while protecting them from the spread of disease.

In 2022, we had 4 admissions to the long-term care beds. There were no admissions to the respite/short stay bed; the Ministry of Long-Term Care discontinued Respite admissions early in the Pandemic.

The team at the NRLTCC continued to strive to have a high level of provider competence; again this year, staff were involved in education programs including prevention of elder abuse, WHMIS, lifts & transfers, Just Clean Your Hands, minimizing of restraints, complaints procedure, fire extinguisher training, Accessibility for Ontarians with Disabilities Act training, and workplace safety training. Repeated throughout the year, emphasis was placed on education related to Infection Prevention and Control (IPAC) and preventing the spread of disease. Most in-services were provided on-line, with the exception of Just Clean Your Hands, Fire Extinguisher and Lift in-services, which were offered in-person; staff attending wear PPE, are distanced, screened and tested.

Immunization for Seasonal Influenza was promoted for all residents, clients and staff, resulting in a 100% immunization rate for staff in 2021. The Centre experienced its first and only Outbreak of COVID-19. In October/2022 the Centre, sadly did have a COVID-19 Outbreak, that affected most residents, clients and numerous staff. Antivirals were used to mitigate symptoms and speed recovery for residents and clients. All staff from all departments pulled together and worked extra hours and took on extra roles in an amazing capacity. All affected recovered, but we did unfortunately have one resident death, likely as a result of the toll of contracting COVID.

In 2022, in person Consultation services slowly returned. Residents were assessed by the Physiotherapist, Dietician and by the Geriatric Mental Health outreach team in house. Visitor’s policies relaxed, but PPE, Screening and other IPAC measures remain in place.

Through the pandemic, the organization has continued to evaluate Emergency Department use and Falls rates, in an effort to develop strategies to prevent both.

The “Resident Experience” remains a top priority even while implementing strategies to prevent the spread of disease.

In 2022-23, vaccination to prevent COVID-19 has been promoted with nearly 100% of residents and clients fully vaccinated and 100% of staff fully vaccinated with three doses.

In 2023 all residents and clients who wished to be vaccinated received their 5th dose.

**2022 BOARD CHAIR'S REPORT**

**Christine Butler**

2022 marked another significant year for us. Our one-year Strategic Plan had us focussing on a strong Covid recovery plan. We continued to strive for excellence under four strategic pillars: Quality Care and Service Delivery, Recruitment, Retention and Development of Human Resources, Integration Opportunities, and Financial Responsibilities.  Work continued on the capital project funded by the Minister of Long-Term Care to upgrade our HVAC System (heating, ventilation and air conditioning) by December 2024. Additionally, the Centre strengthened cyber security through partnership with the Deep River and District Hospital. The Centre is excited to have re-opened the Adult Day Services that the community needs and loves.

The Board has recently approved a three-year Strategic Plan. Although our vision, values and priorities have not changed, the Strategic Plan has a new look as we strive to modernize terminology and embrace the Fixing Long Term Care Act (2021) and Ontario Regulations 246/22. We will continue to focus on the services and quality care that our reputation is built upon.

On behalf of the Board, I would like to thank the amazing staff and volunteers for their passion, hard work and dedication to our Centre.  Everybody’s efforts to ensure that residents and clients are provided high-quality care in a home-like environment do not go unnoticed.  Most importantly. I would like to acknowledge the residents, clients and their families and friends for their support and patience as we navigated through many changes during the pandemic, striving to accept a new normal within our Home that still balanced our medical responsibilities with the emotion-based philosophy that truly shows how much we value and care for our residents and clients.

I extend thanks and appreciation to Michele Carlin for her unwavering support to the Board. Many thanks also to Shelley Yantha for supporting Board education, helping to modernize the framework, and building in measures to evaluate progress and hold her accountable for operations. The Board appreciates both of you and looks forward to maintaining strong working relationships.

I would like to acknowledge former and new Board members. A sincere thank you to outgoing Directors, Melanie Thiel, Jan Sunstrum and Donna Roach. I also thank Judy Stewart-Laufman, Bev Byrnes and Kathleen Taylor who have put their names forward. We are so grateful to Board members, past and present, for contributing to NRLTSI’s strategy and direction. As I step down as Chair, I am proud that we have made a small contribution to evolving the maturity of the Board’s processes—a journey that began before me and will continue into the future under subsequent Chairs.

Finally, thank you all for another excellent year. You - the staff, physicians, volunteers, members and Board - are the heart and soul of our organization. We appreciate you and we thank you!!!

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In 2022, we welcome new members Lorna Steer and Julie Laderoute. Thank you to all of our past and present Board Members for finding time in their busy schedules to be part of this Board.  Your efforts and dedication to ensuring that residents and clients are provided high-quality care in a home-like environment do not go unnoticed.

I extend thanks and appreciation to Michele Carlin for her organizational skills and patience in supporting the Board. Many thanks also to Shelley Yantha for her assistance in Board education and her desire for the Board to support moving towards modernizing the present framework, building in measures to evaluate progress and hold her accountable for operations. The Board appreciates your ongoing support and looks forward to developing a strong working relationship with you.

You - the staff, physicians, volunteers, members and Board - make it easy to be proud members of this organization.  Since the beginning of the pandemic, it has been the desire of the Centre to keep our residents and clients safe and well cared for. We are going through a period that has proven to be possibly the greatest challenge that all of us have experienced in our lifetime. Yet you responded with dedication and determination. You worked tirelessly every day to support our loved ones. You are amazing and we thank you!

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**EXECUTIVE DIRECTOR’S REPORT**

Shelley Yantha

Shelley Yantha acknowledges the tremendous focus and efforts of the Corporation over the past year continue to prevent and manage the risks associated with the COVID pandemic by implementing all strategies recommended by Public Health and supported by the Ministry of Health and Ministry of Long-Term Care. The staff have worked hard to deliver the safest resident and client care and service and are recognized for their dedication while working through contingency staffing plans as a team approach. As the province lessened restrictions, NRLTCC Outbreak Management procedures followed best practice guidelines for all programs and services.

Late Fall NRLTCC was in a declared COVID-19 Outbreak. The skilled and trained staff responded calmly showing their preparedness as they battled Covid in the Centre for 2 weeks. The partnership with Renfrew County District Health Unit demonstrates a valued, collaborative approach to decisions supports our Infection Prevention and Control Program on going. A new position also has been designated as required by the Fixing Long-Term Care Act (2021); The IPAC Lead over the year has ensured the IPAC Program is current, monitored and evaluated. We look forward to further advancing this role in 2023 recognizing the balance to ensure resident and client rights are respected. A Human Resource Strategy now includes succession planning to empower existing staff to aspire to reach other internal job possibilities as a contingency and retention strategy. Several staff were approved for many of the Ministry Funded Programs offered to support formal training leading to PSW Certification as an example. Further succession planning supported by the FLTCA include the Dietary and Environmental Supervisor, Primary Cook and Recreation Staff

April 11/2022 introduced a New Fixing Long-Term Care Act (2021) replacing the “old” Act. The intent was to modernize, strengthening regulations to support resident rights including access to visitors, safe and secure home and modernizing the resident rights to clearly clarify that quality and safety are of priority. Recognizing the Human Resource Crisis in Ontario, the Act was most recently amended to include Staffing Qualifications which only further demonstrates the support recruitment and retention efforts in the Seniors Sector. The Administration department also successfully recruited a Bookkeeper/Accountant and an Office /Finance Clerk.

Community Support Services (CSS) planning continues with the goal to re-open all services as program sustainability planning continues into 2023:

In 2022 the following services were provided:

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| **Community Support Services** | **Total YE** |
| Meals on Wheels | 5619 – 74 clients |
| Congregate Dining for Apartments | 3299 Meals |
| Transportation Trips | 1352 Essential Drives |
| Virtual Adult Day Service | 845 hours – 8 clients |
| In Person Adult Day Service | 110 Days – 11 clients |
| Personal Support Hours (Apartments) | 9410 – 11 clients |
| Going Home Meals | 30 Meals for 3 clients |
| Flex Program Days | 72 Days for 2 Clients |

**\*\*\* Respite Community and Respite LTC to resume January 2023**

The NRLTCC is dependent on our volunteers to provide some of these services. New recruits have joined our team and have helped to continue the legacy of having a strong Volunteer Program of dedicated, kind and committed volunteers servicing our community. We have had special entertainment, book reading and other activities resume inside the Centre as a start to the new normal of providing support to the Home.

There has been several modernized renovations and purchases of equipment enhancing safe delivery of care and services. The Internet Technology has been upgraded to include the most modernized hardware, software., Cybersecurity systems and quality assurance initiatives. With a continued contract with DRDH IT department and Able One Vendor. The Garden Patio is now accessible and safe for residents to enjoy with a walking path and level program area. This summer a gazebo, patio furniture and a patio heater have been purchased.

Shelley Yantha extends thanks to her team for all their hard work and dedication and to the Board for their leadership and guidance. The building of these relationships was imperative to successfully navigate through the most difficult periods of times.

**NORTH RENFREW**

**LONG-TERM CARE**

**SERVICES INC.**



**ANNUAL REPORT**

**for the year 2022**

**June 14/2023**

**Seniors' Drop-In Centre**

**47 Ridge Road, Deep River**

**7:00 pm**

STAFF

Marie-Pier Adam Donald Ayres Candice Barker Ainsley Beers

Kayla Bertrand Amanda Boone Melinda Boor Patricia Brenyo

Cindy Bugden Jessie Butler Michele Carlin Courtney Dennie

Kara Dinga Katie Drefke Helen Esilman Robert Fitzpatrick

Trinity Fitzpatrick Jody Gale Barb Gallagher Mary-Sue Hart

Jennifer Howard Amber Huard Faith-Lee Hunt Ciara Issaluk

Brea Jones Samantha Kelly-Giroux Amy Klym Tara Landriault

Tristyn Landriault Christine Langevin Patricia Leach Shae-Lynn Lepage

Mei Lio Annabelle Luck Elizabeth Lussier Michael Lusty-Smith

Ashley Maher Angela Mayhew Lauren McCabe Frances McCarthy

Sue Minigan Gerry Mungham Maram Nabawy Jessica Noel

Heather Peplinskie Ken Phillips April Poirier Anne-Marie Prout

Muawiz Rehman Sara Rousselle Stephania Smith Lisa Swain

Linda Thomas Renee Van Delinder Shelley Yantha

Funding for the North Renfrew Long-Term Care Centre has been provided by Ontario Health.



**2022 BOARD OF DIRECTORS**

ELECTED Resigned during term ⏹

**Christine Butler** Board Chair

**Doreen Clements**

**Cindy Hogue**

**Donna Roach**

**Lorna Steer**

**Jan Sunstrum** Secretary-Treasurer

**Mel Theil** Vice Chair

APPOINTED

**Penny Pettigrew-Farnel (LTC Family)** ⏹

**Julie Laderoute (LTC Family)**

**Alan Lecours (Apt Family)**

**2022 Audited Operating and Special Project Fund Statements**

 SPECIAL PROJECT CAPITAL RESERVE CAPITAL

 OPERATING FUND FUND FUND FUND TOTAL

 Ministry of Health and Long-Term Care

 Community Long-Term Housing

 Services Care Program Total 2022 2021

**REVENUE**

Provincial grants $952,243 $1,882,223 $ 10,080 $2,844,546 $ - $ - $126,202 $2,970,748 $2,872,863

County of Renfrew - 140,959 - 140,959 - - - 140,959 -

Resident fees - 444,060 - 444,060 - - - 444,060 435,409

Client fees 95,503 - - 95,503 - - - 95,503 75,547

Apartment rent - - 97,594 97,594 - - - 97,594 97,909

Donations and fundraising 1,300 - - 1,300 30,893 - - 32,193 73,557

Investment income 23,729 21,779 2,920 48,428 (49,109) 1,577 - 896 85,481

Housing Program - - - - - 4,856 - 4,856 4,856

 1,072,775 2,489,021 110,594 3,672,390 (18,216)- 6,433 126,202 3,786,809 3,645,622

**EXPENDITURES**

Amortization - - - - - - 50,737 50,737 38,936

Capital Reserve Fund - - 4,856 4,856 - - - 4,856 4,856

Contracted health services 9,355 32,608 - 41,963 - - - 41,963 37,313

Employee Benefits 105,875 230,326 - 336,201 - - - 336,201 321,573

COVID-19 Expenditures - 129,228 - 129,228 - - - 129,228 132,695

Fees and dues 1,726 2,343 - 4,069 - - - 4,069 4,135

Insurance 20,980 14,433 7,298 42,711 - - - 42,711 33,910

Interest on long term debt - - - - - - 5,257 5,257 4,210

Laundry 5,743 35,949 - 41,692 - - - 41,692 25,034

Management Fees - - 4,564 4,564 - - - 4,564 5,944

Nursing Supplies - 47,414 - 47,414 - - - 47,414 44,805

Other Administration 31,362 37,525 1,251 70,138 - - - 70,138 59,888

Other Dietary - 14,853 - 14,853 - - - 14,853 12,018

Plant Supplies 92,813 61,674 25,152 179,639 - - - 179,639 219,858

Professional Fees 61,358 71,841 - 133,199 - - - 133,199 41,317

Program supplies and costs 13,633 19,735 - 33,368 - - - 33,368 63,020

Property Taxes 948 - 2,284 3,232 - - - 3,232 3,143

Raw food 60,126 96,173 - 156,299 - - - 156,299 129,369

Rent 5,514 5,514 - 11,028 - - - 11,028 11,028

Salaries 628,137 1,677,160 - 2,305,297 - - - 2,305,297 2,218,073

Staff and board training 5,778 6,578 - 12,356 - - - 12,356 11,120

Transportation and travel 23,691 - - 23,691 - - - 23,691 23,228

Water and sewer 5,736 5,736 11,472 22,944 - - - 22,944 21,029

 1,072,775 2,489,090 56,877 3,618,742 - - 55,994 3,674,736 3,466,502

Excess (Deficiency) of Revenue

over Expenses - (69) 53,717 53,648 (18,216) 6,433 70,208 112,073 179,120

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