

GREENWOODS ELDERCARE SOCIETY ANNUAL REPORT 2020/2021

The Society

The Greenwoods Eldercare Society (GES) is a non-profit, charitable society providing programs and services to older residents from the Gulf Islands and beyond. GES is affiliated with Island Health. Directed by a board of community members, the Society provides long-term care, assisted living and community programs.

GES operates two facilities. These are:

Greenwoods

Our Greenwoods Residence provides long-term care for 51 residents each living in a single-bed room. Residents are provided with extensive supports and nursing care on a 24/7 basis.

Braehaven

Our Braehaven Residence offers assisted living in 30 one-bedroom suites, common areas and gardens. Lunch and supper meals are provided for residents. Residents have access to Home Care Services through Island Health.



Greetings

It is my pleasure to introduce this report on the activities of the Society during the 2020/2021 year. This past year, our residents and clients have received the best possible care in a safe and supportive environment. We pride ourselves in working closely with residents and their families, loved ones and caregivers. Our programs and services are built around our values: home; compassion; respect and dignity; person-directed care and self-determination; collaboration; and excellence in care and service.

The Board of Directors would like to express our deep appreciation and thanks to Executive Director, Ms. Aletha Humphreys, all staff members, residents' families and caregivers, funders and community supporters during this challenging year. The pandemic has tested us all.

Dorrie Ferster, Chairperson

Communications with Families and Friends

During the year GES staff maintained contact with residents and their families on an ongoing basis. Other contacts included:

- Nearly 3.3 direct care hours per day for long-term care residents
- Resident ambassadors at both the Greenwoods and the Braehaven facilities
- Periodic bulletins to residents, families and friends
- Suggestion boxes
- Quarterly group video calls discussing operations and resident needs and interests

Community Support

Our thanks to the individuals and organizations that provided contributions and support during the year - both monetary and in-kind resources.

Supporters included the Greenwoods Foundation, the Lady Minto Hospital Auxiliary, Country Grocer, the Salt Spring Island Foundation, 100 Women Who Care, 100 Men Who Care and a number of individuals who provided personal donations.

The contributions received were directed to a range of projects and activities targeted at making the lives of residents more comfortable. As well, thoughtful in-kind donations, recognized and celebrated the hard work of the GES team members.

A Year of Highlights and Challenges

GES' greatest strength is its staff, who have consistently risen to the challenges of this past year and demonstrated hard work and great dedication necessary to provide the best possible care and support to residents and clients. This year, we were all tested by the influences of the COVID-19 pandemic. The pandemic disrupted the lives of many people. The circumstances required the staff of GES to pull together as a team and respond quickly and effectively to changing situations and health directives. The team showed both flexibility and responsiveness. As a result, our facilities provided a safer place for residents, their families and friends.

Addressing the Pandemic

The beginning of the COVID-19 pandemic signalled a new period in the operation of GES. The importance of resident and client safety was increased and the issuance of a range of public health orders resulted in extensive changes in operational requirements. Collaboration with families and friends, Public Health, Island Health, WorkSafe BC, in addition to all of our residents themselves was paramount.

New procedures and processes were established to provide enhanced infection prevention including daily screening of residents and staff, masking, restricting access to the facilities, additional cleaning and physical distancing. We were very grateful for Island Health's guidance and support.

It was a relief to all when the resident vaccinations were smoothly rolled out through central coordination and the efforts of our local Public Health team. The situation with the pandemic evolved during the year, with required changes to the operations occurring regularly.

We were very fortunate to have broad support from many people, both those within the Greenwoods family and within the Salt Spring community as a whole, during these most difficult times.

Some highlights of the activities within each of our facilities are described below.

Greenwoods

The Greenwoods facility provides long-term care. It includes 51 beds, one of which serves as a respite bed. The needs of the facility's residents are diverse and varied. Serving residents requires careful care planning and service delivery. During the year, GES began to move towards changing its care model by introducing licensed practical nurses (LPNs) to the team. The new model reflects the direction established by the provincial Ministry of Health. While transition to the new care model will require some time to stabilize, the initial results have been very positive. As well, the addition of activity workers has increased recreation and socialization programming activities available for residents.

Staffing within the long-term care facility remains a challenge. To address this challenge, every effort has been made to identify qualified staff members. GES has used a combination of directly hired staff and staff contracted from agencies. In addition, with financial support from the Greenwoods Foundation, GES supported two staff members to return to school to obtain their health care aide certification.

The pandemic has resulted in additional funding from Island Health allowing us to hire staff members to assist visitors. Our Resident Ambassadors have done a tremendous job working with families, visitors, and other staff members in maintaining health and safety protocols and ensuring that connections between residents and their family and friends could be maintained, even during periods when personal visits were severely limited. The introduction of Zoom visits was welcomed by many residents and families.

Braehaven

Braehaven includes 30, one-bedroom, assisted living units. Like at Greenwoods, residents are selected through an application process managed by Island Health. Residents of the facility are well accommodated and are responsible for managing their own care needs by accessing services offered to the Salt Spring community by Island Health.

GES operates the Braehaven facility and provides hospitality services including lunch and supper meals, as well as activity programs. Health needs and any required care for residents is provided by Island Health. As in the Greenwoods facility, Resident Ambassadors serving at Braehaven became part of the team during the year.

During 2020/2021, the GES team worked closely with BC Housing, a primary funder of Braehaven, to review the operational funding supports for the facility. The review resulted in a 12% increase in funding from BC Housing.

Community Programs

The community programs offered by GES were, for the most part, closed down at the beginning of the pandemic. While *Meals on Wheels* continued to be operated, the *Community Bathing Program* and the *Adult Day Program* were suspended for most of the year. These programs will be restarted if and when all new pandemic-related requirements are met. Staff members involved in Community Programs were reassigned to support residents at Braehaven and Greenwoods during the Community Programs closure.

Aletha Humphreys, Executive Director

Finances

During 2020/2021 GES operated based upon revenues of about \$6.9 million. Primary sources of revenues included Island Heath (\$4.8 million), resident and client fees (\$1.7 million), BC Housing (\$202,000), donations and other revenues (\$65,000).

Operating expenses for the year equalled about \$7 million. Of this amount at least \$730,000 can be attributed to expenses related to the COVID-19 pandemic.

Over 80% of expenditures related to salaries and benefits of GES employees.

Governance

GES activities are directed by a Board of Directors elected by the Society membership. Directors during the 2020/2021 year included:

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| • Dorrie Ferster - Chairperson | • Paul Roberts - Director |
| • Wayne Glover - Vice Chairperson | • Neil MacConnell - Director |
| • Mark Cleveland - Board Secretary and Treasurer | • Peter Grove - Director |
| • Bay Hale - Director | • Paul Morrad - Director |
| • Kim Ballantyne - Director | • Sandi Green - Director |

GES officers are elected by the members of the Board and serve terms of two years. The Board is responsible for establishing the strategic direction for GES, determining organization-wide policies, and providing oversight for the overall activities of the Society. The Executive Director is responsible for the day-to-day operations of GES activities and is employed by, and reports to, the Board.

During the year the Board met twelve (12) times and also operated a strong committee system. Board Committees met regularly conducting work defined by each committee's terms of reference. The Board placed a focus on renewal of GES policies and directives. As well, it supported the establishment of a strategic management framework to guide priority setting. Finally, led by the Board's Quality Assurance Committee, Directors spent considerable time during the year preparing the organization for a nationally recognized accreditation process.

Facilities and Equipment

During 2020/2021, GES' initiated an update to the facility assessments for both the Greenwoods and Braehaven buildings. In addition, the Board established four priority capital projects targeted at addressing key concerns in the current facilities. A project to replace the emergency generator at GES was initiated and will be completed in 2021/2022. As well, actions are underway to secure funds to address the refurbishment of the Greenwoods facility's hallways; the creation of a new family lounge; and to move and expand the staff room in Greenwoods.