

Greenwoods Eldercare Society

2022/2023 Annual Report

133 Blain Road, Salt Spring Island, BC V8K 1Z9



Who We Are:

Greenwoods Eldercare Society (GES) is a registered charitable society delivering programs and services for seniors. The Society is supported by funding from Island Health, BC Housing, resident/client fees and donations from the community.

What We Do:

GES operates both a long-term care and an assisted living residence. As well, we offer an adult day program and meals on wheels for seniors in the community.

Welcome from the Chairperson

It is my pleasure as Board Chair to introduce you to this year's Annual Report. This report is prepared to provide summary information for Society members, residents and their families, staff members and others who so graciously support Greenwood's Eldercare Society's (GES) activities.

This past year has been a year of change. The easing of the COVID pandemic was welcomed by all involved with Greenwood's. Reduced restrictions have permitted greater interactions between residents, their families and the community. A Family Council has been formally established to expand information exchange and input into GES operations. As well, we have seen a new look to the interior of the Greenwood's Building with the completion of a large renovation project which has brightened the hallways and added a modern touch to the interior doors.

A high note of the past year was the formal renewal of GES' accreditation by Accreditation Canada. The accreditation confirmed that Greenwood's Eldercare is meeting and, in some cases, exceeding national standards for long-term care and governance.

Challenges, of course, do remain. The staff members did a wonderful job throughout the pandemic. Their care and support for our residents has been essential to the successes that we have seen over the last few years. These efforts continued during 2022/2023. However, we have been challenged to maintain a sufficient staff complement and, as a result, the occupancy of long-term care and assisted living was reduced somewhat during the past year. As well, our Community Programs are only now beginning to open once again.

As we look ahead to the upcoming year, we plan to 'reset' our operations within the context of the current health and social service sector realities. We will continue to work with our primary funders and the community to strengthen our programs and services, improve communications, increase our staffing levels and continue to provide safe, effective and caring support for all involved in our activities.

Dorrie Ferster, Chairperson

Operations

The Society provides programs and services to the residents of Salt Spring Island.

Programs and Services

During the 2022/2023 year GES operated its Long-Term Care and Assisted Living Programs, as well as Meals on Wheels. The Adult Day Program remained closed as a result of restrictions related to the pandemic. As the year progressed a number of the public health directives that had been put in place during the pandemic were altered or removed. This, happily, permitted increasing visitations for residents, much to the delight of all!

As the 2022/2023 year came to a close, planning began for the re-opening of the Adult Day Program. This planning took into account the need to ensure that all program and service offerings are of the highest possible quality as well as being safe and supportive for all participants.



Our Team

Identifying and hiring qualified staff members remained a significant challenge throughout the year. This situation is similar to the staffing challenges found across the health care sector: regionally, provincially and nationally. To address this situation, GES continued to use a number of agency nursing staff. This permitted the continued provision of safe care for residents. However, the limited number of available staff also resulted in the requirement to reduce occupancy for much of the year.

Team members continue to be the bedrock of GES activities. The hard work and dedication of all the team continues to be in evidence. Feedback from residents and their family members has been tremendously positive throughout the year. Celebrating the exceptional contributions of team members remains an important priority at both the operational and governance levels.

Licensing and Accreditation

Following the granting of a four year accreditation to GES in May of 2022, the team and Board of Directors have continued to strengthen policies and practices that meet the identified national standards. These efforts also support the requirements of the provincial licensing authorities. Visits from licensing officers provide a regular opportunity for GES and its team members to demonstrate the efficiency and effectiveness of the care provided through GES' activities.

Greenwoods Family and Residents Council

During the pandemic, extensive use was made of personal contact between GES team members, residents and the members of the families of those living in both long-term care and assisted living. These efforts were further supported by the circulation of a newsletter and the use of periodic video calls to seek feedback and input, as well as a serving as a mechanism to provide updated information for all involved in supporting residents. These activities have now been expanded to include a formal Family and Residents Council at Greenwoods. Mandated by regulation established by the Provincial Government, the Council is an independent body providing advice to GES. Council members are volunteers associated with residents in the GES facilities. The Council is currently chaired by Mel Ferrabee and all family members are welcome to participate. The GES team provides administrative support and information to the Council upon request.

Governance and Administration

Greenwoods Eldercare Society is a charitable non-profit society registered with the BC Registrar of Societies and the Canada Revenue Agency. The activities of the Society are governed by Directors elected by the Society's membership. The Board of Directors reports annually to its members at an Annual General Meeting (AGM) which generally occurs during the fall of each year. This year's AGM will be held on September 28, 2023 in Ganges, Salt Spring Island.

Society Board of Directors and Executive Director

During the 2022/2023 year the Board of Directors of the Society included:

- | | |
|---|---------------------------------|
| - Dorrie Ferster, Chair | - Peter Grove |
| - Wayne Glover, Vice Chair | - Lisa MacIntosh |
| - Mark Cleveland, Treasurer and Board Secretary | - Neil McConnell (partial year) |
| - Paul Roberts | |
| - Paul Morrad | |

The Board continues to operate several standing and ad-hoc committees in accordance with the Society's bylaws.

The Executive Director of the Society is Aletha Humphreys.

Residences

GES operated two residences during the year: Greenwoods (long-term care) and Braehaven (assisted living). The Greenwoods facility is now over 40 years old, while Braehaven is just under 20 years of age.

During the year, several projects were undertaken and/or completed to upgrade the Greenwoods residence. The most apparent project was the completion of the Hallways Renovation Project funded primarily through monies provided by the Greenwoods Foundation. In addition, the



Greenwoods' emergency generator project continued during the year with project scoping and the selection of a contractor. Additional funding for the generator project was provided by Island Health. As a result of supply chain delays, this project is expected to be completed during the 2023/2024 year.

GES has continued to refine its building needs assessment, as part of its building maintenance planning. These efforts have shown the necessity of a number of large, significant, expensive capital projects that are needing to be done. Some of these projects are immediate and urgent while some can be planned for over the next several years. This is not surprising given the age of the Greenwoods building. Projects are needed to replace building systems, such as heat, water and sewer systems as well as the need to address structural and envelope concerns like roofing, skylights and windows. Raising monies to address these needs will be a feature of GES fundraising efforts in future years.

As well, a project that will result in the installation of a new nurse call system was initiated with completion scheduled for the fall of the 2023/2024 year.

Smaller, but no less important, projects completed during the year included kitchen drainage repairs and, with the support of the Greenwoods Foundation, a new hot food cart was purchased to permit meals to be transported from Greenwoods to Braehaven!

Society Finances

Financially, the 2022/2023 fiscal year had improved results when compared to prior years. Some financial highlights include:

- Provision of funding by Island Health to offset COVID related costs;
- Continued funding support by Island Health of monies to support the Social Visiting Program; and
- Successful resolution of discussions related to the costs for utilities and dietary services.

The GES audit for the year was, once again, carried out by MNP (Nanaimo). On revenues of \$7.8 million, GES' 2022/2023 Statement of Operations showed a small deficit of just over \$18,000. The long-term debt continued to decrease slowly with the paying down of outstanding mortgages on the Greenwoods and the Braehaven residences. .

Community Relations

Consolidation of Greenwoods Eldercare and Greenwoods Foundation

Greenwoods Foundation and Greenwoods Eldercare Society have worked together for over 20 years; however, during the last years, a number of operational issues resulted in the need for the Boards of Directors of the two organizations to consider whether some changes were needed to best support raising monies to support GES programs and services in future years.

Following a process including research, analysis and extensive internal discussions, the two Boards agreed that the best approach would be to consolidate fundraising activities within the GES organization. As a result, just after April 1, 2023 the assets, liabilities and fundraising responsibilities of the Greenwoods Foundation were transferred to GES.

The GES Board has now established policies to guide the solicitation and use of donated monies. As well, it is currently developing an overall approach for its future community fundraising efforts.

Fundraising

During the 2022/2023 fiscal year, community fundraising undertaken by the Greenwoods Foundation and the Greenwoods Eldercare Society has made a substantial impact on GES' special and capital projects. Since the 2022 calendar year began, GES has received over \$200,000 in donations from its benefactors.

In addition, during the 2022/2023 fiscal year the Greenwoods Foundation raised just under \$34,000. This included net proceeds of \$5,200 from the annual bench raffle ticket sales and donations. The funds raised from the raffle were transferred to GES to support the Hallway Renovation and equipment purchases.

In addition to community fundraising activities, a number of organizations in the Salt Spring community continued to be very supportive of GES. Many of these organizations have supported GES for many years. Our thanks go out to 2022/2023 contributors including the Lady Minto Hospital Auxiliary, Branch 92 of the Royal Canadian Legion, Salt Spring Island Foundation, and Country Grocer. All of these local organizations have continued to respond to requests for assistance which has led to improved circumstances for GES residents and clients.

Looking to the Future

During the 2023/2024 year and beyond, GES is focused on a 'reset'. The past few years have been very challenging for residents, clients, families, the team and our Salt Spring community. As we adapt to life with COVID, it has become clear that we must adjust to an environment that is different than it was three years ago. Staffing challenges, operational and capital cost increases and the need to increase facility residency to levels experienced prior to the pandemic are just three of the critical matters that require attention as we move forward.

To meet this changed operating environment we will look to increase collaboration and cooperation with our operational partners, seek operational efficiencies that can occur without impacting the provision of safe, high-quality care, and increase communication and linkages with the Salt Spring community.

In closing we thank our residents, clients and their families for their support and advice; our tremendous team for their caring and dedication; and all in the community who provide so much support!