

GREENWOODS

2022 ANNUAL REPORT

We acknowledge with gratitude that we have the privilege of providing the care and services on the ancestral and unceded traditional lands of the Hul'qumi'num and SENĆOŦEN speaking peoples.

Our Joint Report

This year Greenwood's Eldercare Society (GES) and the Greenwood's Foundation (GF) have produced a joint annual report. The report highlights the successes and challenges of the past year.

GES is a non-profit, charitable society providing programs and services to older adults 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.

The Greenwood's Foundation (GF) supports the operations of GES through annual fundraising events.

GES operates two facilities.

Our Greenwood's 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.

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.



Welcome From the Boards of Directors

2021/2022 has been another year of many impactful global, national, provincial, and local challenges that have resulted from the pandemic.

We believe that Greenwood's has performed well during these unprecedented times, but we also recognize that this coming year presents a needed time to take stock as it relates to residential care services on Salt Spring Island.

We, as Boards of Directors and administration for Greenwood's, are continuing to focus our efforts on the delivery of quality programs and services while planning for the future. We see opportunities to strengthen partnerships within our community and with our funders. The lens of dialogue and action must have a whole systems approach, must be collaborative, and aim to strengthen seniors care and services planning as a whole.

Greenwoods has many organizational achievements to be proud of and the team continues to demonstrate resilience and courage. They serve as the bedrock of our quality care to Salt Spring Island seniors, residents of Greenwoods and Braehaven, and their families.

We thank everyone who supports the work of Greenwoods.

Dorrie Ferster
Chair, Greenwoods Eldercare Society

Wayne Glover
President, Greenwoods Foundation

Operations Report

Our Team

Team Dedication and Commitment

Staff excellence and commitment is an essential element of the Greenwoods' operations. During the pandemic, the team has been crucial to ensuring the safety and comfort of all residents in an ever-changing environment. This commitment and dedication have been demonstrated over and over with the quality of care noted by residents themselves, residents' families and friends, by Greenwoods Directors and by members of the community. We continue to strive to achieve the goal of making both our long-term care and assisted living facilities feel like home.

Staffing

Restrictions upon and the availability of care and support staff have been challenging during the year. The limited number of locally available qualified workers has resulted in Greenwoods increasing its use of agency personnel, traveling from off-island locations. The increase in agency team members has helped to maintain programs and services, but it has not lessened Greenwoods' commitment to developing community members to serve in both care and support positions.

Educational Opportunities - A Focus on Local Staff Development

We are excited to be participating in the Health Care Access Program (HCAP). This provincially funded program provides students with a combination of on-site and classroom training as they progress from working as Health Care Support Workers to fully qualified Health Care Aides. Two students are nearing the completion of their studies and will be returning to work at Greenwoods in December. A second intake for the program is now underway with six funded positions. In addition, Greenwoods is sponsoring two Health Care Aides to 'ladder-up' by pursuing nursing education. We look forward to welcoming back one of these students into her new role as a Licensed Practical Nurse by the end of the year.

A Foundation of Success - Achievements

Family Engagement and Community Contributors

The contributions and support of families and friends of Greenwoods' residents have been an essential element of Greenwoods activities during the past year. Families and friends have not only supported their loved ones, but they have also contributed advice and suggestions that have helped

COVID-19 Impacts

The COVID-19 pandemic had a major influence on all aspects of the Greenwoods operations during the past year. Operational directives and policies issued by the Province of BC and Island Health resulted in fundamental changes to resident visitation, staffing and staff supports, resident care protocols as well as a range of administrative reporting requirements.

Families and friends of Greenwood residents were critical to the efforts to keep COVID-19 out of our facilities. Their active support and extensive use of technologies helped to maintain contact with loved ones while in-person access to facilities was limited. As well, their encouragement and support of the Greenwoods team members throughout the most difficult days of the pandemic were critical to morale.

The pandemic has taught us many lessons. Possibly the most important, that by all working together we can find the greatest success.

strengthen the overall care and services. Quarterly Zoom meetings have provided a forum for focused discussion. Family engagement remains a high priority with plans to launch a formal Residence and Family Council in the coming months.

Accreditation

In addition to regular reviews and site visits by licensing authorities, Greenwoods' long-term care is subject to accreditation reviews by Accreditation Canada. Through this process Greenwoods' activities are measured against national standards. The most recent review period was extended by nearly two years as a result of the pandemic. At the end of the assessment, Greenwoods received accreditation for the next four years and we look forward to continuing our work with Accreditation Canada!

Improving Facilities and the Properties

This year has seen several big changes to the facilities and properties used to support Greenwoods. First, with financial support from Foundation's donors, an extensive hallway renovation project has been completed in the Greenwoods building. The project has resulted in freshly painted hallways, new safety handrails, individualized resident room doors, and improved wall decor.

In addition, within the Greenwoods residence, which is now over 40 years old, a family room is being renovated and furnished for use by residents' families and friends. A new staff room was also renovated during the year.

The 'Brown House', located on Greenwood's property and used over the years by several community programs, had fallen into disrepair and had become a liability. The building has now been removed and the site reclaimed as a result of the work of the Greenwoods Foundation and donations from the community.

Collaboration with Primary Funders

For a number of years, Greenwoods has worked closely with its primary funders. These efforts intensified during the pandemic given the necessity of responding to changes in operating protocols and provincial health directives. A close working relationship, particularly with Island Health, has not only focused on quality care but has also extended to the exchange of operating and financial information, explored ways to share scarce resources, and improve overall service delivery. Continuing these efforts will remain a key focus.

Aletha Humphreys, Executive Director

Finances and Fundraising

Financial Results

The Greenwoods Eldercare Society (GES) operating revenues for the 2021/2022 fiscal year totaled \$6.9 million with operating expenses of \$7.0 million. Resulting in an operational deficit of about \$90,000. Revenues increased about \$161,000 over the previous year. The primary sources of revenues were Island Heath, residents' fees and BC Housing grants. Operational expenses also increased over the previous year totals by about \$387,000. Nearly 80% of GES costs are related to staffing.

The Greenwoods Foundation received \$53,000 in revenues and had \$78,000 in expenditures. Of the total expenses, \$65,000 was for the demolition of the 'Brown House'. The Foundation funded projects at Greenwoods valued at \$112,300.

Greenwoods Fundraising Activities and Project Support

One aspect of supporting Greenwoods programs and services is securing the necessary financial resources for operations. Major funders provide the majority of operational funding, but special projects require that additional funds be raised from the community or through special grants. During the past year, the Foundation's fundraising efforts through its annual appeal and bench raffle went to support Greenwoods' projects. As well, GES received direct donations from community residents and other supporters. These contributions supported current capital projects or were banked in support of future activities. In addition, local organizations such as the Lady Minto Hospital Auxiliary and Country Grocer provided cash and in-kind contributions supporting Greenwoods' operations.

Mark Cleveland

Treasurer, Greenwoods Eldercare Society & Greenwoods Foundation

Moving Forward

As we move forward in 2022 and beyond, Greenwoods has identified a number of key matters that require attention. Some of the most important are identified below.

A Focus on Program and Service Quality

Greenwoods provides a community-based organization offering programs and services that serve the needs of local and regional residents. Maintaining a clear focus on safe, reliable and high-quality programming is essential in order to achieve Greenwoods' mission. At the Board and administrative levels, this means formally monitoring program quality measures and assessing feedback from residents, clients, families, the staff team and community members. This input, received on an ongoing basis, continues to assist Greenwoods in continually improving the programs and services it offers.

We could not deliver the care and services without our staff. Over the past few years, the challenges of the pandemic brought us closer and the sense of team at times feels closer to family. We strive to create the feeling of home at the residences and extend the values of home and family to all. Of

utmost importance moving forward is to support our team through the ongoing staffing challenges and continue all efforts to recruit and develop more team members.

Community Engagement and Participation

Over the years the programs and services offered by Greenwoods, as a community-based society, have grown and expanded. As well, the environment, from a regulatory, financial, labour and expectations perspective within which Greenwoods operates has changed. While those engaged in Greenwoods on a day-to-day basis see these changes, many in the community don't. However, like many community-based organizations, it is very important that the community being served is made aware of the programs and services that are offered and are encouraged to participate in supporting Greenwoods. The pandemic made it difficult for effective engagement between Greenwoods and the community to occur. Now, we look forward to re-engaging and re-introducing Greenwoods to the community.

Planning for the Future – A New Organizational Model

During the past year, the Directors of Greenwoods Eldercare Society and the Greenwoods Foundation undertook an assessment of how to best organize to meet the needs of its residents, clients and members of the Greenwoods Community into the future. Following careful study and discussion, the Directors agreed that it would be best to establish a single organization. A single Greenwoods organization will permit improved coordination of fundraising and program activity, greater administrative efficiency and provide community residents with a single organization on which to focus their support.

Directors (April 2021 to October 2022)

Greenwoods Eldercare Society

Dorrie Ferster - Chairperson
Wayne Glover - Vice Chair
Mark Cleveland - Secretary / Treasurer
Paul Roberts – Director
Kim Ballantyne - Director
Paul Morrad - Director
Peter Grove - Director
Lisa MacIntosh - Director
Neil MacConnell - Director

Greenwoods Foundation

Wayne Glover - President
April Wright - Vice Chair
Lynn Clark – Secretary
Donna Madsen - Treasurer
Mark Cleveland - Treasurer
Kim Carlson – Director
Kim Ballantyne – Director
Cathy Ward – Director
Bob McWhirter - Director

For more information on Greenwoods:

Please visit our website at www.greenwoodseldercare.org
Greenwoods Reception: 250 537 5561
Braehaven Reception: 250 537 5520