

**SALVATION ARMY  
BUCHANAN LODGE**



**ANNUAL REPORT  
2009 - 2010**

## **Annual Report for 2009-2010**

### **Introduction**

Buchanan Lodge continues to be a home of choice for many individuals in our community requiring “complex care” services. We endeavor to work with our partners in Fraser Health and the community to provide quality care and services to those who live at Buchanan Lodge. This year Buchanan Lodge was selected by the people of New Westminster as one of the “best” three health care facilities in New Westminster.

From April 2009 to March 2010, 27 people moved into Buchanan Lodge. For many the transition into care was eased by the welcoming staff, and our Resident Council, who ensured that those who moved in received a warm greeting and gift. We understand from speaking with senior personnel at Fraser Health that the average length of stay at Buchanan Lodge is approximately four and a half years (almost double that of the average among other facilities). We know that this is changing as we are receiving elders who are more frail and compromised when they come to Buchanan Lodge as well as younger more chronically debilitated persons.

### **Ombudsperson’s Recommendations**

Some significant accomplishments and changes need to be highlighted from this past year. As a result of the investigation conducted into long-term care by the BC Ombudsperson’s office, a number of positive recommendations were made. With the release of Part I of the Ombudsperson’s Report, we have formalized and posted a Statement of Resident Bill of Rights on each house. The key rights of an adult person living in care are the rights to health, safety and dignity; rights to participation and freedom of expression; and the rights to transparency and accountability.

In September 2009 we introduced our new Family Council. The Family Council is made up of family members and volunteers. The main purpose of this group is to be a “voice” for resident matters at Buchanan and to bring forth recommendations for quality improvement. Part of the new recommendations of the Ombudsperson’s Report was that each facility should have a Family and a Resident Council. Our Resident Council has been a strong active group for many years. Resident Council raised over \$11,800 last year and started this new year with a bank balance of \$9,215. We are pleased to be working with both groups as they contribute to what we do at Buchanan Lodge.

Including members of the Family Council, Buchanan Lodge has over 40 active volunteers who gave generously 2,500 hours of their time to support our staff and contribute to our residents well being. Our diverse group of volunteers assisted Recreation staff in programs such as ceramics, bingo, dinner parties, bus trips, tuck shop and one-to-one activities. Another group of volunteers includes our Community Advisory Council that meets every few months to advise the senior leadership team on initiatives and challenges we are facing in these turbulent times. We value the contribution of the dedicated members of our Advisory Council for their experiences and wisdom.

## **Fraser Health Care Model**

Another recommendation from the Ombudsperson's Report was the development of standards of care with appropriate direct care staffing levels and per diem funding for care and services. In conjunction with these recommendations, Fraser Health had been planning for and implemented a new "Care Delivery Model" for its approximately 68-70 complex care facilities. The model is based on a five-year plan to take Fraser Health's average of 2.44 direct care hours provided per resident per day to 3.36 direct care hours per resident per day. The model has certain parameters such as facilities must have a Registered Nurse (RN) or Registered Psychiatric Nurse (RPN) on shift on a 24/7 basis.

In order to comply with Fraser Health's new care model, Buchanan issued displacement notices to two of its Registered Nurses, and these full-time lines were then filled by Licensed Practical Nurses (LPN). Our new professional nursing mix now includes two RN/RPN's and two LPN's on day shift, with one RN/RPN and one LPN on evening/nights. Given the complexities and acuity of resident care, we think that this is the best mix of professional staffing while complying with the model.

Another component of the new care model was the alignment of administrative and support costs across the 68-70 facilities so that all operators are spending a targeted amount of \$59.50 per resident per day. This has proven to be challenging because costs vary with respect to building maintenance and repairs depending on the life cycle of the facility. Additionally, utilities and taxes vary quite significantly among facilities, and health service providers who have contracted out services have lower operating costs than those with their own staff. We had a couple of meetings with Fraser Health senior personnel and we have not been able to meet this target for admin and support costs, but we did show them that we were able to find approximately 75% of the cost savings toward meeting the target. We also explained to Fraser Health that we were not willing to contract out services in order to comply with the model.

This has been a challenging time because a number of administrative and support staff have received notification of reduction in work hours, or they have been officially displaced from their current positions. The reduction of staffing and support services hours means that we will have to work together creatively to develop new work routines for the delivery of quality services. The good news is that we have increased our direct care staffing to 2.77 direct care hours per resident per day from 2.45. This translates into approximately 12,000 hours annually. We did not receive a funding lift from Fraser Health in order to add more direct care staff. The majority of the increased hours and positions were allocated to our Care Aides, with some additional increases in our Recreation staff. These changes will take effect in January 2011.

We were also able to increase the hours for our Occupational therapy, Physical therapy and Rehabilitation services. We will be renewing our contract with Motion Matters who have provided very good rehabilitative and professional therapy services to our residents the past few years.

## **Medical Coordinator**

Our Medical Coordinator, Dr. David Freedman, has been providing leadership in this role for over nine years. Dr. Freedman continues to be a valuable asset to the overall team with specific knowledge and expertise relating to geriatric residents and wound care. He attends resident care conferences weekly, consults and provides leadership to physicians and our direct care team, as well as faithfully doing rounds.

## **Labour Matters**

Continuing along the labour front, the Health Employers Association of BC, negotiating collective agreements on our behalf, was able to strike a deal to extend the Nurses' Agreement until March 2012. We all took another big sigh of relief when the Facilities' Bargaining Association representing our Hospital Employees' Union staff bargained a new two-year agreement with Employers. We avoided any kind of disruptive action and were able to focus on providing care and services.

The Province of BC, through the Ministry of Health Services, established a registry in 2010 to increase safeguards for BC care aides and health community workers, as well as to create supports for vulnerable British Columbians receiving care. Buchanan staff have registered on a voluntary basis. We are confident that our team of care aides are dedicated to providing quality care.

It is important for us to provide a work place where staff feel engaged in their work and where they are contributing to make a difference in others' lives. We have many staff who have been with us for more than 10 years, and we recognized a number of them for length of service. We did say goodbye to two people who retired last year and we welcomed 14 new staff to our team.

## **Strategic Plan & Projects**

Our staff have worked hard to provide a home-like experience through our "Gung Ho" house initiatives. Staff have had regular house meetings to discuss "resident-centered" topics such as care needs and plans. In the process, we have been able to implement some of our Strategic Plan goals and objectives such as new wall-mounted digital picture frames, the use of less "institutional" language, allowing residents more choice in their day-to-day activities, and increased outings to various community settings.

An important aspect to the Strategic Plan is to create "normal and comfortable spaces" for residents who live here. We are continuing to de-clutter various areas like small activity rooms, quiet rooms, private dining areas and hallways. One of our goals is to create warmer, more inviting areas for families to visit. We will accomplish this by having comfortable, warmly painted areas that are not "stark" white.

We have continued to enhance our courtyards with the help of families, residents and volunteers. The Family Council played a significant role in this endeavor, and had a Spring garden tea party

in Magnolia. Thank you to the Council and families for their work on sprucing up our courtyards for summer enjoyment.

Some of the projects we completed last fiscal year to enhance resident living included an energy efficient lighting project throughout the home and non-living areas. This has allowed us to save significant dollars on utilities, provide improved lighting as well as lighting to the Memory Boxes outside each resident's room. A PowerSmart rebate from BC Hydro and a grant from VanCity Community Fund helped us financially to complete this important project.

Other improvements to the resident living areas included a significant amount of painting to resident rooms, and replacing old carpet with new vinyl plank flooring. We have completed 13 resident rooms to-date with new flooring. At the end of last year, we updated our elevators with new flooring and stainless steel hand rails. We have received excellent feedback from residents and others regarding the improvements. We have included a pie graph that depicts our total maintenance costs by category. In our capital planning, we are looking to be replacing carpets in other resident areas including living rooms and main hallways.

In Camelia Park house, we had two artists, David and Judy Darbey, paint a very large wall mural inside the main doors and walls to promote a more pleasant living environment. We also painted the outside of the doors to both Camelia Park and Magnolia Grove so that they resembled heritage wood doors. One of the main highlights was the large gathering of residents, staff, families and volunteers for the dedication ceremony of the wall mural painting in Camelia house. Major George Evans spoke from Psalm 46:10: "Be still and know that I am God" while David and Judy painted the last piece of the wall mural ~ the license plate on the old truck which reads PS46-10. The number 46 also reminds us of the year 1946 in which the Buchanan family donated the old homestead and property to the Salvation Army. There are plans to paint a smaller wall mural on the inside doors and adjacent walls of the Magnolia Grove house.

Another project that we have begun planning for is to enhance the residents' experience with baths or showers. The current bathing rooms require new flooring, new wall coverings, curtains and improvements to the shower area and equipment/furnishings. The house teams have selected flooring and colors. Teams have also been discussing how we can improve the overall experience of having a bath or shower so that it is pleasurable and dignified, not cold and unpleasant. Until we have more financial resources to carry out these changes on all of the bathing rooms, we will commence changes on two rooms (one in Willow Creek and one in Rose Garden). We have also placed blanket warmers in each of the houses for staff to access warm blankets and/or towels for resident use.

Managing the home so that it continues to be attractive has been an ongoing endeavor. With the new care model, we will have less maintenance staff, but will continue to have coverage seven days a week. Last year, our Maintenance team processed over 1,400 internally generated work orders. The average work request response time took five (5) days to complete. In spite of the challenge of lower maintenance hours, our goal is to ensure Buchanan Lodge continues to be a 'home where residents love living'.

## **Accreditation**

Buchanan Lodge is preparing for its third accreditation process with Accreditation Canada. Two surveyors, Ms. Kathy Giene – Team Leader and Ms. Sandra Schmidt, will be conducting our next survey from Sunday, June 26 to Tuesday, June 28, 2011. The key themes that the surveyors will be reviewing in terms of our performance include: how well we have invested in infection prevention and control, including being prepared for outbreaks and/or pandemic; how well we work together to promote medication safety, and achieve quality results in administering medications to residents; how well we invest in long term care services with the goal of enhancing quality of life of the residents, as well as preparing and engaging our staff; and finally, how well we have adapted to changes in the environment through planning and resource allocation. Accreditation is a valuable tool in that it holds us to transparency and accountability concerning resident safety and quality improvement.

## **Health and Safety**

One of the mandates of our team was to develop and implement a Resident and Facility Safety plan. This plan encompasses a proactive approach to providing a healthy and safe environment for residents and staff. Staff injuries have been decreasing and the amount of time loss from work place injuries is lower, which results in lower annual WorkSafe premiums.

One of the key initiatives that our team has been focused on is infection control and prevention. Our team developed an exposure control plan as part of our overall pandemic plan. Within the next few months, we will be releasing our pandemic plan, which incorporates strategies to monitor and deal with any infections. Last year, 91% of our residents were immunized with seasonal vaccine, while 50% of our staff received the H1N1 vaccine and many those the seasonal vaccine as well.

Another initiative relating to safety is falls prevention and injury reduction. Our team is working together to provide the best resources possible including the use of appropriate mobility aids, hip protectors, electric hi-lo beds, hydration status awareness, proper footwear and regular medication reviews. Last year, we replaced more than twenty (20) of our old beds with new hi-lo electric beds, with funding assistance from Fraser Health and a grant from the P.A. Woodward's Foundation. The team is working with Fraser Health on a joint venture to look at how the various therapeutic interventions such as recreational activities, walking programs and rehabilitative services will contribute to a reduction of falls.

With respect to medication safety, the strategies put in place last year included implementation of an electronic medication administration system (EMAR), a comprehensive process to ensure a safe medication check during periods of transitioning (moving in, coming back from hospital, etc.). Finally, we implemented a clear resident identifier process to eliminate medication errors. The medication safety committee continues to meet quarterly to evaluate medication safety practices and audit prevention strategies.

Finally, we are working together to improve the quality of life of those residents with wound care needs. This plan will assist in reducing pressure ulcers and associated infections. Dr. Freedman, our nursing team and the Fraser Health Clinical Nurse Specialist work together to effect good wound care management and education. These health and safety initiatives are very important and we will continue to learn so that we can make changes for quality improvement.

## **Students**

Students are an important part of Buchanan Lodge as we partner with several education centres to provide a rich learning environment whereby students can learn through hands-on practicums. Last year we hosted three different groups of Licensed Practical Nurse students from schools including Canadian Health Care Academy and Kwantlen University. We also facilitated several Registered Nurse and Psychiatric Nurse preceptorship students who worked with our team leaders. As well providing learning opportunities for students, our staff and residents benefit from the theory and literature the students bring to us. We will continue to be a place that welcomes opportunities for students to experience and understand Residential Care. Some of our former students are now working for us! Additionally, we have had the privilege of working along side Majors Wayne and Sharon McDonough who are in training for administration and chaplaincy work in Residential Care.

## **Chaplaincy Services**

Buchanan Lodge continues to provide spiritual care to residents, families and staff through our Chaplains. Last year we spent 505 hours counseling residents, families & staff. Our most popular program of Spiritual Reflections was attended by over 70 residents weekly and our Chapels averaged 36 people. Along with Recreation we had two successful Grandparent's Days in September. We have updated our brochure "Tips for Meaningful Visits" and it is available at Reception. We did several workshops on Visiting People with Dementia.

## **Support Staff**

Our Food Services team continued to provide nutritious, appetizing "home-cooked" meals to our residents. The team served over 125,000 meals this past year offering great variety with Spring/Summer and Autumn/Winter menus. On many special occasions with facilitation by Recreation staff, volunteers and Food Services, our residents, staff and families enjoyed great barbeques, pizza days and other "comforting" meals together. Delicious baked items and pastries were also consumed regularly and will be available once again at our annual fall fair in November. Additionally, our support staff in Environment Services added great value with a resident-centered approach to cleaning, laundering personal clothing and maintaining the home, furnishings, and equipment.

## **Financial**

We have included a few pie graphs that depict the 2009-10 operating revenue and expenses for Buchanan Lodge. It is imperative that we are good stewards of our resources, and we plan our resource allocation carefully. I want to thank our entire team for not compromising on our services and care, yet maintaining a mindset to work together to keep our operating costs down.

## Statement of Operations 2009-10

### **Operating Revenue:**

Fraser Health Authority:

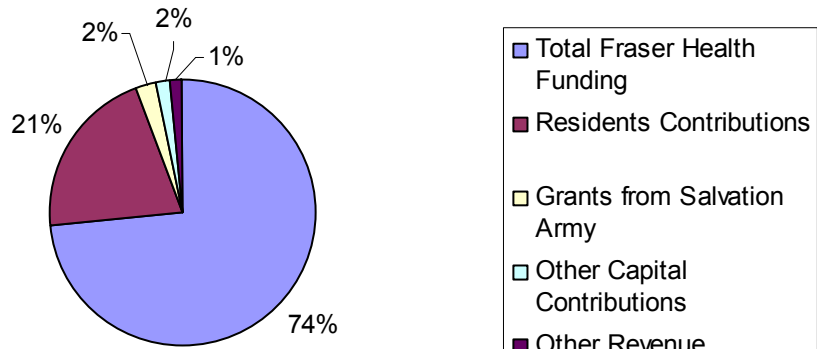
|                                |                        |
|--------------------------------|------------------------|
| Operating                      | \$ 5,811,754.00        |
| Capital contributions (note 8) | \$ 24,000.00           |
| Total Fraser Health Funding    | \$ 5,835,754.00        |
| Residents Contributions        | \$ 1,687,688.00        |
| Grants from Salvation Army     | \$ 189,888.00          |
| Other Capital Contributions    | \$ 130,044.00          |
| Other Revenue                  | \$ 114,830.00          |
| <b>Total Revenue</b>           | <b>\$ 7,958,204.00</b> |

### **Operating Costs:**

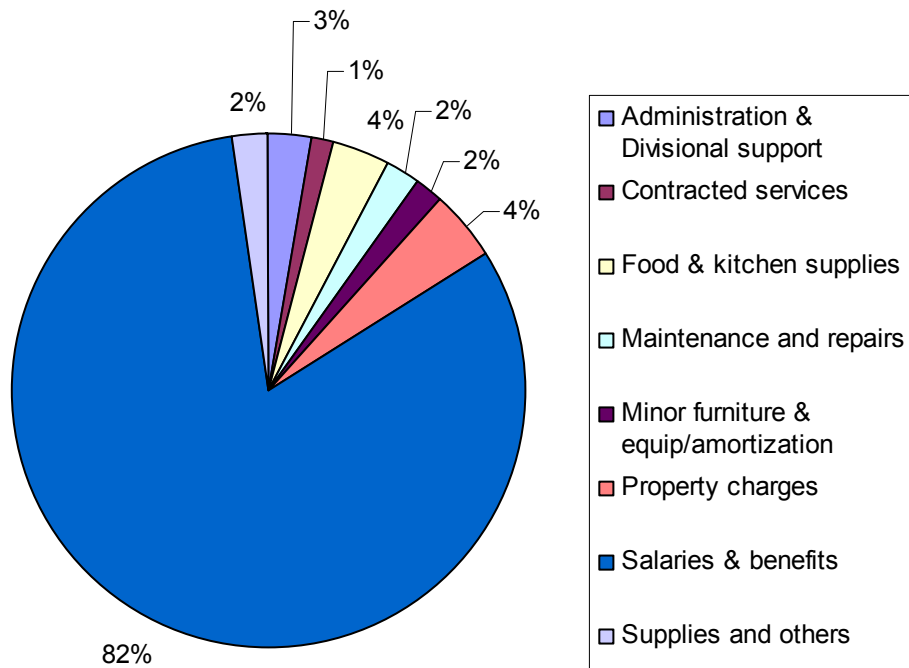
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|--------------------------------------|------------------------|
| Administration & Divisional support  | \$ 218,947.00          |
| Contracted services                  | \$ 108,862.00          |
| Food & kitchen supplies              | \$ 292,863.00          |
| Maintenance and repairs              | \$ 174,609.00          |
| Minor furniture & equip/amortization | \$ 128,254.00          |
| Property charges                     | \$ 357,287.00          |
| Salaries & benefits                  | \$ 6,548,641.00        |
| Supplies and others                  | \$ 166,763.00          |
| <b>Total Expenses</b>                | <b>\$ 7,996,226.00</b> |

|                                   |                       |
|-----------------------------------|-----------------------|
| <b>Net Excess (or Deficiency)</b> | <b>\$ (38,022.00)</b> |
|-----------------------------------|-----------------------|

### Operating Revenue



### Operating Costs



We want to take this opportunity to thank our residents and their families for entrusting us to provide ongoing care and services. We count it as a privilege do so. We look forward to working with our great team this next year. God bless you.

Respectfully submitted,

*The Leadership Team*  
*Buchanan Lodge*

|                                  |                         |
|----------------------------------|-------------------------|
| Executive Director               | Derland Orsted          |
| Executive Director in-Training   | Wayne McDonough, Major  |
| Director of Resident Services    | Patti Cumberford        |
| Director of Environment Services | Frank Pierpoint-Allen   |
| Medical Coordinator              | Dr. David Freedman      |
| Clinical Care Coordinator        | Doris Harris            |
| Chaplain                         | Jolie Boyarski, Major   |
| Chaplain                         | George Evans, Major     |
| Chaplain in-Training             | Sharon McDonough, Major |
| Food Service Supervisor          | Joe Roche               |
| Manager, Human Resources         | Dianna Widmer           |
| Accounts/Volunteer Coordinator   | Ruth Courtney           |
| Recreation Coordinator           | Trish Foley             |
| Dietitian                        | Stan Leatherdale        |