

ANNUAL REPORT
of the
COLUMBUS LONG TERM CARE SOCIETY
OPERATING AS
COLUMBUS RESIDENCE
On September 13, 2023



**Since October 1990, Columbus Residence has operated as a
non-profit society offering services in:**

**complex and dementia care,
and independent housing for seniors.**

**CHAIRMAN’S and EXECUTIVE DIRECTOR’S REPORT to the
COLUMBUS LONG TERM CARE SOCIETY
ANNUAL GENERAL MEETING on September 13, 2023**

This past year, while we saw further COVID restrictions slowly ease, our focus remained on the safety and wellbeing of the residents and staff. In year three of the pandemic Columbus, like many care homes, still experienced covid activity. In late July, early August 2022, a highly transmissible COVID variant, affected several residents and staff over a three-week period. Most residents had received a second booster vaccine and so for many, the symptoms were quite mild. Swift implementation of enhanced infection control measures including closing the dining room and delivering meals via tray service, pausing group programs and activities, and implementing reverse isolation on the Special Care Unit helped slow the transmission. By August 11, there were no further COVID positive resident cases, and soon after, dining room service and group programming resumed.

In early December the Provincial Health Officer revised visitation guidelines allowing visitors to attend indoor gatherings. Having family and friends, once again, join their loved ones for our Light Up For Christ advent event, and other Christmas programs, was a beautiful gift.

The legislation introduced in 2022, providing 5 paid sick days for all employees in British Columbia was implemented and applied retroactively to April 1, 2022.

The HEU’s new collective agreement was ratified in October. There was a considerable waiting period before receiving funding from VCH/MOH, which delayed us in paying out retro pay. We received the funding from VCH on December 23rd and were able to include the retro payments on staff pay cheques of that same day. BCNU was the last healthcare union to begin bargaining, which began last December. Their collective agreement was ratified in our current fiscal year.

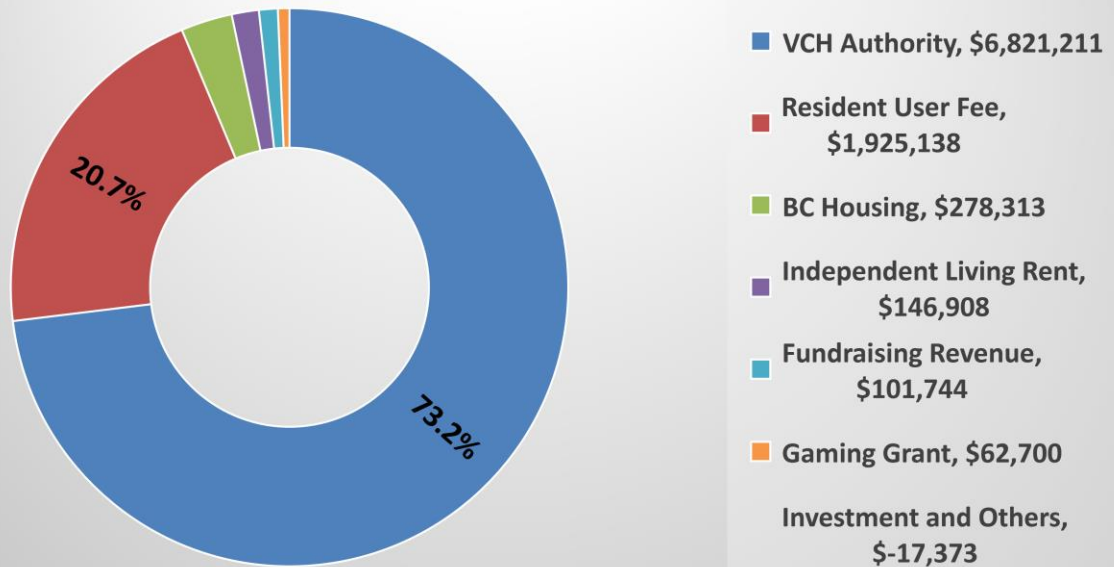
In July 2022, after reviewing various bus options, we made a final decision and paid a deposit on a bus we anticipated would be delivered in spring 2023. After lengthy delays and communications with Dynamic Specialty Vehicles, due to supply issues, we recently learned that we could expect delivery of the bus in November 2023, which is earlier than what we were told in March.

Finance

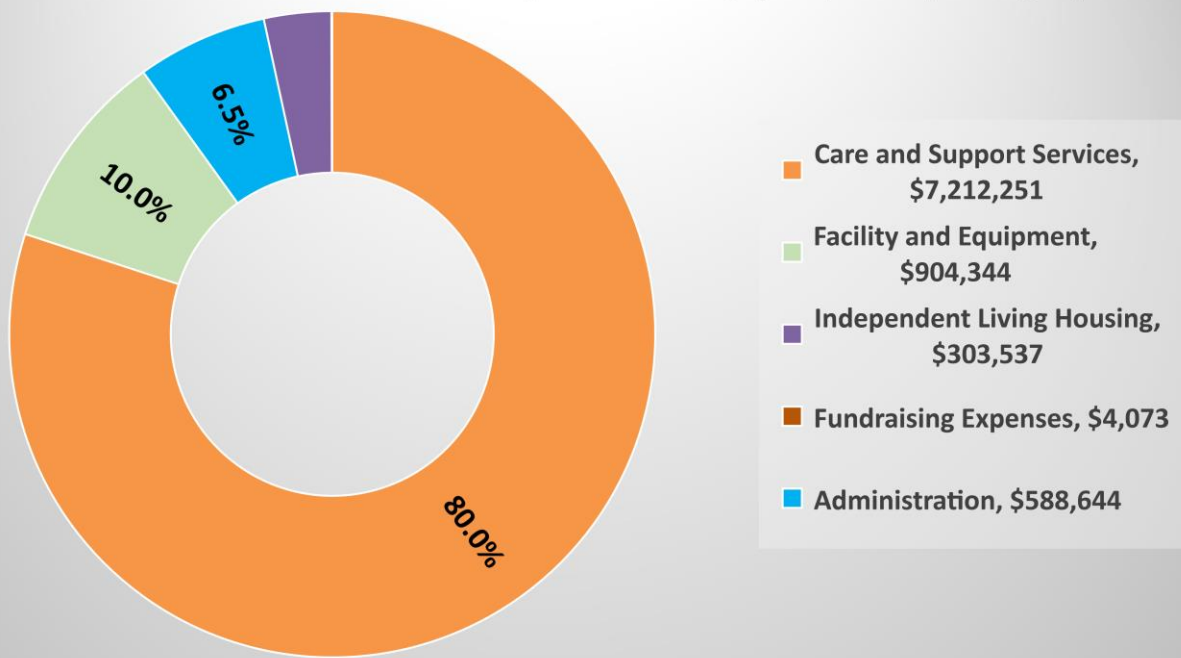
Based on the audited statement of operations, this past fiscal year’s financial performance ended with a net surplus of \$306,000. The following graphs provide a clear picture by revenue funding sources and expense categories.

For VCH Authority funding, there was \$389,000 one-time only funding in response to the COVID-19 pandemic related expenses and pressure. At the end of the fiscal year, the amount payable to VCH was \$180,000. This total payable represented the variances in Hours per Resident Day (HPRD) and residents’ contribution reconciliation for FYE 2022 to FYE 2023.

Columbus Residence FYE 2023 Revenue total \$9,318,641 by Funding Source



Columbus Residence FYE 2023 Expenses total \$9,012,849 by Category



Human Resources

Our Leadership Team was again complete at the beginning of our last fiscal year. The Manager of Finance and Corporate Services joined us on April 1, 2022, and a temporary Support Services Manager began on May 2, 2022. Both Leaders came with excellent experience and qualifications and have made a positive impact on Columbus both in their work and personal attributes. A restructuring of the Finance Department saw the arrival of a new Full-Time Accounting and Payroll Coordinator in March 2023.

We continued to face, like all healthcare sites in the country, hiring and staffing challenges for all departments. A search, that began in December 2021, finally resulted in the hire of two new Support Services staff in late June 2022. By the end of the year, five new staff, including a casual cook, were hired. With staff returning to work at multiple sites, new hires, particularly care staff, have limited availability creating a need to hire more care staff to fill unplanned absences.

As our funding is linked to HPRD (Hours per resident per day) we must fill nursing and care aide shifts, which due to a shortage of casual employees, was done using overtime. These additional nonbudgeted expenses have placed a significant burden on our financial resources.

The Leadership team attended an energetic Complete Purchasing Services education day in September 2022 at the River Rock Casino. Three members of this team attended an additional education day taking home many good strategies for managing burnout and staff retention/satisfaction.

The HR Coordinator attended a weeklong certification program through The Mental Health Commission of Canada called “The Working Mind” and as a facilitator can deliver this education in-house to support employees’ mental health and wellness.

We welcomed many staff back to Columbus with the expiration of the Single Site Order on December 31, 2022. Several staff elected not to return. One Part Time staff member returned to the maintenance department. Continued COVID funding allowed us to increase Maintenance hours and have the employee who was performing this work in a temporary capacity remain working 2 days per week.

The process to make our Screening Reception positions permanent, as directed by the Ministry of Health, began in late January. This role was re-defined to support data entry/processing/clerical work for all departments, especially Finance.



Late June 2022 we said goodbye to another original staff member who had filled the important role of Scheduling Coordinator. We celebrated this retirement along with the others from the last 2 years with an outside lunch party that was very well attended. We had three additional retirements this year, 2 Care Aides and 1 Housekeeping Staff.

We were very pleased to welcome two Full-Time Care Aides back from Long Term Disability.



Human Resources (cont.)

We remain committed to providing management, staff, and students with opportunities to enhance their knowledge and acquire new skills. Staff participated in a wide range of in-services (led by our staff and Educators from VCH), webinars and both virtual and in-person conferences.

Topics included: Infection Control Prevention, Creating Safe Space for Diversity, Responsive Behaviours, Goals of Care, Conducting Accident Analyses and Reporting, Body Mechanics, Burn Prevention, Dialogue of Aging and Gratitude in Action.

Resident Care

In September, the Director of Care, Medical Director, and Executive Director met with the Vancouver Division of Family Practice (Long-Term Care Initiative) for their annual review of Continuous Quality Improvement data. Columbus Residence continues to meet, at better than the industry average, all the measurable targets that include transfers to acute care, supporting residents deemed palliative to die here in their home vs. hospital, managing residents' Activity of Daily Living profiles and updating their Degree Levels of Intervention at better than average rates compared to other care homes in Vancouver Coastal Health.

The Bruyere C19 Immunity Research Study, a national study undertaken with federal funding by participating universities to analyze immunity to Covid-19 in those that live, work and visit LTC homes, was completed.

The invaluable contributions and collaborative efforts of our physiotherapist, occupational therapist, and rehabilitation assistant have brought immeasurable benefits to our beloved residents this past year that played a pivotal role in enhancing their quality of life.

Physiotherapist, Chris, works to enhance the mobility and overall physical well-being of our seniors. Through personalized exercise regimes, mobility assessments, and pain management strategies, they have been instrumental in improving residents' strength, flexibility, and balance. Regular group sessions and one-on-one consultations have resulted in great progress, fostering residents' sense of independence and confidence.

Occupational therapist, Arneil, works hard in promoting residents' independence in their daily activities. Through targeted assessments and interventions, Arneil has optimized residents' seating positions and daily activities such as eating and engaging in recreational programs. Collaborating closely with residents and their families, our occupational therapist has also implemented adaptive techniques and recommended assistive devices, creating safe and supportive environments that empower residents to live life to the fullest.

Rehabilitation assistant, Jomin, has been a constant source of encouragement and support for our seniors. Jomin has been instrumental in facilitating therapy sessions, ensuring residents adhere to prescribed exercises, and providing companionship during the rehabilitation journey. His dedication to maintaining a positive and uplifting atmosphere has significantly contributed to the overall well-being and emotional resilience of our residents.

Support Services

This past year saw further, dramatic cost increases on most food items. This coupled with higher freight charges, due to fuel costs, makes working with a food budget of approximately \$7.50 per resident/per day extremely challenging. The cooks are commended for stepping up to this challenge, producing meals that are nutritious, tasty, and esthetically pleasing.

The staffing budget allowed us to add a few much-needed hours to both a housekeeping and dietary position. The additional hours provided an opportunity for our Temporary Support Services Manager, Mariany, to review and revise, with input from staff, shift work routines and tasks. New audit tools for both the Food Services and Housekeeping departments were implemented and carried out on a weekly basis.

We welcomed two students from Langara college whose project was to create special event menus. Both the Spring and Canada Day themed menus were well received by the residents.

Mariany enrolled Columbus in the Complete Purchasing incentive program that sees us a 2% discount from our vendors and suppliers received in the way of a quarterly rebate cheque. We changed meat suppliers to one that is a member of the program, offers a better selection, and more substitutions when ordered items are unavailable.

Housekeeping staff receive regular and well-deserved praise from families and visitors for how clean the resident rooms and common areas are.

Recreation & Music Therapy



Recreation continues to balance large groups such as This & That, bowling, and monthly special events, with small groups such as Mah Jong, Cup of Conversation, Painting, Crossword, or baking, as well as 1:1 support for residents. Sensory as well as cognitive stimulation programs are also offered including activities such as therapeutic cats, puzzles, flower arrangements, or visiting the care home cats, Pixie and Dixie, on the second floor.

This past year music therapy and recreation collaborated in various celebrations such as St. Patrick's Day, Easter, Valentine's Day, Christmas, Hawaiian Days- as well as special events like "Country Hoedown" and "Winter Fest". As many residents require more direct and 1:1 engagement for therapeutic effect, our music therapist, Lyndia has created smaller groups and more individual sessions. These compliment the "Fun with Music" interactive games in the main lounge, and Friday's "Love to Listen" program for relaxing listening in the chapel.



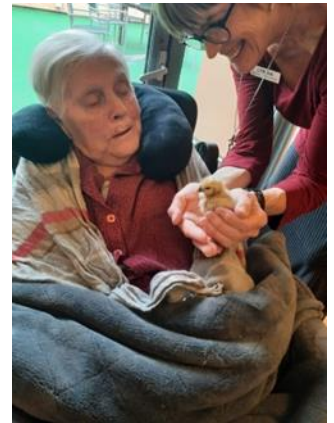
Intimate group parties were held on the special care unit with the music therapist and recreation staff providing music and treats. Two events were held in the Courtyard area where residents enjoyed fresh air, popsicles, and musical performances by the music therapist and recreation staff.

The "Ice Cream Cart" program was a huge hit making the rounds on the care floors engaging residents with fun and treats.



We celebrated culturally important Asian events including the Moon Festival in September and Chinese New Year in February. In July we welcomed and enjoyed a performance by the “Bright Sunset Chinese Dancers” as part of Dragon Boat Festival. The monthly Chinese takeout lunch remains very popular among the residents.

In late March, staff and residents closely watched and cared for incubated eggs. Witnessing the eggs hatch into wee lovely chicks was a beautiful and memorable experience for many residents and staff.



Recreation and Music Therapy month was celebrated in February. Staff from these departments baked and wrapped cookies at home and brought them in for all the staff to enjoy.

A Recreation Therapy student completed a 5-week Practicum, which was an opportunity to have increased programming and help future recreation practitioners gain well needed hands-on experience.

To celebrate our fabulous volunteers, staff, and residents, baked, decorated, and individually packed cookies with thank you notes for each of them.



Environment and Equipment

We were successful in our grant application to Equipcare BC, introduced in 2020 as part of British Columbia’s COVID-19 response plan. In this fourth round of applications, the maximum grant amount increased from \$11,400 to almost \$27,000 and the criteria expanded to include technology upgrades. This government funding supported the purchase of a new phone system to replace our phones that were soon to be obsolete as Panasonic was no longer in the phone business.

Successful grant applications to St. Mary’s Health Foundation, Mr. and Mrs. Woodward’s Foundation and Project Advance allowed us to purchase electric beds and mattresses, a golvo lift and electric shower chair.

In May 2022, issues with the City’s backflow system caused, for the second time within six months, a flood in the Housing’s basement common area. While frustrated with delays in the restoration work from previous flood, the damage, and associated costs from the second flood were significantly less because restoration work was not yet completed.

In July 2022 a light fixture in a resident’s room combusted and started a fire that activated the sprinklers. We were grateful no one was injured and the fire department commended staff on the quick and appropriate response. Unfortunately, the activated sprinklers caused significant flooding and water damage to several rooms.

A major migration project saw us move from our computer network to a cloud platform and switching from Windows to Microsoft Teams.

Environment and Equipment (cont.)

In November, our large elevator was down and unfixable for over three weeks as the company had difficulty finding a solution and an experienced team to fix it. With only one functional elevator to bring residents (two thirds of whom use a wheelchair or walker) up and down from the care floors, patience wore thin. Eventually, a Hydraulics Specialist was brought in and able to get the elevator back up and running. A second elevator issue that arose around the same time, and affected both elevators, was the keypads malfunctioning. We learned from Richmond elevator that an outside company installed the keypads, for which parts were obsolete. A solution was finally found in late March.

Thanks to funding from a federal government grant, an air conditioning unit was installed on the Special Care Unit and MUA system for the 2nd and 3rd floors completed.

We experienced an unusually high turnover in Seniors' Housing. Two tenants, one unexpectedly, passed away, and two others moved. The units were completely refurbished as they were occupied by the same tenants, one from 1990, for several years.

Spiritual and Bereavement Care

Our Spiritual Care program plays an essential role in supporting the spiritual and emotional health, and the overall well-being of residents, their families, friends and our staff. It's hard to fathom, particularly over these past few years, not having this fundamental department.

Last summer we sadly, experienced seven resident deaths in a three-week period. The necessary spiritual and bereavement support required an increase in Director of Spiritual Care and Mission Integration Marisa's hours. Our bereavement program, Tea for the Soul, supported staff through one-on-one and small group sessions allowing them to share their grief and work through and let go of any anxiety.



Our community came together to honour, remember and give thanks in four memorial services; the first virtually, the second and third indoors, limited to staff and residents, and the fourth outside in our courtyard where family and friends were able to participate. We commemorated a total of 33 residents.

The Director of Spiritual Care attended Funerals and Celebrations of Life supporting bereaved family and friends out in the larger community.

Our chapel services continued with mass two days a week and Open Brethren Hymn Sing monthly. We are grateful to Fr. Eason, who helped celebrate mass and administered, on three occasions, the Sacrament of Anointing to our Catholic residents. Working with the Archdiocese, efforts continued to secure a chaplain.

In November, residents, staff and volunteers celebrated Fr. Eason's 81st birthday and enjoyed cake and other sweet treats.





In December we celebrated our annual Advent celebration, Light Up For Christ with special guests Archbishop Michael Miller, CSB and St. Pat's 9 AM Choir. It was wonderful, after three long years, to have family and friends present for this magical evening.

In Appreciation

We express our heartfelt appreciation to all the dedicated staff, volunteers, board and society members and many others who serve our seniors with compassion and respect that comforts them physically, mentally, emotionally and spiritually.

In the coming year, with God's grace, may we continue to learn from our residents and to be touched by their wisdom. May we nurture a home rich in hope through a generous spirit of gentleness, kindness, and service.

Tom Wilson, Chairman

Jaime Ascher, Executive Director