

**ANNUAL REPORT**  
of the  
**COLUMBUS LONG TERM CARE SOCIETY**  
**OPERATING AS**  
**COLUMBUS RESIDENCE**  
**On June 25, 2025**



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

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

**PRESIDENT and EXECUTIVE DIRECTOR REPORT to the  
COLUMBUS LONG TERM CARE SOCIETY  
ANNUAL GENERAL MEETING on June 25, 2025**

*“The greatness of a community is most accurately measured by the compassionate actions of its members.” Coretta Scott King*

As we reflect on the past year, we are first filled with gratitude for the many individuals, teams, groups and organizations whose contributions have made, and continue to make a positive difference to our residents and the Columbus community.

The year presented new, and continued, opportunities and challenges, both of which contributed to the organization’s learning and growth.

The Society’s Board of Directors experienced many changes and although our resources were limited, a considerable amount was accomplished by the Board and Board Committees.

This past year:

- Terms of Reference were developed by all committees
- Board Governance education was offered

The Public Relationship/Marketing Committee expanded our profile by updating our Facebook page and creating a LinkedIn profile.

BC Housing committed to fund the costly modernization of the elevator in Seniors/ Housing with precondition that the Society’s Constitution and Bylaws be amended to add a statement in its purpose that reflects we provide affordable seniors’ housing. The Board’s Constitution and Bylaws Committee undertook the large task of reviewing the constitution and many bylaws, revising and summarizing where necessary, to present to the Society for approval.

After two general Society meetings in September and December of 2024, we received approval on all changes to the Constitution and Bylaws from the Ministry of Health, CRA and Societies’ Act allowing us to move forward with BC Housing on this project.

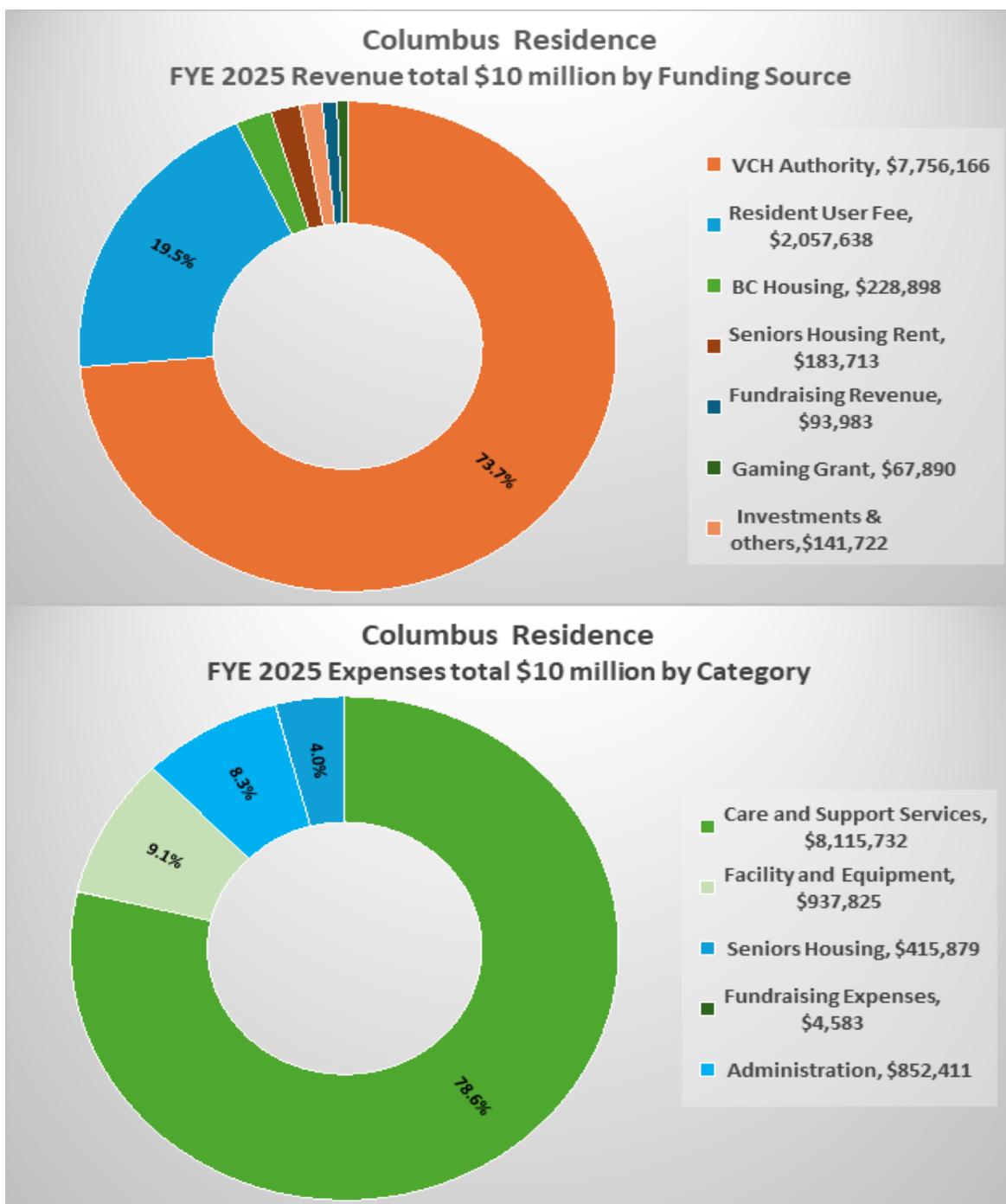
The Strategic Development Committee met and discussed an action plan regarding our lease renewal with the City of Vancouver, however before moving forward the Constitutional Review Committee needed to update the Columbus Long Term Care Society’s Constitution and Bylaws with required changes by both the Ministry of Health and BC Housing. With the appropriate changes now made and approved by all parties, we hope, over the next year, to have discussions with the various levels of government, such as BC Housing, Vancouver Coastal Health and the City of Vancouver to help us navigate the next steps in moving forward with our plan.

Observations and discussions, this past year, sparked agreement that a deeper exploration of our workplace culture—across all levels of the organization—was necessary. The Director of Spiritual Care led an in-service on Workplace Culture and a survey was developed to better understand staff, who are of different generations and cultures, perceptions and identify opportunities for growth. Acknowledging that meaningful change will take time, the Leadership and other teams and committees continue their work in fostering a healthier workplace.

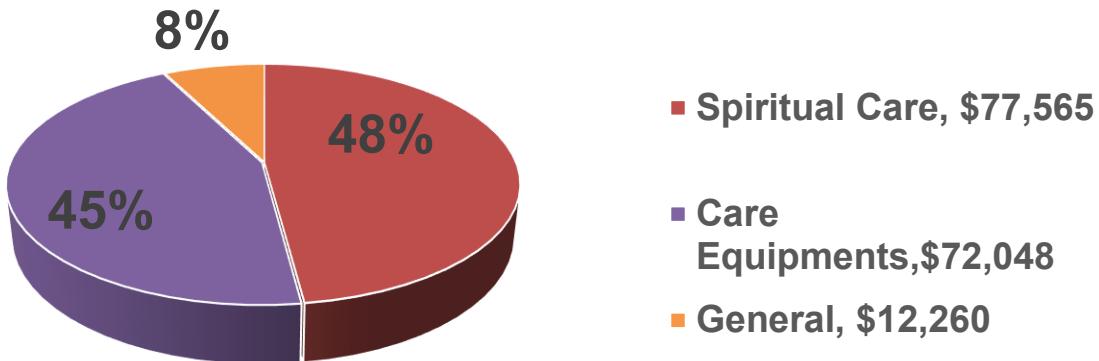
### III FINANCE:

According to the audited Statement of Operations, the Society concluded the fiscal year with a net surplus of \$203,580. The accompanying graphs illustrate the breakdown of revenue by funding sources and expenses by category.

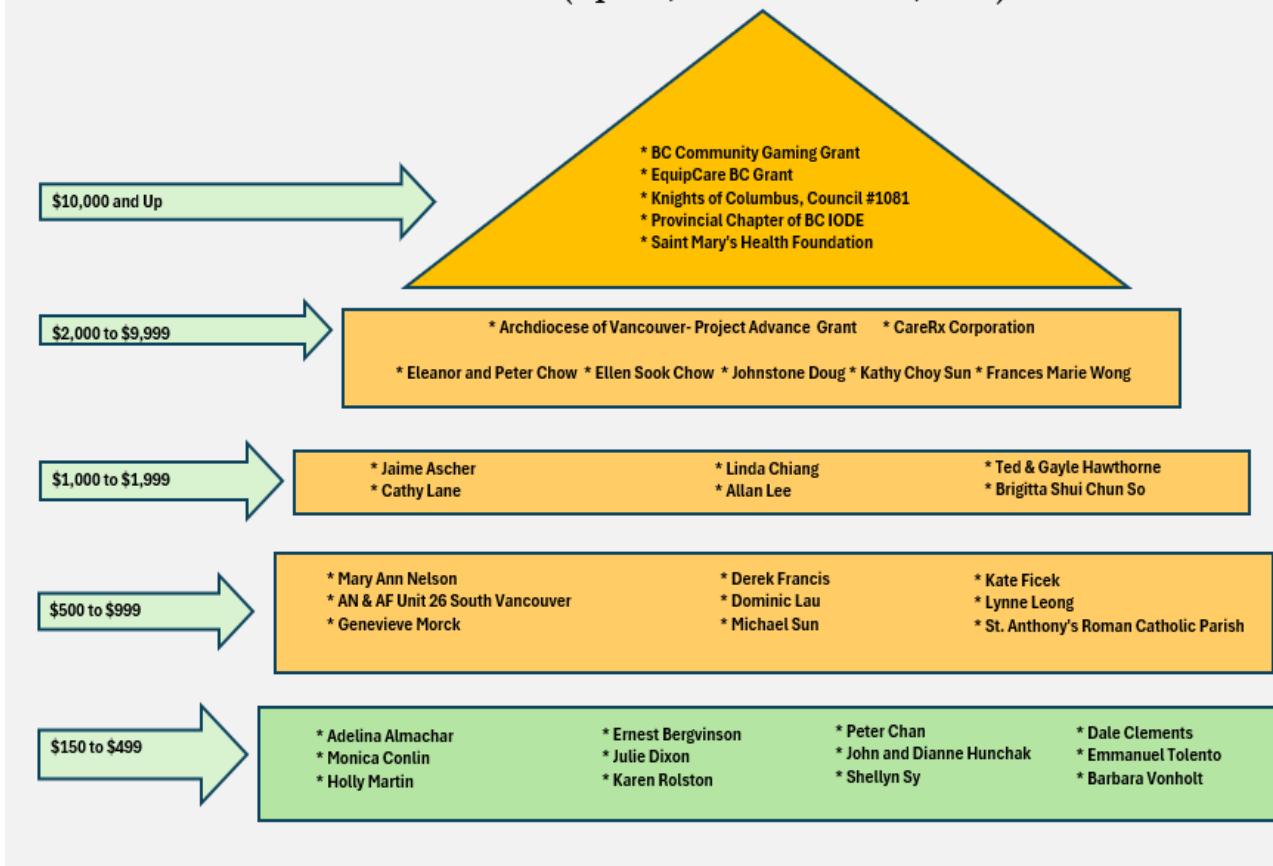
In relation to Vancouver Coastal Health Authority (VCH), the Society received \$400,000 in Social Visitation funding from the Ministry of Health (2024: \$240,000), which was administered through VCH. As of the fiscal year-end, the amount payable to VCH totaled \$511,000 (2024: \$306,000). This balance reflects the reconciliation of resident contributions and variances in Hours per Resident Day (HPRD) from fiscal years 2022 through 2025, as no payment was requested by VCH during the fiscal year.



## Columbus Residence FY2025 Fundraising Revenue and Grants Received (including Deferred Capital Grants) Total \$161,873) by Program



### GRANTS & DONATIONS (April 1, 2024 - March 31, 2025)



## **Human Resources**

This past year, three regular staff (part time cook, part time housekeeper and full time LPN) retired. A long-term part time LPN resigned after completing RN education and a regular part time Care Aide left to pursue further education. One employee retired from LTD at the age of 65 and one full time staff member on LTD for 2 years no longer holds a line. These changes resulted in casual staff obtaining regular lines, new job postings (some with several rounds of postings) and changes to employee lines and status.

Significant staff resources were spent and continue to be spent in our recruitment efforts. We were thrilled, after several months without this support, to on board a part time Maintenance worker in October. We welcomed back two regular staff, a part time Support Services worker and full time Scheduling Coordinator from maternity leave. Several casual employees were hired in different departments, and many casuals were removed from our staffing pool due to lack of availability.

This past year much time and effort were dedicated to working with our partners, WorkSafe BC, Canada Life, Lifemark EDMP (Employee Disability Management Professionals) to support employees and manage absences, including return to work planning. This past year 5 staff participated in Graduated Return to Work programs, 3 successfully completed their return and another ended shortly after the fiscal year.

A general staff meeting was held to present the impact of the costs associated with sick leave and overtime, discuss where and why change is needed, and explore together possible solutions to reduce these costs.

The Workplace Wellness Committee saw additions and changes to its membership and had a very active year. The Director of Operations and Special Projects was appointed Co-Chair representing the employer and a long-serving Care Aide was elected as Co-Chair representing the employees. Two new members joined the committee: a Registered Nurse (RN) and a Licensed Practical Nurse (LPN) expanding representation to include all departments. New members completed Worksafe BC's mandatory education and others completed education offered by SafeCare BC.

The committee's Terms of Reference were reviewed to align with WorkSafeBC regulations, resulting in a distinction between regular members and alternates. The monthly site inspection was revamped, with a new calendar implemented to ensure fair distribution of responsibilities. A standardized day (3<sup>rd</sup> Tuesday) was set for the monthly meetings. Our First Aid Policy was updated in response to changes introduced by WorkSafeBC.

Our Registered Nurses (RNs), who historically had been noncontract, voted to certify with BCNU. The certification application was submitted to the Labour Relations Board and approved in February. Columbus Long Term Care Society nurses' certification now includes both LPNs and RNs. HEABC and BCNU are currently negotiating the implementation agreement, and it's anticipated it will be finalized soon.

## **Human Resources cont.**

With the expiry of collective agreements March 31, 2025, Essential Services plans, required in the event of strike action, were developed, negotiated, agreed to and signed off with both unions (HEU and BCNU).

HEABC contracted, for the first time, an Affiliate Representative who will represent affiliate employers, which includes Columbus Residence, at both the FBA (HEU) and NBA (BCNU) bargaining tables. This was most welcome news and ensures the voices, concerns and unique complexities of smaller Affiliate employers are raised.

HEABC and the FBA (Facilities Bargaining Association representing our HEU employees) bargaining began in late February of this year and continues. BCNU bargaining has not yet begun.

## **Resident Care**

We had high resident turnover this past year with many discharges occurring within a very short period. From November 5<sup>th</sup> to December 20<sup>th</sup> 12 residents, representing almost 16% of our population, were discharged. This significantly impacted the workload in all departments.

On February 18<sup>th</sup>, an influenza A outbreak was declared on the 2<sup>nd</sup> and 3<sup>rd</sup> floors. Communications were sent to families and staff, enhanced infection control measures, and outbreak management protocols implemented. The MHO declared the outbreak over on March 1<sup>st</sup>.

We are very fortunate to have the continued services of our two long-term care physicians, particularly given the physician coverage crisis that has left some long-term care homes unable to admit residents because they do not have doctors in place.

Columbus Residence was identified as one of 12 Care Homes in Vancouver to participate in the Vancouver Community Care's Antipsychotic usage project. A review of the data found that some of our coding was contributing to the undesirable data results. With support from our VCH Educator, the nursing team implemented coding changes that quickly saw a reduction in the number of potential inappropriate usage. The VCH team responsible for the project presented their data findings to the Director of Care and Executive Director, sharing they were pleased with our trajectory. The team expressed an interest in learning how we were able to reduce numbers and maintain the improvements.

Quarterly results from the Vancouver Division of Family Practice's Long Term Care Initiative Data Reports continued, for the most part, to show Columbus meeting or exceeding VCH's set averages compared to congregate data from all care homes in Vancouver Coastal Health.

Our long-time Dental Hygienist, who provided dental assessments and care to our residents for almost 20 years, retired in August. We were fortunate to contract a new Hygienist, the following month.

Our contracted Physiotherapist for 4+ years returned to Australia in September. Prior to leaving, he assisted with recruiting a replacement, who began in late September.

### **Resident Care cont.**

Over the past year, the physiotherapy, occupational therapy, and rehabilitation team made strong progress in supporting residents' mobility, independence, and well-being. They delivered personalized therapies—such as strength training, walking aid support, and daily living skills—and continued popular group chair exercises that encourage both movement and social interaction.

Many residents regained strength and confidence after falls or hospital stays, with the team helping them stay active even when motivation was low. However, challenges remained, including the need for highly individualized care plans, frequent equipment adjustments, and delays in accessing optimal seating due to limited resources and external funding wait times.

Despite these hurdles, the team's commitment to tailored, holistic care led to meaningful improvements in residents' quality of life.

Our annual VCH Licensing inspection, like other care homes, was more involved than in the past due to the number of questions and documentation requests from the officers. In the end we were found incompliance, with all but 3 standards, that have since been resolved. Two of the standards related to policies and procedures. We updated both our post fall assessment policy and procedure and our orientation and on-going training of managers policy and procedures. The third standard was regarding our menu substitutions recording. We updated the documentation process for menu substitutions.

### **Support Services**

A focus this past year was a review of the many Food Services policies and procedures. The review and revision process included the integration of recently implemented audits and updates to forms and checklists.

Several audits were completed throughout the year including Nourishment, Dining Environment, Food Waste, Meal Service, Nutrition Care Plan and Room Cleaning.

A Resident Food Service Satisfaction Questionnaire was carried out with the assistance of Recreation staff. Resident feedback is always valuable and assisted in the development of our seasonal menus and in enhancing services.

The Resident Food Committee meetings, another channel for residents to share feedback, invited residents to discuss food-related concerns with the Dietitian and the Support Services Director. Training was completed on the new CPS (Complete Purchasing System) portal that is used for ordering.

An Environmental Health inspection was carried out in October and a few items relating to organization of storage areas were noted non-compliant. The officer remarked, at the follow-up visit, that they were very satisfied with the actions taken to better organize storage and with the new processes introduced bringing us in full compliance.

### **Recreation & Music Therapy**

This past year the recreation team continued to adapt and use creative approaches to provide a balance of large groups programs such as This & That, Bowling, and monthly special events with small groups such as Crosswords, Cup of Conversation, Painting and the increasingly needed 1:1 resident support. The recreation team continued to balance large groups providing Sensory/Cognitive stimulation programming with individual programs such as therapeutic cats and puzzles.

## **Recreation & Music Therapy cont.**

The weekly mystery drive program continues to be popular providing residents the opportunity, they may not otherwise have to get “out and about” thanks to previous fundraising efforts in obtaining our replacement bus. Breakfast and special meal programs are delivered once a month to small groups of residents for pancakes and bacon, pizza and other special meals for a nice variety.

Recreation hosted a Therapeutic Recreation student who completed an extended one-day a week practicum in the fall until December 20<sup>th</sup>.

For the second year, Columbus participated in the London Drugs Stocking for Seniors Program. Residents were delighted to receive Christmas gift bags, personally delivered by staff the morning of December 24. That afternoon, recreation staff made the rounds with a hot cocoa cart bringing Christmas greetings to all the residents.



Residents’ hearts are regularly filled after monthly visits from St. Anthony of Padua’s Grade 5 students, who spend time reading and chatting with them.

To recognize our Asian residents, we celebrated the Moon Festival in September and Lunar New Year in January with the “Bright Sunset Chinese Dance Group.” For the Autumn festival in September, a staff member and her dedicated dance group friends performed. Our Chinese takeout lunches continued to be very popular. Much to the delight of the residents, The Harmonics, a wonderful group of singers who blend a combination of Western and Chinese pop classics in their music sets, made their debut.

We continued the “Chick Hatching” for a third year. Our residents and staff enjoy the hatching process and witnessing possibilities of life beginning.



Music Therapy offers our residents a chance to reflect on their memories, build connections, and communicate in ways that transcend their difficulties and limitations with language. As our residents increasingly benefit from personalized therapeutic support, we introduced smaller group activities and individualized sessions, including 1:1 piano “lessons.” These offerings complement our larger-scale programs such as *Beat Parade* and *Wonderwheel*. *Love to Listen* invites residents to enjoy a calming selection of classical and diverse musical genres in a serene group setting in our chapel.

Our Music Therapist of 14 years retired at the end of the year. Residents and staff were very happy to see her back on a couple of occasions performing at special events. Recruitment efforts continue to find a new Music Therapist.

Our professional and dedicated volunteers continued to support residents and the department by leading or helping with programs such as bingo, manicures, 1:1 visits, pub time, and card games.

We were thrilled to have a new volunteer, who has considerable experience in graphic design, join our team. They have helped us tremendously in putting together our family newsletters.

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

## **Building and Equipment**

This past year, in our efforts to enhance the security and safety of our residents, increase and improve technology integration, streamline operations and efficiencies, and refresh our physical environment, the following projects were completed:

- A new resident Wanderguard system that alerts staff should a resident, identified as at risk of elopement, try to exit the care home was installed. The system's integrated technology is compatible with our phone system.
- Three new wifi terminals were installed to increase wifi signals on the main floor.
- New security cameras were installed on all floors.
- The care home's exterior was painted and the guest and staff bathrooms on main floor were refurbished.

One apartment was refurbished after a lengthy tenancy ended.

We began implementation of a new web-based Maintenance Care program replacing the paper-based Maintenance Books. Among its many features is a maintenance request/reporting system that staff, using a tablet and a link, can enter, track and follow up on maintenance issues much sooner and easier.

Two thoughtful donations from families, and two successful grants allowed for the purchase of the following medical equipment:

- 11 Spacer Slings, which are specifically used to transfer residents who have rigidity and spasticity and are unable to follow transferring instruction from care staff due to dementia.
- 15 new bed mattresses.
- New ceiling lift units for the 2<sup>nd</sup> and 3<sup>rd</sup> floor tub rooms.

Other equipment purchases included a new industrial coffee machine.

A rise in rodent activity in Seniors' Housing necessitated an increase in services, and thus costs, from our pest control company.

## **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, staff and volunteers.



Clergy Fr. John Tritschler and Rev. David Jones continued their faithful service to our community. In addition to biweekly Sunday mass, Fr. John celebrated mass on the special, Liturgical days and provided the Sacrament of Penance, Sacrament of Anointing and special prayers upon request. Rev. Jones' monthly Open Brethren service is always well received, and the hymn-sing visits he coordinated for the pre-school children at Easter and Christmas brought great joy to the residents.

We were grateful to have Deacon Pat Dwan provide communion services while the Director of Spiritual Care was on vacation.

Representing Columbus, the Director of Spiritual Care attended resident funerals and memorial services providing bereavement support to friends and family in the larger community.

### **Spiritual and Bereavement Care cont.**

Families and friends, staff and residents came together sharing tears, laughter, stories and sharing words of thanks to staff, at three separate memorial services that commemorated 19 residents.

The Chinese Bible Group resumed after the COVID-19 pandemic, inspired by our growing Chinese population. Although initial efforts were encouraging, the program faced a setback when existing volunteers stepped down due to changes in their personal circumstances. The Director of Spiritual Care is seeking new volunteers to help facilitate and sustain this meaningful initiative.

Our Remembrance Day service commemorated men and women who sacrificed for our country as well as our residents who had gone before us the year prior. We also celebrated All Saints Day and All Souls Day.

Our Light Up for Christ service in December was well attended by families, friends board and society members. Our special guest, Archbishop Miller, delivered a beautiful Advent message, the last for our community before his retirement.

### **Palliative Care and Mission Integration**

Our Director of Spiritual Care leads the Palliative Care, Mission Integration & Ethics team who meet bimonthly.

A review of our Palliative Care staff manual was completed.

Our Palliative Care survey, which provides loved ones with an opportunity to identify strengths and weaknesses of their experience during end-of-life care, continues to provide valuable feedback. This past year the team revised the survey to include an additional answer option that better reflects the nature and circumstances of a resident's passing.

Survey comments beautifully illustrate and reaffirm the importance of our Palliative Care program.

*“The team in general were all outstanding. We are of the opinion that Eddie and Sharon could not have been place in a better home than Columbus Residence.”*

*“Overall, my family and I were very satisfied with the care our mother got at the end of her life. We cannot thank the nursing team (24 hrs.) and care aides that looked after our mom and us, enough. The compassion shown to us made us feel supported and taken care of this challenging time. Marisa, your presence was so appreciated. Your support and softly spoken words gave us all peace and strength in dealing with mom.”*

Recognizing the importance of prayer gatherings following a resident's passing, we developed a process for how to continue this meaningful practice during the Director of Spiritual Care's longer absences. A questionnaire was developed for our nurses, who are best positioned to coordinate and lead gatherings, to gain insight on their comfort level with the different options provided. The responses affirmed a shared commitment to honoring this tradition, whether through prayer and sharing or quiet reflection.

Through education, discussion and reflection we furthered our organization's understanding and commitment to Truth and Reconciliation. A verbal land acknowledgement is now used to open meetings and special events, and to respectfully acknowledge Truth and Reconciliation Day, a prominent display was created. This important work continues.

**In Appreciation**

This past year has been a testament to the power of unity, compassion, and shared purpose.

We are truly grateful to our dedicated staff, volunteers, board members, healthcare and community partners—each of you has played a vital role in creating the caring, respectful environment that makes Columbus Residence feel like home.

To families and friends who bring warmth, support, and unwavering love, your presence strengthens our community in countless ways. And to our residents, your resiliency and strength are our greatest inspiration.

With gratitude and hope, we look ahead—praying that the year to come will be guided by grace and a spirit of kindness, generosity, and service.

---

Sheri Steffen, President

---

Jaime Ascher, Executive Director