



## **ANNUAL REPORT – 2012-2013**

### **Mission Statement**

The core mission of Maimonides Geriatric Centre, a McGill University-affiliated long-term care facility, is to provide service to aging members of the community who are no longer able to function independently. They are entrusted to our care by their families, with whom we are allied in values and purpose. Our mandate is founded on a strong heritage of Jewish values and community support. We provide a continuum of high-quality care through our integrated network, which includes the Helen and Sam Steinberg Day Hospital, short-term respite care, community-based homes and a variety of long-term care accommodations. In line with our mission, the Centre serves as a training ground for professionals and conducts research into issues related to geriatric medicine and care of the elderly.

### **Organizational Structure**

During the year 2012-2013, several major changes occurred in our management team. After three years as Director of Quality and Operations at Jewish Eldercare, Diana Schweitzer decided to retire. Her input over the last few years was outstanding and we are lucky that Diana will continue to be involved on our Clinical Ethics Committee.

Diana was replaced by Amy Fish, who had been our Ombudsman for the last 5 years. We are very pleased to have Amy join our team and work on a full-time basis with both Maimonides and Jewish Eldercare. We modified our organizational structure to reflect our focus on quality and safety in both organizations. With Amy assuming the new position as Director of Quality and Operations at Eldercare and Director of Quality at Maimonides, her Ombudsman position was left vacant. This position was filled by Heather Michelin, a lawyer who was entering the health care system for the first time.

Finally, after 15 years of outstanding service, Lucie Tremblay decided to run for the President of the Order of Nurses of Quebec. Naturally, knowing Lucie, she was successful in her quest and, in October of 2012, she was nominated to this position. As a result, she had to immediately vacate her position as Director of Nursing and Clinical Services at Maimonides and Jewish Eldercare. Lucie has been an instrumental part of the development and recognition that Maimonides and Jewish Eldercare have received over the past several years. We feel very lucky to have had Lucie for the past 15 years and wish her all the best in her new position as President of the Order of Nurses of Quebec.

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With Lucie's departure, we are very pleased to welcome Rosalie Dion as our new Director of Nursing and Clinical Services at both Maimonides and Jewish Eldercare. Rosalie just started her new position in the middle of March 2013. Rosalie comes to us from CSSS Ahuntsic where she was a Clinical Nurse Manager responsible for all the services to the elderly. Rosalie has her Masters degree in Nursing from the University of Montreal and has a special expertise in dealing with families. She also spent several months at Maimonides as a student under Lucie's wing doing her Masters thesis. We welcome Rosalie with open arms.

## **Governance**

After the elections which took place during the Fall of 2011, new members of the Board of Directors were nominated and the changes came into effect on February 1, 2012. The year 2012-2013 was really the first full year of the new Board mandate. The new committee of Governance and Ethics was constituted and a new Code of Ethics was adopted for the Board of Directors. The Comité de Vigilance continues to function and the Strategic Planning Committee was formed for both Maimonides and Jewish Eldercare in order to redo the strategic plans which were coming to an end in 2012 and 2013. As we end the year 2012-2013, the strategic planning process is almost complete and the new plans will be deposited at the Boards of Directors during the month of May.

The overarching strategic orientation of the coming 5 years for both institutions will be the merger of Maimonides and Jewish Eldercare. This is an exciting time in the 160<sup>th</sup> year history of both Centres, one that will engage a great deal of energy, focus and goodwill on all sides. Merging the 2 Centres offers significant benefits to our institutions and our community. It strengthens our mandate to provide quality long-term care within a Jewish setting and ensures our continued ability to care effectively for the more than 1,000 clients served each year by our 2 Centres, community-based homes, intermediate resources, Day Hospital and respite services. In combining our strengths, we will be able to ensure our independence, share and build upon our expertise at every level and provide a richer ground for training and research. Our ability to attract and retain the best staff will be greatly improved and we will have a stronger financial base from which to work. Ultimately, all of this will translate into the highest quality of care for our residents.

## **Awards**

At the Annual Meeting of the Centre, Corporation, Foundation and Medical Research Foundation held on November 7, 2012, Allen Quallenberg was honoured with the Exceptional Service Award in recognition of his outstanding support to Donald Berman Maimonides. Allen has been instrumental in raising the profile of our Foundation with RBC Dominion Securities Wealth Management and in making our golf tournament, which raises substantial dollars for the Centre, one of the premier tournaments in the City. Allen's dedication to Maimonides and our residents was honoured at this meeting.

Donald Berman Maimonides was also recognized by York Manor in New Brunswick for all the support that we have given them over the past 5 years in helping them develop the current philosophy of care being implemented at its Centre. Our contribution together with Baycrest's was acknowledged at the Governor General's Reception in Fredericton in the Fall of 2012.

At the recent 2013 conference held in Los Angeles, Donald Berman Maimonides was presented with the AJAS Award for Jewish Programming in recognition of our Yom Hashoa Service. The reason that this service is so special is that it was created at the request of resident, Jacob Gutman, a Holocaust survivor himself. With his input, the service has evolved and taken on a multi-generational approach by involving younger family members of survivors who themselves found creative ways of navigating through their grandparents' horrific histories. Yom Hashoa Services, such as the one developed by the residents at Donald Berman Maimonides are getting more and more important as the population of survivors steadily decreases and fewer people will have the opportunity to hear their stories firsthand.

Maimonides also hands out the Spirit of Planetree Awards on an annual basis. The recipients of the Spirit of Planetree Awards are nominated by staff, family and residents of Maimonides. The caregiver award is given to a Maimonides staff member who demonstrates a deep commitment to Maimonides and serves as a role model for other employees. In 2012, the caregiver award winner was Effie Rahaniotis, a PAB on the 3<sup>rd</sup> floor.

### **Ombudsman /Comité de Vigilance**

The Ombudsman's office treated 50 formal complaints this year. The office also treated 39 assistances (smaller issues that required some help but did not need a formal investigation). These numbers represent an increase from 2011-2012 from which 27 formal complaints were treated and 18 assistances were treated. The increase in the numbers is difficult to explain. It is speculated that it might be attributed to the presence of a new Ombudsman; however it may also just be attributed to increased visibility of our complaint procedure.

Ten complaints were turned over to the Medical Examiner for review. Eight were closed without recommendations and 2 medical complaints were still under examination by the Medical Examiner at the close of the 2012-2013 period.

One complainant requested a review by the Review Committee of the Board of Directors which shall take place during the 2013-2014 period.

Eight complaints were appealed to the Protecteur du Citoyen. Two complaints were concluded and therefore, at the close of 2012-2013, 6 complaints remain pending with the Protecteur du Citoyen.

One of the complaints concluded by the Protecteur du Citoyen had 2 recommendations, both of which were implemented at the Ressource Intermédiaire residence concerned. One recommendation involved food service and the other recommendation involved professional services. The second complaint concluded by the Protecteur du Citoyen had no recommendations. The previous Ombudsman, Amy Fish was also audited by the Protecteur du Citoyen during her tenure as Ombudsman. The Protecteur du Citoyen issued 2 recommendations which have been implemented:

1. To change the Ombudsman's voice mail to confirm days in the office and that calls will be returned within 48 hours;
2. To include the words "personal and confidential" on correspondence to complainants.

In 2012-2013, the issues followed the same general trend as the previous 3 years with one new trend. A new trend was a concern about theft on several of the units. The other general trends concerned dissatisfaction with internal transfers, dissatisfaction with food taste and variety, and general communication issues with staff.

In addition to receiving, investigating and treating complaints, there have been several highlights this year:

1. Resource Intermédiaires (RI): The Ombudsman received several complaints from family members and residents at our RI's which indicate that the RI community understands the functioning of an Ombudsman and knows how to contact her.
2. Visibility: Visibility continues to be a priority for the Ombudsman. She arranges her schedule so that she has office hours around holiday time, attends a Users' Committee meeting and visits the units as much as possible.
3. Accessibility: Accessibility to the Ombudsman has improved with the installation of a new phone system which allows the Ombudsman to receive calls from both her Maimonides and Jewish Eldercare phone extensions in each of her offices.

## **Accreditation**

Maimonides received a visit from Accreditation Canada between September 30, 2012 and October 4, 2012. During the on-site survey, the surveyor team made the following observations about the organization's overall strengths, opportunities for improvement and challenges.

They noted that Donald Berman Maimonides Geriatric Centre can celebrate many successes. As we embark on a second century of caring for the Jewish elderly in Montreal, we are renewing our Strategic Plan that will set our direction for the next 5 years and ensure that the Centre provides the best care across its many programs.

Maimonides is respected as a leader in geriatric care and, with strong community support, the Maimonides Foundation has invested in the Centre's research and teaching capabilities to advance clinical excellence in geriatric care and to develop leaders from within.

The organization was commended for strengthening its capacity in quality management, the strength and the commitment of the Jewish community to Donald Berman Maimonides was noted as one of its greatest assets. There are many examples of families continuing a tradition of financially contributing and volunteering for many generations. With this support, Donald Berman Maimonides has every potential of fulfilling its goal of going further in geriatric care.

It was also noted that the Board of Directors brings its talents, strengths, subject matter and expertise to the governance of the Centre and provides counsel to the senior management team in order to help shape strategies and policy direction for the future. It was noted that there is an extremely strong health and safety program at the Centre which enjoys one of the lowest CSST rates in the Province of Quebec.

Finally, community partners expressed a high level of confidence and satisfaction in their relationship with the organization as a result of trust, mutual respect, good communication and shared visioning for system improvements. Community partners report Maimonides is an excellent partner and that they can always count on us.

In conclusion, Donald Berman Maimonides received a full Accreditation decision with exemplary standing. Only about 10% of all organizations surveyed receive this designation.

## **Strategic Plan – 2007-2012**

### **More than Care**

In keeping with the Strategic Plan and creating a new vision at Maimonides of “More than Care”, Maimonides is working towards becoming the first long-term care centre in Canada to be designated a Planetree organization at the forefront of client-centered care.

Listed below are the 10 continuing care components of Planetree that are now at the core of everything we do at Maimonides.

1. Recognizing the primary importance of human interactions.
2. Enhancing each other’s life journey.
3. Supporting independence, dignity and choice.
4. Incorporating family, friends and social support networks.
5. Supporting spirituality as a source of inner strength.
6. Promoting paths to well-being.
7. Empowering individuals through information and education.
8. Recognizing the nutritional and nurturing aspects of food.
9. Offering meaningful arts, activities and entertainment.
10. Providing an environment conducive to quality living.

The remainder of this report will track our accomplishments over the past year according to the themes laid out in the Strategic Plan. We will focus on any new developments and highlight areas that have evolved since last year's Annual Report.

### **Care to Residents**

- To adopt a respectful, supportive and personalized approach to care for each resident.
- To continue developing new approaches to creating a safe homelike environment tailored to the individual needs.
- To provide much-needed respite services to persons who are not yet residents of the Centre.

### Planetree Approach

In keeping with the Strategic Plan and creating a new vision at Maimonides of "More than Care", the management of Maimonides is continuing to implement the Planetree approach. By the end of March 2013, almost all of our staff members have attended Planetree retreat #1 and Planetree retreat # 2. We continue to offer a combination of Planetree retreats 1 and 2 to any new staff who are engaged by Maimonides. Focus groups continued during the year 2012-2013 with 3 different groups, staff, residents and families. The goal of these focus groups, held twice a year, is to really get a feeling on how the approach is being implemented and what needs to be improved. In addition, these focus groups were consulted during our strategic planning process.

Maimonides continues to be a part of a special pilot project with Planetree International to redefine the criteria for long-term care establishments who want to be designated as a Planetree organization. We made the decision during the year to apply for the gold designation jointly with Jewish Eldercare. A visit will be taking place with a delegate from Planetree International and a delegate of Reseau Planetree Québec in June of 2013. We are anxiously awaiting this visit, having completed a document of over 100 pages and sent it to the Reseau Planetree Québec office.

### Pre-Admission and Social Service Re-design

Following the retirement of the nurse who was responsible for pre-admission assessments, social service took over this responsibility and developed a new process. The social worker updated the Maimonides waiting list and requested updates for dossiers which were outdated. Feedback from the units regarding the comprehensive information collected at pre-admission has been positive.

In order to manage a staffing reduction and create a more efficient way of working, the Social Service Department also implemented a system navigator approach. The goal of this re-design was to provide more intensive social service during the pre-admission period and throughout the transition period for the resident and to provide less concentrated service once the integration had taken place. In order to achieve this, one social worker intervenes at the pre-admission phase and continues to work with the newly-admitted

resident and family to facilitate their integration. Once the appropriate floor is determined by the team, the resident is transferred to the social worker attached to that unit.

### Guidelines for Transfer

In the context of following best practices, Maimonides groups residents according to unit mandates. This year, specific guidelines were developed to provide direction and support to the clinical teams who make these clinical decisions.

### Legal Representation

In order to ensure that residents are at the centre of decisions related to their care, a policy was developed to educate clinical and administrative staff and to provide direction in balancing the needs and rights of the resident with those of the families.

### Risk Management and Disclosure

The Risk Management Committee met on a regular basis during 2012-2013. At each meeting, quality indicators were reviewed and staff members gave presentations on various risk management activities and presented future projects related to reducing untoward events. Committee membership was also reviewed to better reflect the diversity of issues discussed. There was greater emphasis placed on ensuring the accuracy of incident/accident reports as well as the reinforcement of the need to always complete a report to ensure that our indicators are based on complete data. Every sentinel event was closely investigated and the circumstances are reported to both the Risk Management Committee and the Comité de Vigilance.

In 2012-2013, the number of accidents reported was slightly lower than in the previous year. However, there was a higher proportion of incidents versus accidents, an increase of 3%. We had a total of 32 residents who were absent without authorization but only 7 of these events were residents who actually left the building. Furthermore, 3 of those 7 events were from the same resident. A plan was put in place with the resident and the family. The number of aggressions by residents against other residents and staff also decreased. We continue to provide our staff with the tools to manage these challenging behaviours and to identify situations with a potential for aggressive behavior. We will continue to closely monitor those indicators throughout the 2013-2014 year.

The number of medication errors continues to increase this year. We have noted a 27% increase. It is important to note that the robot distribution system was implemented at the end of 2011-2012 and that an increase of reported medication errors was noted since. The risk manager and the pharmacist started meeting at the end of the year on a weekly basis to investigate these further and to try and find solutions.

## Fall Prevention

The Fall Prevention Committee did a pilot study to implement the Fall Prevention Program from Jewish Eldercare on the 6<sup>th</sup> floor but it appeared to have no impact on the number of falls on that unit.

## Infection Control

The year 2012-2013 was a very busy year in Infection Control at Maimonides. While we were lucky not to have any outbreaks of Norovirus (gastroenteritis) this year, there were many cases of influenza or influenza-like symptoms over the course of the Winter. Overall, not many of our residents were affected by all these viruses. In total, 72 residents at Maimonides were affected throughout the course of the year with one type of infection or another. At Lev Tov, there were 2 small outbreaks of Rhinovirus during the year and one outbreak of gastroenteritis. Similarly, at Maison Paternelle, there was one outbreak of gastroenteritis throughout the year.

Throughout the year, rigorous surveillance was maintained for all infections. Hand hygiene, being at the heart of infection control, all our staff are trained in hand hygiene. A hand hygiene audit for the Maimonides healthcare professionals was performed in July and August of 2012. To promote hand hygiene, the infection control team, in collaboration with Risk Management, launched the Hand Hygiene Idol Campaign again on May 7, 2012. All visitors, coming into the building, were reminded of the importance of hand hygiene.

We are now in the process of trying to standardize our infection control policies and procedures between Maimonides and Jewish Eldercare. The 2 infection control teams are meeting regularly and it is hoped that, by the next annual report, we will have one protocol and procedure for infection control.

## Training

In addition to the focus on Planetree training, this year Maimonides has placed special emphasis on training our staff to very specific clinical areas such as nephrostomy and biliary care, PICC and Port-A-Cath care, tracheostomy care, new safety iv catheters, subcutaneous narcotics and anticoagulants and the new suctioning machines. We are also very focused on achieving the best quality control and are working with the Jewish General and the glucometer standards of practice. Every RN and LPN must do a yearly certification which includes an on-line exam and blood proficiency test.

## Externship Programs

Being one of the few nursing homes to offer an externship program to the nursing externs, we developed a program to support the integration and work of 6 new interns during the Summer of 2012. The purpose of this program is to increase the retention of nurses working in our establishment.

## Retention and Recruitment

We have been very successful over the last few years with programs such as our externship and training programs on-site in order to fill any vacant spots within Nursing. At this time, there are no unfilled positions within the Nursing Department. We are very proud that we were able to accomplish this without the use of any external agencies as so many of our confrères have resorted to in the sector.

## Therapeutic Recreation Services

As usual, Maimonides continues to offer approximately 80 activities every month to the benefit of the residents. Diverse activities from bowling, bingo, musical entertainment, centre-wide BBQs, individual unit BBQs and excursions off the premises are offered on a weekly or daily basis.

## **Partnerships with Families**

- To integrate families into the overall functioning of the Centre.
- To respect the multiplicity of the families' needs for information and support.
- To support the families of elderly persons in the community who may not yet be the residents of long-term facilities.

As noted in the section on Planetree, families continue to be a very important focus at Maimonides. Regular focus groups are held with family members and their feedback is taken into consideration in the development of many programs and changes taking place. For example, the Users' Committee regularly meets with the Food Service Department in order to provide feedback on the type of food and choices being offered to the residents.

## **Research**

- To position Maimonides Geriatric Centre as a centre of expertise in long-term care.
- To study the impacts of a "MORE THAN CARE" approach on the well-being of residents and staff.
- To actively engage in knowledge transfer for improved practice and policies.

The achievements of the Centre for Research in Aging for the fiscal year 2012-2013 continue to fulfil the strategic goals of positioning Donald Berman Maimonides Geriatric Centre as a centre of excellence in long-term care in general and the Centre for Research in Aging as a leader in long-term care research. This portion of the annual report will highlight the featured achievements during the most recent fiscal year relative to the proposed specific goals set out in the year before and in the context of long-term objectives for the Centre for Research in Aging in fulfilment of its mission statement.

## Continued Building and Growth

This past year has been a period of continued building and growth to answer the growing need for manpower and resources to execute cutting edge geriatric research at Maimonides. A full-time research assistant was hired to work on the project entitled “Suspected urinary tract infections in long-term care – Is antibiotic prescribing in line with current guidelines?” Our in-house research fellow, who began her fellowship in April 2012 will be continuing her research with us for another year and finally we have recently hired 2 additional research assistants for our externally-funded project entitled “Factors associated with the incidence and prevalence of behavioural and psychological symptoms of dementia (BPSD) in the long-term care setting: Towards developing an early warning system.”

## A New Title and Brand

With our continued growth and expansion and particular over the past 2 or 3 years, we are now proud to be known as the Centre for Research in Aging.

## Scientific Productivity and Collaborations

All members of the department have contributed in countless ways to supporting the productivity of this department. More specifically, in addition to applying for external funding, the department has presented research at various local conferences and colloquiums including Réseau Québécois du recherché de la vieillissement RQRV Annual Meeting, the Centre du Recherche de l’institut universitaire de gériatrie de Montréal Colloquium and at the MUHC Research Institute Division of Geriatrics Research Day. In addition to scientific presentations, we had 26 new publications this year which included both members of the department as authors as well as researchers who have acted as collaborators with our institution in the production of research.

Finally, we have continued to provide a platform of knowledge transfer through our quarterly research seminar series.

## External Funding

Most importantly in 2012-2013, the Centre for Research in Aging has focused on applying for extra-mural research funding and has successfully brought in funds from the RQRV, a Fond du recherché du Québec (FRQ) network. The Centre is committed to the primary long-term objective of obtaining extra-mural funding and as such has re-submitted a grant application for the Spring of 2013 Canadian Institutes of Health Research (CIHR) competition and is in addition planning several applications for the various Fall competitions.

## Advancing the Profile of Research Within Maimonides

A series of activities was undertaken in the past year to promote and enhance the profile of research within Maimonides. Firstly, as part of our quarterly research seminar series,

presentations this year were focused on research which was highly relevant to everyday practice. Secondly, in July 2012, we conducted an intensive and focused effort to update the evaluations pertaining to the cognitive status of our residents. As a result of this initiative, 44.4% of all residents were assessed using the Folstein mini-mental state examination (MMSE). Thirdly, as part of the Accreditation Canada process, the Department of Research prepared a report synthesis on the surveys of family satisfaction conducted at Maimonides over the past 5 years. Finally, as part of a research intervention project aimed at increasing residents' attendance to specialized medical services offered at Maimonides, the research team in collaboration with the Nursing Department, developed a management tool entitled "Huddle Unit Guide Sheet (HUGS)" that was to be used by nursing team leaders within our institutions.

### Enhancing the Profile of Research outside Maimonides

First and foremost, we expanded our strategic positioning of the Maimonides Department of Research into the RQRV by taking initiative and assuming a leadership role in the promotion of a Quebec-wide project investigating the determinants of behavioural and psychological symptoms of dementia (BPSD) in a long-term care setting. Secondly, the Maimonides Department of Research had a strong presence at local scientific meetings such as the 2012 McGill Research Day organized jointly by the McGill Division of Geriatrics and the MUHC Research Institute. Several of our staff, including our Director, Dr. Wilchesky, our Senior Researcher, Dr. Lungu and our Fellow, Dr. Citrin made presentations at this conference. Similarly, 2 other scientific events were also attended by the Maimonides research personnel in 2012 - the annual RQRV meeting and the 30<sup>th</sup> anniversary colloquium of CRIUGM. Finally, the year 2012-2013 saw the initiation of several new collaborations with various universities across Quebec and researchers at other hospitals. Considering the size of our Research Department and the investment that has been made in research by our Foundation over the past number of years, we have an incredible presence which is being felt all over Quebec, Canada and North America.

### **Teaching**

- To educate families and the community about health issues facing the elderly.
- To support staff in integrating "More than Care" principles into care practices.
- To share our expertise with other health care professionals.

Once again, with a generous donation from our Foundation, we were able to provide bursaries for staff members who are upgrading their education. For the first time, we had to increase our request to the Foundation since more staff are now taking advantage of this program. Over the past several years, \$25,000 has been allocated annually to the bursary program. For the year 2012-2013, a special request for \$35,000 was put into the Foundation and was accepted. The Foundation's commitment to this program reflects the value that our community places on the staff at Maimonides.

As usual, the number of students during the year continues to increase and has now reached 700 students. We have partnerships and affiliations with McGill, Université de

Montréal, many CEGEPS and adult learning programs. Our McGill affiliation learning contract dates back at least 40 years and continues to grow stronger.

We continue to provide our signature program to train PEBs in collaboration with the Pearson Adult Career Centre (PACC). Our first class of LPNs graduated in the Fall of 2012 and a new class has been recruited for the Winter 2013. By providing training on site for PABs and LPNs, Maimonides ensures a continual supply of top-notch staff members who are focused on the elderly. Having these students available to assist during the day and evening shifts is also a tremendous support for the staff who are working here.

### **Public Relations and Communications**

- To strengthen our leadership position in the wider community through clear, coordinated and consistent messages about our mission, philosophy, services and activities.

Maimonides continues to be extremely visible, provincially, nationally and world-wide. We continue to have frequent visits from other organizations and continue to set the standard in many of these organizations. We were instrumental with Baycrest in setting up Seniors Quality Leap Initiative. This is an organization of the 10 top long-term care facilities in North America who are attempting to break new ground at looking at what makes us the best. Regular meetings are being held with these groups and a coordinator, who is now based at Baycrest, is managing this program. As this initiative progresses, research papers and indicators should be made available to the research community.

### **Environment**

- To create supportive, secure and homelike environments for our residents that reflect “More than Care” principles.
- To project a welcoming image to families and the community at large.
- To provide supportive environments for staff involved in care, teaching and research.

The very generous donation over the past few years from the Donald Berman Foundation stimulated our “wish list” thinking and resulted in the development and submission of a PDI (Plan directeur Immobilier) for an additional building at Maimonides. This has been submitted to the government but is stalled at this time. We hope, once our merger discussions with Jewish Eldercare move forward, that we will be able to look at this dossier in depth at the Agence.

With the continued input of our extremely active Building and Maintenance Committee, the Chief of Technical Services and the Nursing and Clinical Services Departments, all funds received from the Donald Berman Maimonides Geriatric Centre Foundation and the Quebec government during the past year were directed towards improving the quality of life for residents at Maimonides.

### New IP Telephone System

A new IP telephone system was installed at both Maimonides and Jewish Eldercare with a built-in flexibility to allow us to communicate by only dialing locals between the 2 organizations and yet still having 2 separate systems. Ultimately, when a merger does take place, it will be very easy to join the new telephone systems together.

### Renovation of the 6<sup>th</sup> Floor Activity Room at Maimonides – Michael Zunenshine Activity Room

The activity room on the 6<sup>th</sup> floor was renovated in order to make it much more homelike and comfortable for the residents. Several modifications were made to respond to the residents' needs on this floor.

### Felicia and Arnold Aaron Conference Room on the 2<sup>nd</sup> Floor

The conference room on the 2<sup>nd</sup> floor was renovated with a generous donation from the Felicia and Arnold Aaron Family. The state-of-the art projection and whiteboards were installed in the room along with conference furniture.

### Dr. Simon and Lillian Gold Lounge on the 2<sup>nd</sup> Floor

With a very generous donation from Lillian Gold, the renovation of the lounge on the 2<sup>nd</sup> floor is complete. This renovation is distinguished by its very avant-garde design with a sky ceiling in order to meet the very special needs of the residents on the 2<sup>nd</sup> floor for sensory stimulation. It's a very beautiful calming room for residents and families on this unit.

### Family Meeting Room on the 2<sup>nd</sup> Floor

Adjacent to the Dr. Simon and Lillian Gold lounge on the 2<sup>nd</sup> floor is a new family meeting room designed to offer quiet, private space for families to meet with staff.

### Upcoming Projects

#### Kitchen Floor

The existing floor in the kitchen will be replaced during the year 2013-2014. This floor has been degrading and poses a significant health and safety risk to the staff. Work will be starting during the month of May 2013 and will hopefully finish 4-6 months after it begins. It is quite an extensive project with several of the kitchen functions having to be relocated to the cafeteria which will be temporarily closed to people eating there. However, food will still be available for takeout.

### Installation of a Wheelchair-accessible Ramp at the Mackle Entrance

A project is currently underway to renovate the Mackle entrance and to make it wheelchair-accessible. We are hopeful that, once the tender documents are submitted, the work will be able to take place this Summer.

### Konigsberg Garden on the Caldwell Side

Plans are also underway to renovate the Caldwell entrance and the garden area just outside the Konigsberg Room. In addition to redoing the garden area, it is anticipated that some repaving and some lighting will be redone at the Caldwell entrance during the Fall of 2013.

### Heating System

Finally, we have finished a feasibility study for this project and are hoping to begin proceeding in a timely fashion to organize the replacement of the entire heating system from the 2<sup>nd</sup> to the 5<sup>th</sup> floors inclusive.

### **Government and Network Relationships**

- To promote collaborative relationships with our health care system partners and government that will benefit the elderly in a variety of residential health care settings.
- To play a leadership role in the development of government policy in long-term care.

### Admissions

Maimonides continues to work in collaboration with the Agence to facilitate access to our resources. There have been regular telephone conferences as the Agence implemented its own LEAN project to manage admissions to long-term care facilities. While new admissions must take place in the first available accommodation, we have been successful in convincing the Agence to allow us to be selective in the clientele admitted to the behavioural unit. All those on the wait list are screened to assess suitability. This is very helpful to the appropriate utilization of our resources and ensures that residents, who do not fit the profile, do not move into that unit.

The flow of admissions remains high and consistent with last year at 138 for 2012-2013. It should be noted that, in the last 5 years, there has been a steady increase in admissions. This, coupled with the transfer between units to fit floor mandates, has made for a high level activity for the staff. We continue to track our ability to meet the best practice standards related to new admissions. We continue to prepare residents for admissions, often challenging because of the way in which the Agence manages the wait list. When the Agence identifies that a person is a priority for admission, they move in very quickly.

The evaluation/orientation program (PHPE or program 68) remains a concern for us and our long-term care partners. We are working together to minimize the number of people

who come to this program when it has already been determined that they require long-term care. Transferring such clientele to this transition program creates just one more move for that person.

Historically, Maimonides has had a certain number of places designated by the Agence as lighter care. We have been successful in reducing this number and upgrading our beds but continue to work towards having all the places designated with the higher level of care given the reality of the resident profiles. The Agence continues to maintain this lighter care program by creating a temporary program for people who have a behavioural profile that makes them unsuitable for the existing Jewish non-institutional resources (Maison Paternelle and Lev-Tov). We do not favour this transitional program as residents can only be accommodated in a place like Maimonides. We are actively lobbying the Agence for changes to this program.

As part of our responsibility to the community, we educate future residents and their families that, while they may temporarily have to accept a facility other than first choice for long-term care placement, they do have a right to access a Jewish facility. We are concerned about the fluctuation of the wait list for our Jewish resources. Diminishing numbers have led us to embark on strategies to educate the Jewish community about our excellent facilities and the reality that the wait times are no longer daunting.

### **Resources and Support Services**

- To ensure the human and financial resources are in place to implement the “More than Care” model.
- To put in place the most effective and appropriate tools to support strategic initiatives.

With all of our dedicated recruitment efforts over the past few years, we have been extremely successful in recruiting nursing staff and other professionals and have been able to reduce the number of vacant positions in the organization. With our new automated medication distribution system in the pharmacy, nurses are now able to spend more time at the bedside instead of preparing medications. We are constantly on the lookout for any type of tools that can help us maximize our staff’s time in order that they can spend more time interacting with the residents.

### **Financial**

We had an extremely challenging year during which we absorbed cuts in our administrative areas of \$428,000. This cut of \$428,000 was on top of a cut of \$214,000 the year before. In addition, in the year 2013-2014, an additional cut of \$565,000 has been included in our budget. This now brings our total cuts over the past 3 years to \$1.207 million. We have been successful in reducing our administrative expenses substantially. However, we have reached the limit at this time. All the reports produced by the Agence indicate we are extremely efficient from an administrative point-of-view, ranking #3 out of all the healthcare organizations in Montreal.

Unfortunately, we have also had to absorb an additional \$50,000 due to funding we provide to Maison Paternelle which was not covered by the Agence this year. As a result, we ended the year, for the first time, with a deficit of \$137,504. As we go forward into the next fiscal year, we are hoping that, by working together with Jewish Eldercare and submitting a plan équilibre budgétaire which includes upgrading the remaining light-care beds at Maimonides, we will be able to balance our budget. We are hopeful that our ability to look at innovative solutions and partnerships will help us move forward during these difficult times.

## **Conclusion**

The Donald Berman Maimonides Geriatric Centre is extremely proud of what it has accomplished in the past years. As we go forward, a merger with Eldercare will be the next upcoming challenge. The Boards of Directors, our Foundation and Auxiliary members and front-line staff at Maimonides have all contributed to help us to achieve the goal of outstanding resident care. With the combined support of our community and the Agence, we are confident that the milieu de vie and quality of care will continue to improve and that the objectives which will be identified in our Strategic Plan for the next few years will be implemented in a timely fashion.

May 9, 2013