



# BROADMEAD CARE

*Exceptional Care. Exceptional People.*



Lodge residents,  
Margaret & Earl Clark.  
Earl is a WWII veteran  
who stormed the  
beaches on D-Day  
in 1944.

## ANNUAL REPORT 2013 - 2014

*An Exceptional Year*



## BROADMEAD CARE – AN EXCEPTIONAL YEAR

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*Broadmead Care Society provides adult day programs and residential care for hundreds of WWII and Korean War veterans and seniors at the Lodge at Broadmead and Veterans Health Centre and residential care for 40 adults with disabilities at Nigel House and Harriet House.*

## VISION

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*A caring society where people of all ages and abilities achieve their full potential.*

## MISSION

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*To help build a caring society by providing excellent health, social and housing services for veterans, seniors and other adults.*

## A Message from the Board Chair and CEO

The past year has been one of significant change for Broadmead Care. It began with a decision by the Government of BC to remove us from the public service. As a result, on June 1, 2013, we became an independent employer with an opportunity, for the first time, to work directly with the unions representing our employees. We remain committed to being an employer of choice and providing exceptional care for our residents and clients.



Sharlene Smith, Chair, Board of Directors  
and David Cheperdak, CEO.

Government's decision to remove Broadmead Care from the public service has both short and long term financial impacts. Despite the short-term costs, we were able to achieve a balanced budget, before amortization. This required additional funding from Island Health and a significant cut to our operating budget.

Broadmead Care's most important objective is to provide exceptional care and services to our residents and clients. To help us understand if we are achieving this objective we ask family members of Lodge residents and we ask Nigel Residents to give us feedback through a satisfaction survey we administer every 2 years. The results of this year's surveys were very positive and indicate that despite the ongoing need to reduce expenditures and streamline operations to balance our budget, we have been able to maintain our commitment to exceptional care and services.

The Board of Directors and Management Team also completed an annual review of our Strategic Plan. A focal point was our unanticipated removal from the public service. We also reviewed the status of our Veterans programs and the challenges we have faced in trying to re-develop Nigel House.

Nigel House is nearing the end of its useful life as a residential care facility. Recognizing the unique role the Nigel Program plays in the continuum of services offered in our community, we have worked closely with Island Health, BC Housing, the District of Saanich, and the Capital Regional District to complete a capital plan that will allow us to move forward with the project. Although we have yet to secure a commitment from Island Health, we have purchased three properties adjacent to the current Nigel site. Having this property will allow the future development of a campus of housing and care services for adults with disabilities.

Broadmead continues to pursue its vision of a *caring society where people of all ages and abilities achieve their full potential*. We do this through exceptional people: 470 dedicated employees, 200 committed volunteers, supportive families and friends, a growing number of generous donors and a hard-working board of directors. Our sincere thanks to everyone who has helped Broadmead Care provide another year of exceptional care. *Thank you.*

Sharlene Smith, Chair, Board of Directors

David Cheperdak, CEO



*Creative Arts activity worker Audrey with  
Veteran Health Centre client Eddie H.*



## **Broadmead Care Resident Profile 2014**

The Lodge at Broadmead is a 229-bed complex care facility with 115 Priority Access Beds for veterans, 110 community beds and 4 respite care beds for veterans. The Lodge is Vancouver Island's designated care facility for WWII and Korean War Veterans.

Broadmead Care Society's (BCS) staff aren't doing the same work today as they've done in the past. Driven by the success of the many initiatives to support BC seniors and people with disabilities to live at home as long as possible, our residents have unprecedented levels of complexity and fragility. At the Lodge at Broadmead:

- >> The average age of residents is 89, and 57% are men, reflecting our largely veteran population.
- >> There has been an increase in levels of physical dependency – 74% of residents have moderate to total dependency for basic activities of daily living such as bathing, dressing; necessitating a review and redistribution of direct care staff and a major focus on safe resident handling and musculoskeletal injury prevention.
- >> Dementia care is a continuing focus, with 94% of residents living with moderate to high cognitive dependency (indicative of dementia). Half of the lodges are now secure dementia care units, and we continue to offer the Supportive Pathways and Dementia Difference education programs to staff and volunteers.
- >> Provision of quality end of life care is a continuing focus – 43% of residents who died in the past year resided at the Lodge less than one year (compared to 34% the previous year), and 74/81 (91%) of residents who died in the past year spending their last days and hours at the Lodge.

# Caring for Canada's Veterans

Broadmead Care is very proud of our ongoing role as the primary service provider for Canada's WWII and Korean War veterans for residential care and day programs on Vancouver Island. The 70th anniversary of D-Day is a poignant reminder of the courage and sacrifice of our Veterans who fought so bravely on the beaches of Normandy. We are honoured to have a Veteran living at the Lodge at Broadmead at this time who was part of the Normandy invasion on D-Day.

Despite a decreasing number of WWII and Korean War veterans in many parts of Canada, Broadmead Care continues to experience significant demand for veteran's services. The Veterans Health Centre has maintained a large wait list throughout the past year and the 115 Priority Access Beds for veterans at the Lodge at Broadmead were at full occupancy as well. Broadmead Care understands that at some point in the future our role in caring for Canada's World War II and Korean War Veterans will eventually come to an end. However, we are committed to maintaining the highest quality of services possible as long as there are Veterans requiring our care and support.

Broadmead Care continues to work closely with Veterans Affairs Canada to ensure that programs and services for veterans are maintained while they are needed. We highly value our partnership with Veterans Affairs Canada and their ongoing support for Veterans programs and services at Broadmead Care.



Health Care Worker Adrianna with Lodge resident Bill W.

## Veterans Health Centre Resident Profile 2014

The Veterans Health Centre is a partnership between Broadmead Care and Veterans Affairs Canada which launched in 1999. It provides health, social and recreational services for veterans living in the community. The centre, which is located in the Lodge at Broadmead, provides these services for 160 clients a week. The Veterans Health Centre is a very effective program that enables veterans to live at home safely as long as possible.

- >> 130 veterans attended the Veterans Health Centre each week
- >> Average age is 91 >> Oldest client is 100

## Nigel House and Harriet House Resident Profile 2014

Nigel program for adults with disabilities is a residential care program for adults between 19 and 55 years of age. Nigel has two buildings: Nigel House, a licensed residential care facility with 25 residents who receive 24 hour personal care and support and Harriet House with 15 residents that receive 16 hour personal care support. Nigel program residents' disabilities result from trauma, neurological degenerative diseases or birth anomalies. Each resident has unique combinations of complex health conditions that compromise their ability to work and live independently.

- >> Residents' average age is 51; the age range is from 32 to 68
- >> 47% men, 53% women
- >> All have physical disabilities and need help with daily living; some have mental health challenges
- >> Length of stay of current residents – 24% have lived at Nigel less than five years, 40% six to ten years, 20% 11 to 20 years, 16% 21 to 35 years
- >> Common diagnoses include multiple sclerosis, spina bifida, cerebral palsy, traumatic brain injury, post cerebrovascular accidents, Parkinson's disease, post-polio syndrome and depression



Nigel House resident Diane extends a welcome.

A photograph of Cathie McDonald, a Lodge Nurse, standing next to a medical cart. She is wearing a white scrub top with a colorful floral and Mickey Mouse pattern, a black lanyard with a yellow ID badge that says "Cathie", and black pants. She has her left hand on her hip and her right hand resting on the cart. The cart is white with a blue drawer and holds various medical supplies, including a blue container, a white bowl, and a clipboard with papers. The background features vertical stripes in blue, orange, and yellow.

*Cathie McDonald,  
Lodge Nurse*

## Overhead Lift Project

Many residents are very frail and are no longer able to walk or transfer themselves independently. Since 2011, Broadmead Care has been reviewing and developing a Safe Resident Handling Program. Working with a consultant kinesiologist, we have been providing staff training; developed a Peer Resource Team for Safe Resident Handling made up of front line staff and supervisors; reviewed and redeveloped policies and procedures, contributed to evaluation and selection of slings and lift equipment. In light of this safe handling program, Broadmead Care will install overhead lifts in the resident rooms here at the Lodge at Broadmead. This new lift system will allow caregivers access to lift equipment at the point of care, provide greater ease of use in small spaces, and decrease the physical demands and postural loads during care tasks such as transferring, toileting, and repositioning residents in bed.

Overhead lifts installed on the ceiling of rooms have been found to be superior to floor-based lifts in reducing caregiver injuries, so they are now the industry standard. The Lodge was built at a time when only floor-based lifts were available; Nigel House had overhead lifts installed more than 10 years ago. Floor-based lifts are large, cumbersome, clutter hallways and caregivers can spend considerable time retrieving and maneuvering them. The main components of the overhead lift system include lift tracks installed on the ceiling of the room, a powered hoist and a variety of types of slings that provide various levels of support and functionality.



# Polypharmacy Project

Polypharmacy (the use of multiple medications) is common among the elderly and disabled. Broadmead Care Society (BCS) collaborated with the British Columbia Medical Association and Ministry of Health Shared Care Committee to design and implement a project to address polypharmacy, which was undertaken between June 2013 and January 2014. The initiative built on five years of previous work at BCS to ensure appropriate use of medications (in most cases, by reducing the prescription and administration of unnecessary medications), thereby optimizing resident safety and quality of life.

The project tested an enhanced six month medication review process in which a physician (one of the Lodge's Medical Coordinators) was added to the six-monthly medication review team, which previously included an RN or LPN and a pharmacist. In the first cycle (June - July 2013) the enhanced process was used in two units with a total of 70 residents. In the second cycle (Nov 2013 - Jan 2014), the enhanced process was used for all 225 residents at the Lodge at Broadmead.

The impact of this process improvement was evaluated. The reduction in total medication numbers was modest (2.7 % scheduled and 7.5% PRN) due in part to the fact that rates were already low from years of quality of improvement work at the Lodge. The enhanced medication review process was well received by nurses and pharmacists, who valued the participation of a physician in the reviews.

*"The cleanliness, atmosphere, care and respect are above and beyond any of my expectations"*

*– Family Satisfaction Survey response*

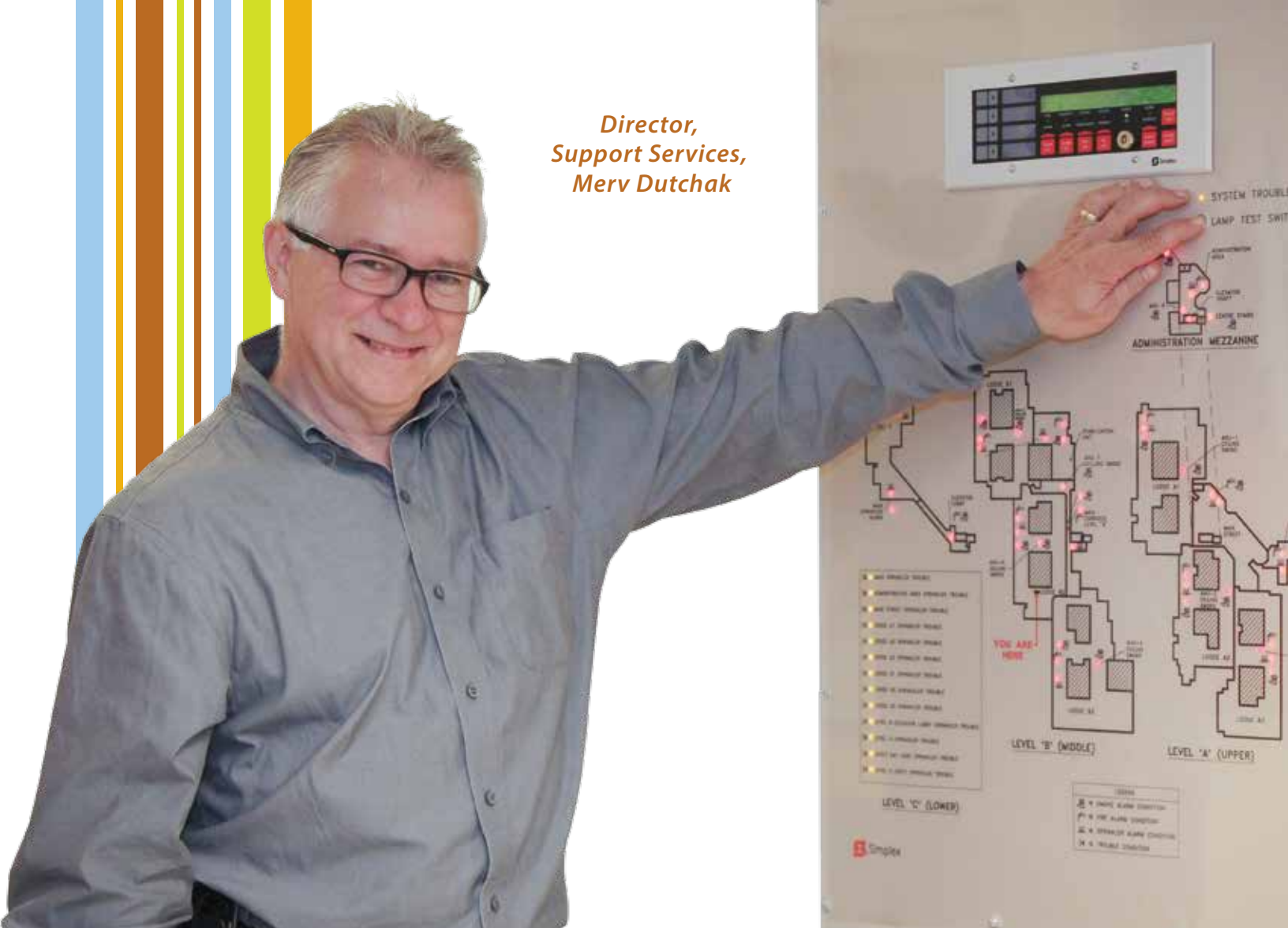
Installation of overhead lift equipment requires ongoing staff training and support, to prevent resident injury. The work we have done to develop the Safe Resident Handling Program will contribute to the successful implementation of overhead lifts at the Lodge at Broadmead.

*"Our family has overwhelming gratitude and appreciation for the quality of care our mother receives from your dedicated staff at every level. Staff also extend this warmth and involvement to us on our frequent visits to the lodge."*

*– Family Satisfaction Survey response*



*Director,  
Support Services,  
Merv Dutchak*



## A Bouquet of Kindness Every Year

Thanks to the JS Fund through the Victoria Foundation, the residents of Harriet House will now be able to enjoy a lovely sunny day in their beautiful new garden.

The Harriet House garden area was inaccessible to most residents who have mobility issues. The planter boxes were too low for residents to use and the layout made it impossible to have group BBQs or activities outside. The cost to take down the trees, scrape the garden clean, put in new electrical and irrigation systems, build new planter boxes, pour a stamped concrete patio and create a lawn bowling green was \$45,000.

So imagine our delight and surprise when we heard that our kind donor read the article in an issue of Moments (Broadmead Care's newsletter), approached her financial advisor and said, "I would like to do this." Using the pass-through fund capabilities of the Victoria Foundation whereby donors can give their money to the Victoria Foundation who then handle the interactions with the recipient charities, this wonderful donor fully funded a new garden at Harriet House.

Construction of the newly developed garden at Harriet House.





# Emergency Preparedness a High Priority

We appreciate that many residents who live in Broadmead Care facilities will need assistance during a major emergency such as a fire. Accordingly, fire preparedness is a very high priority for us. All Broadmead Care facilities are equipped with early warning fire detection equipment and automatic sprinkler systems. These systems are routinely tested in accordance with National Fire Code requirements to ensure their proper operation in the event of a fire. Fire drills are routinely conducted to test staff preparedness and identify opportunities to improve fire response. On-line emergency learning modules are in place enabling staff to refresh their knowledge of emergency response procedures at a time and speed that works best for them.

Through a generous grant provided by Island Health, all smoke detectors and centralized fire alarm control equipment at The Lodge at Broadmead were replaced this year.

*"I am thankful  
my beloved husband  
is here. Everyone on staff  
deserves high praise."*

*– Family Satisfaction  
Survey response*

The official opening and ribbon cutting happened at a celebratory BBQ on September 6th at Harriet House. Residents, staff, members of the Board and volunteers thanked the donor for her generosity, compassion and thoughtfulness. As the donor noted:

*"This is a gift I was happy to give. Every year when the garden blooms, I will feel as if I have given another bouquet to the residents of Harriet House."*

Thank you to the JS Fund through the Victoria Foundation for this kind and thoughtful gift.



The newly developed Harriet House garden.

A portrait of Kelly Sprackett, a woman with short, curly grey hair and glasses, smiling. She is wearing a light blue top and a necklace with a circular pendant. A yellow name tag on her left chest reads "Kelly S. Coordinator of Volunteer Services". The background features vertical stripes in blue, orange, and yellow.

*Kelly Sprackett,  
Coordinator of Volunteers  
and Saanich Better at  
Home Program*

## **Satisfaction Surveys – the Results**

Every two years Broadmead Care administers detailed surveys to get feedback from family members of Lodge residents and from Nigel Program residents. We utilize a widely used survey tool developed by the Ohio Department of Aging. This survey tool includes a wide range of questions about most aspects of living in our facilities, including topics such as the admissions process, activities, direct care, food, laundry and safety. We report the survey results to families and residents, to our Board of Directors and to our key funders, Island Health and Veterans Affairs Canada.

We recently administered the surveys and the results were very positive. For the Lodge at Broadmead, 95.6% of respondents stated they would recommend the Lodge to a family member or friend, and 98% indicated that they were satisfied overall with the quality of care residents receive at the Lodge. For the Nigel Program, 100% of residents indicated that they were satisfied with the quality of care they receive and 82% (up from 63% in 2012) would recommend the Nigel Program to family or friends.

We are very encouraged by these very positive results. The summarized results were reviewed by the Broadmead Care Management Team, Departmental teams and by our Board Quality Improvement Committee. We identified areas of strength that we want to continue to build on, and also identified areas for improvement. We will continue to use the feedback from the surveys to make further progress towards our objective of exceptional care and services.

# Better at Home

Better at Home is a program to help BC seniors live in their homes longer. Better at Home is funded through a \$20 million grant from the Government of BC, and managed by the United Way of the Lower Mainland. As the Lead Agency in the Saanich component of this new program delivered to seniors in 68 communities across the province, Broadmead Care will develop partnerships, manage funds, and coordinate the delivery of a mix of volunteer and affordable paid services.

Many Saanich seniors struggle with the day to day tasks that most of us take for granted. Some are lonely and may have dementia, causing additional challenges, including social isolation. The Saanich Better at Home program will make a difference in the lives of seniors by adding affordable housekeeping and in home paid companion assistance to the volunteer services currently provided by community organizations.

“We are fortunate to implement this new program in Saanich, a municipality that has been officially an *Age Friendly Community*’ since 2002” says Kelly Sprackett, Saanich Better at Home Coordinator.

We will work to enhance capacity of existing community services, leverage skills and resources in the community, and develop a sustainable program to benefit the seniors of Saanich now and in the future.

Our vision is that not one senior in Saanich will go without the supports and services that they need to live to their full potential in their own home and community. “I believe this program will extend Broadmead Care’s values of exceptional care, with our particular expertise in dementia, into the community and into the homes of Saanich seniors.”

*“Every moment matters is your motto and it perfectly describes how I feel about the lodge and staff.”*

*– Family Satisfaction Survey response*



Debbie Warden,  
Lodge Receptionist

*“When my father was transferred to Broadmead, we were welcomed at the front door and a new wheel chair was waiting for him.”*

*– Family Satisfaction Survey response*



*"It is the caring,  
dedicated, professional  
staff that make  
Broadmead truly special."*

*– Family Satisfaction  
Survey response*

*Josée McGeough,  
Physiotherapist*



## Risk Management at Broadmead Care

Broadmead Care is committed to best practice governance and to meeting or exceeding all Accreditation Canada national standards. Part of this commitment is ensuring that our organization has an effective risk management system in place. To further strengthen our risk management practices and to provide an effective governance tool for our Board of Directors, we developed a Sentinel Risk Register. A sentinel risk is defined as a risk that has the potential to frustrate achievement of our mission by significantly impacting client care, personnel, reputation, finance or strategic goals.

The purpose of a Register is to provide a tool to monitor strategic and operational areas that expose Broadmead Care to the greatest risk. The Register then also indicates how the Board will monitor these potential sentinel risks and what steps are being taken to prevent them from occurring.

The Sentinel Risk Register first outlines Broadmead Care's appetite for risk – how much risk are we willing to take to achieve our mission and vision? Overall, our organization has a low appetite for risk. We have a very low risk appetite for any change in our organization that will result in a reduction of the quality of care and services we provide. We are willing to consider moderate levels of risk to advance our Organizational Growth Strategy. The Risk Register then outlines nine (9) areas of risk that are monitored by the Management Team and Board on a regular basis. Loss of financial capacity, the condition of our capital infrastructure and not sustaining our quality of care are some examples of risk areas that are monitored through this Register.

Maintaining a Sentinel Risk Register is another way that Broadmead Care is ensuring we have the resources and capability to continue providing exceptional care and services for our residents and clients.

*Some members of the current Peer Resource team  
left to right: Andrea Palmer, Annette Elieff,  
Kristi Osguthorpe, Fiona Sudbury,  
Jim Oldnall, and Gary Virtue*



## Peer Resource Team

Musculoskeletal injuries sustained during the provision of direct care are the most common type of injury, and Health Care Workers are at highest risk. The Peer Resource Team for Safe Resident Handling (or as we call them, the “PRT”) was established in February 2013. The PRT is an interdisciplinary team made up of Health Care Workers, Nurses, and Therapists. The PRT aims to help strengthen the culture of safety and support all staff in safe resident handling and reducing injuries. This year, the PRT focused on teaching all staff how to use 2 new assessment tools (the Mobility Decision Support Tool and Point of Care Risk Assessment Tool), contributed to the evaluation and selection of the overhead lift system, and reorganized the distribution of the Lodge’s floor lifts and slings. The PRT’s activities are based on the new Provincial Safe Resident Handling Standards for Musculoskeletal Injury Prevention in British Columbia.

*“Broadmead is a very special place. It was where  
I wanted my husband to be.”*

*– Family Satisfaction Survey response*

Missing from the Peer Resource team photo above:  
Wrendevyn Barnett, Christine Burns, Alison Gill, Carmen  
Jones, Rodger Lefevre, Shauna Love, Heather McDonald,  
Al Vandergoot, and Taylor Specht.

# Fundraising for Exceptional Care

Due to your generous support and the support of many other organizations on Vancouver Island and in BC, Broadmead Care was able to provide ongoing exceptional care to our WWII and Korean War Veterans here at the Lodge at Broadmead and to the residents of the Nigel Program. Some of this past year's highlights include:

- JS Fund through the Victoria Foundation and P. A. Woodward Foundation gave our residents the gift of comfort with the purchase of bladder scanners – a non-invasive option to catheterization which can cause embarrassment and discomfort to our residents. Catheterization is also a leading cause of urinary tract infections. The bladder scanner requires little training and allows measurement of bladder volume in a precise, safe and reliable way to our residents. The JS Fund through the Victoria Foundation also provided a beautiful new garden to the residents at Harriet House which you have read more about in a previous article.
- Our friend Rudi Hoenson, a former WWII prisoner of war, continues to support the residents through the purchase of specialty beds and mattresses and other equipment for the veterans and seniors here at the Lodge at Broadmead. Rudi is a frequent visitor to the Lodge and we appreciate his continued support. We would also like to congratulate him for his recent award – Generosity of Spirit from the National Philanthropy Day committee here in Victoria.
- This year's golf tournament saw the largest total ever raised in Broadmead Care history. With help from title sponsor, John Dewar and the Commissionaires, the event raised \$100,000 net. We thank John and his team as well as the many many other supporters of the day.
- We cannot provide the exceptional care and the needed equipment without the help of service clubs and other organizations. Thanks go out to the Victoria Foundation for their \$12,000 grant which will help our Nigel residents take more frequent trips out into the community through the Live It Up program. The National Association of Federal Retirees - Fred Whitehouse Branch, Victoria Remembrance Day Poppy Fund Committee, Royal Canadian Legions #91 and #37 also provided the means to purchase urgently needed equipment and we thank them for their continued commitment.



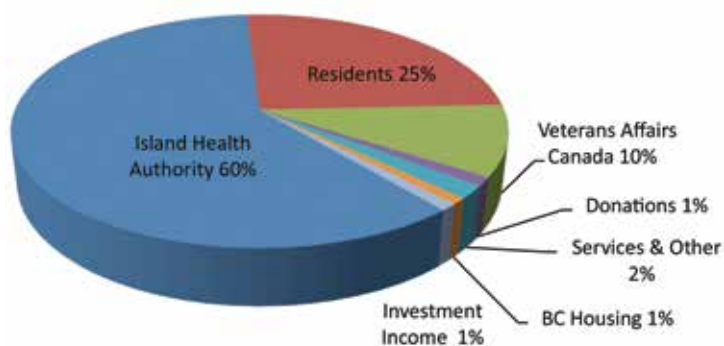
Generosity of Spirit Award  
Recipient, Rudi Hoenson.

- We are looking forward to the launch of our Overhead Lift Campaign this September. The ceiling lifts are a gold standard in health care and will provide safety to all in transferring our residents. You will be hearing more about the Lift Campaign in the coming months.
- And finally to you, our steadfast donors, for your unwavering support in donating **half a million dollars** in cash and in-kind donations this past year. Your support directly impacts the residents here at the Lodge and at the Nigel Program and we cannot thank you enough for providing exceptional care to each and every resident of Broadmead Care. You make every moment matter to all of us here.

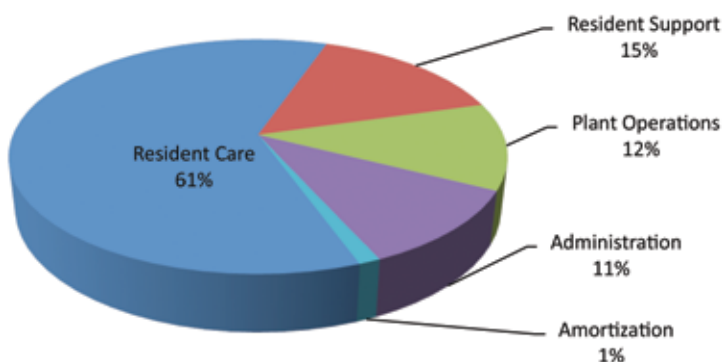




## Fiscal 2013/14 Revenues & Expenditures



Revenues by Source	2014 (\$000s)
Island Health Authority .....	13,956
Residents .....	5,858
Veterans Affairs Canada.....	2,276
Services & Other.....	416
Donations*.....	262
Investment Income.....	227
BC Housing .....	200
<b>Total</b>	<b>23,195</b>



Expenses by Category	
Resident Care .....	14,685
Resident Support.....	3,516
Plant Operations .....	2,814
Administration .....	2,124
Amortization of Property & Equipment... ..	292
<b>Total</b>	<b>23,431</b>
<b>Net Loss</b>	<b>(236)</b>

\*Donations used for resident care & support; total donations received were \$413,000 with \$296,000 deferred for future expenditures.

A complete set of audited financial statements is available by calling 250-658-3201.



*The Board of Directors thanks everyone who supported Broadmead Care in its efforts to provide exceptional care for our residents this past year. We thank the residents, clients, and their families who have entrusted us with their care.*

## BOARD OF DIRECTORS

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*Sharlene Smith, Chair*  
*Paul Morgan, Vice-Chair*  
*Chris Carter, Treasurer*  
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*Bob Cronin*  
*Helen Evans*  
*Daphne Goode*  
*Cheryl Moir-van Iersel*  
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*David Cheperdak, CEO*



**BROADMEAD CARE**  
*Exceptional Care. Exceptional People.*

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