



*Established 1982*



# Glacier View Lodge Society

## Annual Report 2014-2015

September 10, 2015

## **VISION**

**An innovative community of care, responsive to the complex needs of our diverse population.**

## **MISSION STATEMENT**

**Glacier View Lodge, currently, is a complex care facility providing progressive residential care, and various associated community services primarily for seniors of the Comox Valley.**

**Glacier View Lodge respects the dignity and individuality of each person in its care, while offering choice in as many quality of life aspects as possible.**

**Glacier View Lodge, recognizing that individuals are members of a larger community with physical, emotional, spiritual and social needs, offers a safe, warm and caring home.**

**Glacier View Lodge values its staff, their aspirations and health, and demonstrated this by providing a supportive, safe and stimulating work environment and appropriate compensation.**

## **VALUES**

**Glacier View Lodge aspires to the following values enshrined in its Bill of Rights:**

- **Non-judgmental living environment**
- **Universal acceptance and individual recognition**
- **Physical, emotional, spiritual and social support and comfort**
- **Privacy and security**
- **Individuality in thought, possessions and action**
- **Highly competent, caring and compassionate staff**
- **Vibrant community interactions and dedicated volunteers**

**Glacier View Lodge also adheres to the Residents' Bill of Rights established under Section 7(a)(c.1)(ii) of the *Community Care and Assisted Living Act*.**

## Governance

### ***Joint Message from the Board Chair and Executive Director***

The past fiscal year has truly been inspiring, seeing many key achievements realized through the efforts of dedicated staff and leadership, a visionary Board of Directors, and a supportive community. You will see on the following pages in this booklet, highlights of a number of initiatives; all with the aim of improving the quality of life for our residents. A few of these accomplishments were significant and deserve particular mention.

❖ Glacier View Lodge Society operates 101 residential care beds funded through Island Health. In addition to our 101 residents, the Lodge offers one respite bed, an Adult Day Program and a Community Bathing Program. The presence GVL in the community has had a significant impact during the 2014/15 fiscal year as a result of the addition of 1600 square feet of new space to accommodate our Adult Day Program (ADP) activities. This new space has so far been a huge success for the participants of the day program and frees up much needed space for our Lodge residents to enjoy. This addition was made possible through a significant capital contribution from Island Health, and the overwhelming community response to our needs. Over \$160,000 was donated through our fundraising initiatives, and this project would not have been possible without this support. Thank you to all who made contributions in many different ways to get this wonderful project completed.

Acknowledgement also needs to go to the Architect, Bradley Shuya and to the Construction Manager Knappett Projects Inc. Thank you to all the staff who endured the challenges of having a large construction project that at times was disruptive; and of course, to our residents and families, your patience and understanding throughout the construction process was incredibly supportive.

❖ Accreditation is a quality peer review, and is a requirement for facilities contracted by Island Health. Accreditation Canada completed their on-site review in June of 2014, and the results exceeded our expectations! Glacier View Lodge was awarded Accreditation with Exemplary Standing, which is the highest rating a care facility can attain. To achieve this status it takes three years preparatory work by dedicated teams who prepare evidence to satisfy the Required Organizational Practices for residential care services. This commitment to quality improvement is fully endorsed by the Board, and in fact the Board was recognized during the survey for their commitment and participation in the process.

❖ Earlier this year, Glacier View Lodge was awarded the Not For Profit Business of the year award by the Comox Valley Chamber of Commerce. This was a wonderful evening of celebration with the Comox Valley business community. The not-for-profit category had a number of reputable nominations, so it was a crowning achievement to be recognized the leader amongst strong competition.

While these big milestones are nice to report, and make for great marketing material, it is the small day-to-day acts of kindness and compassion that are most important to Glacier View Lodge. It is the relationships that our staff form with the residents and their families; the attention to detail; the resident centered care; and the countless moments of joy and connection that the staff make on a daily basis. With the Mission, Vision and Values as the guiding principles, our residents and families can count on receiving safe, quality care.



***R.E. "Bob" Scales  
Board Chair***



***Michael Aikins  
Executive Director***

## **Governance**

### ***Governance in Action***

#### ***Quality of Life / Ethics Committee***

This committee, under the chairmanship of Carol Anderson, has a mandate to ensure that the Society is in compliance with the Lodge's *Quality Management Program*. The Committee regularly reviews ethical scenarios that are unique to Glacier View Lodge, as well as risk management statistics, to ensure that we are maintaining the highest level of care possible.

#### ***By-Laws and Policy Review Committee***

Under the chairmanship of Marg Szafron, the By-Laws and Policy Review Committee has completed a thorough review of the by-laws. Once the recommended changes have been made and relevant policies revised, the By-Laws will be forwarded to the Ministry of Health for approval and brought to the 2016 AGM of the Society.

#### ***Property Development Committee***

Through the leadership of Chair Russell Horswill, this Committee has been working with the Board to develop a long-range strategy that may result in the development of the adjoining 37 acres as well as the forested area beside the driveway. Preliminary studies have been conducted by professional engineers pertaining to geotechnical and environmental constraints. The Property Development Committee will continue to work closely with the Board as well as the Building Capital Committee.

#### ***Building/Capital Committee***

The Building Capital Committee, under the chairmanship of Gib French, provides management of capital projects and gives direction to staff members and consultants on the implementation of the Committee's decisions.

#### ***Education Committee***

The Education Committee, under the chairmanship of Allan Douglas, identifies a roster of lunch hour presentations, with an emphasis on operations, to enhance the Directors' understanding of how the facility works in order that decisions and decision making are better informed.

#### ***Nominating and Membership Committee***

This Committee, chaired by Allan Douglas, is tasked with filling vacancies on the Board and developing tools, such as a skills matrix and robust screening process, to facilitate this task.

#### ***Fundraising and Financial Resources Committee***

Under the chairmanship of Roslyn Smith, this Committee pays special attention to the Organization's strategic priority given to fundraising. Our priority this year was fundraising for the expansion of the Lodge providing dedicated space for the Adult Day Program and a great meeting place for residents and staff after day care clients leave for the day. We are pleased to have the expertise of Ragnhild Flakstad, recently hired, to manage the Lodge's Resource Development.

## Quality

### Accreditation

In June 2014 Glacier View Lodge was evaluated on 418 national standards by Surveyors from Accreditation Canada. We met all the Required Organizational Practices and the High Priority Standards, leaving us with only 3 lower priority standards to continue to work towards.

We were awarded "Accreditation with Exemplary Status".

Only 20% of facilities surveyed reach this level of achievement.

It is a tremendous amount of work to organize all the evidence supporting compliance with the standards into the required format for the survey. Thank you to all the managers and team leaders, and especially to Ryan Lakie and Mya Ambrose, for their help and significant contributions to this process.



### Medical Advisory Initiatives

**CLEAR** – Call for Less Antipsychotics in Residential Care was a Province-wide quality improvement initiative.

We had some success in reducing antipsychotic use through lower dosing of medication.

When reviewing the numbers, the challenge was how best to measure the reduction when considering resident turn-over.

Through the **CLEAR Initiative**, Glacier View Lodge has been able to be one of the leading facilities in the provincial movement to reduce unnecessary antipsychotics.

Our team has been successful in using non-pharmacological interventions combining behaviour monitoring and a positive gentle dementia care approach as a first line to assisting with responsive resident behaviours.

### UBC Dental Project

Many of our residents participated in the UBC Dental Project which involved free dental assessments and recommendations for any urgent dental care needs. They also provided staff education and tips on dental hygiene. This projects' purpose was to assess the level of oral health and the need for dental services for seniors in facility in a rural center outside of the Lower Mainland.

### Volunteers

*are an integral part of the*

*Glacier View Lodge Community*

Volunteers provided over 8,000 hours of service to the Lodge in the current year.

2014 Volunteer of the Year Awards went to

- Salvation Army Church,
- Pet Visitation Volunteer Dorothy Drubek.
- 

In 2015 the Awards were presented to:

- Greg Lindsay, a long-term visiting volunteer
- Youth Crafters Frances Nye and Reese Douglas.
- 2014 Auxilian of the Year was Diana Pickwick
- 2015 Auxilian of the Year is Marilyn Farnham.

*We extend our sincere thanks to all of our wonderful Volunteers.*

## Quality

### Resident Successes

It is rare in residential care to have the opportunity care for a 27 year old with the goal of improving enough to go home. We had such a learning opportunity with Isaac.

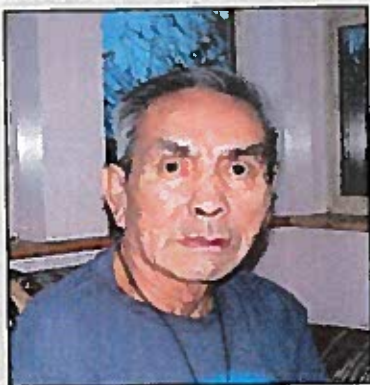
With the assistance of local neuro-physio expertise , the efforts of our Restorative Care Team, and our nursing team, this young man who was told he would never get any better gained enough fine motor coordination to write again, use his computer, and catheterize himself. He gained enough physical strength to push himself in a manual wheelchair and shower himself. With support from the community and the determination of his mother, an accessible suite was built for him and he went home for Christmas to stay.

It was very rewarding for all of the staff at Glacier View Lodge to be involved in this very positive outcome.

*This is a photo of Isaac and his mum taken along with Bev Powell, Director of Care (far left) on the day he left for home!*



Don came to live at Glacier View Lodge following a stroke and was told he could never walk again. Through the dedicated work of the restorative Care Team and his own motivation, Don was able to walk to breakfast with an assist on a daily basis. Don also achieved his 15 year milestone of sobriety.



*Don James  
1940 - 2015*



Through the initiative of staff members, the Comox First Nation came to perform a ceremonial dance for him and our residents and families were able to enjoy this very special performance and honour Don.

## Quality

### **Adult Day Program Expansion**

In 2015, we were finally in the position to create a new space at the Lodge to enhance our community programs.

Construction began on the long-awaited Adult Day Program space named the Marsland Centre. We opened the space in mid May 2015. It is a beautiful 1,600 square foot space and has been very well received by all our current and prospective clients. We see evidence every day that our clients function much better in the quieter environment.

The additional space has also been very beneficial to our residents and contributes to their comfort and well-being. By removing the traffic and noise generated by the arrival and departure of our clients unnecessary stimulation has been significantly reduced on our main unit environment, along with the reduction in size of many activity programs. We have noticed that residents are better able to focus during activities and there are fewer people restless in the afternoon.

### **Generous Community Support**

Over the past two years, our focus has been in engaging our community concerning the needs of Comox Valley seniors and their caregivers, as we prepared to build our new Adult Day Program space.

Through a variety of fundraising events including;

- Autumn Gala in 2013,
- Two "Evenings at Chances",
- 50-50 draws
- Letter campaign,

We successfully raised over **\$167,000.**

A very significant single donation came to us via a former family member. In gifting the Lodge for the Adult Day Program, he said *"You always saw my wife as a real person, not a woman with dementia. I was always grateful that you kept her true spirit alive by acknowledging her gifts with music and dance."*



*Donation from members of the Royal Purple*

## Enhancing Care

### Wayfinding Project

We appreciate the financial support of Duane and Janet Gee at Investor's Group in Comox. Their donations have allowed us to begin a way-finding project. In an effort to help residents self-navigate we are creating a series of cues. Thus far, new room number signs have been purchased and have been mounted in the hallway beside each room for easier viewing, the main unit wings have been painted in four distinct colours, and we are collecting art work to create a theme for each hallway. For instance, our blue hallways Wing 3 will have art work representing sea and sky, and Wing 4 is rose coloured and will have garden-inspired art work. More to come!



### Glacier View Lodge Auxiliary

The Auxiliary to Glacier View Lodge is once again a vibrant group with 12 regular members and many other association members who support various activities.

Our fundraising activities in the past year have included Bake sales, Raffles, Bazaar sale, Tag Day and a very successful Garage sale. Thank you to everyone who donated to that sale.

We are pleased to be out in the community representing the Lodge at Nautical Days, the Comox Valley Exhibition and at various locations in the Valley as we sell raffle tickets or look for support during Tag Day.

*Annette Friis, President*

### Enhancing Creativity in Dementia

We received a grant of \$5,000 from the Comox Valley Community Foundation to support our project, "Enhancing Creativity in Dementia".

It is now well understood that those with dementia still have great capacity for expressing themselves through creative pursuits.

We are fortunate to have a strong Music therapy program that supports creativity and enhances quality of life. As a result of receiving this grant we will be able to expand our art programs and purchase all the supplies we need.

Our 2015 summer student, Lena, will be tasked with purchasing the supplies, and then building program resource binders (art history, sketches for colouring and other program ideas) for use by each of our care units and day programs.



*Our Music Therapist, Nicole leading a Bell Performance with some of our residents*



## Enhancing Care

### Outdoor Fitness Area

We were very fortunate this year to receive a Federal Grant of \$40,000 through the *Enabling Accessibility Branch* to create an accessible outdoor fitness area.

We have used some of the money to create the beautiful new patio space at the front of the building. We are currently working on sourcing outdoor flooring that will create a more forgiving surface to reduce injuries from falls, and to reduce glare off the cement surface during the warm months.

The next step will be to purchase outdoor fitness equipment! We are looking forward to this positive extension of our Restorative Care Program and hope this area can provide a positive and engaging area for family visitation.



### Family Council

Our Transitional Care Coordinator, Christine Welch retired in June 2014. Knowing that we could never replace Christine with someone who had exactly the same amazing gifts, we took this opportunity to create a slightly different role.

Two of our LPNs, Effie Warden and Deb Shirley, now share this key role as Family Support staff.

Effie and Deb meet individually with families to provide support and liaison with the larger staff team. They also lead the ever-growing monthly Family Council group and plan the monthly education session. In addition, they have taken over the planning of the Memorial Services, with Music Therapist Nicole Burgess.

Both Effie and Deb have taken additional studies in Social Work to better equip them with the skills needed to support our families.



At the end of June 2014, we said a fond farewell to Cheryl McMahon, Executive Assistant at Glacier View Lodge for the previous seven years.

Cheryl supported the Board in an efficient, selfless manner and was responsible for organizing the Annual General Meeting and for producing the Annual Report.

We are so thankful for all the Cheryl did for us during her tenure here and we wish her well in her retirement.

## Key Partnerships

### ***Introducing JAY from Pacific Assistance Dogs Society(PADS)***

Jay is Glacier View Lodge's new therapy dog and comes to work at the Lodge under the guidance of Nicole Burgess, Music Therapist.

Jay came to GVL from the Pacific Assistance Dogs Society in Vancouver which trains certified assistance dogs to work with people with disabilities and also canine assisted intervention dogs suitable for work in residential care.

Jay, a 4 year old yellow lab, previously worked with children with behavioural delays and with nurses at vaccination clinics. His temperament is ideally suited for interacting with our residents and they clearly enjoy the opportunity to play with Jay or just spend time with him close by while Nicole does music therapy.

The relationship is a delightful and positive one for all concerned.



*Jay and Frank*

### ***Band Wagon Project***

Music Therapist Nicole was successful in her application for a national Music Therapy grant, called the "Bandwagon" project. For several weeks, we had access to studio-quality recording equipment that enabled us to capture many of the musical memories of our residents and volunteers. We are in the process of producing CD's which will have a compilation of music of Glacier View Lodge and The Views of St. Joseph's General Hospital.

CD's will definitely be for sale in the fall!



### ***FEED Comox Valley***

**Glacier View Lodge purchases locally grown fresh vegetables through partnership with FEED Comox Valley**

GVL is participating in pilot project to bring farm fresh locally grown produce to our facility to be served to our residents. We are purchasing tomatoes, cucumbers, nugget potatoes, onions and peppers through the growing season. Food is distributed by Vancouver Island Farm Products Ltd., a group of Vancouver Island farmers passionate about feeding local residents island-grown food! Food, Environment and Economic Development (FEED) Comox Valley is one of eight J.W. McConnell Family Foundation projects to increase the supply of local food in public institutions across Canada. The pilot project started six months ago at NIC's Comox Valley campus and has grown to include Glacier View Lodge this summer.



## ***Sustainability / Future Growth***

### ***Geotechnical and Environmental Constraints Assessments***

Glacier View Lodge sits on 10 acres of land and is the owner of a further 37 undeveloped acres surrounding land. It has long been a goal to utilize this land through the expansion of services; or leverage part of the land through sale to raise capital in order to expand services. However before undertaking any of this work, it was important to gather as much information as possible to better understand the scope of this vacant land, such as:

- Determine suitability for development
- Identify specific areas most suitable for construction;
- Identify sections that are not needed and may be attractive to a purchaser.

With this in mind, the Board of Directors accessed the expertise of two local firms to complete a Site Development Feasibility review. The first step was to complete an Environmental Inventory and Constraints Assessment, and this was completed by Current Environmental. This study was required in order to have direction on regulatory requirements and best practices to assist in future land development decisions. Federal, Provincial and Municipal environmental regulations impose environmental protections requirements on identified features on the subject property. It is necessary to identify potential disturbances to sensitive ecosystems and species as a result of any future development activities. Assessments in consideration to the regulatory requirements included:

- Proximity to watercourses
- Raptor/breeding bird nesting sties
- Terrestrial wildlife use and habitats, including vegetation communities
- The occurrence of rare or endangered species and vegetation communities

While watercourses were identified which would be subject to the Riparian Areas Assessment, there were no identified raptor nesting areas and no rare or endangered species of vegetation. Further studies would be necessary once future use is determined, however this initial report concludes that this land provides much versatility for future use, with nothing yet identified that would pose as a barrier to future development.

Secondly, Levelton Consultants Ltd. completed a Geotechnical Assessment on the adjoining 37 acres of land. Subsurface conditions were assessed with a test pit program. In total, 20 test pit locations were excavated and carried out. In general, the site is considered geotechnically suitable for the range of developments permitted in the current zoning by-law. This site is currently zoned Comprehensive Development Eleven (CD-11), intended to accommodate residential development for seniors.

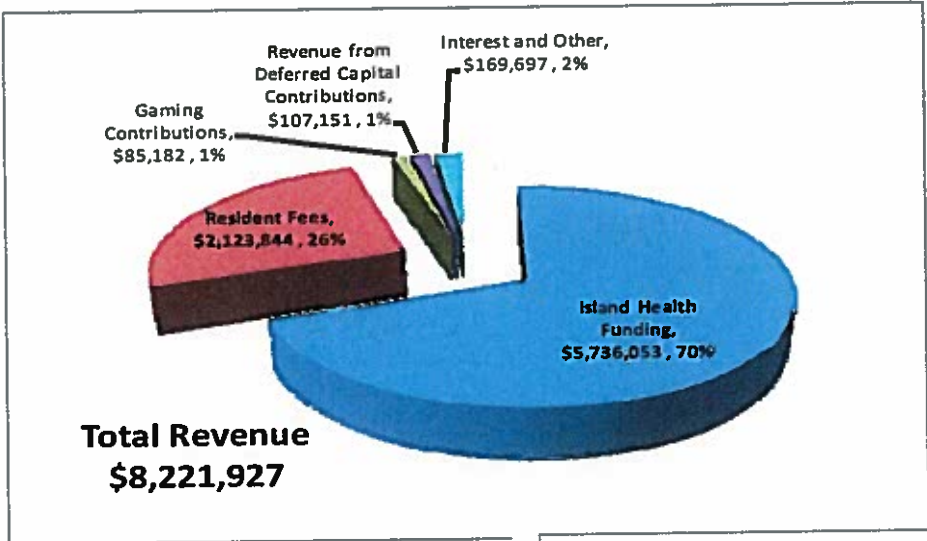
Further studies of the land will be required however this is an initial first step that should prove to be very worthwhile in future planning.

### ***Looking to the Future***

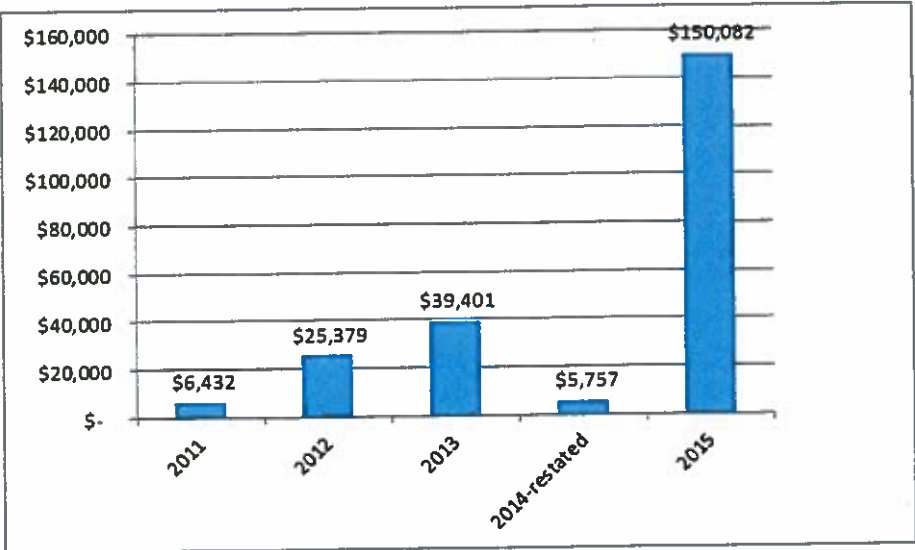
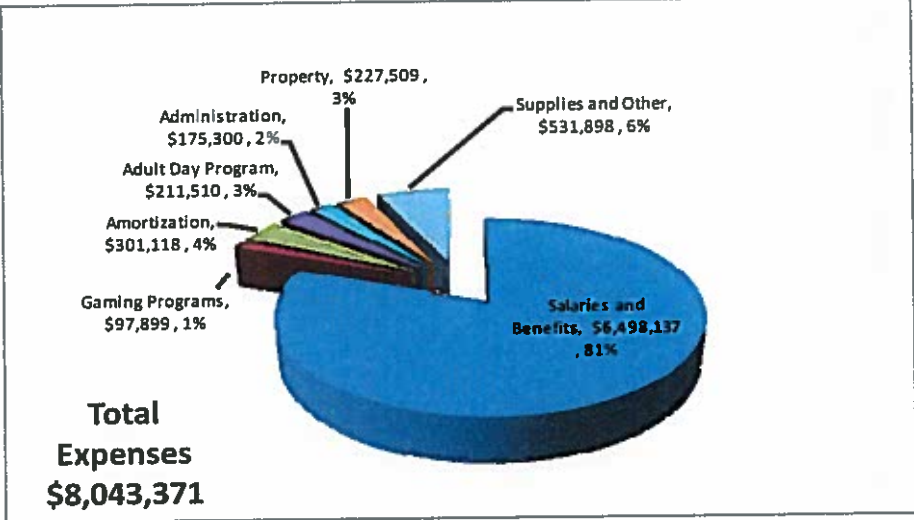
While an Annual Report is a reflective look back at the past fiscal year, highlighting the many accomplishments, the quality outcomes with our resident care, and reporting on the initiatives that have been undertaken, we would be remiss to rest on these past laurels and not look towards the future to ensure that the Glacier View Lodge legacy remains vibrant in its ability to be able to continue to service the Comox Valley well. The Board of Directors has made the decision to hire a consultant to assist with an objective review of our current services, identify and evaluate future opportunities, to meet with community partners, and provide some recommendations regarding our land use. Residential Care is a highly regulated service and is becoming increasingly more complex in terms of funding challenges, maintaining the infrastructure, raising capital, and competing with the private sector. Our solid partnership with St. Joseph's General Hospital over the years has benefited Glacier View Lodge in all of these key areas, and it may be necessary, to optimize the service we currently provide in order to thrive in the future, and strategic alliances are a likely necessary option. The consultant will be able to report back on various options available that may be beneficial to our organization and to our residents.

**Accountability**

**Glacier View Lodge Revenue 2014-2015**



**Glacier View Lodge Expenses 2014-15**



**Glacier View Lodge  
Excess of Revenue over Expenses  
2014-15**

## Our Donors 2014-2015

In recognition of our donors, thank you so much for your on-going generosity. We value every contribution.

*The list below represents donations of \$50+*

Hatfield,	Robert	Friis,	Liz & Steve	Glennon,	Linda
Keenan,	Carl and Kathe	Brameld,	Rachel	Ramsay-Shaw,	Donna
Arends,	Detje	Ratcliffe,	David	Schoelewald,	Anne
Black,	Florence	Fletcher,	Clifford	Giles,	Peter
Thomas,	Gerald	Suurhoff,	Kim	Karch,	Donna
van Holderbeke,	Heather	Walters,	Carol	Jackson,	Donna
Galon,	Roy	Elwood,	Sherry	Rogers,	Sue
Galon Walton,	Gina	Young,	Patricia	Haughton,	John
Harbidge,	Robert & Bonicia	Craig,	Lorna	Durant,	Marjorie
Zacher,	Ava L.	Cameron,	Barbara	Somers,	Sandra
Smith,	Roslyn	Aikins,	Michael & family	Burns,	Lawrence
Gee,	Janet	Larsen,	Lars & Nancy	O'Neill,	Melodie & Bill
Doupe,	Betty	Bowie,	John	Finance Staff,	SJGH
Blakely,	Anne	Gunton,	Hilda Alice	Maguire-MacKnight,	Charlene
Jones,	Robert	McMahon,	Cheryl	Leung,	Karen & Jim
Welch,	Christine	Kamenz,	Otto & Edith	Szafron,	Marg & Larrie
Newman,	Susan	Bernard,	John & Anne	Cuthill,	Bryan
McLeod,	Aimee	Dreger,	Sandy	Douglas,	Allan
Long,	Irene	Shapka,	Ruth	Tarling,	Bernard
Narfason,	Marion	Day,	Faye	McKenzie,	Elsie
Willis,	Lynda	Lawrence,	Hazel	Burns,	Terence D.
Robbins,	Daryl	Pozer,	Bruce & Diana	Breer,	Mary
Hauser,	Bob	Wishart,	Tony	Unsworth,	Gordon T.
Stewart,	Catherine	Ashcroft,	Effie	Willis,	Brian
Lesley,	David	Hobson,	Margaret	Tollefsen,	Mary
Lesley,	Peter	King,	Leslie & John	Horswill,	Russell
Hayhurst,	Lois	Campbell,	Blanche & Jack	Power,	Carter
Black,	Ron	Howe,	Tivola	Forgeron,	Margaret
Bowen,	Barry	Fullerton,	Mary	Worden,	Maynard
Higgs,	Yvonne	Schmiedchen,	Debbie & Knut	Stokmo,	Sandra
Kealy,	Marian	McLeod,	Lois J.	Harper,	Edith & Ross
Gunter,	Louise	McLeod,	Robert & Joan	McLellan,	Dan
Webb,	Wayne	Johnstone,	Anne	Hugo,	Leona

### Service Clubs and Business Partners

Kiwanis Club of Courtenay  
 Comox Valley Monarch Lions Club  
 Comox Valley Lions Club  
 Order of Royal Purple  
 Ladies Auxiliary  
 Soroptimist International of Courtenay  
 Knights of Columbus  
 Comox Masonic Lodge  
 Rupert Reunion

Marine Harvest Canada Inc.  
 Investors Group Matching gift Program  
 Pilon Tool Rental  
 Telus  
 Third Life Creations  
 Valley View Towing

*We sincerely thank all those who supported Glacier View Lodge throughout the year by making direct donations, or attending events.*

We gratefully acknowledge the ongoing support of our key funders:

**Island Health**

**Human Resources & Skills Development Canada**

**Ministry of Finance (Gaming Policy & Enforcement Branch) – Province of BC**

Michael Aikins with Duane and Janet Gee, Investor's Group, accepting a donation in support of our Way-finding Project.



Cliff Fletcher on behalf of Kiwanis Club of Courtenay, presents a donation for the purchase of furniture for ADP



Cec and Cathy Specht present Liz Friis with a cheque on behalf of the Comox Valley Monarch Lions Club.



The Knights of Columbus present Liz Friis with a cheque for the purchase of furniture for the new ADP.



Our thanks to the Mid-Island Branch of the Princess Patricia's Canadian Light Infantry, who donated this beautiful bench to Glacier View Lodge. Donna and Roy accepted the bench on our behalf. The bench was donated in celebration of the PPCLI's 100th year of



Glacier View Lodge Auxiliary President Annette Friis, presents Liz with a cheque supporting the Adult Day Program



Michael Aikins accepts a donation from the Comox Valley Lions Club

**Leadership Team**  
**Michael Aikins, Executive Director**  
**Bev Powell, Director of Residential Services**  
**Liz Friis, Director of Resident Lifestyle & Community Programs**  
**Wanda McMillan, Director of Nutritional Services**  
**Marian Kealy, Officer Manager**



*Established 1982*

**Board of Directors 2014-15**

**Mr. R.E. "Bob" Scales, Chair**  
**Mrs. Margaret Szafron**  
**Mr. Lawrence Burns**  
**Mr. Gib French**  
**Ms. Carter Power**  
**Mrs. Cathy Specht**

**Ms. Roslyn Smith, Vice-Chair**  
**Ms. Carol Anderson**  
**Mr. Allan Douglas**  
**Mr. Russell Horswill**  
**Mr. Jon Pascoe**