



*Annual Report  
2011/2012  
Fiscal Year*

*Annual General Meeting  
June 21, 2012*



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# *Vision, Mission and Values*



## **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 which provides 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, by providing a supportive, safe and stimulating work environment and appropriate compensation.

## **VALUES:**

Enshrined in its Bill of Rights, Glacier View Lodge aspires to the following values:

- 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(1)(b)(ii) of the *Community Care and Assisted Living Act*.

# History

## GLACIER VIEW LODGE SOCIETY

Glacier View Lodge traces its roots to a 1946 initiative by the Women's Institute of Northern Vancouver Island. At a meeting in Parksville, they passed a resolution that a "Home for Senior Citizens be established somewhere in the north end of the island, preferably the Comox Valley."



Marsden House

Their dream was realized with the building of the original Glacier View Home (subsequently called Marsden House) which was home to 28 elderly Comox Valley pioneers.

In 1982, Glacier View Lodge Society opened a new 75-bed intermediate care facility on adjacent property, and the original Home was closed. The new Lodge was designed with all private rooms and ensuites because the Board of Directors at the time insisted on privacy and comfort for our senior citizens.

The current facility also operates an Adult Day Program for seniors who are still living at home.

### Comments at the time were:

*If we can visualize in that beautiful setting the Home finished and being the nucleus from which cottages may be erected for aged couples who are able and wish to maintain their own home, and following that, with the complete support of the clubs, organizations and the public in general, a Nursing Home for the aged and infirm is a possibility.*

*Mistakes of communities have been the lack of preparation for the future. Let us have a vision – a vision of ten, twenty, thirty or fifty years hence. Let us work for the present on a plan for the future.*



Photo courtesy of Cpl. L'Ecoyer



**First Step**

Clare Henson helped Comox MLA Stan Hagen turn the sod as the ceremonial first step in the \$1.8 million expansion of Glacier View Lodge.

*Photo by Bruce Winfield*

Comox Valley Record  
March 20, 1991

In 1991, a 27-bed Special Care Unit addition was opened with the express purpose of caring for the special needs of those residents with dementia.

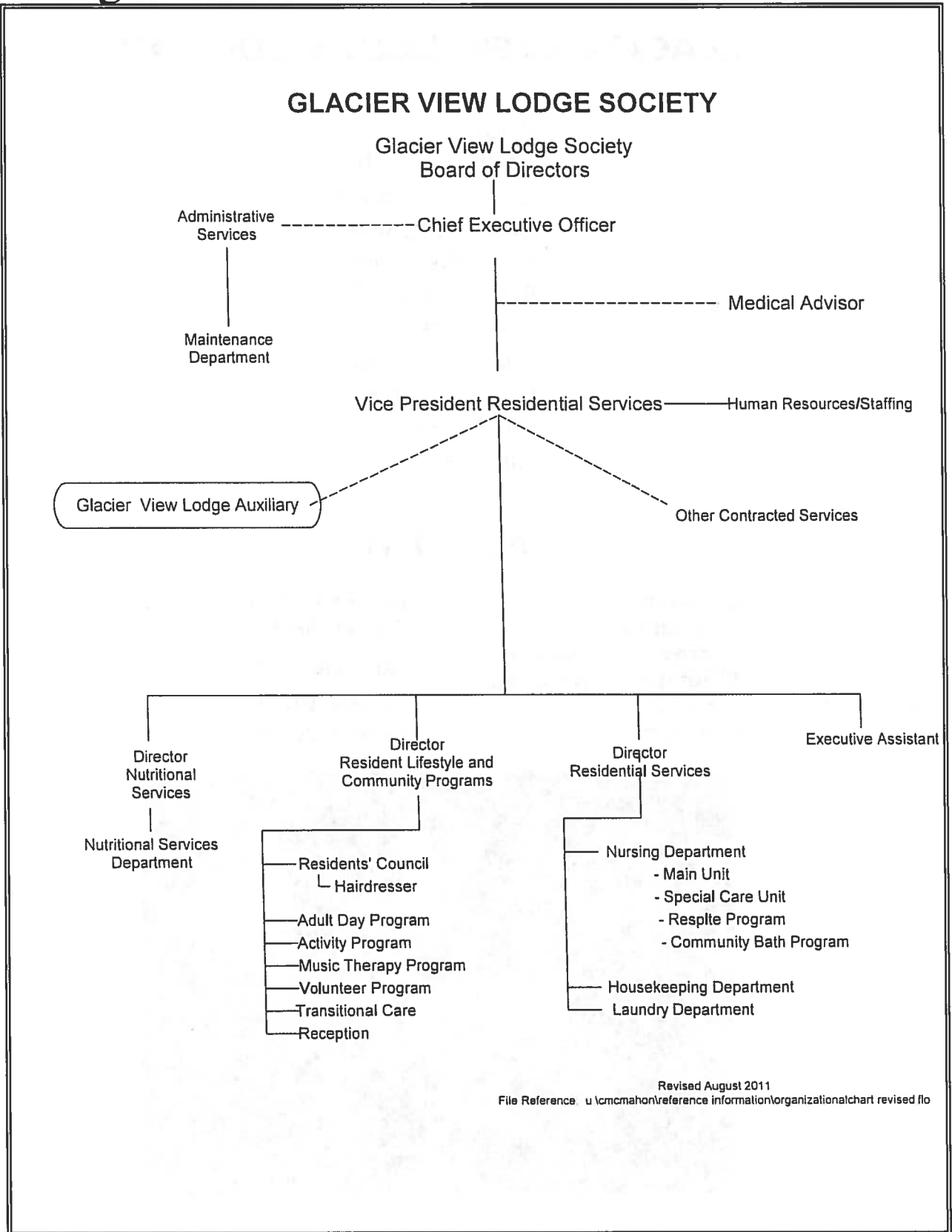
Over the years, Glacier View Lodge has evolved into the complex care facility it is today.

Areas of the building have been upgraded and redecorated; overhead lifts have been installed; computerization has been implemented, and staff have been added to care for our residents with higher needs. Glacier View Lodge currently employs over 185 people.

The Lodge is governed by the Society's Board of Directors who contract selective management and administrative services from St. Joseph's General Hospital.

\* \* \* \*

# Organizational Chart



# *Board of Directors*

## **GLACIER VIEW LODGE SOCIETY**

Robert E. "Bob" Scales  
Roslyn Smith  
Lawrence Burns  
Dave MacSween  
Greg Osborne  
Ron Webber  
Val Dyke  
Allan Douglas  
Sam Marshall  
Bill Jackson  
Gib French

### ***EXECUTIVE***

<b>Chairman:</b>	<b>Robert E. "Bob" Scales</b>
<b>Vice Chair:</b>	<b>Roslyn Smith</b>
<b>Secretary/Treasurer</b>	<b>Jane Murphy</b>
<b>Chief Executive Officer:</b>	<b>Ronald Webber</b>
<b>Director:</b>	<b>Lawrence Burns</b>





# *Committees of the Board*

## **GLACIER VIEW LODGE SOCIETY**

- Quality of Life/Ethics
- Building/Capital
- Investment
- Membership/Bylaws
- Nominating
- Education

# *Chairman's Report*

## **GLACIER VIEW LODGE SOCIETY**

- Joining the Board of Directors this year were Bill Jackson, Colette "Sam" Marshall and Gib French. These new members were quick to participate in board activities providing us with fresh ideas and thoughts for Glacier View Lodge.
- We thank outgoing Board members, Ron Webber, for his nine years of dedicated service to the Board including three as Chair, and Greg Osborne who served an initial term from 1987 – 1996 (including one year as Chair) and most recently from 2005 – 2012.
- We welcomed our new President & Chief Executive Officer, Jane Murphy, to Glacier View Lodge. Jane has an extensive background in health care and is already making a positive impact on the operations.
- The Board has a number of committees that serve the Society, and you will see individual reports following. In addition, we have established a number of short term "task forces" to deal with specific matters. Board members also participate in special events such as the memorial services and the staff appreciation BBQ and are also seen at the Residents Council meetings. A Board Education Plan was approved and is ongoing at our monthly meetings. Three board members attended a Governance Training session featuring "The Carver Model". We estimate that Board members logged some 484 hours of volunteer time to Glacier View Lodge during this past year.
- The Board has always recognized that management and staff should operate the facility while the Board should set policy and ensure policy is followed. We are now moving to more formally acknowledge that plan as we are adopting the methodology from "The Carver Model". Board members participated in a self-evaluation exercise to ensure we fully understand our role.
- In February, Board members and senior management staff participated in a strategic planning session where we discussed the governance model vis-à-vis management in more detail. We also looked at options for Glacier View Lodge, especially considering we have the adjoining 37 acres of undeveloped land. While our current building has been very well maintained, we also recognize that we need to be considering major upgrades or perhaps a new building in the not too distant future. In addition, we must consider what options we have for the adjoining land remembering it must be used for "seniors" only. No formal decisions have been made as we must also consider what other health care providers in the Comox Valley may be looking at.
- Management and staff are to be congratulated for the Accreditation with Commendation we received from Accreditation Canada during their survey in June 2011. We appreciate the effort by everyone that went into this.

- We met with our BC Housing Non Profit Portfolio Manager who expressed his compliments for a well-run organization. He was also very impressed with how well maintained our 30+ year building is.
- We also acknowledge the continued support of the GVL Auxiliary who carry on their fundraising projects to provide additional comforts for our residents. The Board is currently working with the Auxiliary to establish a new fundraising event - a walk and wheel-a-thon at the Courtenay Airpark in September.
- Glacier View Lodge enjoys a good reputation in our community, and for that we thank the great work done by our staff day in and day out. My thanks to all our staff for making Glacier View Lodge a model for other complex care facilities to follow.
- We also thank the management staff including Jane Murphy, Sandy Dreger, Bev Powell, Liz Friis and Wanda McMillan. Sandy has announced her retirement, and we wish her the best. Special thanks to Cheryl McMahan who does her best to keep me on track!!
- While this has been a hectic year I have enjoyed my term as Chair and thank the Board for entrusting me with this position.



Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Bob Scales'.

Robert E. "Bob" Scales  
Chairman

# Chief Executive Officer's Report

## GLACIER VIEW LODGE SOCIETY

It is my pleasure to serve Glacier View Lodge as the Chief Executive Officer. Since I started in my role in September of this past year I have been most impressed with the organization and most importantly by wonderful care provided to our residents.

I wish to acknowledge and thank the Board of Directors for their support and guidance as I have assumed my role. The commitment they demonstrate and the number of hours they volunteer in furthering the interests of Glacier View Lodge are truly impressive.

I wish to recognize and sincerely thank Sandy Dreger, Vice President of Residential Services, for her outstanding leadership and dedication to Glacier View Lodge over the past twenty plus years. Sandy is deeply committed to outstanding resident care, and it shows. She believes Glacier View Lodge is truly home to our residents and has worked tirelessly to assure that our residents and their families feel that this is their home. Sandy's legacy is the wonderful culture of compassionate and individualized resident care which will continue and flourish.

Glacier View Lodge received an outstanding Accreditation Canada survey last summer, a testament to the hard work and effectiveness of the Board, Management, Auxiliary, volunteers and especially the staff of the organization.

The staff of Glacier View Lodge are remarkable! The kindness and thoughtfulness they bring to every interaction with one another, the residents, visitors and families is inspiring. It is the small things that often make the most difference – tea served in a china cup, a shared joke, remembering a resident's favorite colour, or helping families adjust when their loved one comes to the Lodge -- so a huge acknowledgement and thank you to our wonderful staff here at Glacier View Lodge.

I look forward to continuing to work with the Board of Directors. Auxiliary, management team, staff and residents as we continue to provide truly exceptional care to the residents we serve.



Respectfully submitted,

A handwritten signature in black ink that reads "J. Murphy". The signature is fluid and cursive, with a large, stylized "y" at the end.

Jane Murphy,  
Chief Executive Officer

# Quality of Life/Ethics Committee Report

## GLACIER VIEW LODGE SOCIETY

**Committee:** Quality of Life/Ethics

**Chair:** Roslyn Smith

**Committee Members:** Bob Scales (ex officio)  
Val Dyke  
Sam Marshall  
Gib French

### *B*usiness Conducted:

The Quality of Life/Ethics Committee meets on a monthly basis and reports information of importance to the Board of Directors.

The Committee's mandate is to ensure the Society is in compliance with the Lodge's *Quality Management Program* and as well overseeing processes in place so as to maintain the best possible quality of life for all residents of Glacier View Lodge.

The Committee receives reports for review and discussion in the following areas:

- Client/Staff Safety consisting of:
  - Risk Management, which is a reporting of monthly incidents such as falls, elopements, medical incidents, reported aggressive acts, staff work-related injuries and other incidents.
  - Quality Improvement/Accreditation Report, which highlights the record of compliments most often received at care conferences, in obituaries, and in the comments box. Concerns are also reported and discussed.
  - Occupational Health and Safety Committee, which meets monthly and reports on safety incidents, fire drills, infection control and safety inspection.
- Residents Council monthly meetings are attended by the Chair of this committee or her designate from the Board. Through their participation, Board members have gained a greater understanding of the operation of the Lodge as it affects the residents. Liz Friis chairs the meetings which typically include a financial report, updates from the Board, updates from Nursing and Activities Departments, a Food Committee Report, New Business and a Round Table.

- Ethical Scenarios are case studies of situations that present a dilemma for staff to resolve. These cases, which may or may not take place at Glacier View Lodge, are discussed and not necessarily resolved. They provide us with insight into the dilemmas that staff often find themselves dealing with.
- Medical Advisory Committee meets monthly, and their reports are for our information only.

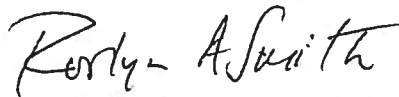
I thank the committee members for their time, dedication and expertise.

Glacier View Lodge continues to provide a high quality of care to our residents in a safe and caring environment. Liz Friis and her staff are to be commended for providing the wide variety of activities that are inclusive for all our residents.

It has been a year of change with Jane Murphy replacing Michael Pontus as the new Chief Executive Officer. It has been a pleasure working with Jane. We are sorry to see Sandy Dreger retire this coming spring and thank her for her many years of dedicated service. Sandy is passionate about finding the best possible care for every single resident at Glacier View Lodge. We will miss you Sandy.

Cheryl McMahon, Executive Assistant, is key to ensuring the Board and management stay on track.

Respectfully submitted,



Roslyn Smith  
Chair

# *Building/Capital Committee Report*

## **GLACIER VIEW LODGE SOCIETY**

**Committee:** Building/Capital

**Chair:** Dave MacSween

**Committee Members:** Bob Scales (ex officio)  
Bill Jackson  
Gib French  
Lawrence Burns  
Ron Webber  
Roslyn Smith

### *B*usiness Conducted:

At this time last year I reported to you that we were waiting for two reports. The first was a current Housing Market Study of the Comox Valley, and the second was an Architectural Building Assessment of this facility. We received those reports last summer, and this committee and the Board have spent a considerable amount of time over the past year studying the implications of those reports.

The housing study gave the Board a clearer picture of current housing needs for seniors in the Comox Valley, however there are decisions still to be made in the community that could have a significant impact on the future direction of Glacier View Lodge. The largest of these is probably the fate of St. Joseph's Hospital once the new hospital is completed. Could it become a facility for seniors care and, if so, what effect would that have on the future direction of Glacier View Lodge? As a consequence of such unknowns, it's very difficult at this time for this committee and the Board to chart a clear path into the future, however, I can assure you that going forward we will be closely monitoring any such decisions so that we are ready to act in the best interests of Glacier View Lodge.

The Architectural Building Assessment was designed to address two issues. The first was whether our current building and its systems can be modified to meet the constantly changing needs of complex care, and the second is whether the required renovations are prohibitive either practically, financially or both and, if so, if new construction is recommended.

As I've stated many times before, this facility is in remarkably good condition thanks to the pride and dedication of all those who work here, however the changing needs of complex care do put a pressure on the facility and the staff. Decisions such as the fate

of St. Joseph's Hospital may be a long way off, and in the meantime this committee and the Board need to ensure that Glacier View Lodge keeps pace with the needs of the mandate it nurtures. The Architectural Building Assessment will and has helped us do this already.

A number of modifications to the facility were suggested in the report. This committee prioritized those suggestions, the most urgent of those being the widening of the doorways into our residents' rooms, and made its recommendations to the Board. As a result of that and a one-time funding grant that our management staff was able to take advantage of from VIHA, our doorways are currently in the process of being widened.

In the coming year, this committee will continue to make recommendations arising from this report in an effort to keep our Lodge abreast of the needs of a well run complex care facility for the ultimate benefit of our residents and the people who care for them with such dedication.

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I will break the remainder of this report into two sections:

## **Section 1.**

### **Maintenance, Improvements and Projects within the Existing Facility.**

During the past year:

1. The flooring in our main living room area was replaced.
2. Our fire alarm system was replaced.
3. We have continued to purchase more of the new low beds for the convenience and safety of our staff and residents.
4. Air conditioning was installed in one of our special care dining rooms and our activity area.
5. A new 'Roam Alert' system was purchased replacing our former 'Wanderguard' system and thereby improving the safety of our 'wandering' residents.
6. A trailer was purchased for the storage of our disaster relief supplies in the event of an emergency.
7. New furniture was acquired for our boardroom thanks to the generosity of Coast Capital Savings in Nanaimo.
8. A new ice dispenser machine and a new pressure washer were purchased.
9. Two new TVs were purchased for our Special Care Unit.
10. New office furniture was purchased for our server room.
11. Approximately 30 bed alarms were purchased and installed in our residents' rooms.
12. In our kitchen, additional shelving was installed in our refrigeration and dry storage areas.
13. And as always, residents' rooms continue to be repainted on an ongoing basis.



In the coming year:

1. We will see the completion of our door widening project.
2. We hope to see some of the siding on our building replaced and upgraded.
3. We also hope to have some repairs made to some areas of our "torch-on" roofing.

## **Section 2.**

### **Site Development Plans and Projects:**

1. With respect to the lot we hold on Valley View Drive, there has been no change in its status, however, we have been informed by the City of Courtenay that the funds to install their 'infrastructure' across the property have been put into this year's budget. So we hope to see that happen during the coming year after which we will be able to build our originally intended pathway across the property.

In closing, as always I wish to thank my committee for their service and support throughout the past year. On behalf of our committee. I wish to thank Jane Murphy and Sandy Dreger for their guidance and support over this past year. This committee will miss Sandy's invaluable presence at our meetings, but we wish her good health and much happiness in her well earned retirement. Thanks also goes to Eric MacDonald and Cheryl McMahon for their constant work behind the scenes. And last, but not least, our thanks to Ron Halliday, Sally Granger and the maintenance staff at St. Joseph's Hospital for their ongoing effort and support for Glacier View Lodge.

It has been a privilege to again serve as chair of the Building Capital Committee.

Respectfully submitted,



Dave MacSween  
Chair

# *Investment Committee Report*

## **GLACIER VIEW LODGE SOCIETY**

**Committee:** Investment  
**Chair:** Dave MacSween  
**Committee Members:** Bob Scales (ex officio)  
Greg Osborne  
Allan Douglas  
Bill Jackson  
Gib French

### *B*usiness Conducted:

The Investment Committee is pleased to report that the investment portfolio of Glacier View Lodge Society has been stable over the past year and produced a respectable income for the Society.

As of March 31, 2012, the investment portfolio, managed by Rick Morson of CIBC Wood Gundy, had a total market value of \$1,209,509. During the past 12 months, the portfolio produced an income of \$44,767. The combination of unrealized capital gain and income generated produced an overall 5.25% annual rate of return.

The committee held a meeting on February 6, 2012, and we were joined by Mr. Morson and our Chief Executive Officer, Jane Murphy. At that meeting the committee passed a number of motions dealing with issues such as authorization protocol when giving instruction to Wood Gundy to make any changes to our accounts or portfolio, changes in risk tolerance of our portfolio to reflect the industry's changing assessment of risk and making decisions with respect to investments during the coming year.

All the holdings within the investment portfolio are considered to be secure, highly rated investment products.

In closing, I wish to thank my committee and our administrative staff for their service, guidance and support throughout the past year. It has been a privilege to serve as chair of the Investment Committee.

Respectfully submitted,



Dave MacSween  
Chair

# *Membership/Bylaws Committee Report*

## **GLACIER VIEW LODGE SOCIETY**

**Committee:**                    **Membership/Bylaws**

**Chair:**                         **Val Dyke**

**Committee Members:**   **Bob Scales, ex officio**  
                                     **Sam Marshall**  
                                     **Greg Osborne**  
                                     **Lawrence Burns**

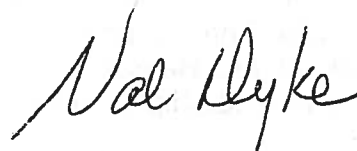
### *B*usiness Conducted:

The Committee convened in the spring to discuss the following action plan:

1. Review the Constitution of Glacier View Lodge Society and revise any article that is no longer applicable;
2. Review all of the By-Laws.
3. Maintain any By-Laws that are required.
4. Move any By-Laws that are deemed appropriate to policies.

The Committee will convene immediately after the September Board meeting.

Respectfully submitted,



Val Dyke  
Chair

# Nominating Committee Report

## GLACIER VIEW LODGE SOCIETY

**Committee:** Nominating  
**Chair:** Allan Douglas  
**Committee Members:** Greg Osborne  
Ron Webber

### *B*usiness Conducted:

The committee meets on an as-needed basis when there is a requirement to fill Board vacancies. In addition, the Committee reviews both Board bylaws and policy pertaining to new director selection.

One director's term will expire this year, and one director is resigning mid-term.

### VACANCIES

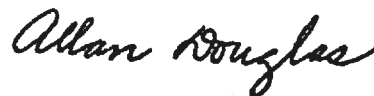
- Ron Webber has faithfully served a total of 9 years on our Board and was Chair from 2008 - 2011. Glacier View Lodge has a special place in his heart and we have appreciated his leadership, dedication and many contributions.
- Greg Osborne has served a total of 16 years on the Board - seven since his appointment in 2005 and previously from 1987 - 1996, one of those years as Chair. In addition, Greg has served on the St. Joseph's Hospital Board which has helped to create a cohesive relationship between the two organizations. He also served on the Investment Committee, and we will miss his leadership in helping guide our resources.

With these vacancies, your Board has endorsed the nomination of two new Society members to the Board of Directors, each for a 3-year term of service;

The Nominating Committee makes the following recommendations for election to the Board of Directors:

1. That Carol Anderson be elected to a first term until June 20, 2015
2. That Russell Horswill be elected to a first term until June 20, 2015

Respectfully submitted,



Allan Douglas  
Chair

# *Education Committee Report*

## **GLACIER VIEW LODGE SOCIETY**

**Committee:** Education  
**Chair:** Allan Douglas  
**Committee Members:** Roslyn Smith  
Greg Osborne

### *B*usiness Conducted:

This was a new Board committee for 2011/12. An education plan was developed with the goal of ensuring that all directors are familiar with their roles and responsibilities and current with the best practices of voluntary boards, including governance protocol. Another goal is to facilitate directors gaining general knowledge of the day-to-day operation of the facility.

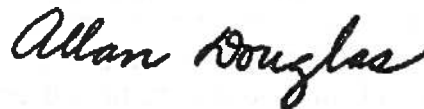
In addition to an orientation session for new directors, the following educational opportunities were provided at regular Board meetings throughout the year:

1. A presentation by Bev Powell on falls prevention;
2. An opportunity for directors to get to know more about each other by presenting a brief bio about themselves and their background.
3. Introduction to the Snoezelen equipment utilized by the Activity Department staff at Glacier View Lodge.
4. Explanation of Levels of Care and the Ministry of Health's policy regarding service needs determination.
5. Presentation by Norm Peters, Director CHS Contracted Services, VIHA.

Other educational opportunities that directors participated in were:

1. Governing Effectively Workshop
2. Site Visit to Nanaimo Travellers Lodge
3. Site Visit to Arrowsmith Lodge

Respectfully submitted,



Allan Douglas  
Chair

# Vice President Residential Services Report

## GLACIER VIEW LODGE SOCIETY

Glacier View Lodge is a complex care facility licensed under the *Community Care and Assisted Living Act*. We provide 24 hour professional nursing care to residents. We also offer a respite bed in our dementia care unit and an Adult Day Program for community members. We partner with Vancouver Island Health Authority to offer a Community Bathing Program for citizens of the Comox Valley who require supervised bathing. This year we have also offered some private pay baths.

### Philosophy of Resident Care

Our holistic approach to care at Glacier View Lodge flows from our Mission Statement and our Resident Bill of Rights. We embrace each person – resident, family member, staff member and volunteer - as an integral part of our community as a whole.

We believe that quality of life can be experienced at each stage of one's journey, including end of life, when supported by a loving and caring community.

Glacier View Lodge provides excellence in dementia care for those residents who need special programming and care planning, and we have equipped our facility with equipment to care for those who have mobility challenges.

### Administrative/Management Services

**Bev Powell**, our Director Residential Services, was instrumental in developing our Restorative Care Program this past year. Our new 'physical therapy aide' staff members love their work, and our residents are showing remarkable results from the extra physical exercise and activity they participate in. Bev continues to manage the Housekeeping and Laundry Departments and to liaise with St. Joseph's Hospital for our Maintenance staff.

**Mya Ambrose**, our Special Care Unit Nurse Manager, continues to provide leadership in dementia care. She was nominated by her peers and was the recipient of an Award of Excellence in Nursing Practice from her professional organization, the College of Registered Nurses of British Columbia. We are very proud of Mya and her contributions to the profession of nursing and to best practice in the care of our residents at Glacier View Lodge.

**Liz Friis**, Director Resident Lifestyle and Community Programs, was a key player in keeping the clinical teams on track as they prepared for our Accreditation Canada survey in June. Liz and her activity staff continue to ensure that our clients and residents have meaningful activity in their lives.

Our meal service and clinical nutrition program is exemplary due to the excellent management skills of **Wanda McMillan**, Director Nutritional Services, and the clinical expertise of **Margaret McKenzie**, dietitian.

**Ryan Lakie**, our Health Records Informatics Educator, has been occupied this past year as we move toward changing our electronic health record. It is exciting to look forward to a new "point of care" ability to document resident care. Ryan continues to ensure that data (MDS/RAI) is submitted on a regular basis to our health authority and the Province. Ryan also assists Bev Powell in planning for educational opportunities for our staff.

Last, but certainly not least, I wish to most sincerely thank **Cheryl McMahon**, Executive Assistant, who supports me in my role and also gives special attention to our Chief Executive Officer and Board of Directors in their roles with Glacier View Lodge. Cheryl has been invaluable to me this past year as my time has been spread over three distinct departments. She also manages to keep the entire management team organized with her incredible attention to detail and excellent minute taking.

### Quality Management

Our **Accreditation** Teams and all of our staff are to be complimented on achieving excellent results in our Accreditation Canada survey held in June 2011. We were successful in maintaining our 'accredited' status. In particular, the surveyors noted our many long service staff members, our large volunteer base, and most importantly our commitment to person-centred care.

We were fortunate again this year to receive one-time funding from Vancouver Island Health Authority for safety initiatives and for previously requested equipment. Each of these projects or pieces of equipment will add to the safety of both our residents and staff members. We are grateful for this funding.

### Linkages With Other Agencies

- **Vancouver Island Health Authority (VIHA) and Ministry of Health**

We continue to submit performance measurement indicators to VIHA on a quarterly basis. VIHA collects data for their entire health authority and submits it to the Province.

- **St. Joseph's General Hospital**

I continue as a member of the Senior Leadership Team at St. Joseph's Hospital in my role as Vice President Residential and Transitional Services.

- **VIHA Residential Services Affiliate Administrators Group**

This group meets monthly with the Director of Contracted Residential Facilities, Norm Peters, to share concerns, make suggestions and to facilitate communication.

- **Comox Valley End of Life Resource Team**

I attend this monthly meeting of a group of health care professionals who are concerned about end of life issues and work to establish continuity and best practice for citizens of the Comox Valley.

- **Ministry of Public Safety and Solicitor General: Gaming Policy and Enforcement Branch: Direct Access Grant Program**

Glacier View Lodge acknowledges the financial assistance of the Province of British Columbia which helps to fund programs such as Music Therapy, Snoezelen, Spiritual Care, Mobility and Walking, and Dysphagia Management.

- **Education Institutions**

We continue to offer clinical placement opportunities for Care Aide, Licensed Practical Nursing and Registered Nursing students from North Island College and others as requested. We are pleased to be able to offer an excellent learning experience for students (our future employees).

- **North Island College**

I sit on the Advisory Committee for Health Care Programs. The mandate of this committee is to advise the College on curriculum and practicum issues and concerns from the employer perspective.

- **CRNBC**

I volunteer as a management liaison representative for the College of Registered Nurses of British Columbia.

- **Comox Valley Lifeline Society**

I am the chairperson for the Comox Valley Lifeline Society Board of Directors.

### **Infection Control Committee Activities**

The goal of our Infection Control Program is to reduce the incidence of cross infection among residents and staff. We measure attainment of this goal by monitoring infections and recording statistics monthly. We also encourage immunization for our residents, staff, Adult Day Program clients and volunteers.

This year we had no major outbreaks of infectious organisms.

Dolina Meaden, Registered Nurse, is our Infection Control Nurse. In this capacity, she leads infection control practices at the Lodge.



**Human Resources/Labour Relations**

New casual staff hired this year include: 1 registered nurse, 3 licensed practical nurses, 24 care aides, 1 employed student nurse, 2 housekeepers, 2 activity aides (both of whom previously worked in the department), 1 summer student in Activities, and 2 food service workers.

We were fortunate to have the funds to create a permanent position for a wound care nurse, and we are sharing this individual's expertise with St. Joseph's Hospital.

This past year we had only one grievance brought forward from our unionized staff. This grievance was resolved successfully.

**Long Service and Retirements**

In July 2011 **long service awards** were presented to the following employees:

25 year pins were awarded to:	Susan McCaffrey	Kathy Sutherland
20 year pins were awarded to:	Margaret McKenzie Georgina Moseley Anne Marie Freer	Sandy Dreger Laurie McDonald
15 year pins were awarded to:	Michael Pontus Rochelle McKellar	Janeth Recinos Jennifer Kerluck
10 year pins were awarded to:	Dan Westhaver Janice Johnson Jo Ann Hannem Ellen Blackburn Nicole Burgess	Danielle Pruden Dolina Meaden Bobbie Keller Josee Chisholm

This fiscal year we had two **retirements** from the Lodge:

- **Anne Watt** retired in February 2012 after 15+ years of service.
- **Bobbie Kellar** retired in March 2012 after 11 years of service.

In January 2012, I tendered my resignation after over 21 rewarding years of service to Glacier View Lodge. I will begin my retirement in August of 2012. I have observed many changes in the Lodge over these years. When I arrived, in the position of Director of Care, we were in the midst of building the Special Care Unit (cows actually grazed in our back yard); residents were admitted carrying their own suitcases and were negotiating the sale of their homes on admission to the Lodge. We were called "Intermediate Care" and were more like assisted living of the present day. We saw our residents move to an "Extended Care Unit" when they became immobile, and we fought hard to see the change that would allow our residents to "age in place".

We eventually reached that milestone and became "Complex Care". Once under our care, our residents generally make Glacier View Lodge their home for the rest of their lives. We saw the development of an excellent dementia care service in our Special Care Unit. Clients are now admitted from all over the North Island to be cared for in this unit. Our numbers of staff have grown, as has our budget.

We changed the dining room many times over these years as we needed to accommodate more and more mobility equipment (walkers, wheelchairs and specialty chairs) as our residents grew more physically frail and dependent.

We added programs such as Music Therapy, Spiritual Care, contracted physiotherapy and occupational therapy, and other services and programs for our residents.

Our building and physical plant has undergone many changes as well. We used to have to manually restart the boilers after a power outage, and when I started at the Lodge we were in the process of acquiring a computer! We were one of the first facilities on the Island to have a computerized health record.

The outdoor areas have been developed bit by bit into beautiful secure gardens. The latest garden outside of the Special Care Unit is fabulous.

We have installed overhead lifts in every resident room to assist staff to safely care for those residents who require assistance. We have replaced our beds a couple of times since my start in 1990. When I arrived, the beds were only "cots" that could not be adjusted up and down at all. There were no staff hand-washing stations, as sinks in resident rooms had only the resident's own towels on a rack and no paper towel dispensers! Our call bell system has been upgraded to allow for staff communication and very little audible noise to bother our residents. We now have a wonderful physical activity space for our rehab program.

I have seen our Board of Directors develop and mature over the years. They are now a dynamic group of individuals who will take the Lodge and its property into the next phase of its growth.

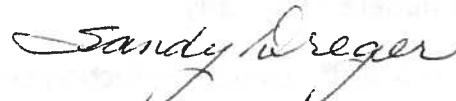
There will be staff members receiving their 30 year pins this June as Glacier View Lodge turns 30 in 2012.

I am very proud to have been associated with the Lodge over these many years. I have learned so much about care of the elderly and hopefully have imparted my sincere care and advocacy for excellent care to my staff and colleagues along the way.

I will forever have a warm spot in my heart for Glacier View Lodge and the relationships I have with the 'Glacier View Family', and I will miss all of the people who I have grown to care for and respect over the years.

I sincerely thank all of the Lodge staff members for their hard work and dedication this past year. Glacier View Lodge has a wonderful, caring reputation, thanks to our excellent staff and volunteers. As I always say to people who ask about the Lodge: "I would have my own grandmother stay there in a minute and know she would be loved, respected and well cared for".

Respectfully submitted,

A handwritten signature in cursive script that reads "Sandy Dreger".

Sandy Dreger, R.N., B.Sc.N.  
Vice President Residential Services

## *Director Residential Services Report*

### **GLACIER VIEW LODGE SOCIETY**

There have been many accomplishments in the Nursing Department over the past year.

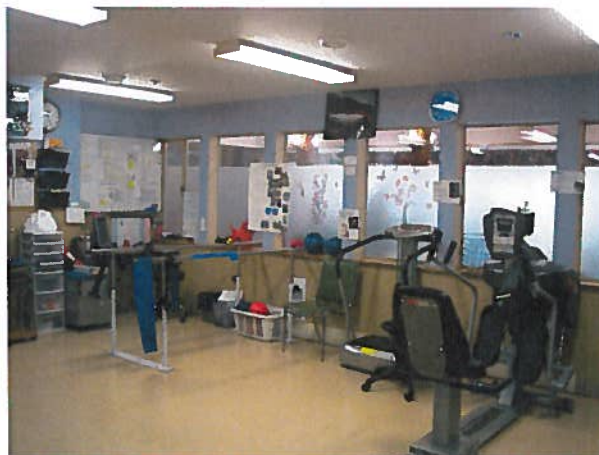
Having received lots of positive feedback on our accreditation survey means that we are on the right track for providing and improving quality care for our residents.

The VIHA safety initiative grant was spent on education for staff. The type of clients we now serve and the equipment we now use requires that we spend time ensuring staff education is updated regularly:

- Over 100 staff attended infection control refresher training.
- 120 staff attended workshops on "non-violent crisis intervention".
- Musculoskeletal injury prevention job coaching and positioning was presented on several occasions.
- Wound care, ulcer prevention, palliative care, and rehab courses were offered for those staff interested in attending.
- We hired a Licensed Practical Nurse who has been a nursing instructor and is able to present educational materials in-house. We are working towards a two-year plan for education updates and refreshers for staff.

Capital grant money was used to complete all the overhead lifts and purchase more slings. The introduction of specialty pressure reduction mattresses proved to be a good learning experience around introducing change to our staff. In future, both an educational plan and a communication plan will accompany the introduction of change to help make it more palatable and better accepted by staff.

The Restorative Care Program has come into its own now with eight staff trained in rehabilitation. The program consists of daily programs for walking, balance, and range of motion. The rehab team looks after specialty equipment and positioning to prevent pressure ulcers. Staff realize the benefits of preventing contractures and maintaining joint mobility. The next step for this program will be to open it to the community for strengthening and maintaining seniors for a longer period of time in their homes.



We have been fortunate to hire a Wound Care Clinician. Previously, we did not have access to anyone with these skills in the North Island. We share her skills with St. Joseph's Hospital, other facilities and community clients.

Additional care staff have been added to address heavier care needs. Additional funds from VIHA have been received to raise our direct care ratios. We continue to fall below the average for direct care hours for facilities in VIHA. Our higher ratio of registered nurses in the staffing mix and long term employees with higher benefit costs impact our staffing costs. The way we use our activity staff to assist with some nursing duties enables us to provide quality care despite the comparatively low direct care staffing.

The use of bed alarms and increased staff awareness of falls prevention have contributed to a relatively low falls rate and a low rate of fractures. One 90-year-old resident fell and sustained a fracture leading to his death this year.

We reorganized space to provide the main nursing units with report room space to promote better communication systems. Improving communication is always a work in progress.

Staffing was stable for most of the year with the exception of some unanticipated overtime in March. Staff were attending paid education sessions and there was some illness which negatively impacted the staffing budget. We had one termination for resident abuse and one termination of a probationary employee unable to meet our standards for safe care.

### **Housekeeping**

We adjusted some shift start and end times to address the gap in housekeeping coverage between day shift and evening shift. The removal of the carpet from the main lounge area and the installation of laminate flooring have made it much easier to keep the area clean. Staff have been stable for the most part. We had one failed graduated return to work.

### **Laundry**

The increased demand for personal laundry has pushed beyond the Monday to Friday capacity, requiring the addition of weekend staffing on a regular basis. The night shift used to be able to assist with folding and sorting, but are no longer able to assist because of their workload. There have been no major problems with equipment. Poundage for Cumberland Laundry is comparable to last year.

### **Occupational Health & Safety**

The team met monthly as planned. We experienced our first WorkSafe BC inspection. Their information was that our incident rates had increased. On closer inspection, WorkSafe found that most of the injuries were onset of pain at work and not easily preventable. They were satisfied with our processes for reviewing incidents and complimentary about our staff education.

Both our departmental inspections and fire drills fell behind this year - the inspections because the team felt issues were reported and dealt with in a timely manner, and the fire drills because the flood in the basement made the fire panel inaccessible for several months.



The Occupational Health & Safety team attended the Upper Island Safety Conference in Campbell River, and all found it useful and inspiring. We plan to attend again in the coming year.

Respectfully submitted,

A handwritten signature in black ink that reads "Bev Powell".

Bev Powell  
Director Residential Services

# Director Resident Lifestyle & Community Programs Report

## GLACIER VIEW LODGE SOCIETY

### ACTIVITY DEPARTMENT

The Activity Department continues to provide a wide range of activities and special events for the residents of Glacier View Lodge seven days and evenings each week. The Activity staff work creatively with our residents to enhance meaningful pursuits and sustain positive social connections. There were 3,612 activity programs led and 3,332 individual activity visits recorded.

#### Activity education sessions this year included:

**Moving Toolkit** – a 3 part session that focused on unique and creative ways to engage residents 1:1 or in small groups using a 'travelling toolkit' of supplies.

**Theatre Works** – focusing on using theatre techniques to enhance communication during programs.

**Activity Workshop** included sessions on Zumba and drumming. I also presented at that workshop on how to incorporate the Moments of Joy philosophy into a residential care setting.

#### Program additions:

- Recently we were able to add 1.5 hrs of time to our Activity position responsible for implementing the activity programs with our residents with advanced dementia.
- Zumba Gold is a dynamic seated exercise program that is offered by instructor, Javier, twice monthly.
- A seated Tai Chi class is led on Wednesdays by our volunteer, Summer.
- We welcomed several new community musicians who entertain for us on a regular basis.
- New intergenerational connections with the Grade 2 class at Valley View Elementary School, the School District's Strong Start program and the Beaufort Child Care Centre have started this year. Our former Grandbuddies with the Comox Valley Christian School can no longer visit monthly; residents were able to connect with those children at the wheelchair skate in December. A visit at Valentine's Day by Mrs. Twin's Grade 3 class inspired our resident, Kay Ratcliffe, to write this poem:

**"It is so nice to meet you",  
The young man said.  
As, with a lovely smile  
He handed me  
A Valentine  
He made himself.  
It was just for me!  
A large red heart—  
with a smaller one on it!**

#### **My Valentine**

**So pretty it is  
And just like a sonnet.  
it makes me smile  
When I gaze upon it,  
Knowing it is truly mine,  
And remembering -  
The young man "is only mine".**

**Community Outreach programs:**

- The resident MS Team raised \$1600 for the MS Society.
- The Residents' Association raised \$203 selling pumpkin pies before Thanksgiving.
- We hosted an apple pie sale in November in support of P.A.D.S. (Pacific Assistance Dogs Society). Our therapy dog, Faith, came to us through P.A.D.S.
- Residents fundraised and participated in the September 20<sup>th</sup> Silver Fox Walk held at Comox Valley Seniors Village.
- Environment Program students use Glacier View Lodge as an easy audience to give talks on the information they have learned during their studies. Several other family members and community members have been our guest speakers at the Friends Program.
- Music Therapist, Nicole, led an eight week "Little Friends" program in June for community moms and babes. Our residents very much enjoy their visits!
- We host events throughout the year to maintain connections to friends who may live in other complex care facilities – the summer inter-facility picnic, the spring Pioneer Olympics and monthly team challenges between residents at Glacier View Lodge and The Views at St. Joseph's.

**Direct Access grants:**

I direct three of our programs funded through Direct Access Grants: Music Therapy, Transitional Support and Snoezelen. Nicole Burgess, Music Therapist, and Christine Welch, Transitional Care Coordinator, continue to provide quality interactions with our residents and/or families. Our Snoezelen Program, a multi sensory experience, is led by Activity staff.

A focus for Nicole this year has been to increase 1:1 visitation with residents who cannot participate in group music programs. Special thanks to our volunteer, Barry, who built a music therapy cart so that Nicole can travel easily with equipment and music.

One of Christine's goals has been to enhance the support given to families as they transition from community to residential care living. In February she carried out a series of interviews with staff, community liaison professionals, caregivers of recently admitted residents and caregivers of those clients who attend our community outreach programs. Her goal is to reduce the emotional impact of transitions by providing tools for caregivers. Early in the process, the need for a guideline of things to prepare for when moving to a residential care facility was identified. My thanks to our Director of Residential Services, Bev Powell, for creating a very informative and succinct brochure that is now used in our community. Christine will continue to identify and create transition support methods.

Laser Stars celestial star projector has been the most popular piece of equipment added to our Snoezelen cart.



### **Hairdressers**

Our long time hairdresser, Lorna Humphrey, retired in September. Residents hosted a 'Crazy Hair' Farewell Tea for Lorna. She is missed, not just for her skill as a hairdresser, but for the laughter that filled the Beauty Salon on her days at work. It was fitting that her send-off was also a laughter-filled event.

We welcomed Grainne Roche-Vincent to this part time position. Grainne was well acquainted with Glacier View Lodge through her volunteer service and had recently completed a hairdressing refresher program. She is a lovely addition to our staff.

### **Reception**

The position of receptionist now reports to me. As a former Manager of Activation herself, our receptionist, Agnes Knowles, brings to this position her vast knowledge of aging, dementia and the health system. This has been very valuable, as she is often the first point of contact for not only our families, but also for community members seeking guidance.

### **Summer Student**

Human Resources and Skills Development Canada provided funding for a summer student. Kristin Phillips was with us from May to August 2011. The focus of our summer position was on enhancing restorative care and gardening. Due to Kristin's interest in art, she also developed a number of art history program outlines for our use.

### **Volunteers**

Volunteers contributed over 9,000 hours to Glacier View Lodge last year:

- 6,253 hours provided by individuals and community groups
- 2,050 hours provided by our Auxiliary
- 484 hours provided by our Board of Directors.

**2011 Volunteer of the Year** awards were presented to Dick Leahy and to the Evergreen Choristers. The Martha Campbell **Auxiliary of the Year Award** was presented to Edna Hamilton.

Our Board was very supportive of working towards increasing the number of youth volunteers who support us at Glacier View Lodge. In addition to the various school, community and young entertainers that visit the Lodge, we added six wonderful youth volunteers this year. Special thanks to staff member, Louise, who did a great job mentoring these fabulous young people. The youth volunteers assist with computer issues, lead Wii games, assist with special events, help with manicures, provide socialization and serve beverages in the dining room.

I was invited to speak on the benefits of volunteering as a stepping stone to career at an event hosted by the Kiwanis Club of Courtenay called "Mentoring Young Ladies". There were approximately 40 Grade 11 students in attendance. The ongoing networking with this group and the work experience coordinators at the local secondary schools is helpful in gaining work experience and individual youth volunteers.

We have been working with our Auxiliary, as their membership has been dropping. We wish to support them to expand their range of fundraising opportunities, as well as assist with recruiting new members and/or establishing connections to other organizations/businesses to carry out fundraising activities. We are pleased that the local division of St. John Ambulance Therapy Dogs will be our partners for the upcoming Walk or Wheel-a-thon for Glacier View Lodge to be held on September 23, 2012. Please pick up a pledge sheet and join us for the walk!

### **Residents & Family Council**

We continue to have good dialogue at the Residents Council meetings; families largely do not join this monthly meeting. The question asked at each meeting is "What can we do to make living at Glacier View Lodge the best it can be?" The vast majority of the time, the reply is that our residents are very happy.

In the past year, these are the concerns that were raised:

- One resident was smoking too near our front entry; this has been resolved.
- Concern from one resident regarding the location of his room, as the noise from the Nursing station woke him early. He has since been relocated and much prefers his new location. Resident in his old room does not waken to the activity.
- Residents requested access to additional movie channels. Access to *On Demand* via our main lounge television is a work in progress with Shaw Cable! We're getting there.
- Discussion regarding finding a quiet spot for a resident to use voice activation software on the computer. Private space is available in her room.
- Lots of discussion regarding food preferences. It works well for us to have a separate monthly Food Committee meeting with our dietitian. Residents are able to state individual preferences and make suggestions for the seasonal menu. The minutes are read at the Council meeting to ensure that all items have been acted upon.

The Council raised money through the operation of the Beauty Salon, Tuck Shop, Bazaar, Raffles, and Purdy's Chocolate Sale. They used their funds for:

- Continued support of bottled water, veterinarian bills, donations to the Book of Remembrance in memory of past residents, Internet fees, replacement of computer equipment, support of summer gardening, purchase of prizes and treats for special occasions.

- The Residents Council continues outreach projects through ongoing support of a Foster Child and by filling 20 shoeboxes in conjunction with *Operation Christmas Child*.

This year we held our fall Bazaar at Comox Mall; our hope was to provide for Glacier View Lodge an opportunity for community public relations, and eliminate the impact of the noise and busyness on our resident population.

### Projects

We received a donation of \$500 from the Comox Valley Horticultural Club in September. The gift was very timely as volunteer, Barry, had just indicated his availability to build the last large raised planter planned for the Special Care Unit Therapeutic Garden. The funds allowed us to purchase the remaining building supplies and fill, as well as plants for the planter.

Thanks to the Strathcona Sunrise Rotary Club for building a pergola, creating an area of shade in our Special Care Unit inner courtyard garden.

In 2011 we selected a new electronic health record system called *PointClickCare*. During the past year our Electronic Health Records/RAI Coordinator, Ryan Lakie, and I participated in training. Ryan is nearing the set up of the system and will begin training our staff on the new system in June 2012.

Shaw Cable approached us regarding the move to digital cable; this was completed in December 2011 and has reduced the monthly cable fee for our residents.

Thanks to inspiration provided by one of our family members, the Rose Garden advanced dementia dining/activity area has received a facelift. Our vision was to create a space that was stimulating and enriching and linked us to the garden outside the room.



Our thanks to volunteer, Barry, for creating the picket fencing and the tree for that area. My thanks also to staff members - Colleen, Holly and Louise - for working with residents to complete the vision by decorating the 'garden' mural in conjunction with each season.

### **Adult Day Program**

We provided 2,550 client days of service - 2% over our target.

Pre-Admission tours for prospective clients and their families were implemented this year. This has improved client willingness to accept service when it is offered and allows families to make a choice about the community program that best suits their relative's needs.

To improve the dining experience for both our residents in the main dining room and day program clients, the clients now have their noon meal in the Activity Room. With both dining areas quieter, clients have been able to increase socialization and develop friendships between clients. I wish to express my thanks to staff members who continue to be responsive to changes in the Adult Day Program population.

Vancouver Island Health Authority's former Adult Day Program manager, Vicki McNulty, visited last June. Her intent was to obtain current information about our client mix and program issues. She reports that the new funding model has been sent to VIHA Senior Management for approval, but as of the 2012-13 budget year, this has not been implemented. We were hopeful that when the new funding model was approved, program capacity would be increased for the Comox Valley. Home & Community Care Case Managers continue to tell us that the Adult Day Program is their mainstay in providing effective caregiver relief. As we ended the fiscal year, our waitlist for the program was at an all time high of 38 clients, representing a 6-8 month wait for the program.

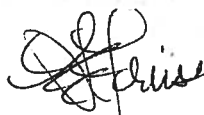
### **Accreditation**

We were surveyed by representatives of Accreditation Canada last June. We received an **Accreditation with Commendation** Award. This level of award is given to those who have achieved more than 85% compliance with the standards but may have one or two high priority standards to address. My thanks to our team leaders - Michael Pontus, Sandy Dreger, Bev Powell, Mya Ambrose and Dolina Meaden - for leading the teams and the extra work required for the survey.

Our next survey will be in 2014. *Please see the Surveyor's Commentary on the following pages.*

I am very privileged to work with a wonderful group of people. I wish to thank my staff and all our volunteers, for providing their very best to the residents and program clients of Glacier View Lodge. They are a wonderful team.

Respectfully submitted,



Liz Friis  
Director Resident Lifestyle & Community Programs

## Surveyor's Commentary

The following global comments regarding the survey visit are provided:

Glacier View Lodge Society is to be commended for its 2011 accreditation survey planning. The survey documentation was well organized and prepared. Staff were involved in the Worklife Pulse, the Client Safety tool, and Board members were involved in the Governance Survey tool. In addition, it is evident that improvement activities occurred as a result of these three survey tools and the quality roadmap produced by the organization related to this survey. During the survey itself, staff, board members, community partners, residents and family members were actively engaged in the survey visit, and all of these client groups were able to speak to the quality of care and services provided by this organization. Also of note is that this organization has addressed all of its recommendations from its June 2008 Accreditation Canada survey.

Glacier View Lodge Society has a strong foundation and roots within the local community. As such, it has many long service staff and a large volunteer base. The organization has a formal link to St. Joseph's General Hospital that is over 16 years old, sharing some of its senior positions (e.g. President and CEO, and Vice President of Residential Services) and services (e.g. Finance, Payroll, Maintenance, IT, and Support Services). Credentialing of physicians is through the hospital and Glacier View Lodge has harmonized its policies and practices with St. Joseph's General Hospital. Although this relationship is close, the boards of both organizations are autonomous entities and the organizations do operate as such. To ensure its independence, a Glacier View Lodge Board member does sit on the Board of St. Joseph's General Hospital.

It is apparent that this organization has a strong focus on person-centred care. This approach was articulated in meetings, discussions and observations of residents, staff, volunteers, community partners, and family members.

The organization has a strong commitment to education and ongoing staff development. A potential does exist for the home to streamline and organize its mandatory and voluntary educational opportunities offered through the year (i.e. annual calendar listing educational events each month). As well, it could be beneficial for the home to complete a learning needs assessment to help identify staff needs, identify trends, and assist with planning.

The organization has recognized it is challenged by its existing physical plant and environment, given increasing client acuity and needs (e.g. wider hallways, doorways, and aging infrastructure). However, the site has made significant investments to its physical plant over the past three years, including a new call bell system, ceiling lifts, new generator, a computerized preventative maintenance program, new boiler, and the acquisition of hi-lo beds. As well, the organization has contracted the services of an architect to provide some plans and options to address its physical plant challenges. The site itself is well-maintained and clean, and it is clear that staff and the organization as a whole take pride in its presentation. The interior and exterior of the property is well-kept and a source of pride for the home are the outdoor spaces developed and maintained for the residents.

The organization has a commitment to quality and safety evidenced in its practices and approaches to care and service delivery. The board does receive reports about the organization's performance and monitors accordingly. The site should continue to build on the organization's performance measurement system, and the introduction of Point Click Care later in 2011 and its indicator and quality improvement features will support this activity. The site does report internal indicators but is constrained with analysis of such data externally given regulatory body inability to provide such information. As well, the organization should consider a broader posting and further communicating trends of such data internally to showcase improvements and also support the identification of further resources. This suggestion will also be aided by applications within Point Click Care.

Glacier View Lodge Society is a well-established service within the area. As such, the organization has numerous links to its internal and external clients. The organization has a Communication Plan that outlines a variety of methods that the site uses to communicate to the wider community. Some of these methods include internal items (e.g. newsletters, staff meetings, annual reports), information for families and residents (e.g. pre-admission and admission process), and external avenues (eg. regulatory environment meetings, public presentations and affiliations with the hospital). The organization has a positive reputation within the local area, and has numerous links to its wider community. Community partners spoke positively of the care and services provided at the site and their relationships with the organization and its staff. Representatives from Glacier View Lodge attend meetings with funding and regulatory bodies, and liaise with other professionals in the local area. Its website provides visitors with a broad overview of the Society, its history and its current services, and as such provides visitors with a solid overview of the organization. The organization's large volunteer base is supplemented by the numerous community groups who provide services to the residents of the home.

# Director Nutritional Services Report

## GLACIER VIEW LODGE SOCIETY

The Department of Nutritional Services activities center around our purpose of providing safe quality nutritional care to the residents of Glacier View Lodge within the resources allocated.

### Meal Days Produced

Year Ending	Resident	Other	Total
Ending March 09	37,057	2453	39,510
Ending March 10	37,069	2478	39,547
Ending March 11	37,124	2568	39,692
Ending March 12	37,212	2390	39,602

The number of meal days produced has not changed significantly compared to the previous year.

### EQUIPMENT AND MAINTENANCE

Over the year, general maintenance of production equipment has been carried out:

- Most equipment problems were short term and corrective work was done on site.
- Shelving for the storeroom, fridge and freezer has been installed. A custom pass-through fridge has been ordered with delivery expected in early June 2012.

### QUALITY MANAGEMENT

- Both Food Service and Clinical Nutrition staff were well versed on Required Organizational Practices and standards and participated in our successful accreditation survey in June 2011.
- We continue to review and revise the 4-week menu, both summer and winter, to ensure we are meeting residents' needs. A nutritional adequacy audit was completed on the menu in August 2011.
- We continue to monitor temperatures in production and sanitation to ensure safe food. Food safety and workplace safety audits are conducted throughout the year.
- The Environmental Health Officer completed a food safety inspection in December 2011. Our facility rating is "low hazard".
- Two food safety audits of the main kitchen and dining rooms were conducted by an external company during the year. We achieved scores of 96% and 96.6%.
- We conduct monthly nutrition and food service audits to ensure compliance with Nutrition Care Standards.
- Policy and procedure review is ongoing.

## RESIDENT NUTRITION

- The clinical dietitian has been working closely with the speech language pathologist to advance our Dysphagia Management Program. The number of residents requiring swallowing assessments/intervention continues to increase. Ninety-one swallowing assessments have been done this year. This is a 54% increase over the previous year. Along with the increase in choke risk, more of our residents require feeding. We have 35 residents who are either a total or partial feed and many more who require prompting. This makes meal times challenging for our staff.
- In March 2012, the clinical dietitian and the speech language pathologist hosted a community-wide inservice to provide caregivers/family members education to support individuals with feeding and swallowing disorders. In addition, they have provided training sessions for Activity and Care staff.
- The clinical dietitian continues to hold monthly Resident Food Committee meetings.
- We continue to use the Management Information Systems workload measurement tool for tracking clinical nutrition activity.
- The clinical dietitian writes a monthly nutrition article for the monthly *News and Views*.

In summary, the Department of Nutritional Services has had a busy productive year as we strive to provide an excellent service to our residents.

Respectfully submitted,



Wanda McMillan, RD  
Director Nutritional Services



# *Auxiliary Report*

## **GLACIER VIEW LODGE SOCIETY**

We had our annual Tag Day event in June. It helps with our ongoing expenses of the year, bus insurance, birthdays, new residents, etc.

In the fall, five ladies attended the Vancouver Island Area Conference in Chemainus and participated in some very good sessions.

Our Thanksgiving pie sale was very successful.

The fall bazaar was held in the Comox Mall along with Residents Council items. Sales went very well – a few items are left over for next year. Raffle tickets sold out; it was a great success. All monies went towards a Christmas party and gifts for the residents.

The gift wrapping fundraiser at the Comox Mall at Christmas time was a good success.

Our meeting in January was a time to plan another year's fundraising and helping out with anything needed for the residents – shopping, swimming, etc.

The BC Association of Health-Care Auxiliaries 2012 conference will be held in Prince George April 23-25 – two Glacier View Lodge auxiliaries will attend.

A garage sale is planned for May 5<sup>th</sup> – mostly collectible items with minimal household items.

We continue to publish a monthly newsletter.

**The Martha Campbell Auxiliary of the Year Award  
(2011) was presented to Edna Hamilton.**

Respectfully submitted,



Annette Friis  
Auxiliary President

# *Resident/Client Statistics*

## **GLACIER VIEW LODGE SOCIETY**

### **Residential Care:**

Admissions: 25      Discharges: 24

Average length of stay of those residents discharged this year: 2.43 years.

Of those residents discharged:

- All but one passed away at Glacier View Lodge.

Age and gender of residents as of 31 March 2012:

- The youngest resident was 60 years of age
- The oldest resident was 101 years of age
- The average age of residents was 83 years
- There were 63 women (average age: 85 years) and 38 men (average age: 80 years)
- There were no vacancies

### **Respite Care:**

Admissions: 28      Discharges: 28

Average length of stay: 12 days

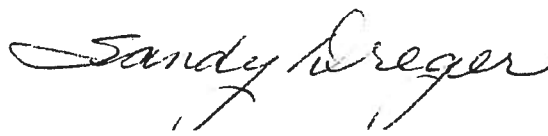
Year-end statistics for respite care show that there were 29 individual stays involving 17 clients:

9 clients:	one stay
6 clients:	two stays
1 client:	three stays
0 clients:	four stays
1 client:	five stays

Occupancy was 349/366 days or 95%.

Three respite clients eventually were admitted to permanent care at Glacier View Lodge.

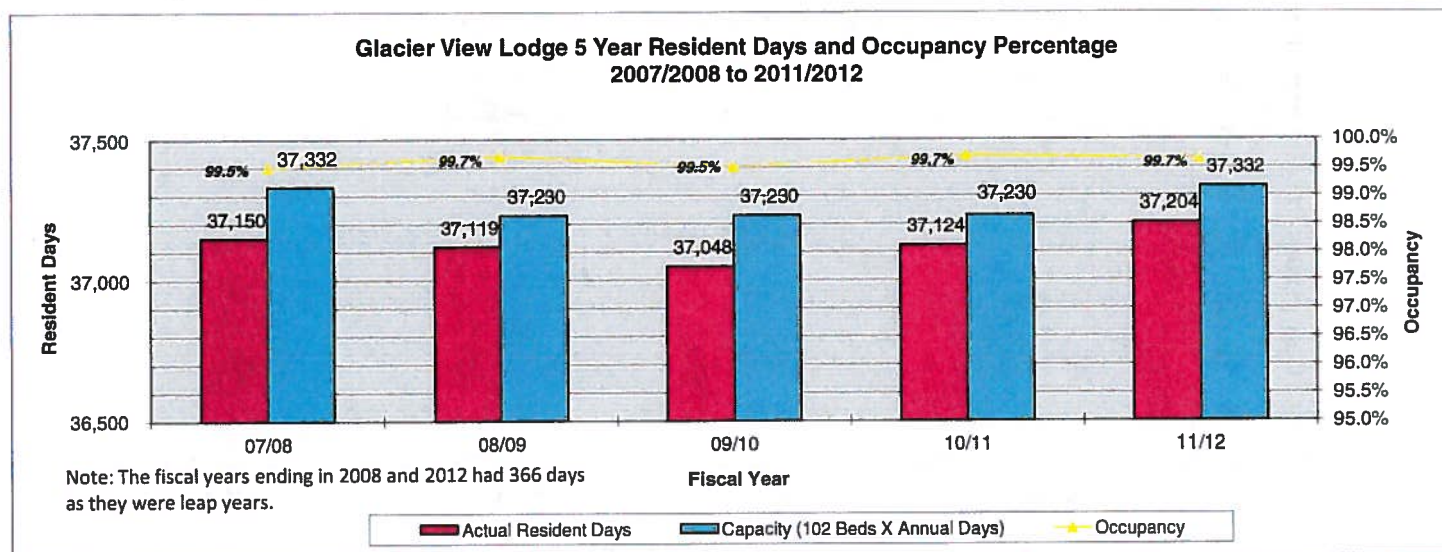
Respectfully submitted,



Sandy Dreger, R.N., B.Sc.N.  
Vice President Residential Services

# Resident Days and Occupancy

	07/08	08/09	09/10	10/11	11/12
Actual Resident Days	37,150	37,119	37,048	37,124	37,204
Capacity (102 Beds x Annual Days)	37,332	37,230	37,230	37,230	37,332
Occupancy	99.5%	99.7%	99.5%	99.7%	99.7%

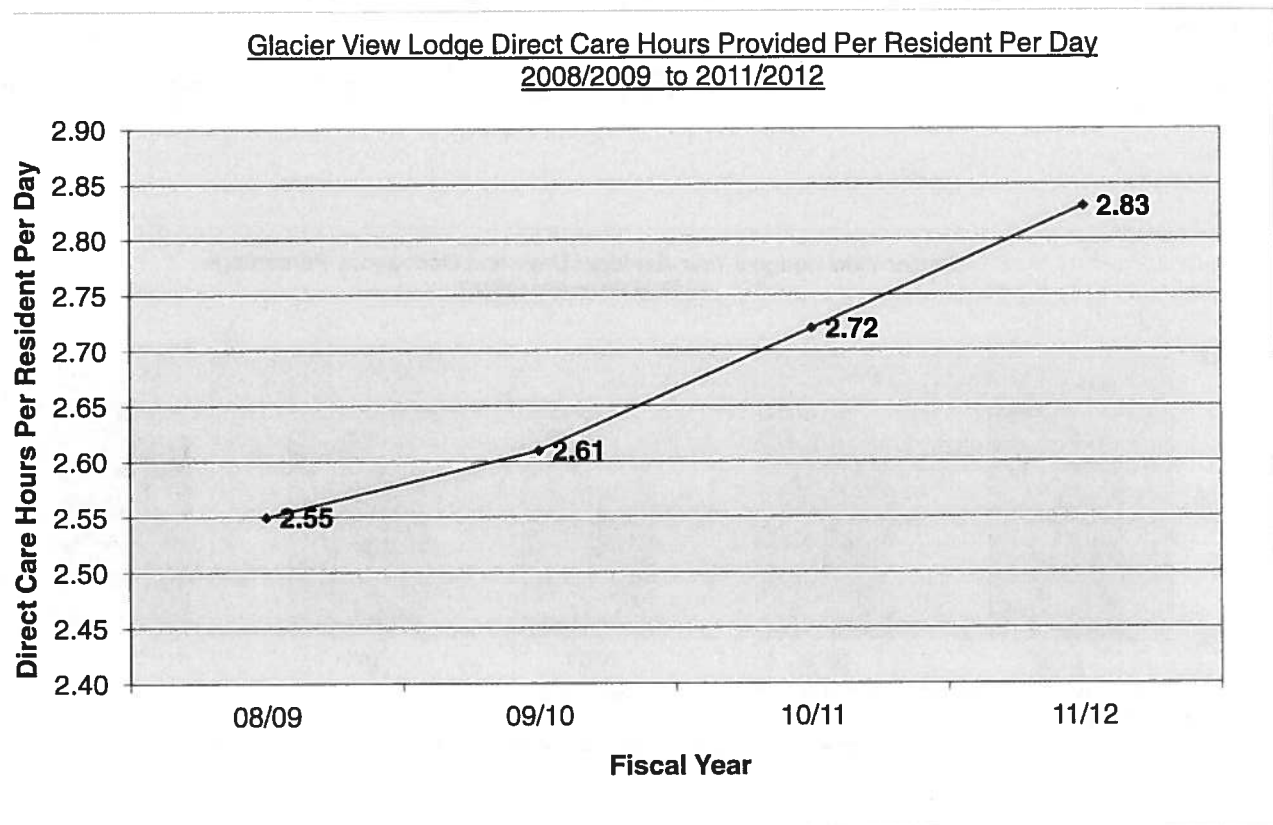


	08/09	09/10	10/11	11/12
<b>Direct Care Hours Per Resident/ Per Day (Note 1)</b>	<b>2.55</b>	<b>2.61</b>	<b>2.72</b>	<b>2.83</b>

**Note 1:**

Direct Care Hours are provided by RN's, LPN's, Dietitians, Occupational Therapists, Physiotherapists, Social Workers and Care Aides.

# Direct Care Hours Per Resident Per Day



**Note:**

Direct Care Hours are provided by RN's, LPN's, Dietitians, Occupational Therapists, Physiotherapists, Social Workers and Care Aides.