

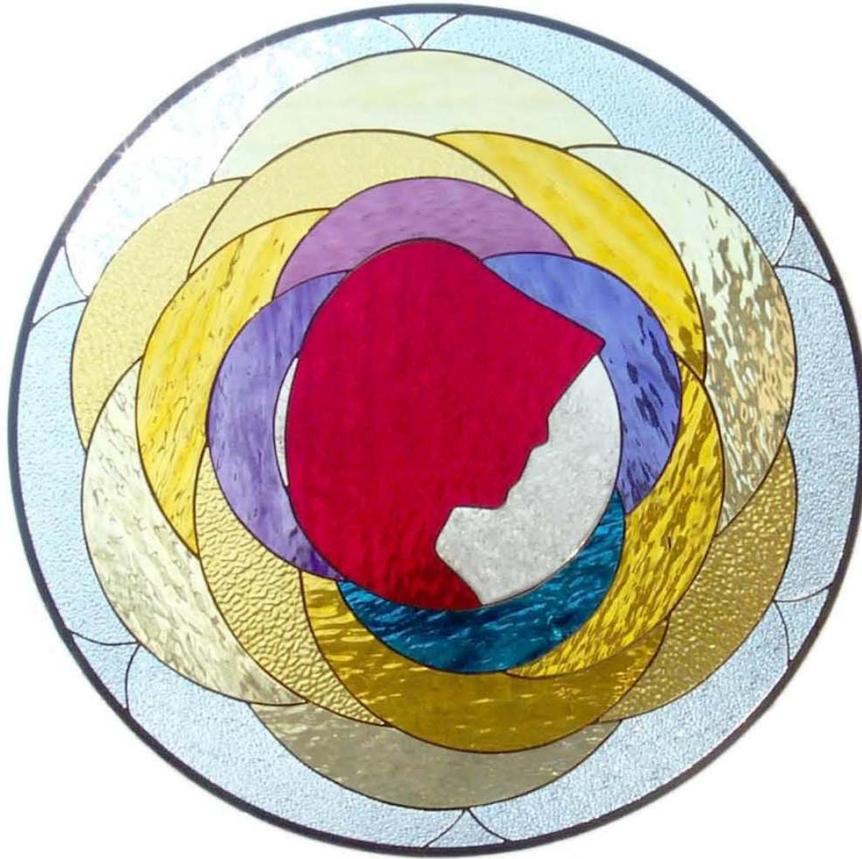
2018



ANNUAL REPORT

St. Patrick's Home of Ottawa





St. Marguerite d'Youville (1707 - 1771)

This stain glass image by Michelle Hart is an artistic representation of St. Marguerite d'Youville, foundress of the Grey Sisters.

We continue to maintain the Mission and Values of our founders, the Grey Sisters of the Immaculate Conception and to honour our Catholic history and identity. We strive to uphold the legacy of St. Marguerite d'Youville.

TABLE OF CONTENTS

Our Mission, Vision and Values	3
Greetings from Catholic Health Sponsors of Ontario	4
A Message from Our Board Chair	5
Our Strategic Directions	6
2018 Financial Report	7
Residents' and Family Councils	8
Life at St. Patrick's Home	9
Recreation and Volunteer Services	11
Spiritual and Religious Care	12
Resident and Family Satisfaction Survey Results	13
Human Resources - The St. Pat's Team	14
Quality Management	15
Medical Services and Nursing	16
St. Patrick's Home Foundation	17
A Closing Message from our President and CEO	18



OUR MISSION, VISION AND VALUES



MISSION

We offer compassionate long term care to anyone in our community as a Catholic organization inspired by Christ's ministry and the legacy of the Grey Sisters of the Immaculate Conception.

VISION

A welcoming home where everyone feels supported and cared for.

VALUES

Respect: Celebrate diversity and treat each individual with dignity.

Compassion: Support one another with kindness; ease suffering and share joy.

Spirituality: Respect spiritual beliefs and practices.

Integrity: Be honest, transparent and accountable.

Excellence: Deliver quality, adapting and innovating in a spirit of continuous improvement.

Collaboration: Communicate openly and actively to facilitate positive results.

GREETINGS FROM CATHOLIC HEALTH SPONSORS OF ONTARIO

Since its formation in 1998 as a Public Juridic Person mandated by the Holy See, Catholic Health Sponsors of Ontario (CHSO) has proudly accepted the responsibility entrusted to it by the Grey Sisters of the Immaculate Conception to continue the legacy of the healing ministry of Jesus at St. Patrick's Home of Ottawa, a legacy built on the culture of excellence, compassion, respect and inclusion.

The successes and contributions of St. Patrick's Home are acknowledged and celebrated! Looking forward, CHSO needs to leverage the strengths of all CHSO organizations so that, as a collective, we support each other in understanding and responding to community need, and to establish new services and ministries to respond to these needs.

In doing this work, we depend on the active participation of the laity, which is the future of the Catholic Church. Ensuring the formation of the boards and leadership CHSO appoints at Catholic health organizations across Ontario is a top priority.

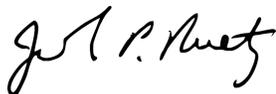
CHSO is committed to supporting St. Patrick's Home and all of our organizations in their efforts at mission integration and to live the values of Catholic health care. This means supporting people and organizations to affirm their purpose, animate their identity, activate their mission, and express their Catholic identity.

Identifying unmet needs and creating systems of support to care for the most vulnerable in our society is a fundamental role of Catholic health care. This requires organizations like St. Patrick's Home to be a prominent voice in local communities –advocating for the needs of those most vulnerable in society while working amidst the challenges and opportunities of a more integrated health care system.

CHSO is proud of its long association with the Grey Sisters of the Immaculate Conception and St. Patrick's Home in Ottawa.



John Ruetz



President & CEO

Catholic Health Sponsors of Ontario

Michaël Falardeau



CHSO Designate

Board of Directors of St. Patrick's Home

A MESSAGE FROM OUR BOARD CHAIR

St. Patrick's Home of Ottawa has a long and very proud history. Day after day we are inspired by the respectful and compassionate behavior of our staff, volunteers and families. Over the past year, the Board of Directors was focused on supporting the operations of the Home. Each Board Committee was diligent in working to meet their governance obligations. Every Board meeting includes some time for Board education relevant to governance or operations of the home. This year we had presentations on human resources, heard from the Family and Resident Councils, and started a Board Formation Program to provide the Directors with a deeper understanding of the foundations of Catholic health care ministry.

The Board was very pleased with the results of the resident and family satisfactions surveys. The results are very positive and consistent with previous years. Families are 99% satisfied with their loved one living at St. Pat's and 98% of our residents would recommend living here to others.

Throughout 2018, the Leadership Team focused efforts on the Home's Mission, Vision and Values by presenting varied information on the "Mission Board" and engaging staff. We also had the inaugural St. Marguerite d'Youville Award. This pinnacle award will be presented annually to an employee who has made an outstanding commitment in the tradition and mission of St. Marguerite d'Youville. The Board would like to congratulate the 28 nominees in 2018! As Chair of the Board, I had the pleasure to hear wonderful (and entertaining) stories about all the nominees and announce the winner, Sharon Racine, at a Staff Recognition Dinner in October 2018.

On behalf of the Board of Directors, I would like to sincerely thank the employees of St. Patrick's Home who care for our residents with respect and compassion every day. I would also like to acknowledge the dedication and hard work of the Leadership Team, the continued support of the Foundation and the commitment of our attending physicians and volunteers.

This Annual Report highlights many of the successes for the Home in 2018!

David Stevenson,



Chair, St. Patrick's Home
Board of Directors



For a list of current Directors please visit our website
<http://stpats.ca/about-us/governance/board-of-directors/>

OUR STRATEGIC DIRECTIONS

Our Strategic Plan defines the priorities and focus of St. Patrick's Home of Ottawa through 2019. It is based on the Home's Mission, Vision and Values which provide a foundation for making decisions and for carrying out our operations in keeping with the legacy of the Grey Sisters of the Immaculate Conception. We have identified where we should focus our energy and resources to deliver the greatest possible benefit to our residents and the broader community we serve. To learn more about our Strategic Plan, please visit our website <http://stpats.ca/about-us/strategic-plan/>

1. Provide consistent, high-quality, person-centred care.



2. Expand opportunities to connect and engage in meaningful activities.



3. Be a strong, healthy, resilient organization.



4. Work to evolve our campus of services and supports.



2018 Financial Report



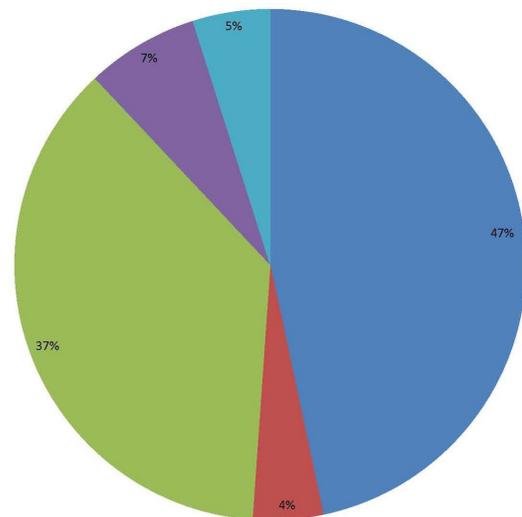
The 2018 year ended with a \$135,000 positive variance above our budget.

2018 current assets were \$4.6 million against current liabilities of \$2.9 million. The ending unrestricted net assets were \$1.5 million.

St. Patrick's Home was able to increase the Nursing & Personal Care budget by approximately \$600,000 from operating efficiencies of \$800,000 in the Accommodation envelope.

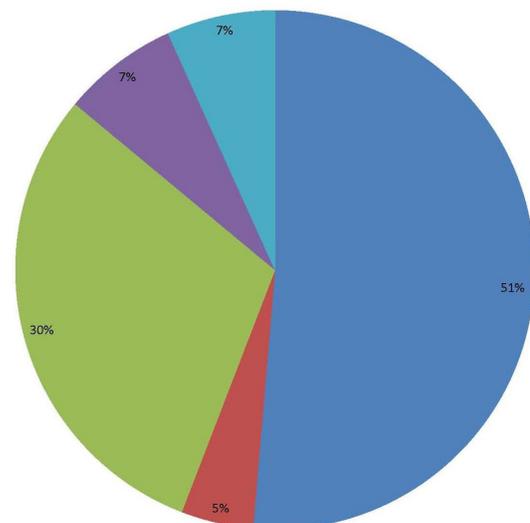
Revenues

-  Nursing and Personal Care \$10.5M - 47%
-  Program and Support Services \$1M - 5%
-  Accommodation \$8.3M - 37%
-  Construction \$1.6M - 7%
-  Other Revenue \$1.1M - 5%



Expenses

-  Nursing and Personal Care \$11.4 - 51%
-  Program and Support Services \$1M - 5%
-  Accommodation \$6.7M - 30%
-  Amortization of Capital Assets \$1.6M - 7%
-  Interest on Long-Term Debt \$1.5M - 7%



Residents' Council

The Residents' Council at St. Patrick's Home continues to play an active role in the Home. The Council meets monthly as a group and the Executive members of the Council gather more frequently to further explore the items brought forth. Here are some of the activities our Residents' Council engaged in during 2018:

- Collaborated with Home staff on repairs and refurbishments to the building
- Recommended to the administration that it create a document that features profiles of the Home's leadership team (implemented)
- Recommended to the administration that it install seating under the trees at the west edge of the Home's property (implemented)
- Initiated a Garden Committee
- Reviewed and discussed all twenty seven Residents' Rights
- Executive Committee met with members of the eConsult team

Council President Lloyd Foster continues to serve on the Board of Directors of Ontario Association of Residents' Councils (OARC). St. Pat's is proud to coordinate with the OARC to host some of their Board Meetings on-site.



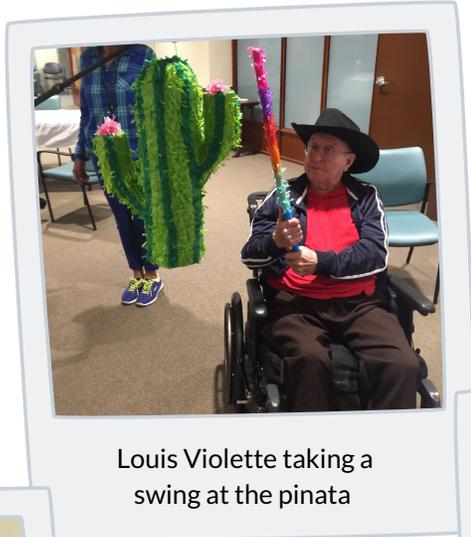
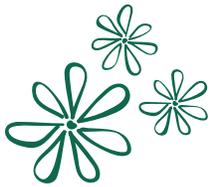
Family Council

A small group of volunteers continues to support families and friends of St. Patrick's Home through Family Council. Events in 2018 included educational sessions provided by members of the Leadership Team. These created opportunities for open communication between families, friends and management. Council sponsored a Christmas raffle that helped raise funds and provide cheer for the residents.

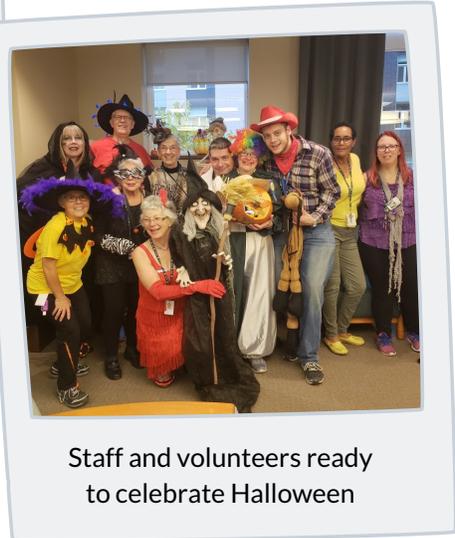
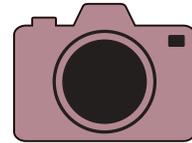
The Family Council Employee Award of Excellence continues to the delight of the recipients. As the year ended, Council started to be involved with the redecorating on Donegal. This will continue in 2019. As always, Family Council seeks to advocate for high quality care for the residents and provides support for their families and friends.



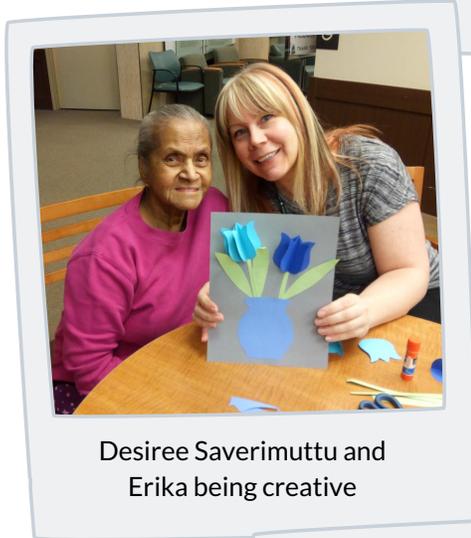
Life at St. Patrick's Home



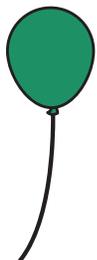
Louis Violette taking a swing at the pinata



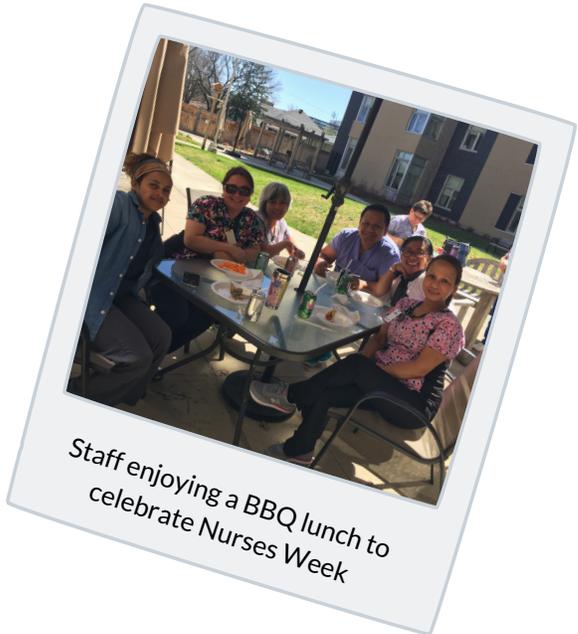
Staff and volunteers ready to celebrate Halloween



Desiree Saverimuttu and Erika being creative



Shirley Gorman chatting with Elsa



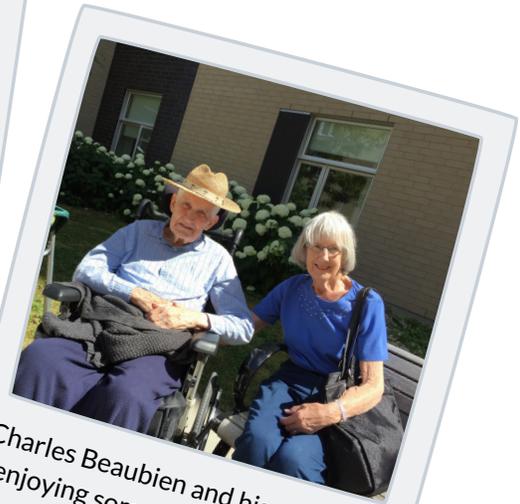
Staff enjoying a BBQ lunch to celebrate Nurses Week



Veteran James Harper at our Remembrance Day Ceremony



Irena Szatanek preparing a pumpkin for carving



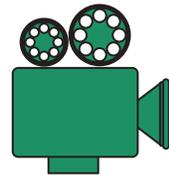
Charles Beaubien and his wife Kate enjoying some time in the garden



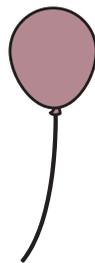
ShamROCK delivery to some of our stars



Rolly Cote and his wife Jennie at our Valentine's Dinner



Lloyd Foster congratulating Jim on his retirement



Jacqueline Long at a special "Family Style" dinner

RECREATION SERVICES

Themed Murals

We would like to send a big thank you to our volunteer Nicolas Guarin Ramirez! Nicolas is an artist who has created two beautiful murals at St. Pat's. He painted a music themed mural in the sunroom on Wexford and a country farm mural in the Cavan living room. Pictured on the right is a photo of Nicolas putting the finishing touches on one of the murals. Thank you for generously sharing your time and talent with us Nicolas! The residents will enjoy these murals for many years

Intergenerational Programming



Pictured is our resident Abby Pundyk who graduated from Immaculata High School in 1935. It is amazing to look at this photo and see the different generations of past and present Immaculata students together.

The Recreation Department is always looking at Intergenerational Programming. Intergenerational refers to programs that provide opportunities for different generations to come together to share experiences, knowledge, and skills that are mutually beneficial. In 2018 we had a variety of elementary schools and youth church groups that came to St. Pat's to perform or assist us with programming.

Immaculata High School, a local Catholic school, offers a program called Caring for Others. This placement gives students the opportunity to observe different professions and provides them hands on experience working with seniors. A group of 18 Grade 10 students came in once per week over their fall semester. This is the second successful year that this opportunity has been in place for the home.



Volunteer Services Statistics

Our volunteers are the heart of our home and are recognized for their hard work and dedication!



Our volunteers contributed almost 15,000 hours of service in 2018

14

Our volunteers range in age from 14 to 94 years of age

94

We recruited 69 new volunteers in 2018



As of December 31, 2018 there were 201 active volunteers within the home

Spiritual and Religious Care Services

Spiritual and Religious Care Services at St. Patrick's provide resident visitation, Mass Celebrations, the sacraments, ecumenical services, memorial services, farewell ceremonies, faith specific ministry, and training for staff and volunteers. There were 1608 spiritual and religious care visits to residents in 2018.

St. Patrick's Home is fortunate to be able to provide Mass six days a week, and an Anglican service once a month, as well as liaise with the Jewish Chaplaincy Services. Our Chaplain is available for anointing and prayer for the sick, as well as communion distribution. Staff or volunteers are available seven days a week to provide spiritual support through palliative and end of life care.

Spiritual and Religious Care Services works with the interdisciplinary team. Requests for services and support come from staff, residents or families. A multi-faith model of caring is used for residents. All residents, regardless of their faith, receive spiritual or religious care based on their desired needs.

Three thousand four hundred and eighty spiritual care volunteer hours have been provided in the last year. Many of those volunteer hours were given in the area of palliative and end of life care. Palliative and end of life care support is available seven days a week during the day time hours, and as an on-call service during the evenings and weekends.

It is the intent that the Spiritual and Religious Care Services provide exceptional care, working in collaboration with the interdisciplinary team, residents, families, and our partners in Catholic health care.

RESIDENT & FAMILY SATISFACTION SURVEY RESULTS

The results of the 2018 Resident and Family Satisfaction Surveys were very positive! Many areas continue to improve upon progress achieved in previous years. What really stands out are the responses provided by our residents and their families regarding their overall satisfaction with St. Pat's and the fact that they would recommend living here to others. Both are at an all-time high, as indicated on the table below.

Resident Experience and Satisfaction	2018	2017	2016	2015	2014
I am satisfied living at St. Patrick's Home	99%	98%	96%	91%	85%
I would recommend living here to others	98%	95%	93%	84%	84%
Family Experience and Satisfaction	2018	2017	2016	2015	2014
Overall, I am satisfied with St. Patrick's Home	99%	96%	90%	96%	N/A
I would recommend living here to others	99%	96%	87%	93%	N/A

Here are some of the many positive comments about St. Patrick's Home received from our residents and their families:

- It's quiet, we can talk to each other, people don't bother you, you can sleep and wake when you want, life is good here.
- It is a clean, bright and welcoming facility, with some remarkable employees who do their best to bring comfort and support to residents.
- I like the fact that people talk back to me, it feels nice that people sit and ask questions about me and my life - people take time to talk to you.
- It feels like a home!
- It's a very nice place to live; you can pretty much do what you want to do. It's kept clean and well maintained. The people are very friendly and willing to help here.
- This residence should be a model for ALL residences. Every aspect as detailed in this survey, St. Pat's truly is the best I have visited. I have had the opportunity to observe the operation of other facilities. St. Pat's is the best in all areas. Again, here is a model. Look no further. This is a wonderful home.
- From day one my mother has been extremely well cared for and loved! It conveys a feeling of home to the resident and extended family!

Human Resources - The St. Pat's Team

St. Marguerite D'Youville Award



In October 2018, we presented the first St. Marguerite d'Youville Excellence Award. This award recognizes the outstanding achievements of the employees at St. Patrick's Home who have been working at the Home for a minimum of three years. The goal of this award is to recognize individuals who have made an outstanding commitment in the tradition of St. Marguerite d'Youville and have made a significant contribution throughout their careers through a combination of reflecting the Home's Mission, Vision & Values. We were excited to receive nominations for 28 staff for this pinnacle award. The Award was presented to Sharon Racine (pictured), RN at the Staff Awards dinner in October.

ShamROCK Stars – Staff Recognition Program

In the fall of 2017, the Home initiated the ShamROCK Stars recognition program. The ShamROCKS focus on staff who have demonstrated any of the values of the Home. Residents, families, friends and colleagues recognized staff by nominating them for a ShamROCK. In 2018, over 90 ShamROCKS were awarded to staff. The first ShamROCK nomination form we received came from a resident!

86

New staff hired
in 2018

1.38%

2018 Employee
turnover rate

70

Employees attended
our Staff Award
Dinner

Staff Milestones

In October 2018, we celebrated 40 years of service for Mary Anne Nugent, our Admissions & Health Records Clerk.

Congratulations Mary Anne!

In January 2019, we said goodbye and all the best to Jim Videto, our VP Building Operations. Jim retired after 47 years of outstanding service.



Jim and Mary Anne at the Staff Awards Dinner

Quality Management Program

Our quality management system provides the framework for continual improvement and thus increases resident satisfaction and the satisfaction of other stakeholders. We all share the responsibility for the delivery of high quality programs and services and for continual improvement. Ultimate responsibility for quality and risk management activities rests with the Home, however, all stakeholders including staff, volunteers, Board members, and third party service partners have a role to play in improving quality. Driven by our value of *Excellence*, we are committed to continuously improving the quality of care and services we provide.

Quality Improvement Plan

The Excellent Care for All Act (ECFAA) requires that every year, health care organizations, including Long-Term Care, develop an annual Quality Improvement Plan (QIP) for the following fiscal year and make that plan available to the public.

Our annual QIP is developed by the Leadership and Quality Team and approved annually by the Board of Directors. The plan is reviewed and actions are updated throughout the year. To view our current QIP please visit our website <http://stpats.ca/about-us/quality-improvement-plan/>.

Laundry Quality Improvement Initiative

In 2017, we initiated a quality improvement project to review the laundry processes in order to increase efficiency and maximize performance. A preliminary analysis of the entire end-to-end laundry system identified a problem with placing soiled laundry into the appropriate colour coded bags on the Home Areas. The first goal of this project was to provide education to staff to ensure the placement of the appropriate items in the correct laundry bags. Through audits and communication with staff, many processes were put into place to improve this first step of the laundry process including: signage in chute rooms and linen closets, labeling laundry cart lids and bags, the posting of data regarding sorting errors and ongoing coaching with staff. At it's peak in 2018, this project realized a 69% improvement in sorting errors. Efforts to sustain this success include ongoing random audits and working closely with the staff on the Home Areas to better understand their unique challenges and potential barriers.

Medical Services

A secure web-based tool that allows physicians and nurse practitioners timely access to specialist advice from over 110 specialty groups, eConsult, was introduced at St. Patrick's Home this year. Our physicians are able to obtain clinical advice without our residents needing to travel outside of the home. Further, Dr. Celeste Fung has been a key contributor to the expansion of eConsult in long-term care across Ontario.



The physician team rotate on an on-call schedule to ensure that there is a St. Pat's physician available for consultation 24 hours a day 365 days a year.

We have 11 attending physicians, one internal medicine consultant and one geriatric psychiatrist who provide medical services at St. Pat's.



Care conferences with residents and their families are held six weeks after admission and on an annual basis with the care team.



The physicians participate in an average of 28 care conferences each month.

Nursing and Clinical Teams

The clinical teams continued to work together in 2018. We successfully implemented an electronic system to monitor and assess wound care. This enables consistency in dealing with all resident skin and wound care issues and simplifies the processes for our registered staff. The system includes the ability to upload photos directly to resident charts. The Skin and Wound Care Committee continues to monitor the new system and provide training and support to staff.

The second major endeavour was to create a new Falls Prevention Program using Best Practice Guidelines, RNAO Gap Analysis and the Centre for Effective Practice Guidelines. Interventions put in place on Donegal in late 2018 included individualized bed heights for each resident, comfort rounding and yellow as an alerting colour for higher risk residents. The full program will be piloted on Donegal in 2019. Assessment of the pilot program will allow for modifications and the roll out of a Falls Prevention Program to the whole home.

ST. PATRICK'S HOME FOUNDATION

YOUR SUPPORT MATTERS HERE

When you make a donation to St. Patrick's Home of Ottawa Foundation, you contribute in a very real way to the care and well-being of our residents, and to the vibrancy and warmth within their Home. In 2018, community donations provided staff with the resources to deliver programs and participate in training that had a direct and positive impact on the quality of resident and Home life. Thank you for funding these vital programs and capital needs:

SPIRITUAL & PALLIATIVE CARE

Spiritual care is an essential part of our Home's values and history, and is a vital factor in the health and well-being of residents. At St. Pat's, we provide regular opportunities for worship, prayer and reflection, as well as pastoral visits, counselling and palliative care support for residents and their loved ones.

MUSIC THERAPY & MUSICAL PERFORMANCES

Music is integrated into daily life at St. Patrick's Home – for its therapeutic benefits and the joy it brings to all. From Music Circles, to pianists that perform in our resident home areas, and professional bands that entertain on special occasions, music has the power to increase social engagement, improve mood, and enhance feelings of happiness, belonging and community. St. Patrick's Home Foundation is a proud supporter of music programs at St. Pat's.

SOCIAL & COMMUNITY ENGAGEMENT ACTIVITIES

Maintaining connections to the community-at-large and participating in favourite activities outside of the home are important aspects of physical and mental health. As such, St. Pat's organizes large and small group outings – to baseball games, the sugar bush, Tim Horton's and Dairy Queen, High Tea, the Annual Soirée, a fall tour to see the leaves change, and more.

PIONEER NETWORK & DEMENTIABILITY™ TRAINING

Ongoing education, training and certification equip staff with the information, tools and practical experience they need to effectively support residents.

ESSENTIAL EQUIPMENT

Ensuring the safety of residents is always top of mind at St. Pat's. The purchase and installation of ceiling lifts in residents' rooms ensures safe, comfortable transitions.

THANK YOU

**Your care, generosity and loyalty to
St. Pat's are well appreciated.**



A MESSAGE FROM OUR PRESIDENT AND CEO

In Closing,

As you have read throughout the 2018 Annual Report, St. Patrick's Home of Ottawa has been a busy, vibrant and productive home for our 288 residents. This year's Annual Report provides a snapshot of what the staff, residents, volunteers and Board Directors have accomplished during the past year. We hope that this is of value to your understanding of our Home and what is important to all of us.

Within the parameters of our Mission, Vision and Values, the Strategic Plan, 2016-19 provides four Strategic Directions to guide our decisions and priorities. We have made great strides in moving forward on these four directions, with a continuing emphasis on person centred care and engaging residents, family and staff in decision making in the Home. Our Mission and Values, continue to be our focus in daily actions and decisions, to continue the compassionate healing ministry of the Grey Sisters of the Immaculate Conception.

My gratitude and admiration goes to the kind and capable employees, volunteers, physicians, and the leadership team for their loyalty and commitment to the people who call St. Pat's their home. It is an honor to serve our residents and their families with you.



Janet Morris,
President and CEO





St. Patrick's Home
of Ottawa

OUR LEADERSHIP TEAM

Janet Morris, President and CEO

Marilyn Willms, VP Finance

Monique Patterson, VP Nursing

Tracey Simpson, Manager, Human Resources

Kathy Thompson, Manager, Recreation and Volunteer Services

Fritz Clarke, Manager Spiritual and Religious Care

David Wainwright, Coordinator, Resident and Family Services

Teena Tomlinson, Coordinator, Quality Improvement

Paul Harris, Manager, Support Services

Richard Valiquet, Manager, Operations

Pam Smith, Assistant VP Nursing

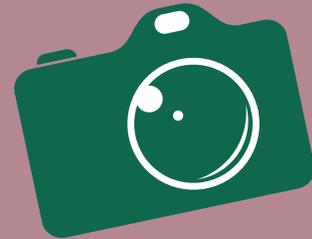
Dr. Celeste Fung, Medical Director

Cheryl Elliott, Coordinator, Administrative Services and Communications

PHOTO CREDITS

Cover: Top - Suzanne Pantusa

L to R - Lionel Poirier with his wife Marilyn, Irene Ashley proudly displaying her artwork, Irena Szatanek with staff celebrating her 100th birthday



Page 8: L to R - Volunteers Teresa and Russ Mildenhall, Family Council Co-Chairs Patricia O'Regan and Rob Leigh and family member Judy Dancer helping out at a BBQ



St. Patrick's Home of Ottawa receives funding from the Champlain Local Health Integration Network (LHIN). The opinions expressed in the publication do not necessarily represent the views of the Champlain LHIN.