

Unionville Home Society



The new sensory garden at Union Villa – (photographs courtesy of Gavin Tamaya)

Annual Report 2009–2010

Serving Seniors in the York Region for Forty Years

The Unionville Home Society is a charitable, non-profit organization dedicated to providing quality care and services to seniors. UHS was formed in 1967, with the goal of building a home for senior citizens as a Centennial project, and has grown to become a recognized leader in the fields of long-term care and seniors' housing.

UHS is an umbrella organization comprised of the following divisions:

- Union Villa – loving, long-term care for 145 residents
 - Convalescent Care Program for 15 clients
- Heritage Village – 91 charming garden cottages
- Heritage Centre – culture & recreation, 500 members

Under a separate non-profit corporation, UHS administers:

- Wyndham Gardens Apartments of Unionville – 122 elegant life-lease apartments

UHS also operates the following programs & services:

- Adult Day Guest Program
- The Garden Restaurant at Wyndham Gardens
- Home and Community Services

The UHS Foundation was established to work with the UHS to achieve its mandate.



Glenn Crosby

Report of the Chair, Board of Directors – Glenn Crosby

It has been a most eventful year. Late last summer we hired Debra Cooper Burger as our new President & CEO. The process itself was interesting because it was the first time in some time that we have gone

outside of our local area to hire our CEO. Deb comes to us with a world of unique experiences in healthcare and post secondary education. Skills that are coming to bear fruit as we retune our senior management team and respond to the funding challenges presented by the Ministry and our LIHN. We continue with our successful galas that have focused on our looking back theme. Great parties that have generated wellneeded funds and created awareness of UHS and our needs.

Our organization is fortunate to have very committed and active Board members. The Board continues to address campus issues that will provide great guidelines for our future evolution and, hopefully revenue sources for future Boards. The Governance committee has taken the lead to codify existing practices and policies and shape our governance model to

better reflect the needs and expectations of the entire campus. We have recognized that we are in the property management business and are aligning our procedures and staff resources to better address this responsibility. As legislation continues to expand the legal obligations and responsibilities of the Board and senior staff we are developing and fine-tuning our Quality Initiatives and benchmarks. As a Board we have been pleased with the financial reporting standards developed and maintained by our Financial team with Deb's stewardship.

Personally I would like to thank the entire Board for their commitment, dedication and support as we move forward in unpredictable times. Our senior team is rounding out to be a very productive and high performing group. But as we move ahead with the challenges of Government funding and new standards and expectations from Queen's Park it will take the unqualified resources of our entire Board and senior Management to ensure that we continue to provide a better "Home" for all our residents.



Debra Cooper Burger

Report of the President and Chief Executive Officer – Debra Cooper Burger

A Year of Re-positioning

It is with great pleasure that I present the Unionville Home Society (UHS) Annual Report for 2009-2010. My first report, as President and Chief Executive Officer.

Annual meetings play an important role for organizations. They are good opportunities for reflection, retrospection, for celebrating success and for re-evaluation of organizational strengths and weaknesses.

A year ago, Sheldon Wolfson, Past Chair, of the Ontario Association of Not for Profit Homes and Services for Seniors, made some annual meeting remarks that have continued to resonate with me. He noted that the seniors' care *"landscape has been shifting so quickly and so often, that a look back reveals much about the strength and capacity of provider organizations to absorb and respond to the many changes, while at the same time staying focused on what's most important, providing the best possible care and services to residents"*.

The shifting landscape that Sheldon was referring to has given most seniors' care providers pause to reconsider their

organizational directions. The Unionville Home Society has and is indeed involved in this type of analysis.

The 2009-2010 year can best be described as a year of "Re-Positioning". Some of this re-positioning activity has been driven by external forces.

The provincial government's long term care agenda has focused on stepped up reporting and accountability requirements; new program standards and policies and new long term care legislation.

The new Long-Term Care Homes Act (2007) came into effect July 1st, 2010. Readiness for the new Act and its associated regulations has required a great deal of time and attention and UHS staff have been proactively engaged in re-positioning work to ensure compliance with the new requirements. The transition to new regulatory standards, processes, staffing qualifications and reporting practices is not an easy task. The level of detail in the new regulations is considerable and assessing the impact of these regulations on our long term care services has been demanding.

See ***A Year of Re-positioning***
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Debra Cooper Burger – A Year of Re-positioning

In addition, the Local Health Integration Networks (LHINS) assumed responsibility for the long term care sector in 2009. As a result, all long term care providers have been required to enter into an accountability agreement with their respective LHIN. Detailed reporting and negotiations on the terms and conditions of the agreements has taken considerable time. Unionville Home Society will now be contractually committed to the Central Local Health Integration Network by way of a Long Term Care Service Accountability Agreement (L-SAA) for its long term care services and by way of a Multi-Sector Service Accountability Agreement (M-SAA) for its home and community services. Both agreements come with additional administrative, financial and reporting obligations which have also required re-positioning activity by UHS administrative staff and may in fact require more internal change.

Other re-positioning changes have been driven by forces from within the organization itself. Turnover in personnel has provided several opportunities to recruit new people with different skill sets and talents to join the senior management team. With new leaders in place and shaping direction for the organization, energies are now focused on making meaningful changes that will build on the strengths of the Unionville Home Society and offer care and services that are valued by our residents.

Any form of re-positioning activity requires sound operational practices and the execution of prudent financial strategies. Improvements in operational practice this past year are evident in system integration, team work, facility management, staffing competencies, quality indicator tracking and accountability.

Collaboration with community partners has expanded and the organization is re-positioning to embrace and support the increasing diversity of the community. In particular, our partnership with the Social Services Network saw the successful launch of an adult day program specifically developed for South Asian seniors. Other examples of collaborative initiatives include UHS sponsorship of the Southeast Geriatric Outreach Team and integration with

the Markham Stouffville Hospital Outreach and Geriatric Emergency nurses.

From a financial perspective, Unionville Home Society's operational and project budgets were well managed. At year-end, the organization's favourable financial position can be attributed to sound fiscal control and monitoring. In order to maximize financial resources we continue to look for new initiatives and pilot programs to provide additional income. Initiatives like the convalescent care program, new horizons grants and research projects have resulted in additional funding for manpower, training, infrastructure and equipment.

To provide continuous service to the residents on the



Unionville Home Society campus, our organization requires a staffing complement of more than 240 employees engaged in nursing, personal care, activation, dietary, housekeeping, laundry, maintenance, fundraising and administrative duties. In addition, we are fortunate to have strong representation

from the medical community with Dr. Howard Dombrower as our Medical Director and Dr. Hellman, Dr. Strauss and Dr. Iseman as our attending physicians. UHS also has contracts and affiliations with professionals from a broad range of disciplines such as pharmacy, physiotherapy, occupational therapy, dieticians, chiropody and dentistry.

To our staff and our service providers – for their dedication and commitment to making Unionville Home Society truly a home for our residents – I extend my sincere gratitude and appreciation.

I also wish to thank our Chairman, Mr. Glenn Crosby, the Board of Directors and the members of our many committees for their countless hours of volunteerism. Most people are unaware of what it takes to be involved in UHS at this level; the expertise and critical level of insight into issues that guide the organization forward as each decision arises. The leadership and support they provide and the talents that they bring to our organization may often go unobserved but are indeed remarkable and are greatly appreciated.



Juanita Goodhand

Message from Director, Long Term Care Operations – Juanita Goodhand

As you may already know, our quality program at Union Villa is focused on ensuring that everything we do results in outstanding care/ service and excellent performance. The last several months have been a very busy time at Unionvilla as we have been engaged in several new initiatives to strengthen the delivery of exemplary care and service to our residents.

Nursing Department:

A nursing department review was conducted in early January that led to the implementation of a new nursing leadership model in February. The main change was to establish a dedicated Unit Manager for each floor (1st, 2nd 3rd) to: promote a team environment across the units; provide day to day management support to staff and improve communication with residents/families and the interdisciplinary team. In addition to managing the day to day operation of their units, they will also have a program responsibility that will ensure that ongoing innovation (new initiatives that achieve established goals; best practices; quality improvement activities) are implemented and dynamic partnerships (student/volunteer satisfaction; community partnerships) are fostered. Our new Director of Nursing, Personal Care to oversee the nursing department started with us in April and will be ensuring that the goals and objectives of the new model are achieved.

Nursing Rehabilitation & Restorative Care Program:

Nursing Rehabilitation is the philosophy of doing "with" the resident

instead of "for" the resident to help promote their independence. The program has been trialed on the 3rd floor in May and will be implemented home wide July 1st. The goals of the program are to assist or promote the residents ability to attain optimal functional ability for daily activities such as eating, dressing and walking based on resident specific goals. Any staff member, including volunteers, and trained family members can contribute to the minutes of nursing rehab/restorative care given to each resident.

Best Practice Initiatives: We are in the process of implementing the Registered Nurses Association of Ontario (RNAO) best practice guidelines for *wound and skin management* and *continence and constipation*. These guidelines will increase nurse confidence, knowledge, skills and abilities to identify residents at risk and initiate preventative measures/ interventions based on best practices that standardize the care provided based on research.

Programs:

To create efficiencies in staff utilization and support continuity of resident care, the activation staff have been assigned as a dedicated resource to each unit. This enhances inter-collaborative resident care planning and supports effective communication with activation staff by residents; family/ staff. To strengthen the support available to family/ residents and to meet the standards of the new Long Term Care Homes Act, a Manager, Resident and Support Services with a professional social work designation to oversee the Pastoral Care and Programs. I am also pleased to announce that a new part-time Pastoral Care Coordinator has been hired as the designated lead for religious and spiritual practice/services, palliative care, grief and bereavement support and education.



Mary-Ruth Flood

Unionville Home Society Foundation Report – Mary-Ruth Flood

The Unionville Home Society has been providing care to seniors for over 40 years and many people have supported this mission by making generous donations to our Foundation. This year was no exception despite challenging economic conditions.

Our signature event, the Annual Gala was very well supported through sponsorships, corporate tables and individual ticket sales. The fun event produced a 22% net increase in dollars raised over the previous year. Grateful thanks are extended to our tireless Gala Committee.

Through the generosity of an estate bequest – several enhancements were made in the Union Villa dementia unit this past year, such as new specialized adjustable dining tables and new flooring.

Other major changes were made to the Union Villa Courtyard. A new Pergola was built to provide shade while residents and their families

enjoy the outdoors and a therapeutic Sensory Garden was developed filled with plants and shrubs to stimulate all the senses.

We are also very grateful to our long standing donors as all of the major pledges for the Brick-by-Brick campaign which helped to build the new Union Villa were completed in the past year.

Our Second Wind Dreams program continues to flourish. This very special program receives an annual donation from the Lead Sponsor of the program and gift-in-kind donations from the community. The program provides "Wishes/Dreams" to our residents and has been a tremendous success. This past year, Mayor Scarpitti was the guest speaker at a reunion of all residents who had a "dream" come true.

From all fundraising sources more than \$289,332 was committed in 2009 – 2010 and we are very thankful to all the individuals, families, organizations and foundations that provided such wonderful support. The lives of our residents are enriched by the generosity of our donors and their support for seniors' care is a testament to community compassion.

To the Members of Unionville Home Society

The accompanying condensed statements of financial position and operations are derived from the complete financial statements of Unionville Home Society as at March 31, 2010 and for the year then ended. In our auditors' report dated May 26, 2010 on the complete financial statements, we expressed an unqualified opinion. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the condensed financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These condensed financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these financial statements may not be appropriate for their purposes. For more information on the Society's financial position, results of operations, and cash flows, reference should be made to the related complete financial statements.

TORONTO, Ontario
June 29, 2010

Tinkham & Associates LLP
Licensed Public Accountants

Condensed Statement of Financial Position

As at March 31, 2010

	2010	2009
Assets		
Current assets	\$ 632,467	\$ 796,467
Investments	1,472,528	1,739,140
Capital assets	18,662,143	18,907,118
	\$20,767,138	\$ 21,442,725

Liabilities, Deferred Contributions and Net Assets

Current liabilities	\$ 1,603,744	\$ 1,724,746
Long term debt	17,396,834	17,831,849
Deferred contributions	2,807,043	2,436,247
Net assets	(1,040,483)	(550,117)
	\$20,767,138	\$ 21,442,725

Condensed Statement of Operations

Year ended March 31, 2010

	2010	2009
Revenue:		
Union Villa	\$11,402,009	\$11,294,108
Heritage Village	996,438	998,555
Investment Income	31,594	101,604
	12,430,041	12,394,267

Expenses:		
Union Villa	10,406,969	10,079,300
Heritage Village	754,488	652,129
Mortgage loan interest	1,147,359	1,141,209
	12,308,816	11,872,638

Excess (deficiency) of revenue over expenses before undernoted items	\$121,225	521,629
Amortization of deferred contributions	127,403	188,970
Amortization of capital assets	(1,122,519)	(1,010,799)
Gain on sale of parcel of land	683,525	-
Wellness contribution	(300,000)	-
	(611,591)	(821,829)

Excess (deficiency) of revenue over expense for the year	\$(490,366)	\$(300,200)
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Joanne Scofield

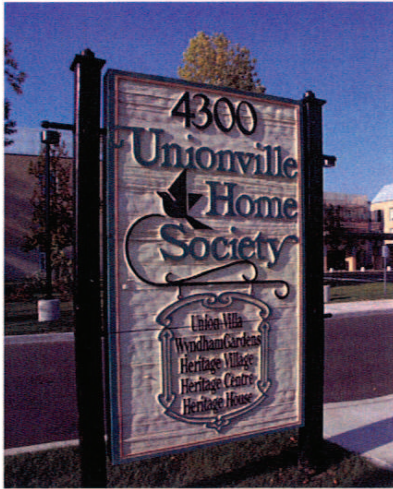
Message from the Director of Community Programs & Housing – Joanne Scofield

The past year marked the completion of the Heritage Village retrofit project. This was a significant undertaking to complete remedial work on the bungalow units and involved the temporary relocation of our residents while work was being done on their units. We thank all of our residents and their families for their support and understanding during the construction.

Our community programs continued to grow and provide services to clients in the community. In January we partnered with the Social Service Network (SSN) to open a new adult day program on weekends that is geared to the South Asian community. This is the first program of its kind in York Region and has been well received by the community. We look forward to a continued partnership with SSN.

UHS staff continued to play an active role in the Central LHIN's Community Support Services (CSS) Network, providing leadership in the development of the sector's first coordinated strategic plan as well as participating on other initiatives including Best Practice development. UHS also participated in a pilot project to implement a client database system for our community support programs and was part of the second phase of implementation of a common assessment tool. We were also pleased to be asked to participate in the Central Community Care Access Centre (Central CCAC) Balance of Care project. The project was aimed to determine the most appropriate mix of institutional and community resources needed at the local level to meet the needs of an aging population.

We continue to work closely with our community partners and volunteers to provide service to seniors on our campus and in the community.



OUR MISSION

The Unionville Home Society is a non-denominational charitable organization operating in a campus environment dedicated to providing a continuum of quality care and services including housing and long-term care for older adults living in York Region.

The organization promotes wellness, independence, quality of life and self-determination of the individual within a caring community.

OUR VISION

The Unionville Home Society aspires to be a recognized leader and community partner in providing an innovative continuum of exemplary care and services that are accessible to older adults and respond to the community's changing requirements and expectations.

OUR VALUES

The values of the Unionville Home Society are the following:

- Integrity
- Professionalism
- Respect and Caring
- Excellence
- Creativity

It takes a team to build an organization. Thank you to our outstanding Board of Directors, staff, volunteers, residents, families and community, for working together to make the Unionville Home Society a success.

UHS BOARD OF DIRECTORS 2009-2010

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President & CEO

Cecilia Ho
Director, Finance

Dr. Howard Dombrower
Medical Director

Mary Ruth Flood
Director, Community Development

Juanita Goodhand
Director of Long Term Care
Operations

Joanne Scofield
Director, Community Programs &
Housing



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