



2023 Annual Report



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Land Acknowledgement

I would like to start by honouring the land that we are on, which has been the site of human activity since time immemorial. It is the traditional territories of the Wendat, the Haudenosaunee Confederacy, the Anishinaabe, the Chippewa, the Mississaugas of the Credit River First Nations, the Mississaugas of Scugog Island First Nation, and the Anishinaabe Mississauga adjacent to the Haudenosaunee Territory. Ontario is covered by 46 treaties and other agreements and is home to many Indigenous Nations from across Turtle Island, including the Inuit and the Metis. These treaties and other agreements, including the One Dish with One Spoon Wampum Belt Covenant, are agreements to peaceably share and care for the land and its resources. Other Indigenous Nations, Europeans, and newcomers, were invited into the covenant in the spirit of respect, peace and friendship. We are all treaty people. Many of us have come here as settlers, immigrants, newcomers in this generation or generations past. We are mindful of broken covenants, and we strive to make this right, with the land and with each other. I would also like to acknowledge those of us who came here involuntarily, particularly as a result of the Trans-Atlantic Slave trade. And so I honour and pay tribute to the ancestors of African Origin and Descent.

EXECUTIVE DIRECTOR SUMMARY

I would like to thank everyone for all of their hard work and dedication throughout 2023. This year, life at Fairhaven continued to be challenging with outbreaks, which are hard on everyone and yet we continue to put our best foot forward and persevered. We have procedures for infection control, protecting our residents and staff from waves of respiratory and other viral threats. This negatively impacts our resident home life by isolating them when necessary. Additionally, staff absence is felt as they self-isolate at home until they are able to return. We continue to implement changes aimed at balancing the risk of infection with overall resident and staff health and well-being. The diligence of our residents, visitors and staff continues, and the easing of restrictions has enabled us to enjoy more events in 2023 than in the past three years. We are hopeful that 2024 will be even better!

I am proud of our team's execution of strategies and organizational plans over the past year. Our staff are committed to delivering exceptional care. Our 2023 achievements include a Mask Recycling Program, Staff Wellness Program, the addition of Social Services Worker position, and our Service Accountability Agreement Renewal. Our Design and Decorating Committee work began in December. We are thrilled with the progress so far, enhancing our environment for everyone's enjoyment. We were successful in a home emergency preparedness exercises and evacuation. We have offered monthly Resident and Family Information sessions via Zoom, which expands our communication efforts. Congratulations and gratitude to everyone for their tremendous effort in achieving Exemplary Standing with Accreditation Canada.

We are grateful to our local, provincial, and federal governments for recognizing the need of specialized care and equipment and services. We were successful in receiving funding for bariatric support and equipment. We also received additional funds for IPAC and staff education funds, to name a few.

Our services are designed to respond to the needs of each individual resident. Varying degrees of assistance and support and services are available to our residents ensuring that Fairhaven meets their needs. We are recognized as a leader in quality resident focused care through integration and innovation within our community. Fairhaven is currently exploring the possibility of expanding the size of our home on the existing site. An application to the Ministry of Long-Term Care for additional LTC bed licenses is the first step.

This application is a request to The Ministry of Long-Term Care to expand the long-term care bed capacity of Fairhaven from 256 beds to 384 beds. The application will respond to

the increasing demand for long-term care services in the City of Peterborough and County of Peterborough. There is no guarantee that Fairhaven will receive approval for its application for additional beds. If the application is approved:

- Fairhaven may be eligible for provincial capital funding to cover some of the costs associated with the new addition.*
- Fairhaven's current building will remain in operation and the disruption to residents will be as minimal as possible.*
- The expansion may not begin until late 2025 and is reliant on a successful application, funding, and stakeholder approvals.*

We are happy with our 2023 achievements. Our dedication and drive will continue to build on a strong culture with dedicated staff. Our focus will remain on enhancing resident care, providing resident focused solutions through advancing communication, participation and inclusivity among our community. We strive to be the employer of choice and will continue to recruit and retain highly engaged employees. Thank-you for your ongoing commitment and support!

Yours very truly,

Nancy

*Nancy Rooney
Executive Director*



MPP Dave Smith, Presenting Fairhaven with Local Priorities Funding Executive Director Nancy Rooney, Board of Directors Member Tia Nguyen, and Resident Council President Laura White

Annual Report from Chair, Board of Directors

I am pleased to present the Board of Directors Report for 2023.

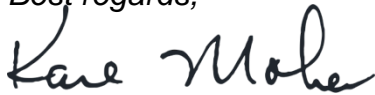
In 2023 we prepared for our Accreditation process which took place in May of 2023, we reviewed our process to assess services and help improve the quality, safety, and efficiency of our performance to benefit our residents. We received Accreditation with Exemplary Standing. Congratulations to the amazing staff, residents and community partners who helped to achieve this standing. Congratulations to the amazing staff, residents and community partners who helped to achieve this standing.

A recommendation from Accreditation Canada was to look at changing our name from Committee of Management to Board of Directors, which was changed in the fall of 2023.

The Board of Directors participated in AdvantAge Ontario webinar for Municipal Councillors focusing on Long Term Care Inspections: Board Responsibilities and Liabilities. This webinar series clarified the roles and responsibilities of the Board relating to inspections under the Fixing Long-Term Care Act, 2021.

The Board continues to provide support to Fairhaven to fulfill its mission “Dedicated to provide enriches care in a safe and inclusive environment”.

Best regards,



Chair, Fairhaven Board of Directors

Annual Report from Medical Director

I am pleased to present the Medical Director's report for 2023.

Fairhaven is quite well served by our medical staff which consist of myself, Dr. Crane, Dr. Miller, Dr. Shannon and Dr. Shahbaz. Dr. Crane will share co-Medical Director note with myself in 2024. Nurse Practitioner, Terri-Lynn Brown was hired in early 2023, which has greatly enhanced our ability to look after residents in the home and decrease transfer to hospital as well as being a wonderful education resource for staff. The Professional Advisory Committee met quarterly and reviewed medication usage and errors, focusing on psychotics, narcotics and benzodiazepines. We also review incidents, wounds, infections and the emergency box.

We are involved in a project through ISMP Canada to reduce inappropriate antipsychotic usage in the home. CareRx continues as our pharmacy provider with Adam Ferguson as my very capable pharmacy consultant. BSO continues to play an essential role in the management of our residents with expressive behaviors. Achieva Health remains our physiotherapy provider led by Sayeed Purayil and is very committed to fall prevention and generally great and amiable service.

We have not had portable x-ray service for over one year which has undoubtedly led to an increase in transfers to the Emergency Room. We will have portable ultrasound and hopefully x-ray in 2024. We are also looking at purchasing point of care ultrasound to use ourselves in the home. A presentation has been arranged for early 2024 at this end. Dr. Adams continues to provide Botox injections in the home for residents with spasticity. This has proven to be a valuable service.

I attended the annual Medical Directors LTC conference and several other educational events during the year. I held an in-service in Parkinson's disease for staff. I also supervised six - 1st year Queens Family Medicine Residents who each look after four residents for one year with the hope that they will eventually chose to work in LTC.

The management team at Fairhaven been progressive yet responsive to staff concerns and the future is exciting.

Respectfully Submitted,



D.R. Spink, MD, CCFP
DRS:kh

I. INTRODUCTION

GOVERNANCE - BOARD OF DIRECTORS - 2023

Chair	Karl Moher	Community Representative
Vice-Chair	Tia Nguyen	Community Representative
Member	Dave Haacke	City Councillor
Member	Keith Riel	City Councillor
Member	Carol Armstrong	County Councillor
Member	Pat Wilford	County Councillor
Member	John Poch	Community Representative
Ex-Officio	Nancy Rooney	Executive Director
Assistant	Jen Baro	Executive Assistant
Invited Guests		
	Nancy Ross	Director of Care
	Carolyn Jones	Finance Manager



Fairhaven Board of Directors

SENIOR MANAGEMENT TEAM:

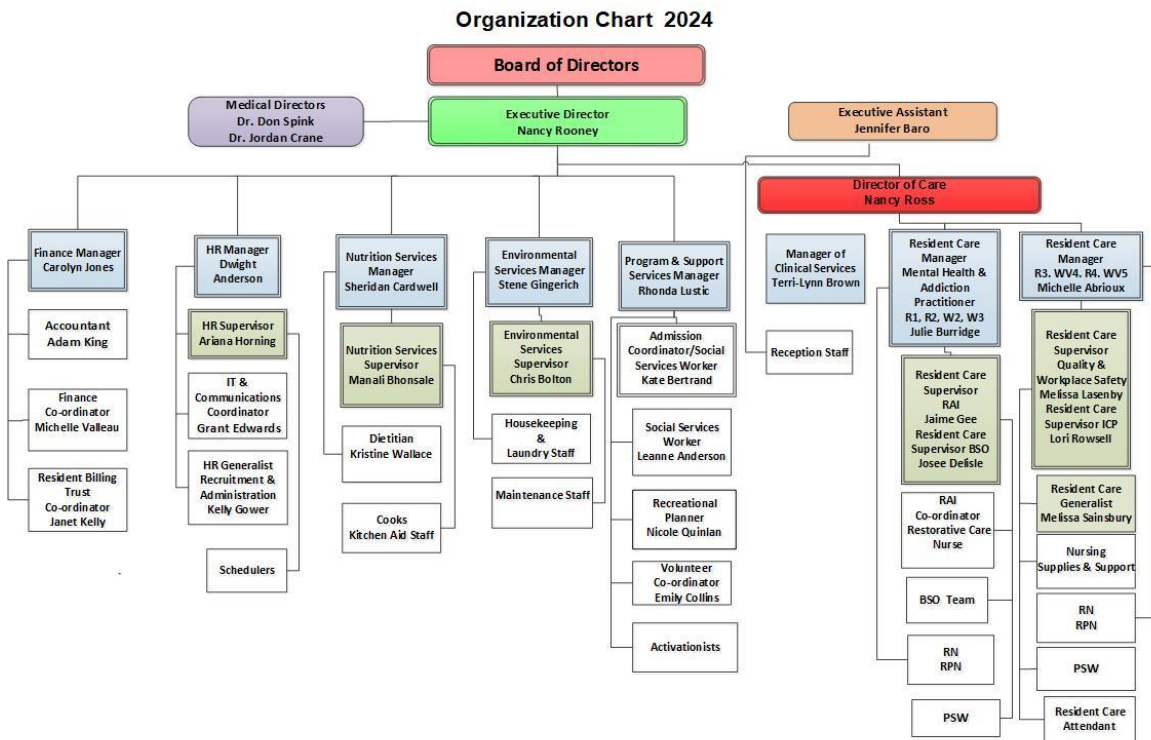
Nancy Rooney, Executive Director
Nancy Ross, Director of Care
Jen Baro, Executive Assistant

MANAGEMENT TEAM:

Julie Burridge, Resident Care Manager
 Michelle Abrioux, Resident Care Manager
 Terri-Lynn Brown, Manager of Clinical Services
 Lori Rowsell, Resident Care Supervisor
 Jaime Gee, Resident Care Supervisor
 Josee Delisle, Resident Care Supervisor
 Melissa Lasenby, Resident Care Supervisor
 Melissa Sainsbury, Resident Care Supervisor
 Rhonda Lusic, Programs & Support Services Manager
 Carolyn Jones, Finance Manager
 Sheridan Cardwell, Nutrition Services Manager
 Manali Bhonsale, Nutrition Services Supervisor
 Dwight Anderson, Human Resources Manager
 Ariana Horning, Human Resources Supervisor
 Janet Newhook, Scheduling Supervisor
 Steve Gingerich, Environmental Services Manager
 Chris Bolton, Environmental Services Supervisor

LEADERSHIP TEAM:

Includes the above management team plus registered staff, Dietitian, Human Resource Generalists, Accountant, Finance Co-ordinator, Volunteer Resources Co-ordinator, Admissions Coordinator and Social Services Worker.



Revised March 2024

DEPARTMENTAL COMMITTEES:

- Board of Directors
- Falls Prevention
- Foundation Board of Directors
- Wellness Committee
- Ethics
- Continence Care
- Restraint and Bed Safety Committee
- Palliative Care
- Best Practice Teams
- Quality
- Communication
- Family Council
- Resident Council
- Nutrition Services Food
- Emergency Planning
- Accreditation Team
- Infection Prevention and Control
- Pain
- Restraint
- Resident Quality and Safety
- Professional Advisory Committee
- Joint Occupational Health & Safety

FAIRHAVEN FOUNDATION BOARD OF DIRECTORS – 2023

Chair	Phil Aldrich	
Vice-Chair	Chris White	
Member	Karl Moher	Liaison - COM
Member	Pat Powers	
Member	Lois Davis	Resident Representative
Ex-Officio	Nancy Rooney	Executive Director
Assistant	Jen Baro	Executive Assistant/Secretary
Invited Guest	Carolyn Jones	Finance Manager



RESIDENT PROFILE

The profile of Fairhaven's residents changed drastically in 2023. The hospital admissions created a much more diverse population with our youngest resident at 32 and the oldest at 102. The year we saw an increase in residents admitted requiring dialysis, and more complex dressings at one time than ever before. We had residents come with nothing but the clothes on their back or no shoes on their feet. Some had large families while other came with little or no outside support. The wonderful people of Fairhaven quickly became their families and sources of support.

The information below provides the age demographic of our Residents as of December 31, 2023 (10 vacancies):

Age Groups	Number of Residents
0- 50	6
51 – 60	4
61 – 70	26
71 – 80	65
81 – 90	78
91 – 100	62
100+	5

Our primary diagnoses are:

- unspecified dementias and Alzheimer's
- cardio vascular disease
- diabetes
- anxiety
- depression
- arthritis
- stroke

Language Spoken

Our Residents are primarily English speaking with the following additional languages:

- Italian
- Dutch
- French
- Hungarian
- German
- Spanish
- Finnish

OCCUPANCY RATES

Fairhaven started 2023 with 252 residents, and 4 vacancies. Due to COVID outbreaks throughout 2023 we were unable to admit residents to the affected Resident Home Areas. Our occupancy rate fluctuated throughout the year. Our respite bed resumed after being pause during COVID, booking continues to be high.

Admissions and Discharges

In 2023 Fairhaven had 88 permanent admissions, 79 deaths, 24 internal transfers, and 13 respite admissions. 2023 admissions were impacted by various outbreaks within the home and in the community. Home and Community Care Support Services (HCCSS) continues to prioritize residents on their crisis list and move residents out of hospitals. Of the 88 admissions, 40 residents came from hospital.

In June of 2023 Marilyn Young, Support Services Supervisor retired from Fairhaven. Kate Bertrand has taken over the role of Admissions Coordinator and joins Leanne Anderson as a Registered Social Services Worker in the home. Kate's focus is to support resident's and families with the transition into Long-Term Care, prior to, during, and post admission.

FINANCIAL MANAGEMENT

Provincial and Municipal Funding

The Long Term Care (LTC) sector is highly regulated and mandates the provision of high levels of care and service provision from a number of different Departments. Fairhaven is appreciative of the County and City's acknowledgement of the need for operating and capital budget support. Operating funding from our municipal partners totaled \$2,705,400 in 2022 (County - \$ 775,000, City - \$ 1,550,000) and capital budget support was \$380,401 (County - \$126,800 City - \$253,600).

What is CMI?

CMI (Case Mix Index) is a numerical measure of the level of needs/interventions (or "acuity") of Homes' Residents. For every day a Resident is at our Home, we submit a numerical value for their care needs according to a system called "Resident Assessment Index/Minimum Data Set" or RAI/MDS. The data that is submitted to the Canadian Institute for Health Information (CIHI) is entered into a complex formula to arrive at our "raw" CMI. Our Nursing and Personal Care per diem funding is then multiplied by our CMI factor to determine final "adjusted funding" for Nursing. CMI is adjusted downward through a "Re-indexing Factor" so that the Province does not pay out more money in total to Homes' year over year ("revenue neutrality"). Our final CMI is also decreased if the percentage of our Resident days classified as "Special Rehab" is greater than 5%.

What are “Per Diems?”

Per Diems (PD) are amounts that Fairhaven receives per bed, per day in four separate funding envelopes, including Nursing and Personal Care, Programs and Support Services, Nutritional Allowance, and Other Accommodations. Recently Global Funding was added. For example, using the data from the chart below, as of October 2023, we received \$95,787.52 to provide food for Residents (\$12.07 times 256 Residents times 31 days in October).

Envelope	LOC Per Diem	Supplementary Per Diem (as per April 1, 2023)	Total
Nursing and Personal Care (NPC)	106.34	4.80	111.14
Programs and Support Services (PSS)	12.24	.24	12.48
Nutritional Support (NS)	11.00	1.07	12.07
Other Accommodations (OA)	56.16	1.12	57.28
Total	185.74	7.23	192.97

Ministry and Industry Association Reporting

Mandatory and non-mandatory financial and statistical reporting submission requirements continue to grow in the long-term care sector. Accountability to Residents, families and the public is vitally important to demonstrate efficiency and effectiveness, but this obligation is accompanied by ever-growing submission responsibilities, including the following:

- Staffing Reports (quarterly)
- Stats Canada Reports
- Annual Reconciliation Report
- Management Information System (semi-annual submissions which include financial and statistical information)
- Revenue Occupancy Reports
- PSW Wage Enhancement
- AdvantAge Ontario Benchmarking Surveys
- Several reports required for special one-time funding and initiatives, including Education Funding, Local Priorities Funding, Infection Prevention & Control (IPAC) Funding to name a few.

II. RESIDENT CARE

Nursing Department

Fairhaven's Nursing Department is comprised of Personal Support Workers (PSW), Registered Practical Nurses (RPN), Registered Nurses (RN) and a Nurse Practitioner (NP).

The new role of Manager of Clinical Services - Nurse Practitioner is Terri-Lynn Brown NP, Terri-Lynn has been an asset to the Nursing Department. She is actively involved in our Palliative Care team and conducts weekly rounds with Erin Newman-Waller Palliative Pain and Symptom Management Consultant from Hospice Peterborough. Terri-Lynn collaborates closely with our Medical Director and Attending Physicians. Her role promotes averting unnecessary hospital transfers, and she supports the staff and residents/families with her assessments, knowledge, and skills. Terri-Lynn has been actively seeking out opportunities to improve her knowledge and skills as she becomes familiar with Long Term Care. She has attended PIECES training (Dementia Care), CAPSE Course (Palliative Care) and the OLTCA Conference.

Betty Hazen, previous Director of Care decided to make a personal change and move closer to her family. We welcomed Nancy Ross to the position of Director of Care in April.

The Nursing Leadership team recognizes that during the last few years COVID has taken a toll and that some of our basic practices needed to be refreshed and education was required.

We had the opportunity to have ARJO (vendor for our mechanical lifts) provide education on proper lift and transfer techniques for all our PSWs, RPNs and RNs in the home. ARJO also educated twenty of our front-line staff (PSW, RPN, RN) on a Train the Trainer course so they would have the knowledge and skill to educate new staff on safe lift and transfer techniques. This education ensures the safety of our residents that require extra assistance for transferring. We are excited about empowering our front-line staff to be leaders within the home.

Arjo completed an audit of all our mechanical lifts and based on the audit we purchased new tub chairs for each resident home area.

We have streamlined our Skin Products from Medline which now includes a shampoo and bodywash, skin cleanser, barrier/moisturizer creams and a zinc product. Medline representatives educated front line staff on the new products and how and when to apply the different creams. The goal is to protect the resident's skin from skin tears, dermatitis from incontinence to ensure comfort and promote good skin integrity.

Each resident home area is now equipped with their own treatment carts to ensure that supplies for skin and wounds are easily accessible for the nursing staff. We have a Wound Care Specialist Registered Nurse that works once/twice a week to assess and provide treatment decisions for our residents that have extensive wound issues.

We were fortunate to receive funding to purchase equipment for bariatric residents. This included ceiling lifts for each resident home area except for Riverside Special Care as well as specialized equipment that may be required such as commodes.

The Nursing Department is looking forward to of improving practices and education for all our staff to ensure that the quality of care for our residents continues to be our number one priority.

Complex Therapies

Our staff possess education and skill sets which make Fairhaven a leader in clinical services. We continue to see positive outcomes in our efforts to reduce the number of transfers to hospital.

Fairhaven has a specialized secure area which is Home to 32 Residents. The BSO team is essential in maintaining an optimal environment for our Residents who reside in this area. These Residents may have conditions such as dementia, Alzheimer's disease, and/or may be exit seeking. This Resident Home Area has maintained full occupancy and we continue to have a large waiting list with Ontario Health for potential Residents.

Quality and Accreditation

Fairhaven's Continuous Quality Improvement (CQI) Program focuses on the delivery of care excellence through a multitude of platforms, including the Accreditation process through Accreditation Canada. As previously mentioned, the success of receiving *Exemplary Standing* attests to the organization's commitment to our mission, vision and values.

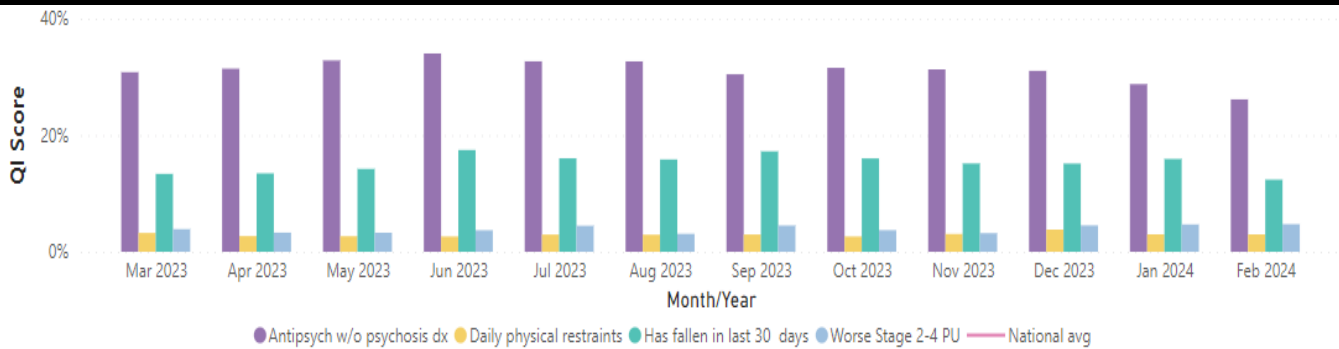
The review process involved an evaluation of our current practices, the highlighting of our strengths, and the development of action plans to address any weaknesses. Each standard focuses on the following chapters; Governance; Medication Management; Long-Term Care Services; Infection Prevention and Control; and Leadership.

The Continuous Quality Committee (CQI) is responsible to develop, implement and continuously evaluate the effectiveness of quality improvement, risk management, resources and utilization review systems.

Based on the Canadian Institute of Health Information, Fairhaven has had successes in the several indicators, and while reflecting on trends, will continue to strive to meet provincial benchmarks:

- Falls in the Last 30 Days – 16.5% (9%), lower than the Central East LHIN (16.8%) and national average (16.7%), and on par with the provincial average.
- Worsened Pressure Ulcers – 2.4% (1%), equaling the Central East LHIN and province.
- Restraint Use – 4.0% (3%), down from 4.2% in 2022, and lower than the national average of 4.9%

The home has adopted a new QI program, INSIGHTS, which filters data collected by the RAI MDS team, to help with program evaluations, resident specific triggers (i.e. which residents are being flagged for worsened pressure ulcers) in real time. This helps the interdisciplinary team with prevention, risk management and educational needs. It captures all of our reporting requirements for the LSAA.



Wound and Skin Program

Our wound care nurse with advanced knowledge conducts weekly wound assessments when a Resident has any skin breakdown.

Wound Care Committee is working on preventative identification of skin issues. Discussion with multidisciplinary team around risk factors and ways to reduce all wounds.

Stage 2-4 for percentage of long-term residents who have a worsened wound is 4.14% and the National Average is 2.7%

New wounds for percentage of residents in LTC is 2.9% and the National Average is 2.2%

Falls Prevention Program

Fairhaven's Falls Prevention Program continues to provide staff education on interventions and prevention strategies to prevent falls and to reduce related injuries. If a Resident falls, the family/Power of Attorney (POA) is notified; the physician is notified; a post-fall assessment is completed by the RN; and the Resident is assessed by the physiotherapist.

Recommendations are implemented and the Resident specific care plan is updated as needed. The Fall committee meets monthly and discusses residents with multiple falls, review interventions, and looks at fracture prevention. The Fall committee consists of a multidisciplinary team. This includes, the Nurse Practitioner, the Resident Care Supervisors, the Resident Care Managers, the BSO team, the Pharmacist, Dietician and Physiotherapist.

The Fall committee has implemented a new project which is called Purposeful Hourly Rounding. This project has now been implemented throughout the whole home. This Project will help reduce falls, increase patient/resident satisfaction, reduce pressure injuries, and decrease call bells.

The main challenges our Resident's face are increased acuity needs, acute episodes of illness, decreased strength and balance, and cognitive impairment (altering Residents' abilities to recognize that they require assistance with transfers or ambulation). However, there continues to be a demonstrated value in effective interventions that are put in place to prevent injury for those at high risk for falls. Fairhaven average of falls in the last 30 days is at average of 15.14% which is below the National average of 16.89%.

Fairhaven has a variety of monitoring devices that are used to ensure safety for Residents who are at high risk for falling and to reduce the risk of injury. In 2023 we added a sensor chair pad alarm for wheelchairs to our inventory.

Restraint Minimization

A restraint can be physical, chemical, or environmental in nature. The purpose of a restraint is to limit or restrict a resident's activity or behaviour. All alternatives to restraints must be investigated, evaluated, and documented.

Here at Fairhaven the Restraint and Bed Safety Committee is committed to reducing restraint use and keeping residents safe. This is done by completing an assessment and documentation must include a weighted benefit analysis to support that the need for the restraint outweighs the risk(s) associated with restraint use.

In the past year, the committee has worked very hard to continue to reduce the number of restraints in our home. In collaboration with a multidisciplinary team which consists of Environmental Services, Physiotherapy, Nursing, and the BSO Team, restraint use decreased in 2022 to an average of 4.18% from 4.43% in 2021.

The Pain Assessment in Advanced Dementia (PAINAD) scale is a tool that is used to score the pain before, and after, treatment. Fairhaven will strive to continue to perform above average (3.9%), as indicated on Your Health System, and maintain performances below the provincial average of resident exhibiting pain (5.0%)

Medication Utilization/Incidents

All medications are administered by a registered staff member, licensed by the College of Nurses of Ontario (CNO). The home recently added treatment carts to the care centres for nurses to be able to efficiently provide treatments, and document at point of care. This allows for safer, effective care. Medication incidents that occur are followed up with education, direction, and best practice policies review with the registered staff member involved after each reported incident. Education and coaching are provided to further reduce occurrences, during registered staff practice meetings and with any change to the RNAO Best Practices and CNO Guidelines. Quality indicators for medication incidents are reviewed at quarterly Professional Advisory Committee meetings, and recommendations are brought forward to appropriate personnel. The home has seen a 22% decrease in medication incidents in the last year from 2022. "When necessary" (PRN) medication usage is monitored closely and any medication that is not utilized after a three-month period is discontinued by the attending physician. Quarterly medication reviews are completed for each resident by their primary physician with recommendations for enhancements.

Fairhaven partners with CareRx pharmacists to provide education and training regarding insulin administration; new medications; new or changing guidelines for the pharmacological treatment of chronic illnesses; medication management workshops; invitations to external workshops; and training interviews. Auditing performed by CareRx personnel is provided to ensure consistent and correct practices with respect to:

- medication storage and security
- glucometer testing and storage
- treatment carts
- medication passes
- handling of narcotics and controlled substances
- documentation and charting; and

Provided services include:

- technical and dispensing services
- website resources
- support for eMar (electronic medication distribution/software) technology
- Stericycle pick up for medications and sharps (needles, scalpels etc.)
- disaster and pandemic planning information; and
- participation on the Fairhaven Medication Management Accreditation Team.

Infection Control

Twelve outbreaks were declared at Fairhaven during 2023 totaling over 200 outbreak days. Most outbreaks were RHA-specific, with only a couple being declared home wide. As expected, most outbreaks were caused by the COVID-19 pandemic virus, however, there was one gastro outbreak which lasted several weeks, and a couple instances of the common cold.

88% of Residents and 64% of staff were vaccinated against seasonal Influenza during the 2023 influenza season. There were no cases of influenza reported in the home during 2023.

All infection control quality indicators are reviewed by the following committees: Quality, Infection Prevention and Control, and the Professional Advisory Committee. Relevant indicators are brought to the Health & Safety committee. Each committee has an opportunity to provide recommendations for enhanced quality improvement.

Relevant Indicators

Infections

- Average monthly Urinary Tract Infections (UTI) remained at 1.37% which is consistent with the previous year's values.
- The number of Residents with MRSA in 2023 is increased to 8 compared with 6 the previous year. The additional cases were acquired in the community before admission to long-term care.
- Residents being admitted to the home with VRE is consistent with last year's values.
- There were no diagnoses of C-Difficile in 2023. This is a 100% decrease from the previous year.

Behavioral Support Services Team (BSO)

The BSO Team continues to work diligently with staff and caregivers to develop methods and interventions for responsive behaviours. Our mandate is to train our staff with the following methods: Montessori interventions, Gentle Persuasive Approaches (GPA), U-First, and PIECES (Physical, Intellectual, Emotional, Capabilities, Environment and Social-Cultural) programs.

The BSO Team is always working on something new to improve the quality of life of our residents. In 2023 the team started the STOP smoking program with CAMH, which included access to free

nicotine replacement to help residents stop smoking or reduce smoking. The team also started remodeling the R2 spa room with input from staff, residents, and staff. This initiative is to help residents to be more receptive in having a bath by making the spa room look more welcoming and

warmer. This initiative will continue for the rest of the spa room in 2024.

The home added temporary BSO RPN positions to help with the shortage of staff in the home which helped the RHA staff and resident as BSO was now available 7 days a week.

The Fairhaven BSO team continues to be part of the quarterly implementation meetings facilitated by Ontario Health. Fairhaven is responsible for coordinating BSO education funding sessions throughout our region, which includes eight Long Term Care facilities. This year, the education money was used in training staff in U-First, PIECES, Dementiability, Communication Tool and Tips, and GPA. The home sent three employees to become Dementiability coaches with the goal of having the whole home trained in Dementiability. The BSO team provided 8 GPA training sessions to the Fairhaven staff, in groups of ten.

Fairhaven’s BSO Team works closely with the monthly Psychiatric Assessment Services for the Elderly (PASE) clinic to assist our Residents with behaviors. Assessments are completed and recommendations are provided to the physician, staff, and family members to enhance the individual’s quality of life.

Behavioral Support Metrics

The collection of metrics has changed over the years. Below is the mandatory metrics that are collected monthly and submitted to the Home and Community Care Support Services (HCCSS). We average 4-5 new referrals a month. Our case load averages 40 residents. The BSO team will connect with family during care conferences or with a phone call to gather more information to help resident settle on admission or when a change in their behaviour happens.

# of new accepted referrals to LTC BSO within the reporting month	# of residents supported on the BSO caseload within the reporting month	# of individual family members/ informal care partners supported within the reporting month	# of new resident transitions to tertiary care due to responsive behaviours within the reporting month
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Nutrition Services

The Nutrition Services Department manages and maintains eight dining and servery areas, as well as the main kitchen. Our main food suppliers are Sysco, Natrel Dairy, Fresh Start (fresh produce and eggs) and Canada Bread. Over 90% of food and supplies for the Nutrition Services Department are purchased under contract pricing through Silver Group Purchasing.

Nutrition Services produces 256 meals, 3 times per day, for 280,320 annually. Our daily food nutritional allowance is \$12.07 per resident per day. Of those meals, 13% are modified to a minced texture and 18% are modified to a pureed texture. This is done so that our Residents, with various levels of dysphagia (chewing and swallowing impairments), may eat safely. 8% of our Residents require their fluids thickened to safely swallow their beverages.

Nutrition Services offers all Residents an in-between meal snack three times per day. Nutrition Services provides approximately 66 special therapeutic snacks on top of the regular snack offerings. This includes supplements and high protein snacks to help with skin health and wound healing. Outside of meal service and snack service, if Residents are hungry into the evening and night, the Nursing staff may access the servery to get a snack for a Resident from our 24hr emergency food bin.

We took the time to compile a catalogue of all our adaptive aids. This includes divided and scoop plates, Kennedy cups, nosey cups, and bendable and foam cutlery. These adaptive aids help residents maintain and improve their independence during meal service.

Our major purchases for 2023 included items for the dining rooms and main kitchen. We purchased sixteen clover leaf dining room tables and thirty new dining room chairs. The multi-position dining room tables or “cloverleaf” tables provide custom seating for Residents requiring vertical and/or horizontal table adjustments as well as comfortable positioning for staff who assist those Residents with their meal. We made an extensive purchase of new China dishes for all our dining rooms. This included dinner plates, B&B plates, soup bowls, and dessert bowls, along with new mugs and new glasses. With our new tables and new dining chairs, and new China our dining rooms look very impressive. This provides a nice environment for our residents to enjoy their meals.

Some other items we purchased include new dish rack dollies for the serveries and new digital thermometers for the taking food temperatures. Our new dish rack dollies ensure our dish racks are not stored on the floor of the servery. Our new digital thermometers are easier for our staff to read instead of using the dial face food thermometers. Accurate food temperatures ensure our the food we serve is palatable.

In the main kitchen we also purchased a new Combination Oven for the main kitchen. This replaced our fourteen-year-old Combi oven. The computer board was losing its memory, and we needed to replace the entire oven. The newer oven is slightly smaller, so it uses less electricity and doesn't take up as much space. Even though it is smaller the food is cooked faster.

The ban on single use plastics has made us rethink some of our programs. We switched to metal spoons for med. Pass instead of using single use plastic spoons.

We are still preparing our menu and snack menu using our Meal Suite menu software program. In 2023 we continued with creating our Home in the software. This included all the rooms and dining rooms. Mid-year we added all our residents to our menu software. We continued with building our menu and snack menu.

The kitchen and dining room service areas are always found to be in good sanitary condition when inspected by Peterborough Public Health. In 2023, Peterborough Public Health inspected the Nutrition Services Department three times.

Programs and Support Services

Programs and Support Services includes Resident Programs, Volunteer Resources, Social Services, Family Council, Resident Council and Spiritual Care. Each of these areas uses a resident focused approach; taking each resident's interest, abilities, needs and preferences into

account when designing and implementing programs and services.

Resident Programs

The Resident Program Department organizes a variety of recreation and leisure programs to meet the following five categories of the residents' assessed interests and needs:

- physical
- intellectual
- social
- spiritual
- emotional

With a variety of programs to look forward to each day, the residents' sense of well-being and purpose are maintained, and their quality of life is enhanced. Programs include small and large groups, 1:1 and individual/independent programs.



In 2023, the Resident Programs department delivered 3674 Group programs to residents. There were 154 different activities, offered. The team provides programs seven days a week in all areas of the home. Special Event programs include theme events, dress-up days, holiday celebrations, community outings and musical entertainments.

Highlights:

- Our 2023 Family Carnival was a huge success! Entertainment by Dauncey, a Petting Zoo, Games, a BBQ and Carnival treats, and Bouncy Castles provided fun for residents, staff and families.
- The Café reopened to residents and visitors.
- Purchase of the Tovertafle- The Tovertafle “Magic Table” is a projector with interactive games specifically designed for seniors it can be played individually or in a group. The games are proven to be effective at physical, cognitive, social, and sensory levels. Stimulating movement, social interaction, and moments of happiness. The Tovertafle are in Riverside special care and in the Great Room.

- Our Activity Pro Software was upgraded to include modules for Creating monthly Activity Calendars and storing and tracking volunteer hours and information.



Residents Dressed up for Halloween



Residents Using the Tovertafal

Spiritual Care

Spiritual and religious care and activities are available within Fairhaven, which respect each resident's traditions and preferences. Spiritual and Religious Care is an essential component of holistic care. Our Spiritual Care program is reliant on Volunteers, and we continue to actively recruit new volunteers.

Highlights:

- A Service of Remembrance was held in June 2023 to honour and remember Fairhaven residents who passed away between January and April 2023. The names of all residents who passed away during the pandemic were also on display and added to the In Memory Books.
- In 2023, we were able to return to a full calendar of Spiritual Care Programs. Resident Programs staff with the help of volunteer clergy provided. 339 Spiritual care programs. Programs included Roman Catholic Mass, Sunday Worship Services, Hymn Sings and Fellowship Services.
- New In Memory Boards were purchased for each Resident Home Area to display names and pictures of residents when they pass away.

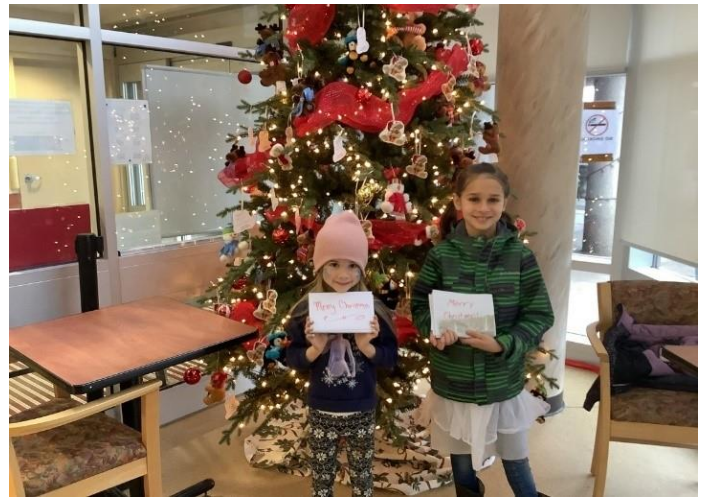
Music and Memories



Under the leadership of Emily Collins, Volunteer Resources Coordinator, Music and Memories continues to be a very successful program with 71 Residents in 2023 utilizing iPods. We continue to recruit donations of old iPods to support the continued growth of this program.



Special Christmas Deliveries



Evergreen Public School Christmas Delivery

Intergenerational Program

Fairhaven's intergenerational partnership was with Edmison Heights for the first half of 2023 with 50 students matched up with 50 residents as pen pals. The second half of 2023, we have partnered up with Immaculate Conception Catholic School and we have roughly 30 students and 30 residents who have become pen pals and are writing back and forth to each other once a month. Students have sent pictures, crafts, and letters and even made Christmas presents for each of their Fairhaven pen pals over the holidays.



Pen pal letter delivery

Over the Christmas season, Trent University students, Evergreen School, a local Peterborough Sparks group and a Fairhaven volunteer and her family, donated Christmas cards, crafts and homemade gifts to the residents at Fairhaven.

Volunteer Services

Fairhaven continues to have an active and involved volunteer program including direct service volunteers, Family Council members, board members, and student placements in both high school and post-secondary education programs.

Volunteers assist with recreation programs, special events, community outings, meals, worship services, animal visits, physiotherapy, hair salon portering, Café, friendly visits, and spiritual care friendly visits. Fairhaven is fortunate to attract volunteers from local high schools, Sir Sandford Fleming College, and Trent University, local churches, plus many individuals from the community.



Selling Christmas Raffle Tickets



Volunteer and Staff Stuffing Stockings for Residents

Highlights:

- We have created two new volunteer jobs that were very much needed at Fairhaven. An 'Outing Volunteer' job was created specifically to take residents to appointments when they need accompaniment without loved ones available to assist. Five 'Vigil Volunteers' were also recruited and trained specifically for this role with the assistance of Hospice Peterborough to have individuals available to sit bedside with residents at their end stages of life who either have little to no support from loved ones and/ or loved ones are unable to be present as often as they would like.
- We have partnered with the Ennismore Knitters who donate lap blankets and shawls for our welcome bags that we give to new residents on their first day as well as for our stockings at Christmas time.
- We have renewed our partnerships with the East Central Therapy Dog program as well as the Peterborough Humane Society to provide pet visits to Fairhaven residents weekly. We currently have 6 dogs that come in weekly and make their way to every resident home area.
- We had another successful teen volunteer program this year where students volunteered in the summer months to complete their mandatory high school 40 hours of community involvement. 3 volunteers come in throughout each week to continue to sell resident council 50/50 tickets.

- Fairhaven also took part in the SEED-it program again this year. Once registered, Fairhaven was given gift cards to buy vegetable seeds and plants. These were planted in Fairhaven's Westview 2 garden and on the Worship Centre balcony. As vegetables became ready to harvest, residents would help to cut, and bag produce to be delivered to Kawartha Food Share. 4 deliveries of fresh produce were donated to Kawartha Food Share by the residents at Fairhaven.
- Miracles thru Christ, (a volunteer group from Selwyn Outreach Church) returned in 2023 providing a weekly spiritual care music program.
- We recruited a new bible study volunteer in 2023 who comes twice a month to assist with bible study programs.

We had a total of 4385.42 volunteer hours from January 2023- December, 2023. At the end of 2023 we had 50 registered volunteers; many of our previous volunteers did not return post pandemic. We were also able to provide volunteer assistance at 24 large special event programs.



Lakefield's Farmers Market Outing



Ennismore Knitters Lap Blanket Donation

Due to pandemic restrictions, our formal volunteer recognition event was not able to take place. In recognition of National Volunteer Week, in April of 2023, we had drop ins times where volunteers could come in to be acknowledged and thank you gifts were presented. Volunteers were very appreciative to receive recognition for their continued service.



National Volunteer Week 2024



Family and Friends Bingo Night



Peterborough Zoo



Tony and Robbie Visits

We continue to recruit for many different volunteer roles at Fairhaven as we recognize the role and impact, they have here with the dedicated hours they provide to our home.

Therapy Dog Visits



Ginny Visits



Millie Visits



Sally, Charlie, and Rosie Visits



Opening the Café

Teen Summer Volunteers



Fall Carnival



Boardgame Fun



Café Service



SEED It Deliveries



Peterborough Zoo Outing



Games Day



Resident Council Laura White and Lori Sloan

Resident Council

Residents' Council is a two-way communication link between residents and the administration staff. The council receives information, provides input and makes recommendations towards activities, programs, products and services; this contributes towards providing the best quality of life for our residents. The Residents' Council is dedicated to advocating for residents and their rights. Fairhaven Residents' Council continues to be an active Member in the Ontario Association of Resident Councils' (OARC).

Highlights:

- Residents' Council Created By-laws, based on the Ontario Association of Residents Councils (OARC) best practice guidelines. The By-Laws were officially adopted in September 2023.
- Celebrating Residents' Council week from September 6-12. The Council organized and participated in several events promoting and recognizing the work of Council.
- Our monthly meetings hosted a variety of guest speakers to share knowledge and information. Topics included: infection prevention and control, annual vaccines, accreditation, nutrition services menus laundry concerns, introductions to new managers, discussions around the installation of new cameras and a monthly update from the Executive Director.
- Residents Council continued to hold monthly 50/50 draws. In 2023 we held six (6) draws. Residents' Council partnered with Family Council to hold our annual Christmas raffle. This year we raffled off 3 wreaths loaded with a variety of gift cards The raffle earned each council a profit of \$529.



Fairhaven Family Council

Family Council works together to provide support to caregivers, creates a communication pathway between Fairhaven caregivers and Administration and provides advocacy creating a positive impact on the resident and caregiver experience at Fairhaven. They meet in a hybrid format, with in-person and virtual meetings, at 2:00 pm on the fourth Wednesday of the month.

Highlights:

- Family Council members began reaching out directly to all new Fairhaven caregivers to welcome and support their transition to the Fairhaven community.
- Explored solutions in the following areas: Environmental Services, Infection Prevention and Control (IPAC), Resident Programs and Behavioural Supports Ontario.
- Hosted Erin Newman-Waller, Palliative Pain and Symptom Management Consultant, Hospice Peterborough for a well-attended Advanced Care Planning, Palliative Care & End of Life Care Education Session in May.
- Planning and preparation began for hosting regular Welcome Teas in 2024, social gatherings for new residents and their caregivers to get to know the Administrative team.
- Successful joint Family Council and Resident Council Christmas Raffle raising \$529 for each council.

Spiritual and Religious Care

Spiritual and religious care and activities are available within Fairhaven, which respect each resident's traditions and preferences. Spiritual and Religious Care is an essential component of holistic care. Our Spiritual Care program is reliant on Volunteers, and we continue to actively recruit new volunteers.

Highlights:

- A Service of Remembrance was held in June 2023 to honour and remember Fairhaven residents who passed away between January and April 2023. The names of all residents who passed away during the pandemic were also on display and added to the In Memory Books.
- In 2023, we were able to return to a full calendar of Spiritual Care Programs. Resident Programs staff with the help of volunteer clergy provided. 339 Spiritual care programs. Programs included Roman Catholic Mass, Sunday Worship Services, Hymn Sings and Fellowship Services.
- New In Memory Boards were purchased for each Resident Home Area to display names and pictures of residents when they pass away.

Social Services

Our Registered Social Services Workers (RSSWs) provide individualized, emotional-based care, psychosocial support and service to our residents and their caregivers. They provide psychosocial assessment and supportive counselling, liaise with government and social service programs, and work collaboratively with a multidisciplinary team to improve the quality of life of our residents.

Highlights:

- Kate Bertrand, Admissions Coordinator/Social Services Worker was hired in March 2023, providing admission support through an emotional-based lens.
- Began *The Gathering: a Peer Support Group* for residents under 70 years of age; small group sessions offered four times monthly providing connection and support in their shared experiences.
- Developed Palliative Care & End of Life Care Resident and Family Resource Guide.
- Organized an Alzheimer Society Dementia Education series for residents, caregivers, staff, and volunteers.
- Continuing Education: Concurrent Disorders Certification (CAMH), TEACH: An Interprofessional Comprehensive Course on Treating Tobacco Use Disorder (CAMH), and active participation in the Social Work Community of Practice in Long Term Care.

Support Services

Our hair salon is located on the 5th floor and operates Monday through Friday, when able to, given COVID restrictions. Residents have the opportunity to enjoy all beauty salon and barber services on site. Prior arrangements for regular appointments can be arranged. Volunteers assist with bringing Residents to and from their rooms.

III.HUMAN RESOURCES MANAGEMENT

The Human Resources (HR) team continues to focus on “Service Excellence” by providing an open-door policy and support to the staff of Fairhaven. The HR team includes the following team members: Schedulers who ensure all positions and shifts needed each day to care for our residents are filled, a Human Resources Specialist who supports our WSIB claims administration and leave management, a Human Resources Generalist who is responsible for recruitment (internal and external), administration, benefit administration, a Scheduling Supervisor who oversees the operation of the Human Resources Specialist, Generalist, and Scheduling Supervisor, also manages our payroll and benefits administration. The Human Resources team

works in collaboration with the Human Resources Manager to achieve the objective of enhancing and enabling the entire organization’s commitment to Fairhaven’s vision, mission, and values.

Recruitment and Retention

The ongoing impact of the COVID-19 pandemic, changes to the labour market in Canada, and the residual impact of Bill-124 provided new challenges to our ability to find and hire staff during 2023. The HR team continued its recruitment efforts to fill vacancies with the highest caliber candidates, hiring 121 new employees during the year. This was accomplished through a multi-faceted strategy that used both internal and external tools. Externally, social media platforms like

Facebook, Instagram, and LinkedIn allowed us to connect directly with qualified applicants. Internally, we continued using our employee referral program to encourage existing staff to refer their friends, colleagues, and family to positions at Fairhaven for which they are qualified. In addition, we've partnered with nearby community colleges and local universities to attract candidates through job placement programs, internships, career fairs, and recruitment platforms. In addition, job boards like Indeed, maximizing our leverage through PtboCanada to expand recruitment ads geo-tagging, pin drops and shared posts to over 88,000 members. We persist with the strategy of leveraging Fairhaven's reputation, use of innovative technology, and standards as a tool to attract candidates who will be part of the future in which we continue to excel at providing quality of care to our Residents.

Long-term care homes still face challenges with increasingly complex care issues, increased Provincial regulatory requirements, and requirements for additional care to be provided while funding levels have remained stagnant. These factors have created a province-wide crisis for recruitment because of fewer people choosing careers in long term care, employees leaving the sector, increasing "call-ins", competition from agencies we use to fill vacant shifts who pay their staff more than Fairhaven can pay, increased injuries (both physical and non-physical), and less ability to cover empty shifts because of "burn out". Finding and hiring staff remains the largest challenge facing long term care in Ontario. However, Fairhaven has remained successful as a top employer in Peterborough.

Staff Training and Education

Fairhaven has continued to provide a variety of employee training sessions that motivate and engage staff. Enhanced compliance training is a priority to achieve and maintain regulatory compliance. The online learning platform is a valuable tool to track compliance with all staff and retraining as required. Our framework consists of comprehensive, ongoing, and consistent programming. All employees receive training in the areas described below upon commencement of employment and annually thereafter.

Training includes, but is not limited to, The Residents' Bill of Rights, The Long Term Care Home's policy to promote zero tolerance of abuse and neglect of Residents, The Duty Under Section 24 to make mandatory reports (reporting certain matters to the Director of MOHLTC), The Protections afforded by Section 26 (Whistle-Blowing), fire prevention and safety, emergency and evacuation procedures, infection prevention and control (includes hand hygiene, modes of infection transmission, cleaning and disinfection practices, use of personal protective equipment), all Acts, Regulations, and policies of the MOHLTC and similar documents, including policies of Fairhaven that are relevant to the individual's responsibilities; and handling complaints, role of staff in dealing with complaints, safe and correct use of equipment (i.e. lifts, assistive aids, cleaning and sanitizing equipment).

Beyond this areas, we also train all staff regarding Accessibility for Ontarians with Disabilities (AODA), preventing Workplace Violence, Harassment, and Sexual Harassment, WHMIS and Ministry of Labour 4 Steps to Worker Health and Safety Awareness (front-line and supervisors).

New hires partake in an orientation that has both online learning and in-class components. New hires are introduced to members of the management team, and union executive, to ensure a successful transition into Fairhaven. With a focus on our Mission, Vision, and our culture, all new hires, regardless of the role, understand that we are here for our Residents. This extensive

orientation covers all mandatory training components and information to ensure success for the new hire and compliance with legislation.

Training includes accommodation that takes into account employee requirements associated with disability and that complies with the Accessibility for Ontarians with Disabilities Act and the Human Rights Code. The Manager of Human Resources is available as a resource to assist with such accommodations.

Health and Wellness

Fairhaven actively pursues compliance with the requirements of the Ontario Occupational Health and Safety Act establishing and revising home-wide, best practices to ensure a solid foundation and commitment to a culture of wellness within Fairhaven. This includes the development of policies and procedures and maintaining current knowledge of legislation and guidelines. Working in conjunction with the Joint Occupational Health and Safety Committee, Fairhaven focuses on safe working practices and return to work programs.

As part of its employee benefits program, Fairhaven offers an Employee and Family Assistance Program (EFAP). EFAP provides employees and their families with access to confidential services to help individuals resolve personal, family, or work-related concerns. The program offers a variety of support tools (on-line, in person, video etc), techniques, flexibility and resources. Statistics show staff who utilize EFAP services decrease absent days by 72% resulting in increasing staff morale by not working short and providing resident care. In fulfilling our vision to enhancing the quality of life for staff and Residents, Fairhaven strives to respect the dignity and independence of people with disabilities. We are committed to giving people with disabilities the same opportunities to access and benefit equally from all of our goods and services, in the same place, and in the same manner, or similar manner, as others.

Fairhaven offers a comprehensive and competitive compensation package to all staff. Fairhaven provides Extended Health and Dental Benefits including Dental, Vision care. We also offer the opportunity to participate in the OMERS defined benefit pension plan (this is a significant part of our strategy to attract talent). In addition, Fairhaven has a strong focus on professional development and growth from within. Fairhaven has a record of longevity and a retention rate with staff, up to and including over forty years of service!

Wellness Committee

Fairhaven staff Wellness Committee started up in 2023. This committee was developed to assist staff with mental health, team building, and morale. The committee meets monthly to discuss education topics staff are interested in, fundraising/events around Fairhaven and outings and events for staff. We welcome staff to attend meeting and provide ideas and feedback for events.

Labour Relations

In 2023, work towards a greater harmony with the two unions in which Fairhaven employees are members (CUPE and ONA) continues. Fairhaven strives towards open communication, professionalism, integrity, and compliance of standards. Management and staff strive for consistency of policies and protocols to provide equal opportunities for all staff.

Real People. Remarkable Care.



IV. INFORMATION TECHNOLOGY MANAGEMENT

2023 was a productive year for our IT department. We installed new security cameras in the home, we refreshed our website to establish a more modern online presence. We even replaced our phone system, and we continue to replace older windows 10 computers to keep operations running smoothly. With some major IT infrastructure replaced this year, it ensures the continued use of all systems with minimal down-time.

Achievements

- Camera System
- Phone System
- Website Refresh
- Additional Cabling
- Adoption of Windows 11 Computers

We have installed an additional 99 new cameras throughout the home to provide our staff a better view of the home in real time. These cameras will aid in Staff and Resident safety. This will hugely benefit our home by providing an additional set of tools for staff. This project will continue with additional cameras outside for better view the parking lot to also aid in security.

An early goal for the year was to update our aged website. We have accomplished this by giving the site a complete visual update, and all new navigation. This allows us to maintain the website with a modern look and feel. This has been a great tool to communicate outbreak updates, upcoming events, and even resident/family resources.

The biggest update has been replacing our heavily aged phone system with a new NEC system. This system is used across the home by almost all staff, even including resident phones. This is a very versatile system that integrates with the nurse call system and provides an essential tool to staff for our day-to-day operations.

One additional set of projects is additional cabling throughout the home to accommodate additions such as office moves, new systems, with an eye for constant improvement.

In addition to all of this we have continued to maintain our existing fleet of computer systems. With an eye on the fast-approaching end of life for Windows 10 (Oct 2025), we have 15 new computers as we transition to Windows 11 across the home.

V.ENVIRONMENTAL SERVICES (ES)

The ES Department welcomed Steve Gingerich as the new Environmental Services Manager. He works with his team Chris Bolton the Environmental Services Supervisor, three full time Maintenance Staff, thirteen Laundry Attendants and twenty six Housekeeping Staff, for a total of forty four staff.

The ES Department is responsible for capital projects, preventive maintenance, minor repairs, grounds keeping, snow removal, interior/exterior painting, cleaning of Residents' personal laundry, cleaning of linens, and general cleaning and sanitizing of all areas of the Home. In addition to the above, the ES Division is responsible for Emergency Preparedness.

Emergency Preparedness

Fire drills tests were completed 6 times per month, silent Fire Alarms a during the night shift. Debriefing sessions and follow-up on the arising issues take place after each drill.

Peterborough Fire Service held the mandatory fire drill and inspection on November 23, 2023. Fairhaven passed all testing and is in compliance with the Fire Code for vulnerable occupancies. Our Fire Plan was reviewed by Peterborough Fire Service and Fairhaven received approval for 2023. New Co detectors were installed through the home.

Housekeeping & Laundry Services

Staff huddles Were increased to 6 time per week to expand communication with maintenance, laundry and housekeeping staff, as well there is a communication board for any ES Department information. Staff are encouraged to call or email ES Management with questions or concerns.

Visual cleaning audits were completed and exceeded benchmarks in the following areas:

- Public washrooms
- Resident Rooms
- Spa Rooms
- Dining Rooms

Maintenance

- A total of over 4243 work orders were received and completed in 2023
- We have increased our planned maintenance to 1113 work orders completed
- A preventative maintenance program has been put in place for all hvac and plumbing systems in the building to reduce the number of emergency calls.
- Phase 1 of the roof was completed in 2023. The 2nd phase is starting spring of 2024
- New countertops have been installed in each care center and the front reception area.

V GOVERNANCE AND MANAGEMENT LEADERSHIP

Ministry of Health Long Term Care Reviews

Fairhaven follows the Fixing Long Term Care Act (LTCA), 2021 and other governing legislation. Our Board of Directors is kept informed of all achievements and challenges and continues to provide governance according to its by-laws and legislation. Random Resident Quality Inspections (RQI), Critical Incident reviews and complaint investigations are performed by the Ministry of Long Term Care (MOLTC). We are currently accredited by Accreditation Canada (AC) with “Exemplary Standing” level which, in the works of AC means *“Fairhaven has gone beyond the requirements of the Qmentum accreditation program and is commended for its commitment to quality improvement.”*

Our main objectives include the provision and delivery of an excellent quality of care for Residents; a safe working environment for staff and volunteers; and the development and building of relationships with our community stakeholders. Our focus remains on: following the Residents’ Bill of Rights; enhancing education and development of staff; Residents; family members; and volunteers. By strengthening our communication, encouraging innovation, and implementing best practices, Fairhaven will continue to demonstrate a commitment to our Residents and staff. Emphasis on continuous quality improvement, and performance indicators, will continue into 2023.

Fairhaven Foundation

The Foundation is a registered charitable organization located in the Fairhaven Home and is dedicated to enhancing and supporting the lives of our Residents.

Fairhaven, in partnership with the Foundation, continues to bring awareness to the community about events that will assist in supporting our Home and our Residents. Through these opportunities our partners help us to advocate for Fairhaven.

Highlights from 2023 include:

- The Annual Teddy Bear Campaign raised \$8,885.
- The Foundation purchased a Tovertafel for our Residents. The console transforms any table into a “magic table’ with games for all residents. The home now has 2 consoles
- 16 families named Fairhaven Foundation to receive donations in honor of their loved ones; donations totaled \$7,300.
- Nevada tickets sales resumed in 2022 with \$4,709. in proceeds
- On-line donations through Canada Helps and My Tributes have seen a steady increase. In 2023 our on-line donations totaled \$7991; and
- In 2023 we had, on average, 280 employees take part in the Pay Day Draw with a total of \$8,395. coming back to the Foundation.