



2014  
Annual Report

It's Our Privilege to Serve You.



# MISSION

The Kensington Health Centre is committed to improving the health of its community by working with clients and other providers to deliver culturally appropriate primary health care and related social service programs for people of all ages, and a continuum of long-term care and complementary programs for seniors.



# MESSAGE FROM THE CHAIR AND THE CEO

In 2002, The Kensington Health Centre opened a home in the heart of Toronto that would transform delivery of long-term care in Ontario. Since inception, our philosophy has always placed resident well-being at the centre of every decision we make.

As a not-for-profit organization, every dollar we receive is invested in caring for residents and enriching and expanding the range of programs and services they receive. Investing in people, rather than profits has made Kensington Gardens and Kensington Hospice leaders in providing high-quality services that respond to local needs in supportive environments.

In fact, studies of not-for-profit long-term care facilities in Ontario demonstrate that they deliver better health outcomes and fewer complaints than for-profit facilities.

In November, an independent, non-profit auditor of health care providers awarded both facilities their highest level of accreditation. This achievement is recognition of our excellent facility, exceptional staff and management, and also reflects our status as an innovator among our peers.



**Brian McFarlane, FCPA, FCGA**  
*President and CEO,  
Kensington Health Centre*



**Natasha Sharpe, PhD**  
*Chair,  
Kensington Health Centre*

Our leaders and care providers are focused on strategies that are best for our residents and our community. We are constantly expanding our vision to include a broad spectrum of services that will further benefit the overall health and well-being of our residents. The Kensington Health Centre is a leader in long-term and palliative care in Ontario today because we invest in the innovative community care models of tomorrow.

This year, the Gardens is proud to have become one of the first long-term care homes in Ontario to employ a nurse practitioner. This is a model of care that has already demonstrated success in its short existence by reducing hospital visits and admissions, and improving the provision of care to our residents.

Community involvement is a crucial element in the success of our not-for-profit model. Individuals living in our community use our facilities, volunteer their skills, and are represented on our Board of Directors. They bring awareness, responsiveness and accountability to the health and quality of life of their neighbours.

Our community provides additional support through donations, planned gifts and fundraising events like the Kensington Classic Golf Tournament and Hike for Hospice. This enables us to deliver specialty programs, crucial equipment and enhance the grounds and home environment.

In 2012, years of planning and fundraising culminated in the opening of our ten-bed hospice – the only residential hospice in the City of Toronto. Our community of both private and corporate donors was essential in making that dream a reality.

In a 2014 Pre-Budget Submission to the House of Commons Standing Committee on Finance, the Association for Healthcare Philanthropy had this to say about the need for additional dollars:

We would like to take this opportunity to recognize and thank our employees for their caring commitment to our residents, and offer a special thank you to our volunteers, families and donors for their continued support and generosity.

On behalf of the Board of Directors of The Kensington Health Centre, thank you for your ongoing support. We look forward to continuing to serve our residents and community in the years ahead.

“Health care foundations and fundraising organizations play a critical role in the health of Canadian communities — providing essential financial support for hospital and health care provider equipment and infrastructure, research and teaching, and community benefit programs not supported by government funding.”

This year, The Kensington Foundation and its supporters committed \$1,000,000 to refresh rooms and common areas in the Gardens – essential expenses not covered by government funding or resident fees. New flooring, wallpaper, painting as well as updated window coverings, upholstery and bedding will guarantee the comfort and pleasure of those who call the Gardens home.



**Brian McFarlane, FCPA, FCGA**  
President and CEO,  
Kensington Health Centre



**Natasha Sharpe, PhD**  
Chair,  
Kensington Health Centre



# \$1,000,000

From Kensington Foundation and  
its supporters to refresh rooms  
and common areas

# 90%

Resident Satisfaction







## YEAR IN REVIEW

### A COMMUNITY MODEL PROMOTING INNOVATION AND EXCELLENCE

The Kensington Health Centre champions quality of life in resident care. Our passionate and skilled staff provide tailored care in a safe, nurturing and comfortable home. Embracing community is at the root of our not-for-profit model that values innovation and excellence while promoting dignity, respect, self-esteem and independence.

In 2014, that vision was reaffirmed when the Commission on Accreditation of Rehabilitation Facilities (CARF), an



independent evaluator of health service providers, granted Kensington Health Centre a three-year renewal of accreditation. CARF examined over 1,300 policy and quality indicators and awarded the Gardens and Hospice the highest level of certification.

During the year, the Gardens launched several quality improvement projects including one to prevent falls and another to hire a nurse practitioner to prevent

unnecessary transfers to hospital and better coordinate internal and external resources.

Our nurse practitioner assists with emergencies and changes in health condition, and collaborates with residents, families, our care team, physicians and acute care partners, to guarantee continuity of care and dignity within the comfort of home.

Most of the health challenges experienced by residents are best resolved where individuals are most comfortable. This is particularly true for those suffering from dementia or Alzheimer's Disease. A trip to the hospital often creates anxiety, confusion and greater stress.

For that reason we also strengthened our association with the Geriatric Emergency Management (GEM) Network of nurses from Toronto Western and Mount Sinai Hospitals - our nearest acute care partners. This partnership helps to ensure our residents have access to critical resources 24 hours a day, seven days a week.

GEM offers training and mentoring to our staff as well as critical knowledge transfer about frail seniors. The result of this collaboration is that certain procedures, such as the initial dose of IV antibiotics that previously meant the resident had to travel to hospital, now occur at Kensington.

Another aspect of improving quality of life for residents is the timely assessment of ailments. We approached the Baycrest Centre for Learning, Research & Innovation in Long-Term Care to begin the process of having nurses undergo their Geriatric Training Program: Acute Changes in Resident Condition.

# 360

Residents

# 447

Dedicated Staff

# 130

Generous  
Volunteers

Average of

# 18

Cultural Events  
per month



Staff members are also undertaking long-term care training for Gentle Persuasive Approaches in Dementia Care and we have two in-house educators to ensure staff have the information they need to be more effective working with our residents who have dementia.

At Kensington Hospice, we contracted an additional Palliative Care physician to provide palliative care symptom management to all of our Kensington Health Centre residents – facilitating quality end-of-life care in the comfort of their Kensington home.

# NURSE PRACTITIONER STRENGTHENING RESOURCES TO BOOST QUALITY OF RESIDENT CARE

Shana Taylor has spent her career as a nurse improving outcomes for vulnerable individuals within the healthcare system. She has helped First Nations population in Winnipeg, marginalized communities in South Central Los Angeles and street youth in Toronto.

Last year, Taylor arrived at Kensington Gardens as the home's first nurse practitioner tasked with reducing resident visits to hospitals and ensuring nurses and personal care assistants have the training and resources to comfortably treat residents in their home.



“I enjoy the environment at Kensington and being part of the staff team,” says Taylor. “I became a nurse to help people and to make their lives more comfortable. It gives me great satisfaction when I can treat residents here in their home and save them the trauma of an ambulance ride to hospital for a minor procedure. Their smile is my reward!”

Nurse practitioners have additional education and experience to provide a wide range of health care services to patients and families, including writing some prescriptions and ordering blood and diagnostic tests. They also work collaboratively with other professionals to assist residents in accessing other health and social services.

Taylor uses her extensive experience to monitor and assess residents nearing the end of life, and to help them and their families transition toward death. She takes that extra amount of time to ensure individuals are comfortable and the needs of family are met.



“I think community is where we can make a difference. This is our residents’ home and together they’ve created a community,” says Taylor. “I feel that’s where the differences are made; whether it’s to help avoid complications that cause people to go to hospital or to help someone come to terms with the end of life.”



# DONATIONS

## BUILDING A NEW MODEL OF COMMUNITY HEALTH TOGETHER

The comfort and well-being of our residents – those in Kensington Gardens and Kensington Hospice – begin with creating a home. It's where our 360 residents are most comfortable in both health and illness. And a shared home is where we create community.

The Kensington Health Centre has always relied on the generosity of community to build and enliven our programs and facilities. In December, members of the Kensington family generously donated funds to purchase two towel warmers to improve resident comfort.

The well-being of those who call Kensington home depends on the passion of individuals like you who share our vision to build a caring, engaged community in life and death.

According to Statistics Canada projections, the numbers of seniors aged 65 and over is expected to more than double from 1.8 million in 2009 to 4.1 million by 2036. By 2017, for the first time, seniors will account for a larger share of the population than children aged 0–14.

We continue to invest in innovative strategies and approaches to serve this boom in the senior population. This was demonstrated through the development of The Kensington Hospice, where personal and corporate donations through The Kensington Foundation enabled us to build a ten-bed hospice. Personal and corporate donations have also helped to ensure sufficient operating funds for the residents, though the need persists.

“Everyone has a personal reason for why they give,” say Kim Pritchard, Manager of Fundraising and Special Events. “If an institution like Kensington or a physician has touched their heart and made an impact on their family, they want to give back because they received so much.”

Donations help us enhance the daily life of residents through initiatives such as our current refreshing of resident rooms and common spaces in Kensington Gardens. Planning for tomorrow is one of our biggest challenges and such donations are particularly crucial in helping us meet future needs.

The need for the hospice was indisputable – it was the first residential hospice for palliative care in Toronto - but there are many other needs that require the support of donors. That's why we ask individuals to consider a gift to The Kensington Health Centre.



The robust framework of transparency, financial responsibility and prudent management we apply to every aspect of operations at Kensington Gardens and Hospice, extends to the funds gifted to us for the care and comfort of residents.

We pledge that with your help we will build a stronger, better, healthier community.

Alan Greaves, whose wife Margaret lived at Kensington Gardens between 2005 and 2014, is motivated by the level of special care his spouse received at the residence.

“Everyone, from Executive Director Bill O’Neill to the nurses and personal care assistants, makes an effort to create a special atmosphere at Kensington so it’s not just a nursing home,” says Greaves. “They were so kind to Margaret, it really did become home. I feel I’d like to give a little something back.”

## The Kensington Health Centre offers a range of giving opportunities:



Participate in Kensington Gardens, Kensington Hospice and Kensington Foundation **Special Events**



Make a donation **In Memory** to honour a cherished individual



Say “Thank You” to a staff member or team who has made a difference in the care you or your loved one has received through our **Champions of Care** program



Offer a lasting, visible legacy in honour of a special loved one by naming Kensington in your Will or gain significant tax benefits through a gift of **Shares and Securities** or a **Paid Life Insurance Policy**



Provide **One-Time Donations** that can be directed to enhance programs and services or **Monthly Pre-Approved Gifts** to provide support on an on-going basis

Kensington Foundation Charitable Registration # 119230092 RR0001

# KENSINGTON FAMILIES BUILDING A REMARKABLE LEGACY

When Lazlo Cser reflects on the ten years his mother Elizabeth lived at Kensington Gardens he talks first of the residents. He remembers discussions with Mr. H about books or joking with Mr. P about “souping up” his electric wheelchair or how in the latter years of his mother’s

life they would bring their tiny white Coton de Tuléar dog to visit individuals in their rooms.

Lazlo took comfort knowing his mother was always well cared for, but it was the community in the Gardens that he believed made it a genuine home.

“One of the best things for us as a family was an explicit flexibility to allow residents the freedom to express their individual needs,” says Lazlo. “That is huge.”



Elizabeth Cser and her  
Coton de Tuléar dog, Charli.

The Toronto art restorer believes engagement among staff, residents and families is a major contributor to ongoing improvements at the Gardens and boosts quality of life for residents. It’s the reason

he and his family participated in activities at the residence, regularly attend fundraising events, such as the Kensington Classic Golf Tournament, and make annual donations.

“I found a remarkable association of people that came together to (care for the residents), says Lazlo. “The spirit of the place is quite remarkable and that’s to the credit of the people involved at every level.”



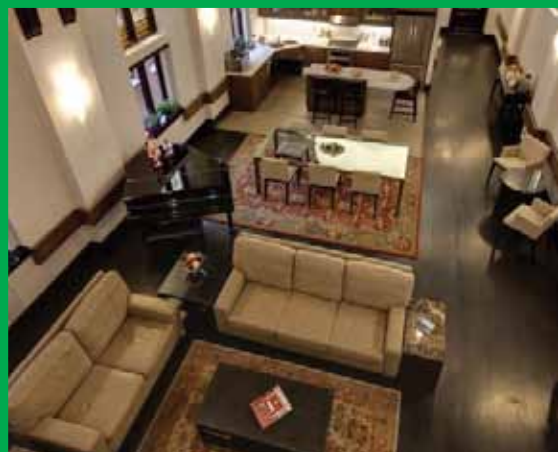
# | HIKE FOR HOSPICE

On May 4, Kensington Hospice held our 4<sup>th</sup> annual Hike for Hospice, raising \$41,667 to improve quality of life for those entering end-of-life care. Because of generous support there were 148 hikers registered on event day plus 35 volunteers. Collectively, this event has now raised \$113,425 in support of the hospice and palliative care.



# 148

Hikers



# \$113,425

Raised in support  
of hospice and  
palliative care

## SUMMARY STATEMENT OF OPERATIONS

	Dec. 31, 2014	Dec. 31, 2013
<b>REVENUE</b>		
Ministry of Health operational funding	\$15,858,262	\$15,132,016
Resident co-payment revenue	7,583,789	7,435,832
Ministry of Health capital funding	1,322,184	1,322,184
Other services and interest	404,760	239,577
Donations	321,269	350,152
Gain on sale of real estate	103,812	-
Kensington Hospice operational funding	1,447,960	1,547,152
Ministry of Health research funding	-	2,765,125
	<b>27,042,036</b>	<b>28,792,038</b>
<b>EXPENSE</b>		
Salaries and wages	15,336,291	14,923,392
Employee benefits	2,567,795	2,460,825
Supplies and other	5,688,092	4,801,819
Mortgage interest	1,138,666	1,234,184
Kensington Hospice operational costs	1,463,268	1,498,588
Ministry of Health research	-	2,765,125
	<b>26,194,112</b>	<b>27,683,933</b>
<b>EXCESS OF REVENUE OVER EXPENSE FOR THE YEAR BEFORE AMORTIZATION</b>	<b>847,924</b>	<b>1,108,105</b>
Add: Amortization of deferred capital contributions	711,443	702,243
Less: Amortization of capital assets	(1,411,808)	(1,471,419)
<b>EXCESS OF REVENUE OVER EXPENSE FOR THE YEAR</b>	<b>\$147,559</b>	<b>\$174,190</b>

## Auditors' Report on Summarized Financial Statements

### To the Members of Kensington Health Centre

The accompanying summary financial statements, which comprise the summary balance sheet as at December 31, 2014, and the summary statement of operations for the year then ended are derived from the audited financial statements of The Kensington Health Centre for the year ended December 31, 2014. We expressed an unqualified audit opinion on those financial statements in our report dated April 28, 2015.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of The Kensington Health Centre.

### Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described below.

The summary financial statements include all information contained in the complete audited financial statements except for a statement of cash flows, notes and other explanatory information.

## SUMMARY BALANCE SHEET

	Dec. 31, 2014	Dec. 31, 2013
<b>ASSETS</b>		
Current		
Cash and cash equivalents	\$2,741,765	\$3,602,119
Accounts receivable	2,176,968	2,242,708
Prepaid expenses	296,599	270,491
	5,215,332	6,115,318
Capital	41,228,348	42,974,990
	<u>\$46,443,680</u>	<u>\$49,090,308</u>
<b>LIABILITIES AND EQUITY</b>		
Current		
Accounts payable and accrued liabilities	\$3,515,522	\$2,530,758
Resident deposits and trusts	38,255	29,205
Deferred Revenue	80,728	19,701
Due to related companies	-	2,765,125
	3,634,505	5,344,789
Mortgage Loans	22,139,617	24,127,058
Deferred capital contributions	10,844,988	9,941,449
	36,619,110	39,413,296
	<u>9,824,570</u>	<u>9,677,012</u>
<b>NET ASSETS</b>	<u>\$46,443,680</u>	<u>\$49,090,308</u>

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

### Opinion

In our opinion, the summary financial statements derived from the audited financial statements of The Kensington Health Centre for the year ended December 31, 2014 are a fair summary of those financial statements on the basis described above.

***Tinkham & Associates LLP***  
CHARTERED ACCOUNTANTS

Licensed Public Accountants

Toronto, Ontario April 28, 2015

# Excellence – Respect – Teamwork

## Kensington Health Centre Board

### Officers

**Natasha Sharpe, PhD**  
*Chair*

**Jim Nelles**  
*Vice-Chair and Chair of the Finance/  
Audit Committee*

**Howard Tanenbaum**  
*Vice-Chair and Chair of the Hospice  
Palliative Care Committee*

**Warren Seyffert**  
*Vice-Chair*

**R.J. Brian McFarlane, FCPA, FCGA**  
*President and CEO*

**Wendy Beckles, CPA, CGA**  
*Treasurer*

### Directors

**Carmen Di Paolo**  
**Theresa Ferracuti**  
**Murray Herst, MD**  
**Jeannine Girard-Pearlman, PhD**  
**Jaimie Grossman**  
**Craig Lynk**  
**Edward McQuillan**  
**Mark Richardson**  
**Lilly Wong**

## Leadership Team

**R.J. Brian McFarlane, FCPA, FCGA**  
*President and CEO*

**William O'Neill**  
*Executive Director*

**Wendy Beckles, CPA, CGA**  
*Chief Financial Officer*

**Hector Algaranaz**  
*Chief Information Officer*

**Debbie Emmerson**  
*Director of Hospice Care*

**Mark Goldstein**  
*Medical Director*

**Tharsy Karunakaran**  
*Human Resources Manager*

**Darla Matheson**  
*Director of Quality and Risk*

**Maria McManus**  
*Supervisor of Staff Development*

**Nicoleta Paraschiv**  
*Director of Resident Care, South*

**Nadine Persaud**  
*Director of Client Services*

**Anna Slawski**  
*Director of Resident Care, North*

**Daisy Wong**  
*Supervisor of Life Enhancement*

## The Corporation of Kensington Health Centre 2014

**Joanne Campbell**  
**Jean Conn**  
**Gordon Cressy**  
**Robert Hall**  
**Kathy Hay**  
**Kai Ming Kan**  
**John Lind**  
**Lenny Lombardi**  
**Barbara McKay**  
**Abraham Saltzman, MD**  
**Victor Sousa**  
**Glenn Watchorn**  
**All current Board members**

## Life Members

**Arthur C. Downes**  
**Antonio Vaz**

## Honourary Members

**R.J. Brian McFarlane, FCPA, FCGA**  
**Russell McKay, FCPA, FCA**  
**Nick Torchetti**  
**Marie Rounding**

**Kensington**  
HEALTH CENTRE

**Kensington**  
HOSPICE

**Kensington**  
Gardens

Kensington Health Centre Charitable Registration # 108079856 RR0001

Kensington Health Centre | 25 Brunswick Avenue | Toronto, ON | M5S 2L9 | 416-963-9640 | [www.kensingtonhealth.org](http://www.kensingtonhealth.org)