KENSINGTON HEALTH CENTRE

2016 ANNUAL REPORT

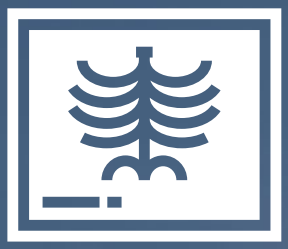
Ruth is 101 years old and lives at Kensington Gardens.

Kensington HEALTH

KENSINGTON HEALTH CENTRE

LONG-TERM CARE
HOSPICE CARE
COMMUNITY CARE
DIAGNOSTIC IMAGING
EYE BANK

HIGHLIGHTS FOR 2016



Expanded health care services to offer diagnostic imaging

On December 15, 2016, Kensington Health Centre opened the Kensington Diagnostic Imaging Centre. The Imaging Centre offers patients rapid access to ultrasound, x-ray and bone mineral density, breast imaging and biopsy services.

Coordinated Quality Framework to guide all work at Kensington Health Centre

The Kensington Health Centre's Quality Framework builds on the accountability framework developed by Kensington Gardens, and outlines the structure, functions and responsibilities for monitoring and improving safe, quality care and service to the people we serve.

Eye Bank was accredited by the Eye Bank Association of America (EBAA)

As the largest eye bank in the country, we process donated eyes and tissues for transplantation. In December 2016, the Eye Bank was accredited for three years.

Kensington Hospice received national media attention

In December 2016, Kensington Hospice received national media attention for the care and comfort it provides to residents. A resident of the hospice, Joseph Green, shared his story, and his gratitude for the hospice and the services it provides to residents and their families.

A MESSAGE FROM THE CHAIR AND CEO

When we reflect on 2016, it's clear this was a transformative year for the Kensington Health Centre. With quality, collaboration and integration at the forefront all of our strategic decisions, we have set the stage for an exciting future at Kensington.

When we first opened our doors in 2002, the Kensington Health Centre was largely focused on offering the best quality health care for the elderly. We built a 350-bed long-term care home, which still sets the standard for elder care homes in Canada.

Fast forward 14 years, and the Kensington Health Centre now offers five vital health care services to our community: long-term care, hospice care, community care and outreach, eye bank services and, our latest addition, a diagnostic imaging centre. In a little more than a decade, we have evolved into a comprehensive health care centre, providing support to hundreds of thousands of patients, residents and clients every year.

On top of expanding our health care services to reach more people in the community, we have also created a new framework to enhance patient, resident and client experiences. Our vision at Kensington Health Centre is to lead the transformation of health care in Ontario while attaining excellence in patient care, research and education. To achieve our vision, we must deliver the best experiences and the best outcomes for the people in our care.

James Nelles, Board Chair, Kensington Health Centre

John Yip, President and CEO, Kensington Health

A NEW LOOK FOR LONG-TERM CARE

In April 2016, the Refresh Project for Kensington's long-term care home, Kensington Gardens, was completed. Thanks to a generous grant from The Kensington Foundation, the $1M project involved a complete renovation of the two buildings that house our 350 long-term care residents.

The renovation modernized the home with new flooring, wallpaper and paint for all seven residential floors, as well as for the communal main floors in both buildings.

THE SCIENCE OF DESIGN

The firm who completed the renovation used scientific principles to merge the physical needs of residents with thoughtful aesthetics. Appropriately placed colours can provide a strong way-finding system and, in high saturation, allows residents to differentiate high contrast walls. Residents can feel secure in their surroundings, so they will venture out more often, socialize and be more physically active.

The Refresh Project helps to foster a positive atmosphere in both buildings, and encourages a sense of pride and a feeling of comfort for our residents.

Living at Kensington Gardens

Judy Kennedy has lived at Kensington Gardens for two years.

What is it like to live at Kensington Gardens? We went on a visit to the North Building to interview one of our residents, Judy Kennedy.

As you enter Judy's room, you notice the floral designs, heartwarming paintings and a sign that reads, "Judy's place". A lavender scent fills the room. "It's like being home," said Judy, dressed in pretty blue and pink colours. "I just finished painting my shelf, do you like it?"

Judy has been a resident at Kensington Gardens for two years. "I waited three and a half years to come here, and it was worth it," said Judy. As an independent resident, she likes to stay in the community as much as she can. "When you leave and come back, there is always a staff member looking out for you. If I am late for lunch or dinner, they will even set aside my meal for me."

Judy has started to dedicate more of her time to quality-care initiatives within the home. She is a member of the Commission on Accreditation of Rehabilitation Facilities (CARF) committee at Kensington Gardens, and enjoys making a difference. "Eventually my hands will slow down as a result of my disease, and I want to make sure I can still contribute with my ideas and my heart."

When asked if she has advice for someone who might consider moving here, Judy opened up, "Let Kensington nurture you with kindness. They will take care of you here."

FEELING *INSPIRED*

DENNIS LANSDELL IS AN ARTIST WHO LIVES AT KENSINGTON GARDENS.

"The renovation to the home is incredible" says Dennis Lansdell, an artist and resident at the Gardens. "I feel inspired when I wake up in the morning."

In the hallway outside of Dennis's room, the carpet has been replaced with laminate flooring, and the colours on the walls intensify the sunlight streaming in through the window. A little further down the hallway, the living room is filled with chatting residents and lively music. "Simple changes make a huge difference," he says, as he gestures towards the chatter. "We feel like people have made an investment in us, and it's showing."

With his walker loaded with brushes and paper, Dennis starts towards the activity room, to capture the morning light in his painting. He stops for a moment, and turns back.

"You know what sums it up?" he says with a smile. "It feels like home."

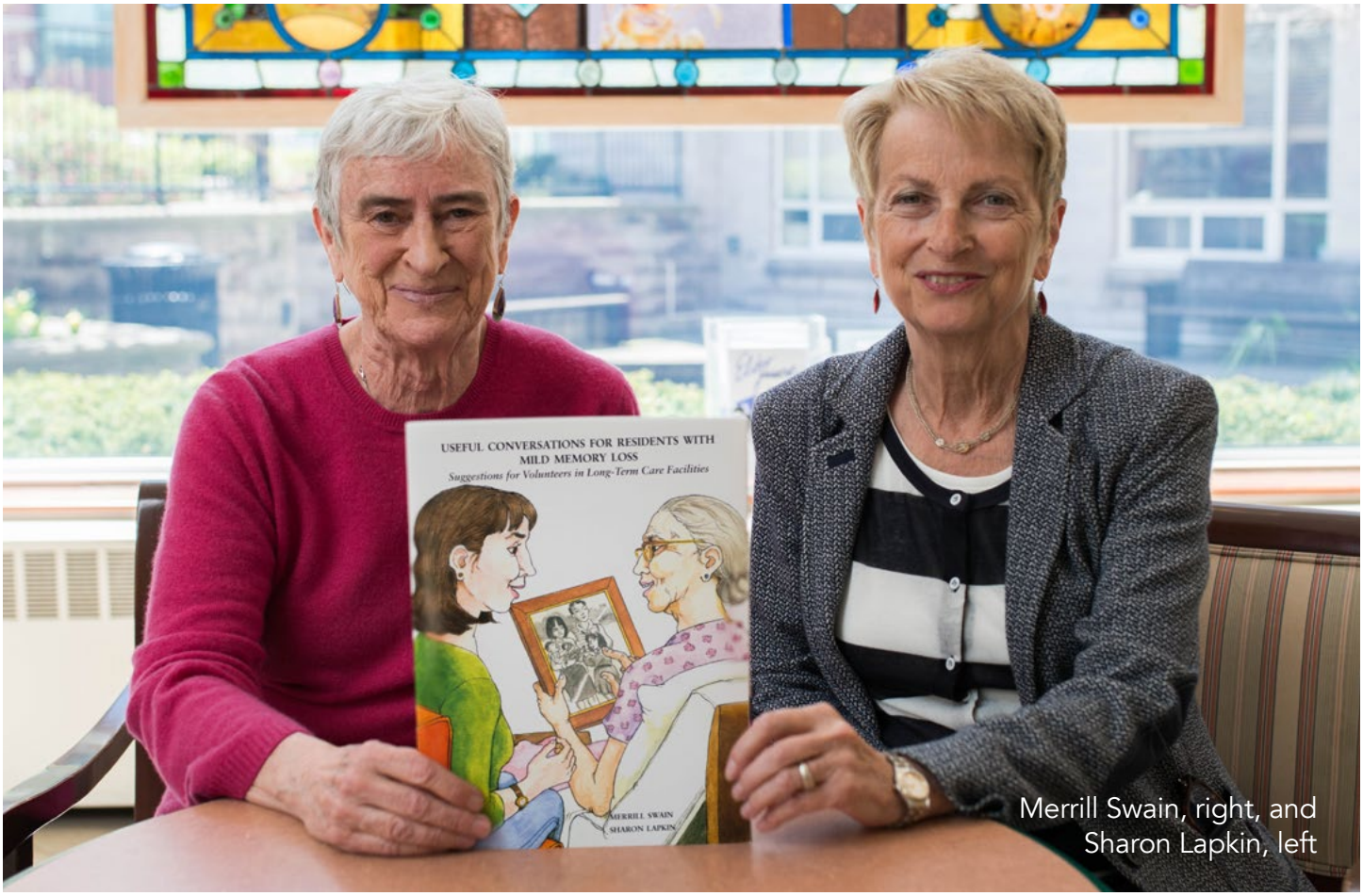
Learning the Power of Languaging

For Merrill Swain, professor and researcher in Educational Linguistics at the University of Toronto, the importance of languaging is personal. "My parents both struggled with memory loss, and I believe my mother's decline could have been mitigated had I known what I know now," said Merrill.

Merrill now understands the power of using language while engaging in meaningful activities in the treatment of individuals with mild memory loss—especially if they rarely have others with which to converse. Merrill and her research partner, Sharon Lapkin, completed a study in 2016 at Kensington Gardens, to test their theory on the power of languaging. They found that multiple conversation sessions where older adults are encouraged to talk can help them to access memories that were otherwise lost. As a result, many of the residents in the study experienced increased confidence and self-esteem, and became more talkative and social.

To help volunteers who work with the elderly, Merrill and Sharon wrote a handbook called *Useful Conversations for Residents with Mild Memory Loss.* This book was funded by the Kensington Research Institute and includes step-by-step instructions for how to stimulate positive emotions while exercising a person's mind. "We share this handbook with all of our volunteers at Kensington Gardens," said Bill O'Neill, Vice President of Residential and Community Care. "I think everyone working in long-term care should read this, and start implementing languaging into their work."

The electronic version of the handbook is available on the Kensington Health website, at www.kensingtonhealth.org.



Merrill Swain, right, and Sharon Lapkin, left

A Final Curtain Call

The late Joe Green with his wife Rhoda Rabinowitz. Photo by Ian Willms

In 2016, a resident named Joseph Green stayed at the Kensington Hospice. While living there, Joe decided to share his experience with the public, to educate on the importance of talking about death and dying with family. His story was covered by CBC Toronto and The Globe and Mail.

Joe Green was, in his own words, "holding court" at Kensington Hospice. "How often do you get to hear what people think about you before you die?" asked Joe. Surrounded by friends and family who have flown in from afar, Joe lived out his final days sharing stories, laughs and memories with those closest to him.

As a founding Dean of Fine Arts at York University, Joe described living at the hospice as his "fourth act." It's an extra chance to extend his life through the care and support he is receiving.

"I thought I was going to die before Thanksgiving," said Joe. "I took my family out for dinner, and when we got up to leave, I couldn't move. I thought this was the end."

The next morning, Joe was moved into the short-term palliative care unit at Princess Margaret Cancer Centre. Given the temporary nature of his stay, his family started looking for palliative/end-of-life care options. His wife visited Kensington Hospice and took pictures to show to Joe. When it came time to let the hospital know where he wanted to go, he knew definitively. "They told me I had to pick my top three choices on the form and I said no. I only had one choice," said Joe. "They said, 'Those are the rules,' and I told them, 'These are my rules.' I'm glad it worked out."

The moment you met Joe, he commanded your attention. With a booming voice, fiery spirit and a sharp wit, Joe's life, as he told it, was a story rich in incredible experiences.

Joe started his academic career in 1952 at Temple University in Philadelphia. There he met a music major named Rhoda Rabinowitz. He was introduced to her through a mutual friend and the first thing he said to her was, "I think I'll marry you." "She thought I was a little nutty at first," said Joe. "Heck, I was a little nutty." They started dating—and eventually married just as Joe predicted.

Describing himself as an "entrepreneurial academic" because he didn't follow traditional scholarly paths, Joe studied and taught theatre, rhetoric and English at several universities in the United States.

Throughout his years teaching in New York City, Joe also played an influential role in the anti-war movement, by helping young men avoid conscription and move to Canada. He also served as campaign manager for an independent candidate in the 1966 off-year congressional election. Joe said, "We got decimated by the party machine."

Rhoda and Joe then decided it was time to leave New York City. He ended up in Toronto at York University.

Joe met with the Dean of Arts, who was in charge of finding the Dean for the Fine Arts Program. York University was the only university that also asked Rhoda to come along on the visit. Joe thought that was a pretty remarkable gesture. He accepted the position at York and also became the Founding Chair of the Department of Theatre. Over his 12-year period in the Dean's Office, 10,000 students completed a Fine Arts Degree at the institution.

While working at York, Joe began his own theatre and television production company called Gemstone Productions. He was an executive producer on a critically acclaimed Canadian TV mini-series about the discovery of insulin, called *Glory Enough for All.* The production won nine Gemini Awards. He also produced the television series *Jake and the Kid,* as well as a number of plays that toured across the country.

"I've had a wonderful life," said Joe. "And it's so important to me that I can choose what the end of my life will look like." Joe knew that hospice care isn't accessible to everyone in Canada and wanted to spread the word about how important it is.

While Joe accepted his fate, he had one last promise to keep. He and Rhoda planned to celebrate their 60th wedding anniversary on Friday, December 23. Then he said, he will be ready for his "final curtain call."

Editor's note: Joe Green passed away peacefully at Kensington Hospice on February 3, 2017. He was able to celebrate his 60th anniversary with his wife Rhoda and their family.

The value of hospice care

Quality of dying & death study

Residential Hospice Care is unique in its holistic approach to caring for seriously ill people and their physical, emotional and spiritual needs; however, the dying and death experience for people in a residential hospice setting has never been studied before. In 2016, Dr. Gary Rodin, Medical Director of Kensington Hospice and Head of the Department of Psychosocial Oncology and Palliative Care at Princess Margaret Cancer Centre, decided to conduct a Quality of Dying and Death study at Kensington Hospice.

The study involved a telephone or in-person interview with a bereaved caregiver approximately four to six months after the death of their loved one. The goal was to understand the caregiver's perception of the quality their loved one experienced in the last seven days of life.

In total 100 bereaved caregivers were interviewed. The study looked at the perception of symptom management, connectedness with family and friends, and death preparation.

The study found that, based on the perception of the caregiver, the quality of dying and death in Kensington Hospice was very high. It was also found that the quality of death was perceived to be better in those who stayed at the Kensington Hospice longer than one week.

"This study demonstrates the value of the hospice environment at the end of life," said Debbie Emmerson, Director of Hospice Care. "It's not just about symptom management but about treating the person as a whole, and making the most out of every moment."

Shui, left, stands beside her husband Reg, and their daughter outside the Second Mile Club.

SUPPORTING CAREGIVERS IN TORONTO

"If Reginald has a good day, I have a good day," said Shui, Reg's wife and full time caregiver. Reg was diagnosed with dementia five years ago, and since then, Shui has made drastic changes to their life to ensure Reg is well taken care of and supported. She moved them from their large home in Brampton to Toronto so Reg can easily access support services, like the Second Mile Club in downtown Toronto. She also has a personal support worker come into their apartment for four hours a day to help Reg stay comfortable, while she works part-time as a nurse at St. Michael's Hospital.

"The wake-up call for me was when Reg got into his car one day and drove 10 hours to Quebec until he ran out of gas," said Shui. "Luckily the police could track him down because his cell phone was on, but that was a huge turning point for me as a caregiver."

Shui found the Second Mile Club by researching online. She was interested in the Day Program specific to older adults with dementia and Alzheimer's. Reg now goes two full days a week, and he enjoys his time there. Shui walks with him in the morning, and now Reg can lead the way. "He likes the people and is comfortable there, and it helps me to know he can go and have a nice day," said Shui.

In the last few months Shui has also decided to join the free caregiver support group offered by the Second Mile Club. They meet on the last Thursday of the month, in the evening. "I never thought a group like this would work for me, but it has," said Shui. "I feel like the people I talk to truly understand what I'm going through because they are in similar situations. It has helped me cope in many ways."

SETTING THE GOLD STANDARD FOR THE EYE BANK

Medical Director Dr. Clara Chan left, and Clinical Manager Christine Humphreys

The Eye Bank of Canada (Ontario Division) became part of Kensington Health Centre in 2015. The eye bank collects, processes and distributes donated human eyes and tissues for sight-saving transplants.

As the largest eye bank in the country, we processed 4627 eyes with the potential for transplant in 2016. This is no easy task, and the employees who work at the eye bank are highly dedicated, technically skilled and passionate about what they do. In 2016, the eye bank received a three-year accreditation from The Eye Bank Association of America (EBAA). During this process, the EBAA evaluated the eye bank for technical processes when cutting the eye tissue, safety and quality of the tissue, and the eligibility for transplanting.

NEW LEADERSHIP

In late 2016, two new leaders joined the eye bank—Dr. Clara Chan as the new Medical Director, and Christine Humphreys as the new Clinical Manager. Dr. Chan and Ms. Humphreys succeeded Dr. William Dixon and Linda Sharpen respectively, who retired from the eye bank at the end of the year, after many years of service.

Christine Humphreys is a Certified Tissue Bank Specialist with 18 years of health care experience in organ and tissue donation and transplantation. She brings her extensive experience in tissue recovery and processing (which includes eyes, skin, bones and heart valves), and quality assurance. Christine transitioned to Kensington Health Centre from the Trillium Gift of Life Network, where she was Manager of the Provincial Resource Centre for tissue. She is passionate about quality, and about expanding awareness for lesser-known programs at the eye bank, including the amniotic membrane program where women can donate their placentas (amniotic membranes) to help people with eye diseases.

Dr. Clara Chan is a specialist in corneal, cataract and refractive surgery. She has published more than 70 papers and abstracts, and she has been honoured with the American Academy of Ophthalmology Achievement Award. Dr. Chan serves on the American Society of Cataract and Refractive Surgeons clinical committee, and is an editor for the *Canadian Journal of Ophthalmology* and editor for the *Eyeworld Newsmagazine*.

LOOKING AHEAD

In 2017 the eye bank will begin to roll out its Descemet Membrane Endothelial Keratoplasty (DMEK) program. This technically skilled procedure involves peeling off the innermost layer of the eye for transplant. Traditionally transplant surgeons have completed this procedure, but to enhance accuracy, quality and outcomes for patients, technicians at the eye bank will now pre-cut the DMEK tissue for surgeons.

OPENING THE KENSINGTON DIAGNOSTIC IMAGING CENTRE

DIAGNOSTIC IMAGING

On December 15, 2016, Kensington Health opened the Kensington Diagnostic Imaging Centre. The Imaging Centre offers patients rapid access to a number of important diagnostic services.

An integral part of Kensington Health's mandate is to continuously evolve, in order to anticipate and respond to the unmet health care needs in our community. The Kensington Diagnostic Imaging Centre increases access to diagnostic imaging services, and also aims to alleviate wait-time pressure on academic hospitals performing diagnostic imaging services in Toronto.

Many of the services provided by Kensington Health Centre were developed due to growing demand in the community, and the Kensington Diagnostic Imaging Centre is no exception. The 5,000 square-foot Imaging Centre is a welcomed addition to the diverse range of services at Kensington Health.

As we move forward, we want to expand the scope of services at the Imaging Centre. Our goal is to offer the same high-quality care that patients in our community would receive in hospital. We plan to do this by implementing our quality management program and by improving the overall experience for referring physicians and patients.

Employees pose for a photo at the Kensington Diagnostic Imaging Centre. From left to right: Marina Popova, Valentina Gorea, Jill Taylor and Lily Yuan

Tinkham & Associates LLP
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AUDITOR'S REPORT ON SUMMARY FINANCIAL STATEMENTS

To the Members of
THE KENSINGTON HEALTH CENTRE

The accompanying summary financial statements, which comprise the summary balance sheet as at December 31, 2016, 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, 2016. We expressed an unqualified audit opinion on those financial statements in our report dated June 27, 2017.

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 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.

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, 2016 are a fair summary of those financial statements on the basis described above.

Tinkham & Associates LLP
CHARTERED ACCOUNTANTS

TORONTO, Ontario
June 27, 2017

Licensed Public Accountants

THE KENSINGTON HEALTH CENTRE
Balance Sheet

As at December 31,	**2016**	2015
Assets		
Current		
Cash	**$ 1,766,690**	$ 2,499,799
Resident deposits and trusts	**21,578**	25,648
Accounts receivable	**526,693**	749,798
Prepaid expenses and inventory	**317,096**	257,421
Due from related organizations	**513,436**	126,778
	3,145,493	3,659,444
Capital assets	**40,792,468**	40,574,412
Intangible assets	**2,295,000**	-
	$ 46,232,961	$ 44,233,856
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	**$ 3,081,599**	$ 3,196,693
Resident deposits and trusts	**21,578**	25,648
Deferred revenue	**93,228**	80,728
Due to related organizations	**142,621**	-
Current portion of long term debt	**2,356,187**	2,225,841
	5,695,213	5,528,910
Deferred capital contributions	**10,546,820**	10,644,265
Long term debt	**18,954,512**	17,810,699
	35,196,545	33,983,874
Net Assets		
Unrestricted	**10,236,416**	9,849,982
Internally restricted - Capital reserve	**800,000**	400,000
	11,036,416	10,249,982
	$ 46,232,961	$ 44,233,856

THE KENSINGTON HEALTH CENTRE
Statement of Operations

Year ended December 31,	2016	2015
Revenue		
Health Centre - Ministry of Health and Long Term Care operational funding	**$ 16,177,511**	$ 15,751,948
Resident co-payment revenue	**7,998,905**	7,819,187
The Eye Bank of Canada (Ontario Division)	**2,579,429**	1,161,807
Health Centre - Ministry of Health and Long Term Care capital funding	**1,325,806**	1,322,184
Kensington Hospice operational funding	**1,313,484**	1,288,215
Donations and operating grants	**821,042**	390,985
Other services and interest	**228,139**	219,250
Kensington Diagnostic Imaging Centre	**33,631**	-
	30,477,947	27,953,576
Expense		
Kensington Gardens	**24,373,666**	23,999,485
Kensington Hospice	**1,709,386**	1,635,391
The Eye Bank of Canada (Ontario Division)	**2,531,077**	1,158,607
Kensington Diagnostic Imaging Centre	**305,370**	-
	28,919,499	26,793,483
Excess of revenue over expense for the year before amortization	**1,558,448**	1,160,093
Add: Amortization of deferred capital contributions	**733,636**	717,815
Less: Amortization of capital assets	**(1,505,650)**	(1,452,497)
Excess of revenue over expense for the year	**$ 786,434**	$ 425,411

THE KENSINGTON HEALTH CENTRE
Statement of Changes in Net Assets

Year ended December 31,	Internally restricted - Capital and debt repayment	Unrestricted	2016 Total	2015 Total
Net assets, January 1	**$ 400,000**	**$ 9,849,982**	**$ 10,249,982**	$ 9,824,571
Excess of revenue over expense for the year	**-**	**786,434**	**786,434**	425,411
Transfer to capital and debt repayment reserve	**400,000**	**(400,000)**	**-**	-
Net assets, December 31	**$ 800,000**	**$ 10,236,416**	**$ 11,036,416**	$ 10,249,982

KENSINGTON HEALTH CENTRE

Officers

Jim Nelles, *Chair*
Howard Tanenbaum, *Vice-Chair*

Board of Directors

Carmen Di Paola
Janet Downing
Theresa Ferracuti
Jeannine Girard-Pearlman
Jaimie Grossman
Dr. Murray Herst
Beth Malcolm
Edward McQuillan
Warren Seyffert
Natasha Sharpe
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Gordon Cressy
Robert Hall
Kai Ming Kan
John Lind
Lenny Lombardi
Barbara McKay
Abraham Saltzman, MD
Victor Sousa
Glenn Watchorn
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Honourary Members

R.J. Brian McFarlane
Russell McKay
Nick Torchetti
Marie Rounding

Life Members

Arthur C. Downs

Corporate Leadership

John Yip, *President and Chief Executive Officer*
Hector Algaranaz, *Chief Information Officer*
Justine Humphries, *Director, Corporate Planning and Communications*
Darla Matheson, *Director, Quality and Risk*
James Wickham, *Director, Human Resources*
Carol Montgomery, *Governance and Executive Office Liaison*

Kensington Health Centre Leadership

William O'Neill, *Vice President, Residential and Community Care*
Dr. Mark Goldstein, *Medical Director, Kensington Gardens*
Dr. Gary Rodin, *Medical Director, Kensington Hospice*
Debbie Emmerson, *Director, Hospice Care, Kensington Hospice*
Nicoleta Paraschiv, *Director, Resident Care, South, Kensington Gardens*
Anna Slawski, *Director, Resident Care, North, Kensington Gardens*
Nadine Persaud, *Director, Client Services, Kensington Gardens*
Dr. Clara Chan, *Medical Director, Eye Bank*
Christine Humphreys, *Manager, Eye Bank*
Dr. Jae Kim, *Medical Director, Kensington Diagnostic Imaging Centre*
Jill Taylor, *Manager, Kensington Diagnostic Imaging Centre*

WAYS TO GIVE TO THE KENSINGTON FOUNDATION

A Legacy Gift (wills, estates, stocks/insurance)
Monthly Donation
Give In Honour or In Memory
Make a Major Gift
Become a Corporate Partner
Organize a Fundraiser
Donate to Champions of Care
Give a One-Time Donation

To donate to The Kensington Foundation please visit kensingtonhealth.org

Charitable Registration
#11923 0092 RR0001

Photography for this report
by Catherine Cachia