

AVENS – A Community for Seniors

Seniors have a safe and caring community for life.

ENGAGING OUR STAKEHOLDERS

2013-2014 Annual Report



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Photography was provided by AVENS staff unless otherwise stipulated.



President's Report

Are you and your family ready for the future?

At AVENS, we're getting more and more calls from seniors and their families about what their options are for affordable housing and professional care here in the North. They range from general interest requests to the anxious and immediate. Some of these calls are desperate, distressing to listen to, because at this time we have very few options to offer.

We need to change that. We can't be complacent. As demand grows, we can't take it for granted that it will be looked after. That what's been driving AVENS since 1982: growing a safe and caring community for seniors in Yellowknife and from across the NWT.

We've invested more than two years and \$500,000 in talking with our community and our partners about the best ways to do this. We've put pen to paper, and this summer, shovels in the ground, as we start the next phase of building the AVENS community with our projected new 60 bed facility.

We're excited and proud of this important step, but it's just a beginning. There is a lot of challenging work still ahead. But we have only to look at what has been accomplished over the past 32 years as inspiration to continue this good and valuable work.

The continuing support over the years from our partners at the Department of Health and Social Services has been essential, and will continue to be. We are unique in the NWTs health system as AVENS is the only independent organization that runs a health care facility in the NWT. It's a great relationship, but one that needs to change as the needs of the community evolve. Your Board looks forward to continuing discussion on strengthening the relationship.

As I close out my four years as your President, I gratefully acknowledge and thank my fellow board directors for your commitment and for your patience with me as your chair. What we do as volunteer community voices gets results that will benefit us all for decades to come. That will be my reward, and I hope yours too.

My most sincere thank you, my biggest shout, must be for the remarkable staff, the team leaders and CEO Jeff Renaud who work here at AVENS. You deserve huge praise. Your compassion and professionalism and caring around the clock is what truly makes AVENS a community. You are a credit to our City and the North. Thank you all.

Bill Braden



Chief Executive Officer's Report

Engaging our Stakeholders!

The theme of our 2013/2014 Annual General Meeting is Engaging Our Stakeholders. Throughout this past fiscal year both the Board of Directors and our Senior Management Team moved with purpose and began having conversations about the possibilities we envisioned for AVENS – A Community for Seniors. The goal was to inform our stakeholders where we were at, listen and gather their feedback, and use that information to continue to develop our Moving Forward project.

Between May 2013 and January 2014 we engaged in more than 25 formal conversations with Stakeholders in order to advance the needs of seniors across the NWT. Among the main messages we heard were that;

- The needs of seniors have increased and AVENS was integral to ensuring that infrastructure and programs exist to serve our seniors and,
- That investment into our existing infrastructure was important to keep our employees and residents safe from harm, and
- That AVENS needed to ensure that our vision was aligned with the current realities of our Healthcare system.

These messages gave us a clear direction on which to proceed and we began work in earnest by creating a Project Oversight Committee that was able to select both a preferred Architect and Builder for our proposed project. The clear imperative in this decision was that our project needed to remain cost-effective given the fixed resources available for a multitude of capital projects.

Our current strategic plan also required us to have a fit-for-purpose administrative structure designed to deliver on our Vision that “Seniors have a safe and caring community for life”. Our successes were many including the signing of Memorandum’s with both the City of Yellowknife and YK1 School Board for the provision of emergency supplies and shelter respectively.

In addition AVENS welcomed a new member to our team – Aramark Canada! Aramark specializes in the delivery of support services like housekeeping, laundry and food services. They are responsible for implementing new procedures that embrace best practices in safety protocols whilst reducing overall expenditures.

Our programs and services continue to flourish and in many cases have expanded! AVENS independent housing units have remained at 100% occupancy for the past five years with lengthy waitlists of pre-qualified seniors. Our Respite and Long Term Care bed programs and our Elder Circle are also operating at full capacity. We anticipate that the demand for all services that AVENS provides will continue to increase.

We continue to dialogue with our community partners and the GNWT about our shared future and this has generated a great deal of excitement and interest in and around the AVENS campus. Many of our key stakeholders such as the Union of Northern Workers, the Canadian Mortgage and Housing Corporation, and Yellowknife Chrysler offered



AVENS generous financial contributions with which to continue working on planning our future development.

While it has been a challenging year, we continue to experience tremendous support for the work that we do and will continue to provide for many years to come. The outcomes that we had anticipated in early 2013 are now just bearing the fruit of much hard work and diligence by a dedicated team of employees – many of them new. Our employees continue to engage us in conversation about their visions for AVENS and we are listening.

I would like to extend my gratitude to the incredible team of employees and managers we have working on behalf of the residents who call AVENS home. In addition I would also like to thank our outgoing Board President, Bill Braden and the AVENS Board of Directors for their continued support and dedication to the work we are doing to ensure that our seniors have a safe and caring community for life.

Mahsi cho!

Jeff Renaud
Chief Executive Officer

Organization Description

What is AVENS?

AVENS – A Community for was formed in 1983 by a group of Yellowknife citizens concerned about issues facing seniors. It has worked on behalf of seniors ever since, focusing on housing and long term care.

AVENS was established to meet the needs of the growing number of soon-to-be retired miners and prospectors (many of whom were bachelors) who would need support to live out their retirement years in Yellowknife.

Since its inception, AVENS has worked very hard to establish programs and services not only for Yellowknife seniors, but for seniors across the NWT. Highlights of this work include:

- Constructed Aven Manor in 1987 - a personal care facility for seniors, serving Yellowknife and other NWT Communities.
- Acquired a 35 year lease on the land surrounding Aven Manor and then acquired ownership of that land in 2005.
- Constructed Aven Court in 1992, 6 four plex buildings equating to 24 units of affordable housing for independent seniors.
- Assisted in the development of the NWT Seniors Society and the Yellowknife Seniors Society, which are now strong, independent partners of AVENS.
- Constructed the Baker Community Centre in 1995 with the generous help from the late Mr. Ed Baker and community donations. The Centre is operated by the Yellowknife Seniors Society (YSS). YSS works to provide programs and services in support of seniors wellness for Yellowknife Seniors.
- Constructed Aven Ridge in 2007 - four duplexes equating to eight new housing units of affordable housing for independent seniors.
- Lobbied for the construction of the new territorial dementia facility called Aven Cottages. The new facility was built by the Government of the NWT and is operated by AVENS. The new facility started accepting residents in March 2010.
- Began planning a new facility to replace Aven Manor in May of 2012. Work is ongoing with site preparations beginning in the Fall of 2014.

AVENS is governed by a volunteer Board of Directors.



AVENS' Mission, Vision and Values

AVENS' Vision "Seniors have a safe and caring community for life."

AVENS' Mission AVENS serves seniors by:

- Providing quality community living choices,
- Advocating for their needs,
- Creating supportive networks of seniors and community organizations committed to the health of seniors, and
- Delivering quality services in a safe and respectful manner.

AVENS' Values are expressed in the following statements which describe the most strongly held beliefs within the organizational culture of AVENS and its operations:

Respect – we acknowledge the talents and contributions of our staff and seniors at AVENS.

Dignity – we treat our seniors in a manner that honours their place in our community; caring for their health, safety, independence and peace of mind.

Collaboration – we work constructively with our staff, residents and community partners, building capacity and continuously improving our capability, to provide an enduring, safe, caring community for life, for our seniors.

Accountability - we take ownership of our decisions and actions.

Integrity – we fulfil our values and our commitments to our people, our residents, our supporters and our community.



Programs and Services

Long Term Care is provided at Aven Manor, a 29 bed facility, for NWT seniors who require nursing and/or personal care. Aven Manor has been in existence since 1987. Consistently at full occupancy, the facility provides programs and services to seniors with a variety of long term needs. The Yellowknife Health and Social Services Authority provide the majority of funding for the operation and maintenance of Aven Manor via a contribution agreement.

Dementia Care is provided at Aven Cottages Territorial Dementia Facility. This facility provides care for NWT seniors who suffer with Alzheimer's disease and other forms of dementia and has 24 permanent beds available and 4 beds for those requiring respite care opened April 1, 2011. In January 2011 the Adult Day Program was launched. This gives senior adults who require some attention a place to drop in. Now with one year under our belts we are looking forward to the upcoming year with great expectation. The Yellowknife Health and Social Services Authority provides the majority of funding for the operation and maintenance of Aven Cottages via an operating agreement.

Seniors' Independent Housing has been provided at Aven Court since 1993, and at Aven Ridge since 2007. In total there are 32 housing units for people who are sixty years of age or older. Each unit is a fully contained one bedroom residence plus a den, for those seniors able to live independently. Aven Court consists of six buildings, each containing four units, and Aven Ridge consists of four duplexes. A majority of the funding for the operation and maintenance of Aven Court and Aven Ridge is provided through the NWT Housing Corporation.

Assistance to Community Seniors and Partners is also a priority for AVENS and the following services are provided:

- Advocacy on behalf of those who suffer from dementia and their families.
- Advocacy for NWT seniors respecting issues that affect their lives.
- Leasing of the Baker Community Centre to the Yellowknife Seniors Society to provide recreation and wellness programming for community-based seniors.
- Provision of information, advice and support to organizations operating similar facilities in the NWT.
 - Contribution of views and feedback to governments developing new or changing programs for seniors.
- Provision of office space and other assistance to the NWT/Alberta Alzheimer's Society.
- Support to Aurora College students through practicum opportunities and mentorship.
- Provision of century tub and shower facilities to the local homecare program for their staff to assist community-based clients.



Volunteers

Thanks to the many volunteers who helped to contribute an estimated **1,225** hours this year between Aven Manor and Aven Cottages. This helped to provide many wonderful extras for our residents. Volunteers assist with a range of activities in the service of



seniors including one-on-one activities, group activities and entertainment. Some of our volunteers this year included the Rotary Club, Elk's Lodge, the St. John's Ambulance dog therapy program, local schools, church groups, and entertainers. This is not to mention the many individual volunteers who give of their time so generously for which we are very appreciative.

This year, AVENS held a service recognition ceremony to honour our long-standing volunteers. Award recipients are as follows:

Esther Braden – 29 yrs	Mary Lou Morgan – 16 yrs
Dawn Lacey – 15 yrs	Brad Heath – 12 yrs
Mary Lou Hernandez - 10 yrs	Marlene Bonnell - 12 yrs
Peter Rybchinski - 12 yrs	Dave Taylor - 10 yrs
Cindy Taylor - 10 yrs	Jeanne Gagnon – 10 yrs
Anna Hernandez - 9 yrs	Carrie Vega – 6 yrs
Carol Norwegian – 9 yrs	Rona William – 10 yrs
Linda Henry – 10 yrs	
Ivan and Anne Russel – 10 yrs	
Genevieve & Gracie Piercey - 6 yrs	



We would also like to recognize the following organizations who regularly schedule events for our Seniors. Without their commitment to help out at AVENS – A Community for Seniors, our Seniors would not have the valuable experiences that they have been able to gain.

- ↪ Elks Lodge of Yellowknife
- ↪ Baptist Church Fellowship
- ↪ Rotary Club of Yellowknife
- ↪ Scottish Country Dancers
- ↪ St John's Ambulance Therapy Dogs
- ↪ Roman Catholic Church
- ↪ Knights of Columbus

Many thanks to all who come out and help to make our Seniors live a little better. Your time and dedication is greatly appreciated.



Visiting Services

Pastoral Care - Clergy and parish members from various churches and religious organizations provided group activities such as sing songs, worship services as well as spiritual counselling and prayer on a one-to-one basis.

Rehabilitation Services – Visiting therapists from the Stanton Territorial Health Authority provide physiotherapy and occupational therapy services at Aven Manor and Aven Cottages for approximately 1 hour per week.

Along with regular visits by the residents' family physicians, the Yellowknife Health & Social Services Authority provides a Medical Advisor, Dr. Eileen Peters, for approximately one day per week. Dr. Peters has served AVENS in this vital position for the past 10 years.

Students

Last year AVENS hosted two social work students from Aurora College who completed their practicum hours with us. This was very successful! The students helped us with social issues that came up for some of the residents during the time they were here and spent a great deal of time with the residents, supporting them in social activities and working in conjunction with the Recreation Therapy Department.

Contracted Services

Private contractors and consultants assist us with a variety of services such as mechanical/building inspections, boiler repair, nutritionist services, snow removal, auditing, policy research, delivery of educational programs, collective bargaining, and information systems maintenance, to name a few.

Another valued partner is the City Of Yellowknife, which generously provides snow removal services, assistance with our Emergency Response Plan, and other services when requested.

Hair Salon

Kathryn Stuckey, a professional hairdresser with years of experience doing hairdressing for seniors, closed *Golden Guys & Gals Hair Salon for Seniors* in February 2014.





Our Team

AVENS could not provide the programs and services that we do, nor could we meet our strategic goals, without the efforts of our staff, volunteers and contributors. Below is a quick overview of those who make AVENS what it is.

Board of Directors

The AVENS Board of Directors is comprised of 8 directors and 1 lifetime director. This group of community-minded individuals volunteer their time to govern and set the overall direction for the organization, using a policy governance model. The Board ensures that its obligations are met by way of agenda planning. This means key agenda items are scheduled a year in advance so all matters, whether monitoring safety, setting the budget, or reviewing organizational performance, are completed throughout the year. The Board monitors its own performance by participating in the national accreditation process every three years.

Board of Directors 2013-2014

Bill Braden	President
Ron Allen	1 st Vice President
Gordon Van Tighem	2 st Vice President
Wendy Carter	Director
Shane Clarke	Director
Kathy Gray	Director
Sandra Turner	Director
Darryl Bohnet	Director
Barb Bromley	Lifetime Director
Lisc Daley	Director (resigned)
Richard Morland	Director (resigned)



Chief Executive Officer: Jeff Renaud

Reporting to the Board of Directors, the Chief Executive Officer provides management, planning, monitoring, and evaluation services. This position is also responsible for operational planning, financial and human resources management, information management, and corporate communications.

Resident Care – Director of Care: Sheila Humphrey (March 2014 – present)/Care Supervisor: Lynda Koe (1987 – present)

I would like to introduce myself to those who may not know me. My name is Sheila Humphrey and I am originally from southeastern Saskatchewan. I have been a Registered Nurse for over 33 years and have been fortunate to have spent the majority of my nursing career here in the north. I have had the pleasure of working with many seniors throughout the Yellowknife community during my employment with Yellowknife Health and Social Services working as a Home Care nurse. Many residents currently here at AVENS are familiar to me because of my time previously spent with Home Care.

I am extremely delighted to be part of the AVENS team since starting my role as Director of Care at the beginning of March 2014. There has been a huge learning curve for me but I have been welcomed warmly by the existing team at AVENS. I work very closely with Lynda Koe, our Resident Care Supervisor, who has been instrumental in supporting me down this path of Long Term and Dementia Care. Her knowledge surrounding all the residents and AVENS is astounding and she is constantly advocating for our residents and staff when the need arises.

The long term care beds in both Aven Manor and Aven Cottages continue to be at full capacity. The four respite beds are constantly in demand from the Yellowknife community as well as other communities throughout the NWT.

I am very proud to lead the Resident Care Team which consists of more than 60 dedicated individuals who work endlessly to provide exceptional care to our residents. Our Team supports residents by assisting with personal care, medication administration, and other tasks to ensure each resident's individual needs are met. The Team is comprised of full time, part time and casual employees who work very closely with all departments throughout the organization ensuring the residents receive the best care possible.

As we move forward into the coming year, the Resident Care Team plans to focus on the Vision, Mission and Values as set out by the AVENS Board of Directors. Only through the emphasis of the Vision, Mission and Values of the organization, can we truly provide the residents of AVENS the care they deserve.

Support Services Manager – Bryce Lacombe

This past year was a very busy and productive time in the Support Services department with more than 70,000 meals prepared annually. AVENS conducted several meetings with our employees and our Union partners as we prepared to welcome Aramark Canada into the AVENS family.



Aramark has helped AVENS to introduce and implement federally recognized safety protocols and standards for food preparation, new menus, and sanitation throughout Support Service Departments. In addition, we were able to begin implementing more efficient purchasing and tracking systems.

Work also continues on the planning and development of our future kitchen and laundry facilities that will be a part of our exciting new campus development

Recreation Therapy and Elders Circle at AVENS – Director of Care: Sheila Humphrey/ Volunteer and Recreation Supervisor: Kate Drexler

The Recreation Department at AVENS has grown substantially over the past year. With the addition of a Volunteer and Recreation Supervisor, a full-time Recreation Coordinator and part-time Recreation Coordinator Assistant, the Recreation Team is now able to deliver an evidence-based Recreational Therapy Program that aims to improve Residents' quality life. The Recreation Team delivers upwards of 100 large group activities and 200 one-to-one sessions over the course of a month. Each interaction is intended to maintain or enhance Residents' cognitive, physical and/or socio-emotional health and well-being.

The team is proud of their achievements over the past year. The Recreation Coordinators recently completed goal-setting for each Resident and Elders Circle Client. Based on the Measurable Assessment in Recreation for Resident-Centered Care (MARRCC), the goals will provide direction during the planning and implementation of one-to-one and small group sessions that have been added to the schedule this year. The department has also worked to develop a large group activity plan that includes an outline of the activity, recommended resources and a risk assessment. The activity plans have been completed for all of the calendar activities including new programs, such as Ball & Balance, Yoga, Language Leaders, Reminiscing and Silver Strider's Walking Group. In November, the team introduced the AVENS Cultural Program to acknowledge and celebrate Aboriginal culture and traditions. The program now runs every Wednesday giving both Aboriginal and non-Aboriginal Residents the opportunity to participate in a variety of cultural activities, such as: beading; bannock making; Aboriginal games; traditional ice fishing; and discussions about hunting, medicine and cultural foodstuff. Finally, the Volunteer and Recreation Supervisor is working with the team to promote AVENS in the community. A letter to future volunteers and a role description for each volunteer opportunity at AVENS has been sent out to organizations and schools throughout Yellowknife.



The Recreation Department is moving forward. Over the next year, the team hopes to incorporate more physical activity in to the Recreational Therapy Program, partner with community organizations and individuals to offer Residents new and engaging experiences, and participate in professional development opportunities to ensure that the program is to standard with best practices.



Maintenance/Housekeeping Manager: Tony White

We currently have one full time Maintainer, one full time and one part time maintenance assistant. The manager for this department, Tony White, who also does maintenance work when needed.

AVENS Maintenance Team is responsible for the general maintenance of all AVENS buildings and grounds. This is done through a very structured 52 week preventative maintenance program. Day to day maintenance work orders are logged and tracked on our computers. During the winter months, in order to insure the snow is cleared from exits and sidewalk, the maintenance team works on a different schedule than the one for the summer months. There is always at least one maintenance staff member here on weekends during the winter months. We also contracted out maintenance when required such as after-hours emergency maintenance. All our life safety machinery and equipment such as fire alarm panels, sprinklers, generators, boilers, and elevators, etc. are serviced and inspected annually by licensed contractors. One of the projects that we are working on this summer as a part of our continued efforts at keeping our residents and staff safe is a new outdoor smoking area for our long term care residents. This will give them a safe place to smoke during this time of transition as we move forward to our goal to become completely smoke free here at AVENS. Another project is the repair of the sidewalks and ramps around the Aven Manor and the Baker Community Centre.

Business Office

The business office is responsible for managing the day to day administration matters for AVENS. This includes financial management, human resource management, payroll and employee benefits, account payable and receivable, and reception services. The business office also includes property management of both the Aven Court and Aven Ridge.

Training

AVENS staff had the opportunity to attend monthly in-services this year and a grand total of 220 staff members participated. 45 staff members attended in house training for Non-Violent Crisis intervention and 8 attended Supportive Pathways Training.

We have members of our staff providing First Aid & CPR training, NVCI training and Supportive Pathways.

Three staff members were sponsored by the AVENS Staff Advancement Initiative to take training. Two of the staff who provide foot care at AVENS went for advanced training with the foot care specialist from YHSSA. We had 1 Team Leader sponsored through the New Graduate Initiative who had the support of a nurse mentor for a period of 3 months.



AVENS Strategic Planning Progress Report - 2013/2014

Throughout this past fiscal year, AVENS – A Community for Seniors has worked through several significant challenges. The outcomes that we had anticipated in early 2013 are now just bearing the fruit of much hard work and diligence by a dedicated team of employees. The following is an overview of each PIP area and the work completed to date.

Area # 1 Financial Stewardship

Strategic Priorities

- Balanced Budget
- Variance reports
- Special Project Initiation, review, and analysis
- Develop AVENS position on means-tested, user pay



Accomplishments

- Presented balanced budget to Board. Board approved May 2013
- Funders approved contribution Agreements. June 2013
- Received \$50,000 dollar contribution from Union of Northern Workers. January 2014
- ACCPAC training. September 2013
- Hired Project Consultant for AVENS Project. Nov 2013
- Implemented stakeholder engagement strategy to roll out project. Sept 2013
- Created partnership with Yellowknife Community Foundation. Sept 2013
- Prepared rationale for sole-sourcing project. Jan 2014
- Prepared Canada Mortgage and Housing Corporation Project Development Fund Application.
- Established Project Oversight Committee and Terms of Reference. Jan 2014
- Established Pitney Bowes online mail system. Nov 2013
- Conference Workshop for NWT Architects. Dec 2013
- Arranged Board fact-finding to Carewest Calgary. Feb 2014
- Met with Canadian Institute of Health Information (CIHI) to discuss electronic care plans (MDS-RAI). Dec 2013
- Whiteworks conducted Means Tested, User Pay jurisdiction review. Dec 2013
- Asset valuation conducted on land and buildings. Oct 2013
- Straight-lined depreciation of buildings to increase Assets. Dec 2013
- Set up Raisers Edge and AVENS donor base. Jan 2014



- Signed MOU with Stantec and Nahanni for Design portion of Project. Jan 2014
- Making Trax snowmobile rally raised \$4000 for AVENS. April 2013
- Infection control and safety added to all Committee Agendas as standing items. May 2013
- Established AVENS in partnership with Yellowknife Community Foundation. Mar 2014
- Staff of Yellowknife Chrysler gave a donation of \$12,500. March 2014

Area #2 Human Resources

Strategic Priorities

- Recruitment and succession plans for Management team.
- Staff Advancement Initiative.
- Started work on implementation of formalized Job Descriptions and Performance Appraisals.
- Stewardship of staff morale and creating a workplace of choice.



Accomplishments

- Continuation of regular monthly education events for all employees.
- 3 Regular town hall meetings, 3 quarterly newsletter, and 12 monthly payroll stuffers.
- Staff Advancement Initiative offered to 4 employees. July, 2013
- Monthly in-house education schedule created to help educate staff on key accreditation and staffing initiatives. September, 2013
- Non-Violent Crisis Intervention and CPR re-certification training offered. 2013-2014
- Supportive Pathways training offered. 2013-2014

Area #3 Programs and Projects

Strategic Priorities

- Creation of rationale and business plan in support of external Support Service provider.
- Project Development expansions.
- Cultural Liaison Program, establish long range contract with Stanton Territorial Hospital.
- Supportive Living Strategy.



Accomplishments



- Prospective analysis completed.
- Stakeholder engagement strategy completed.
- Strategic plan developed and approved.
- Enhanced partnerships created with Stanton Territorial Hospital, Yellowknife Health and Social Services, and Department of Health and Social Services.
- Proactive Risk management.
- Resident survey conducted. Nov 2013
- Cultural Program contract signed with Stanton. May 2013

Area # 4 Organizational Capacity

Strategic Priorities

- Accreditation update report
- Risk management review.
- IT capacity (hardware & software).
- Physical Asset Management.

Accomplishments

- Had a Fair Market Appraisal conducted of land and buildings. August, 2013
- AVENS Ethics Committee meeting. Feb 2014

Area # 5 Stewardship and Communications

Strategic Priorities

- Coordination of Board planning and Operational activity.
- Stakeholder engagement strategy.
- Foster relationships and collaboration among partners.
- Advisory role and stewardship with Board

Accomplishments

- Reviewed Governance Model. Jan 2014
- CEO updates, regular resident and employee town hall meetings are helping to keep stakeholders informed of changes that occur.
- Work continues with Yellowknife Health and Social Services, to ensure that AVENS is able to meet its financial commitments to our dedicated team of employees.
- We have increased the number of practicum programs in conjunction with Aurora College.
- Website has been re-designed to promote a higher community user rate.
- AVENS continues to collaborate with the Yellowknife Homeless Coalition.
- Strategic plan will be used to define operational goals for 2013 – 2015.

- CEO has established multiple community ties to advance AVENS initiatives over the past year.
- Set up Aven Ridge and Aven Court Welcoming Committee with help of resident.





Statistical Overview

On a quarterly basis, management monitors the following indicators of events and status:

Overall Infection Rate	MRSA Infections	C. Difficile Infections
Total Falls	Dangerous Smoking	Aggression (verbal/physical)
Wandering from Building	Medication Administration Errors	Medication Packaging Errors
Medication Reconciliations	Hand Washing Compliance	Pressure Ulcers
# of Adverse Events	# of Sentinel Events	# of Near Misses
Employee Illness (hrs. of work lost from non-WSCC illness)		
WSCC Time Loss (hrs. of work lost from WSCC related illness)		

We also have annual inspections by third parties of the following:

Inspection by Fire Department or Marshal (annual)	WSCC Workplace Safety Inspection (annual)
Fire suppression system/range hood (bi-annual)	Boiler Inspection (annual)
Fire extinguisher inspection (annual)	Fire alarms/panel inspection (annual)
Sprinkler system inspection (annual)	Environmental Health (food preparation and storage, etc.)

Management does other safety monitoring as follows:

Review of Fire Drills	Medication Review	Mock Emergency Exercises
Narcotic Use Audits	Room Audits	Hand Washing Audits
Review of Employee WSCC Injuries	Review of Safety Walk-Thru Reports	

The CEO reports quarterly to the Board on these indicators on a summary or exception basis.

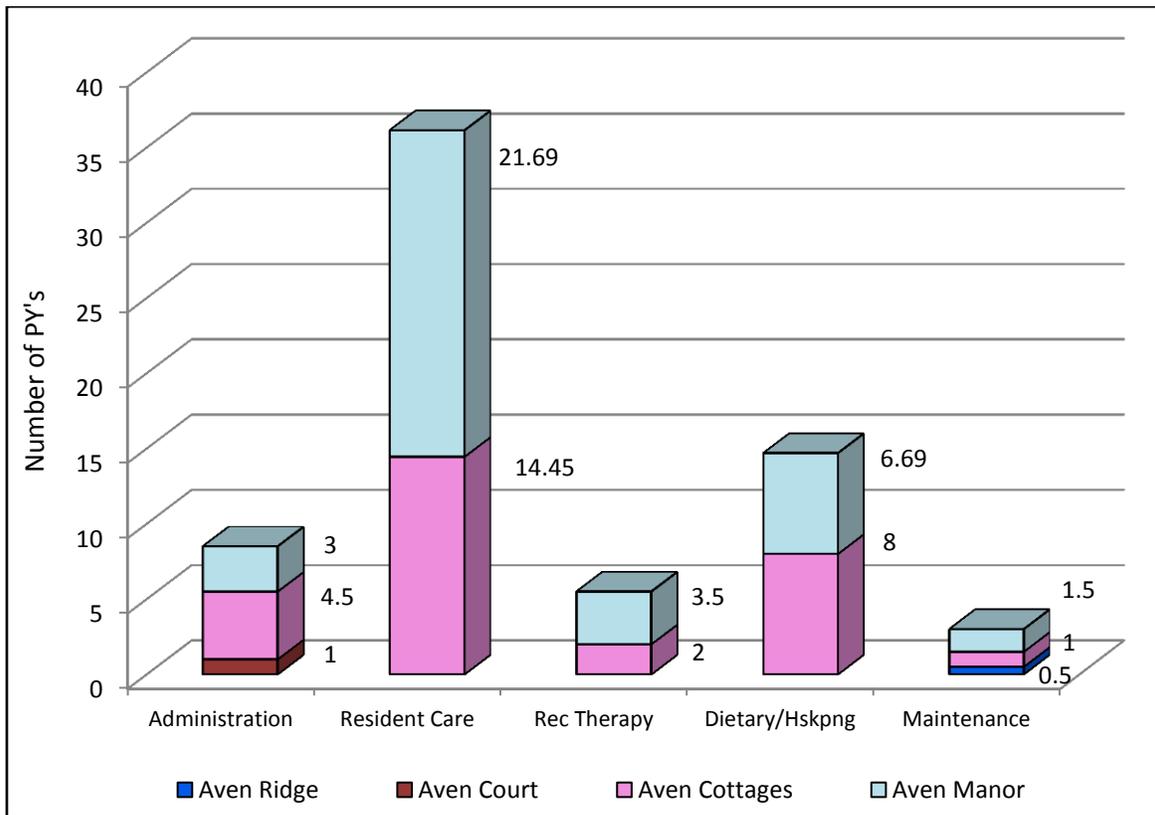
On the following pages, we provide overall statistics on our capacity, utilization, and intake and discharge.



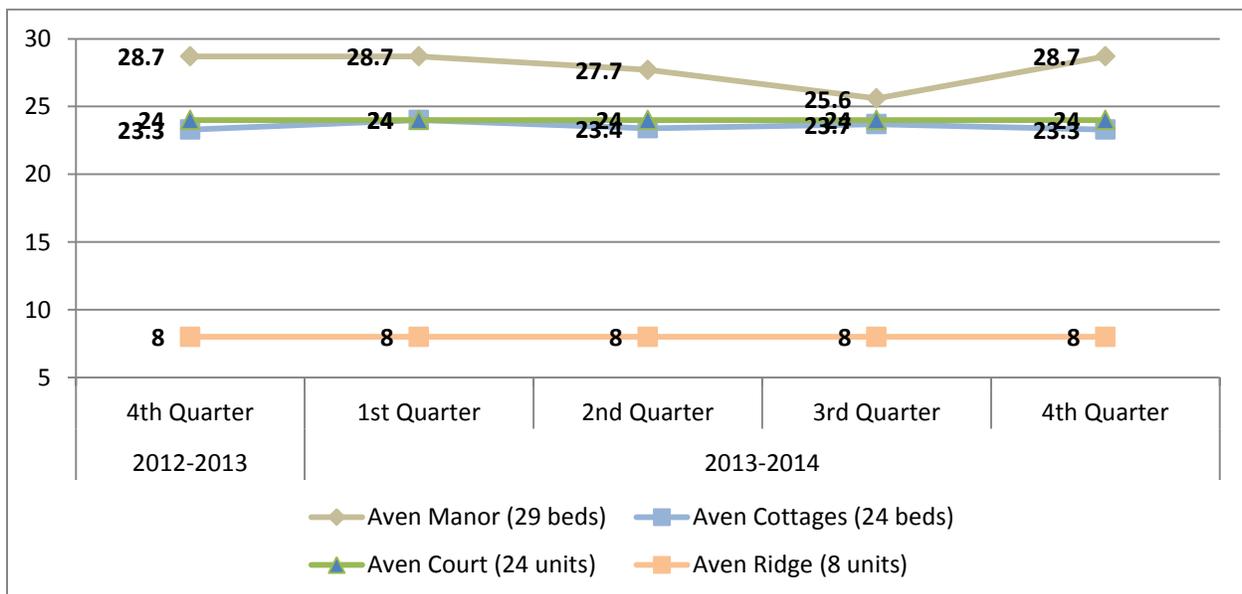




Budgeted Staff Allocation (not including relief)

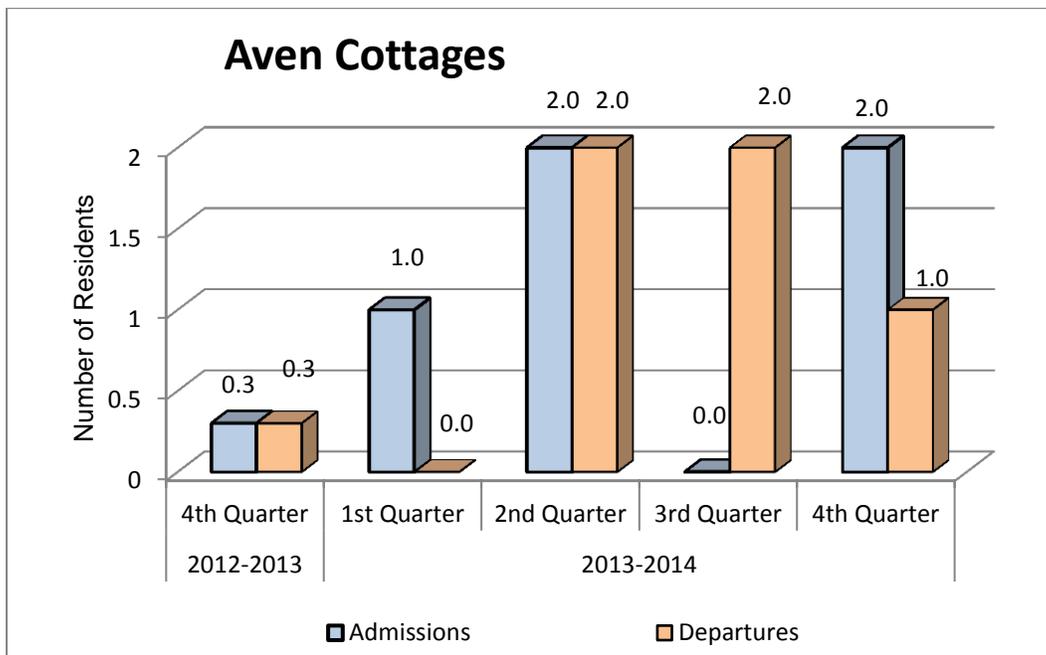
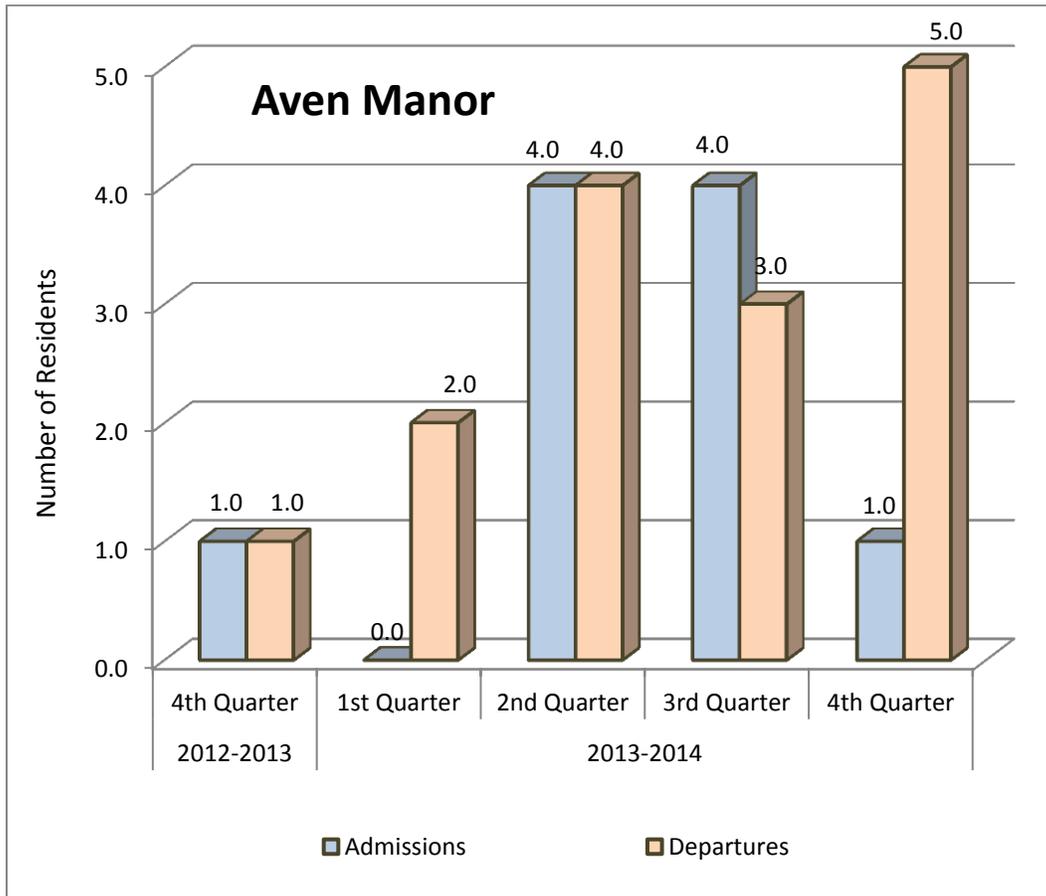


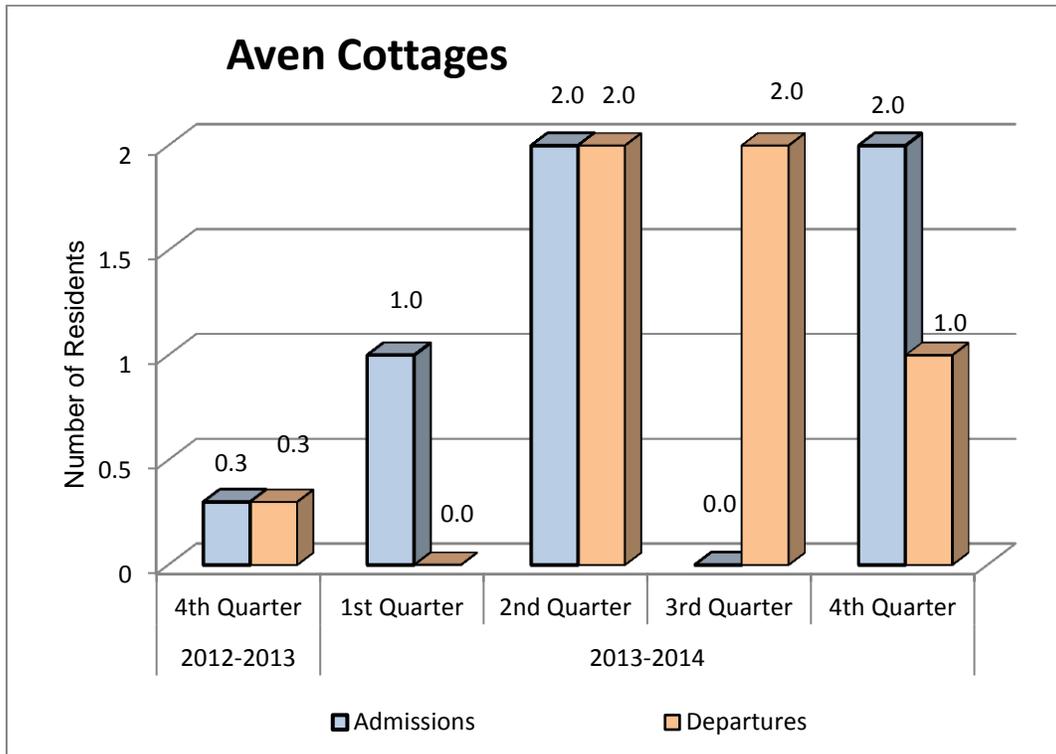
Resident Beds, Quarterly Average





Admissions and Departures





Summary Financial Statements

Management Discussion and Analysis

SUMMARY

Audited financial statements are available on request from the AVENS – A Community for Seniors. We have summarized these statements here for discussion and analysis.

Funding

AVENS – A Community for Seniors is primarily funded by the YHSSA and the NWTHC in accordance with established budget arrangements. It is the general practice of the Government of the Northwest Territories and the NWTHC to adjust their funding based upon the ending financial position of the Association. This past fiscal year was highlighted by a forced growth increase to our contribution from YHSSA which has allowed AVENS to maintain its wage commitments to our employees through the Collective Agreement.

Our funding allocation from the NWT Housing Corporation is under review and may be decreased for the 2013 - 2014 fiscal year.

Allocated expenses

AVENS allocates certain of its general support expenses by identifying the appropriate basis of allocating each component of expense, and applies that basis consistently each year.

In particular, expenses are allocated on a 50/50 basis to Aven Manor and Aven Cottages include salaries and wages, and dietary food.

Insurance expense is allocated based on assessed building values.

Expenses such as professional fees, telephone, ground maintenance, office supplies, computer, and bank charges, are allocated based on the number of respective residential units using the following percentages:

Aven Manor - 30%;
Aven Court - 25%;
Aven Cottages - 35%, and
Aven Ridge - 10%





BALANCE SHEET
March 31, 2014
(in dollars)

	2014	2013
ASSETS		
Current Assets	1,483,648	1,034,690
Investments	1,022,536	1,169,272
Capital Assets	34,080,523	34,860,627
	<u>36,586,707</u>	<u>37,064,589</u>
LIABILITIES		
Current Liabilities	1,773,111	1,479,092
Long-Term Debt	4,598,231	4,994,012
Deferred Government Assistance	16,488	17,921
Deferred Capital Contributions	14,692,463	15,165,109
	<u>21,080,293</u>	<u>21,656,134</u>
NET ASSETS		
Invested in Capital Assets	14,377,560	14,300,876
Appropriated and Restricted	1,080,325	1,027,546
Unrestricted Surplus	48,529	80,033
	<u>15,506,414</u>	<u>15,408,455</u>
	<u>36,586,707</u>	<u>37,064,589</u>



STATEMENT OF OPERATIONS
Year ended March 31, 2014
(in dollars)

	2014 Budget	2014 Actual	2013 Actual
REVENUES			
Contributions from GNWT	8,083,983	8,077,378	7,748,143
Rental Fees	801,242	766,917	784,706
Donations and Fundraising	1,000	278,487	13,893
Interest	13,105	12,725	12,704
Other Income	56,623	160,784	116,446
	<u>8,955,953</u>	<u>9,296,291</u>	<u>8,675,892</u>
EXPENSES			
Salaries and Benefits	6,424,347	6,264,222	6,030,599
Amortization		882,989	8,85,117
Interest on Long-Term Debt	617,607	169,682	257,110
Professional Fees	167,000	219,205	89,371
Insurance	163,952	159,720	158,333
Utilities	546,147	566,035	514,511
Property Taxes	155,369	147,737	112,996
Repairs and Maintenance	256,069	191,599	167,269
Other Expenses	651,803	666,722	733,514
	<u>8,982,294</u>	<u>9,267,911</u>	<u>8,948,820</u>
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES	<u>(26,341)</u>	<u>28,380</u>	<u>(272,928)</u>



REVENUES, EXPENSES AND RESULTS BY UNIT
Year ended March 31, 2014
(in dollars)

	<u>2014 Budget</u>	<u>2014 Actuals</u>	<u>2013 Actuals</u>
REVENUES			
AVENS General Operations	32,014	303,505	32,467
Aven Manor	3,967,991	3,596,600	3,263,060
Aven Court	673,986	636,269	603,179
Aven Cottages	3,894,481	4,338,685	4,388,308
Aven Ridge	387,481	421,232	388,878
Total	8,955,953	9,296,291	8,675,892
EXPENSES			
AVENS General Operations	24,401	83,480	25,425
Aven Manor	3,966,093	3,843,254	3,353,351
Aven Court	673,984	582,332	823,612
Aven Cottages	3,930,377	4,417,076	4,414,780
Aven Ridge	387,439	341,769	331,652
Total	8,982,294	9,267,911	8,948,820
Net	(26,341)	28,380	(272,928)
	<u>2014 Revenues</u>	<u>2014 Expenses</u>	<u>2014 Results</u>
RESULTS			
AVENS General Operations	303,505	83,480	220,025
Aven Manor	3,596,600	3,843,254	(246,654)
Aven Court	636,269	582,332	53,937
Aven Cottages	4,338,685	4,417,076	(78,391)
Aven Ridge	421,232	341,769	79,463
Total	9,296,291	9,267,911	28,380



Management Notes for Audited Financial Statements 2013 - 2014

Revenues, Expenses and Results by Unit:

AVENS General Operations:

The surplus in this Unit, results from the Donation/Fundraising Revenues, which in the new fiscal year will be reallocated to the new Facility called the AVENS Project.

Aven Manor:

1. The Manor beds expenditure of \$66,800 has currently been treated as being funded by the replacement reserve, rather than from current year funding by YHSSA.
2. The surplus of \$290,238 on Schedule B to the financial statements will be repayable to the funder.

Aven Cottages:

The deficit of \$110,797 on Schedule D to the financial statements is related to additional 1 to 1 staffing for responsive behavior client. The deficit here will be applied to previous year's surplus. This will lower the Contribution Repayable from previous years.

Aven Ridge:

The deficit of \$19,887 on Schedule E to the financial statements is related to the increase in utility expenses which was an unknown occurrence at the time budget was constructed. The deficit will lower the Contribution Repayable from previous years.

Aven Court:

The surplus of \$13,618 on Schedule C to the financial statements is reduced due primarily to the combination of the Mortgage Principal and Interest Paid, the Repairs and Maintenance coming in under budget and the Salaries and Benefits, Insurance Property Taxes coming over budget. This surplus will be repayable to the funder.