



# ARNPRIOR REGIONAL HEALTH FOUNDATION (ARHF)

*Keeping Quality Health Care Close to Home*

A Capital Campaign Case, supporting A New and Expanded Nursing Home  
and Hospital Equipment

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## A Proud History of Health Care *Close to Home*

Arnprior Regional Health (ARH) is a leader in health care and the local health care network for select acute care, long-term care (LTC), and other community programs and services. This “hub” includes The Arnprior and District Memorial Hospital, The Grove Nursing Home, the Primary Health Care Centre, and Community Outreach Services. The Arnprior and District Memorial Hospital has been taking care of local communities for over 70 years. Today, our hospital continues to provide exemplary health care to the 30,000 residents of West Ottawa, McNab/Braeside, Arnprior and Mississippi Mills.

ARH recently received Exemplary Standing, the highest status awarded by Accreditation Canada, an independent, non-governmental accreditation body that assesses the quality of care and services in health care organizations across Canada. One of our most respected and sought-after services is our nursing home – The Grove. A recent community survey confirmed that a significant number of residents highly recommend The Grove to other seniors and their families, an endorsement that fills us with pride.

## About The Grove Nursing Home

Nestled adjacent to a stand of magnificent, towering pine trees, part of an ancient old-growth forest, The Grove has been providing compassionate long-term care to area seniors since 1981. Nursing homes, like The Grove, are designed for people who require 24-hour nursing care and assistance, sometimes within a secure setting. The Grove is partially funded by the Ontario government. The Ministry of Health and Long-Term Care (MOHLTC) covers the costs of personal and nursing care, while residents pay for the accommodations. Nursing homes differ from retirement homes, which are privately owned residences that provide rental accommodation with care and services for seniors who are able to live independently with minimal support and pay for these services themselves.

Currently, 60 seniors call The Grove home. In any given month, these residents can participate in a wide variety of activities, programs or events, including exercise and restorative care programs, sing-a-longs and special outings. A host of activities often include family members. In 2015, a Quality Committee was established to consider ways to improve care for residents. Once a year, the Committee reviews survey responses from residents, families, and staff members, then develops action plans to ensure that our residents always receive the very best care possible.

The Grove’s tranquil setting and superb health care team make it a desirable place for area seniors who need long-term care. However, The Grove is the *only* licensed long-term care nursing home in the entire Arnprior region, where the demand for such care exceeds the current capacity of The Grove.

## Our Challenges

*“Isolated seniors are at a greater risk for mental and physical decline, but we have a wonderful and simple remedy for isolation and loneliness – family close by. More long-term care beds in our community will mean that more families can drop in to visit their loved ones more frequently. Keeping the family unit together is critical to the wellbeing and the mental health of everyone involved – and that’s good for the entire community.”*

*Dr. Jennifer Becker, an Arnprior family physician*

The Town of Arnprior is one of eastern Ontario’s fastest growing communities<sup>1</sup> and has one of the oldest populations in the province. According to the Statistics Canada 2016 census, the median age in Arnprior was 48.0 years, as compared to 41.3 for Ontario. As well, residents who were 75 years of age and older represented 11.7 per cent of the overall Arnprior population, which compared to 7.3 per cent for Ontario. Of note is that, while the 75+ population represented only 11.7 per cent of the total Arnprior population, the nursing home was almost exclusively filled with residents within this age group, and they filled approximately 50 per cent of the Arnprior Regional Health acute inpatient beds.

In addition to an older population that puts significant pressure on nursing home and hospital resources, Arnprior has also been experiencing an influx in the number of working age families with children. The older population together with the growth across all age categories is putting greater demands on the hospital and nursing home.<sup>2</sup>

Two priorities have therefore emerged that must be addressed in the next five years: (1) solving the severe shortage of long-term care nursing beds in the region and (2) ensuring additional state-of-the-art equipment is purchased for the hospital to meet the demands placed in areas such as the Emergency Department and Operating Rooms.

The long-term care bed shortage is critical. Arnprior has less than half the provincial average in the number of long-term care beds for those people over the age of 75. To put this into perspective, The Grove has 60 long-term care beds for a population of 1,128 (seniors over the

age of 75), while the Town of Almonte has 154 beds for 595 people, and the Town of Renfrew, 274 beds for 1,125 (seniors over the age of 75).

Compounding this situation is the fact that The Grove now has 82 seniors on its waiting list. Last year, more than 100 people in our community — Arnprior, McNab/Braeside, and West Carleton — were in need of a long-term care facility. Only 11 of them could be accommodated at The Grove. Some have been placed as far away as Ottawa or Pembroke, putting significant strain on their families and causing these seniors to feel isolated and separated from their loved ones and their community. Consider, for example, the 86-year-old gentleman who makes the 130-kilometre round trip from his home in Arnprior to a long-term care facility in Ottawa every day to visit his wife who has dementia because there is no bed available at The Grove.

This is just one story. There are over a hundred more.

## Responding to Our Need

Based on a comprehensive review of The Grove and bed needs, the Arnprior Regional Health Board of Directors began advocating in 2010 for an increase in the number of beds from 60 to 96. In addition to addressing the severe shortage of long-term care beds locally, operating at the current 60-bed capacity has not been fiscally sound. Moderately larger nursing home facilities, it has been shown, are more financially viable in both the short and long term.

With the creation of the Grove Redevelopment Task Force and the Greater Arnprior Seniors Council, a campaign was launched to raise awareness around the serious long-term care bed shortage at The Grove and its implications for area seniors and their families.

Our call for equitable access to long-term care for the Arnprior area was finally heard. On August 17, 2017, the Premier announced that the Ontario government had approved 36 additional long-term care bed licenses for The Grove, effectively expanding the number to 96, as was proposed. In order to meet the new standards set out by the MOHLTC under their Enhanced Long-Term Care Home Renewal Strategy,<sup>3</sup> The Grove must be redeveloped. Redevelopment will include a new building with the current building being repurposed in the not too distant future.

## The Grove – Reimagined!

### ***A New Long-Term Care Facility***

The redevelopment of The Grove will take place in two phases. First, we must build a new facility, one that adheres to the Ministry’s standards for long-term care home design.<sup>4</sup> At present, the physical design of The Grove does not provide an optimal setting for individuals with dementia and cognitive issues, which means that in some cases residents must be accommodated in other facilities, an hour or more outside of Arnprior.

More than 70 per cent of our residents today require assistive equipment, such as wheelchairs and walkers. Interior and design features will make access and navigation around the facility much easier for those residents requiring these supportive devices. Within the larger facility, smaller units called Resident Home Areas (RHAs) will offer residents more intimate and familiar living spaces while helping staff to provide more efficient and personalized care.

However, constructing a new facility is not just about rebuilding to meet today’s standards. ARH has been exploring opportunities to improve local senior care in our community for some time. The success of our proactive and community-driven advocacy to see additional long-term care beds approved for Arnprior now offers us a once-in-a-lifetime opportunity to reimagine senior care close to home. Redevelopment, while necessary, is our opportunity to address the needs of all seniors in our community, across a broad and varied spectrum of needs.

The current Grove structure will not be wasted. We will repurpose it for something quite special — a Seniors’ Village, an innovative concept that will offer an expanded choice of accommodation as well as an array of supportive services and programs for all seniors in our community, regardless of their level of need.

### ***Why Does This Matter?***

Not all seniors have the same care needs or require the same level of care. Frail seniors with multiple health issues and seniors with mental health issues or dementia do need long-term care. Many other seniors enjoy a level of health that allows them to live independently at home. They may simply require assistance with cleaning, meals, errands, or transportation to and from their medical appointments. Others require more day-to-day assistance and some medical vigilance. These seniors need “assisted living” accommodations.

As we age and our care needs change, our housing needs change too. Today, “aging in place” is a concept that makes those transitions easier as health needs change over time. Our Seniors’ Village will permit seniors to move from one part of the development to another, depending on the level of care required. Under one roof, they can be assured the independence of retirement home living as well as the security of long-term care.

As a hub for senior care, our Seniors’ Village would also provide more space for and improve the coordination of services across health and support service providers in the community, such as transportation services, meal services and outreach, effectively helping independent seniors remain in their own homes longer. We are also planning to include programs for fit and independent seniors who do not need assistance. Exercise programs, intergenerational programs, creative art programs, as well as social and recreational opportunities for seniors in the community will all be located at the Seniors’ Village.

A Seniors’ Village is a sustainable and cost-effective model that will help keep more seniors close to home, allowing them to age well “in place” while assuring families and caregivers that their loved ones are safe, cared for, and enjoying quality of life. This vibrant rural seniors’ village we envision aligns with the province’s overall strategy for senior care. Between independent living and long-term care there are service gaps. Our Seniors’ Village can help to address those gaps.

Let’s turn the spectrum of senior care into a continuum of care — close to home!

### ***It Will Make a Difference***

The construction of a new Grove will significantly increase the number of available beds for Arnprior and area seniors who require long-term care, while the many services and programs offered by a Seniors’ Village located in the repurposed Grove will serve seniors of all ages and abilities. The combined benefit of the increase in long-term care beds and our investment in innovative and non-institutional programs will together serve to ease the continuing and ongoing long-term care bed demands of the communities served by The Grove.

## **Why Redevelopment is Necessary**

### ***By the Numbers***

Arnprior, the primary community served by ARH, has a higher proportion of elderly people than the province of Ontario, and the highest proportion of seniors when compared to Ottawa, Lanark County and Renfrew County.<sup>5</sup> Currently, there are 2,195 residents over the age of 65 in

Arnprior, representing 25 per cent of Arnprior's total population, up from 22.7 per cent since the 2011 census. That is a 19.01 per cent increase in growth relative to 2011. Over half of these seniors, (1,035) are over 75 years of age.

Arnprior's projected population growth indicates that the over 65 population will increase by approximately 75 per cent over the next 25 years, while the over 75 population will more than double over the same period.

There are additional factors to consider. Widows and single senior populations often drive an increased need for health and social service supports. Arnprior has the highest proportion of widows and the highest proportion of seniors living alone in comparison to the communities noted above. Of greatest concern for this population is isolation, which can promote a quick deterioration in one's health conditions.

The aboriginal community can be at risk for increased health issues as well. ARH serves a community with a high proportion of aboriginal seniors when compared to Ontario and Ottawa. Of the Aboriginal population, the percentage that are 75+ seniors in the ARH service area is approximately 50 per cent higher than in Ontario and Ottawa.

We need to be proactive and forward-thinking in our senior care and long-term care planning, because Arnprior's senior population will grow significantly over the next 25 years. As well, the current census information suggests that the ARH service area has a relatively high proportion of seniors that are at increased risk, and so possibly require additional health and social services to support them, when compared to other areas within the LHIN and to Ontario overall.

While the statistics tell the story in numbers, we know that every number represents a person whose life has touched our community. Our seniors should be able to remain in the community they helped to shape and build for us. They are our grandparents, our parents, our neighbours and our friends.

### Quality Acute Patient Care *Close to Home*: Equipment

Ensuring quality health care close to home also means ensuring that our medical team has the necessary equipment they need to deliver the health care they are trained to provide. Contrary to popular belief, new medical equipment and other capital expenditures are NOT covered by provincial funding. Hospitals are 100 per cent responsible for the purchase of equipment, as well as other capital purchases such as minor renovations and computer systems. That means we

must raise the money in the community in order to buy everything from blood pressure cuffs and patient beds to the hi-tech equipment in our Diagnostic Imaging Department.

Every year the hospital requests input from staff, physicians and patients about new and replacement pieces of equipment, or minor renovations, required to ensure that we provide the highest quality of care we are capable of providing. Our experience over the past three years confirms that these requests often exceed our sources of funding by 100 per cent. While the shortage in funding does not put patients at risk, it often means that the hospital is only able to replace equipment that is at end-of-life, leaving the hospital unable to add new equipment that could potentially prevent a transfer to a larger hospital that has the equipment.

Formerly known as *Partners in Caring*, the Arnprior Regional Health Foundation (ARHF) has been raising funds to support equipment purchases for the Hospital and for The Grove since its founding in 2005. Working together with ARH, we are committed to creating a healthy community. Over the years, donors and volunteers from West Ottawa, Mississippi Mills, Arnprior and McNab-Braeside have helped to fund the expansion of the hospital's Emergency Department, purchase digital mammography equipment and, most recently, a digital x-ray machine. Funds have also purchased equipment to improve resident care at The Grove. We consider these to be necessary investments that improve the experience in both hospital patient and Grove resident care.

Our current equipment needs list includes items large and small, from a titanium laryngoscope system for the ER, a gastroscope and tower for the surgical team, to eight rolling vital signs monitors for Inpatient Units and a spot vital signs monitor for The Grove. A full list of ARH's urgently needed equipment is attached separately. We encourage you to support our Foundation by funding the vital and oftentimes lifesaving equipment that allows us to provide quality health care close to home, for all ages.

## Our Campaign

*“Two years ago my dad was admitted to Arnprior and District Memorial Hospital, after having been in a coma and hospitalized in Ottawa. His prognosis was not good, but thanks to Arnprior hospital's caring and patient staff, dad's health slowly improved over the course of six months. He progressed from palliative care, to chronic care and finally to active care. However, his complex medical issues and dementia meant that he could never return to his home. When dad was bed-matched to The Grove in June 2016 it was an immense relief for me, as I must balance a family of my own and a full-time job in Ottawa. I was terrified that if he were to be moved*

*outside of Arnprior it would severely limit the time I could spend with him and would, therefore, impede his improvement.*

*I wholly credit my father's survival to the fact that he was here, at The Grove. That first crucial year when he was regaining his strength and brain function, I was able to spend time with him on a daily basis, to coax his memory and re-establish valuable connections to his past. I am convinced that dad's improvement is the result of regular contact with us, his family, and I take comfort in knowing that his final time will be spent in his community."*

*Jennifer Dwyer, Arnprior resident*

Construction to build a new and expanded Grove will begin in 2018 and finish by 2020. The provincial government's facility-specific funding formula, made available to all redeveloping nursing homes, will be providing \$17 million in funding. A small portion of revenue from nursing home operations during the next 25 years, amounting to approximately \$4 million, will provide a source of debt financing.

The Arnprior Regional Health Foundation (ARHF) is therefore launching a \$4 million capital campaign to fund the community's portion of The Grove's redevelopment, specifically, Phase 1 — the building of the new long-term care facility. An additional \$1 million must be raised to ensure that ARH can continue to purchase, over the next five years, the important and life-saving medical equipment the Hospital needs in order to ensure quality health care for our community.

The combination of needs for both the Hospital and Nursing Home results in a \$5 million capital campaign. The new long-term care facility and hospital equipment purchases are our immediate priority, but once completed, we will then turn our attention to Phase II, the Seniors' Village, in a subsequent campaign.

## For Our Seniors, For Our Communities

*"I would like my community to be aware of the crucial importance of having a 'home away from home' right in our hometown. When my mother was a resident of The Grove, we were able to visit frequently throughout the day if we wished, or if she needed us. This also made it easier for us to advocate for Mom if she needed nursing or other assistance, because we were aware of her differing needs at different times of the day. Being able to visit with her aging friends on a regular basis — something that might not have happened had a drive outside the community been necessary for them — added greatly to Mom's quality of life."*

*Valerie Wereley, Arnprior resident*

Hearing the stories of area seniors prompts us to reflect on our own impending senior years. While we tend to avoid peering too far into the future, the reality is human beings age, and we will all need some level of care and support as we do. *How do we want to live when the time comes? More importantly — Where will we live?*

Ask most seniors and they will tell you that they want to stay in the community they know, close to family and friends. Being uprooted to another community and losing precious routine contact with loved ones are painfully hard adjustments for older adults whose contact with the world is already restricted due to poor health and limited independence.

We do not know what our personal futures hold, but we can be sure of this: rebuilding and expanding The Grove is essential if we are to address the current and future demands for senior services in Arnprior.

We ask that you consider making an investment in senior care and in hospital infrastructure for our Arnprior and area residents. Let's bring The Grove redevelopment project to life, and let's ensure that the Hospital has the medical equipment it needs to continue to deliver excellent health care close to home, because *"Together we create a healthy community."*

## APPENDIX 1: Sources/Further Reading

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1. “Arnprior the second fastest growing community in eastern Ontario,” *Inside Ottawa Valley*, February 14, 2017.
2. The increase in families between the years 2006 and 2011 alone was 10.1%, two times higher than the national increase of 5.5%. Arnprior stood out for its percentage of increase in the number of families residing in their community, which was double the increase in Ontario and Canada. *Town of Arnprior Community Profile and Demographics. Arnprior Recreation Master Plan*. Dunbar & Associates, 2014.

For a complete population profile of Arnprior, consult [Statistics Canada, Census 2016](#).  
And for a historical comparison, consult [Statistics Canada, Census 2011](#).

3. Government of Ontario, Ministry of Health and Long-Term Care. *Enhanced Long-Term Care Home Renewal Strategy Overview*. Long-Term Care Home Renewal Branch, September 2016.
4. Government of Ontario, Ministry of Health and Long-Term Care. *Long-Term Care Home Design Manual 2015*, February 2015.
5. Arnprior Regional Health (ARH), Seniors Profile 2016

## APPENDIX 2: A Seniors' Village for Arnprior

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*“When you enter our village, you are greeted by a welcome environment and feel you are entering a village square. Staff is friendly and greets you by name. It provides spacious living, with all the health care resources imaginable, including private areas for visiting with family. Client-focused coordination of services is readily accessible...”*

*Co-Design Participants  
Rural Seniors Village Co-Design Session*

ARH held a co-design session on June 9, 2017 in order to identify key priorities for planning a Rural Seniors' Village. Co-design participants included seniors living independently and/or with assistance in the community, residents of the nursing home, Adult Day Program clients, caregivers, physicians, care coordinators, service providers, town and municipality representatives, and many others. From this important, collaborative process and the meaningful discussions it encouraged emerged a vision for the future rural seniors' village in Arnprior.

All groups spoke to the need for a warm, welcoming home-like atmosphere — a community hub that would include a multitude of programs and services where people could get the help they need. The participants envisioned a place that was accessible to all and easy to navigate.

Our Seniors' Village will feature supportive housing, assisted living services, adult day programs, home care, and other selected services, thus offering a “continuum of care” for seniors as they age and as their needs change. It will include medical and health-related services, as well as a seniors' drop-in centre. This centre will offer programs such as arts and crafts workshops, educational activities, bus trips, special events and opportunities to socialize, an important factor for senior wellbeing. Improving the functionality of the outdoor space around the nursing home with secured outdoor walking loops and the use of trails will promote, healthy, active living. In summary, it will be a warm and vibrant space that includes commercial and retail space to welcome the entire community — just like any village.

Details to follow as plans for the Seniors' Village are developed.