



Tri-County
Mennonite Homes

Aldaview Services
Greenwood Court | Nithview Community

Making Every Day Matter

2019
ANNUAL GENERAL MEETING

Tuesday, September 24, 2019
7:00 pm

Cassel Mennonite Church
696556, 17th Line, Tavistock, Ontario



Annual General Meeting September 24, 2019

TABLE OF CONTENTS

Agenda	3
Board Chair Report.....	4
CEO Report	5
Minutes of 2018 Annual General Meeting	6-9
Actions of the Board	10-13
Annual Reports	
• Introduction.....	14
• CEO	15-20
• Aldaview	21-25
• Greenwood	26-30
• Nithview.....	31-34
• Corporate Services.....	35-37
Annual Business Plan for 2019-2020	
• Intro	38
• CEO	39-40
• Aldaview	41
• Greenwood	42-44
• Nithview.....	45-46
• Corporate Services.....	47
Member Relations Report	48
TCMH Nominating Committee Report	49
Special Resolution	50
Appendices:	
Treasurers Report	Appendix 1
Audited Financial Statements.....	Appendix 2



Annual General Meeting Tuesday September 24, 2019

AGENDA

No.	Item	Speaker	Page(s)
1	Musical Prelude	Nithview Choir	n/a
2	Welcome and Call to Order	Lloyd Koch, Board Chair	n/a
3	Meditation	Pastor Wanda Roth-Amstutz	n/a
4	Board Reports <ul style="list-style-type: none"> Board Chair Report CEO Report Approval of 2018 AGM Minutes Approval of Actions of the Board 	Lloyd Koch, Board Chair Steve Lichty, CEO Judy Johnson, Secretary Judy Johnson, Secretary	4 5 6-9 10-13
5	Staff Reports <ul style="list-style-type: none"> CEO Aldaview Services Greenwood Court Nithview Community Corporate Services 	Steve Lichty, CEO Louise Lepp, Executive Director Joyce Penney, Executive Director Nancy Eros, Executive Director Andrea Vlasata, Executive Director	14-20 & 38-40 21-25 & 41 26-30 & 42-44 31-34 & 45-46 35-37 & 47
6	Member Relations Report	Andrea Vlasata, Executive Director	48
7	Nominating and Governance Report <ul style="list-style-type: none"> Committee Report Election of Board Members Special Resolution 	Linda Shantz, Committee Chair	49 n/a 50
8	Treasurer's Report	Dave Honderich, Treasurer	Appendix 1
9	Auditor's Report	Charles Seebach, Auditor	Appendix 2
10	Other Business and Discussion	Lloyd Koch, Board Chair	n/a
11	Concluding Comments and Adjourn	Lloyd Koch, Board Chair	n/a

Making Every Day Matter

Dear Friends:

When Tri-County Mennonite Homes (TCMH) was established in 1968, who could have predicted that we would grow to impact the daily lives of more than 500 residents and clients, approximately 325 staff, and over 200 volunteers?

Our Letters Patent state that our purpose is “to provide homes for people in need of aid and assistance”. Initially, this referred to two “Homes for the Aged”. We must commend past Boards for their wisdom to interpret our mandate broadly and to expand our continuum of care for seniors to include Retirement – Assisted Living and Independent Living as well as homes for those who are developmentally delayed. Today, Aldaview Services, Greenwood Court and Nithview Community are all vital members of the TCMH family.

Our highest priority has always been to ensure that our homes are exceptional places for our residents and clients to live. The results of our recent Residents’ and Family Satisfaction surveys are a testament to the superb job that our management and staff do in demonstrating that “caring is as important as care”. It is truly gratifying to see regularly satisfaction ratings in the high 90’s!

Of course, our homes cannot be exceptional places to live unless they are also exceptional places for our staff to work. It is challenging to find and retain good staff, so we are pleased that our Employee Engagement surveys show that 89% of our staff enjoy their jobs. Our staff tell us that they appreciate TCMH’s commitment to continuous improvement, providing them with the necessary resources to excel at their jobs, and encouraging them to learn new things to help improve the quality of care.

We are now poised to enter the next phase of our history. Because of our success, all our homes have lengthy wait lists. This past year the Board has focused on putting in place the infrastructure to enter a lengthy period of growth and expansion of all divisions.

We have identified Nithview Community as our first priority and are planning to expand all components of our continuum of care. A new apartment building of approximately 100 units will provide more homes for residents in Independent Living. We are in discussions with the Local Health Integration Network (LHIN) for a new long-term care building with the possible expansion of up to 192 beds. When these projects have been completed, we will repurpose our existing long-term care buildings and are currently evaluating the best uses, such as Retirement– Assisted Living units, respite beds, and/or affordable housing.

On behalf of the TCMH Board, I want to thank our many stakeholders, including our residents, clients, staff, families, volunteers, and constituent churches, for your support over the past 51 years. We look forward to continuing to work with you to provide homes that are exceptional places to live and to work.

Yours sincerely,

Lloyd Koch
Chair, TCMH Board of Directors

Making Every Day Matter

Dear Friends:

This has been a year of significant milestones for Tri-County Mennonites Homes (TCMH).

Aldaview is instituting transformational change to provide their clients with opportunities for self-determination and community involvement. This means that autonomy is granted to each individual based on an assessment of their skills and safety and not by an assumption that they are not capable. Reading these words on a page does not mean much; seeing the joy on the face of an individual who is now able to enjoy the simple pleasures in life, such as going to Tim Horton's for a coffee on their own, or attending a community event unaccompanied, is an experience which will be treasured by anyone who has experienced it.

Greenwood has been our first site to implement a comprehensive continuum of care. When TCMH was established in 1968, our focus was solely on "Homes for the Aged". We expanded our mandate to include adults who are developmentally delayed and all seniors. Through our partnership with Rotary Hospice Stratford Perth on the Greenwood site, we now provide homes for seniors ranging from Independent Living to Assisted Living to Long-Term Care to End-of-Life.

Nithview continues to excel in providing excellent customer service, as evidenced by our Resident Satisfaction surveys and our lengthy wait lists. We have been invited by the Waterloo-Wellington Local Health Integration Network, (LHIN), to apply for more Long-Term Care beds. Our Board has also directed that we plan to increase our capacity for the other components of our continuum of care. You will hear more about these initiatives in the coming months as we seek your input in the planning process.

Our greatest accomplishment has been the culmination of several years of toil to cope with the shortage of staff in the health care and developmental services sectors. The government has acknowledged what every service provider has known for some time; there are not nearly enough trained workers to fill all the positions.

There is no easy solution, but we have been able to implement multiple strategies to make TCMH an employer of choice. Aldaview offers apprenticeship opportunities so that new hires can obtain certification as Developmental Services Workers without incurring student debt. Greenwood is a host site for Fanshawe College to deliver classes for Personal Support Workers (PSWs). Nithview provides financial assistance to PSW students in exchange for agreeing to work at Nithview for three years after graduation. Corporate Services has streamlined the recruitment and selection process and provides a finder's fee to any employee who recruits a new hire.

Retention of staff is equally vital. All divisions have enhanced their onboarding processes to make new hires feel welcome. Research shows that younger workers are motivated when they believe that they can make a difference. We are pleased to see how strongly staff relate to our mission statement, "Making Every Day Matter", and by our commitment to continuous improvement. We are truly blessed to have such dedicated staff.

Yours sincerely,

Steve Lichty
CEO

Tri-County Mennonite Homes (TCMH)
Annual General Meeting Minutes
Tuesday, September 18, 2018 – 7:00 pm
Avon Mennonite Church

Present - Board Members: Brenda Howorth (Chair), Sheryl Crabbe, Debbie Deichert (incoming Board Member) Janice Gingerich, Arlene Hoke, Dave Honderich, Robert Jantzi, Judy Johnson, Lloyd Koch (Treasurer), John Lichti, Linda Shantz, Philip Schroeder,
Regrets - Board Members: Stephen Jantzi (Vice-Chair)
Voting Delegates: 44 delegates from sponsor churches, plus 11 Board members in attendance total
55 Voting Delegates; TCMH Staff: 11 attendees; Guests: 25 attendees
TOTAL ATTENDEES: 91

Musical Prelude by Greenwood Court Resident Bell Choir. Leanne Davidson introduced the Bell Choir who proceeded to play the following six songs: Edelweiss; Morning Has Broken; Oh What a Beautiful Morning; His Eye is On the Sparrow; Moon River; and Golden Bells.

WELCOME – Brenda Howorth welcomed everyone and thanked the Greenwood Court Bell Choir and referred to it being the right way to start the meeting to remind us of why we are here, to serve our residents, and that it was a great way to celebrate this 50th Anniversary week of celebrations. The meeting was called to order at 7:20 pm. Special guests were welcomed: Marion Good, Board Chair Fairview/Parkwood and Elisabeth Piccinin, Executive Director at Parkwood Home. Board Members present were introduced in alphabetical order and acknowledged the Board member who could not attend this evening. The voting delegates were thanked, and Mel Lichty was invited to share the meditation for the evening.

MEDITATION was given by Mel Lichty who talked about how the world is changed by dreamers and visionaries and how they unleash our creativity. The 50th Anniversary Opening Service of Celebration was referenced and stated that during the past 50 years of TCMH there have been many dreamers and visionaries. In scriptures there are many visionaries and dreamers, such as Joseph, Daniel & Samuel. He read 1 Sam. 10:1-8. He referred to his personal history with TCMH dates to 1979, and how Newton Gingrich, a visionary and dreamer, influenced his life and how God was faithful and honoured the faith of Newton. He then opened the meeting in prayer.

APPROVAL OF MINUTES OF SEPTEMBER 26, 2017 ANNUAL GENERAL MEETING - Judy Johnson, Board Secretary, thanked Mel Lichti and welcomed everyone on behalf of the Executive Committee of the Board and thanked everyone for being in attendance and for prayers and support throughout the year. A summary was given of the 2017 Annual General Meeting minutes, found in the AGM Report Booklet (a copy of which is available at TCMH Corporate Office). The minutes were reviewed and approved.

It was moved by Judy Johnson and seconded by David Seyler

That the minutes of the TCMH Annual General Meeting, held on September 26, 2017 at Poole Mennonite Church be approved as printed. Motion carried.

TCMH BOARD REPORT – Brenda Howorth gave highlights from her written report. She expressed continuing admiration and dedication for like-minded people who formed TCMH for the past 50 years. The 50th Anniversary Planning Committee was thanked for their creative work, as they have met regularly for more than a year to plan this week of celebration and noted that it is important to celebrate our successes. The sponsor churches were thanked for their ongoing support and acknowledged the members present at this meeting. It was noted that the health care industry continues to experience many challenges and thanks was given to the front-line staff for their dedication and team work and referred to managers being present on the weekends. AdvantAge Board Training took place in June 2018. Comments were concluded by expressing that it has been a privilege to serve on the TCMH Board over the past eight years.

TCMH Annual General Meeting Minutes - Tuesday, September 18, 2018 continued

APPROVAL OF ACTIONS OF THE BOARD FOR THE FISCAL YEAR APRIL 1, 2017 – MARCH 31, 2018 – Brenda Howorth referenced the Actions of the Board, included in the AGM Report Booklet on pages 11 & 12.

It was moved by Brenda Howorth and seconded by Glenn Zehr.

That the Actions of the Board for the Fiscal Year April 1, 2017 to March 31, 2018 be accepted as written in the 2018 Annual General Meeting Report Booklet. Motion carried.

ANNUAL REPORTS APRIL 2017 to MARCH 2018 and ANNUAL BUSINESS PLAN – APRIL 2018 to MARCH 2019

Steve Lichty, CEO welcomed and thanked everyone for attending. Attention was drawn to the 50th Anniversary wall hangings and everyone was encouraged to take a closer look at them and read the write up explaining the story behind each one. The purpose of the Annual Report and the Annual Business Plan was explained. The Executive Directors in attendance were acknowledged and noted that they serve in heavily regulated areas:

- Louise Lepp, Aldaview Services and her staff who serve in developmental services, undergo an inspection every year which takes about a week. This year, the ministry could not find a single problem, which is an incredible accomplishment – thanks was given to Louise and her staff.
- Joyce Penney, Greenwood Court. It was noted that the inspection reports are different in Long-Term Care. The Ministry does not state what they are looking for, they simply come and look for everything! This year Greenwood had a clear report, with no findings of non-compliance. Congratulations to Joyce and her staff.

Aldaview Services – Louise Lepp, Executive Director, introduced Aldaview staff in attendance - Mary Hartman, Laura Kocher, Stephanie Roy and Tammy Broughton. Highlights from the written report were shared and noted that it was a busy year with challenges.

- Aldaview Services started as a children's home. A story was told of the first resident to move in when he was seven years old and called him "Jack". He was described as energetic and into everything! She proceeded to share some funny stories about "Jack" through the years and stated that he turned 40 last year and has been experiencing declining health.
- Over the past year, Aldaview has received requests from the families of the individuals they serve about keeping them in their home as they age, to be able to support them to end of life. As a result, Aldaview staff have received training around palliative care approaches. The staff agreed that "Jack" needs to be at his Aldaview home, surrounded by people who care. They were able to bring "Jack" back home for palliative care, regardless of it being more difficult and increased care. They focused on the mission of TCMH – to Make Every Day Matter.
- Aldaview continues to look at ways to support individuals, work with staff to make Aldaview Services the most amazing place to work with the most committed staff teams that care deeply about the people they support.
- Questions were welcomed, none were raised.

Greenwood Court – Joyce Penney, Executive Director – welcomed everyone to Greenwood Court and noted how nice it is to be able to share their work and activity space with everyone and noted how the partnership with Avon MC benefits everyone. The Greenwood leadership team members in attendance were introduced. The included: Leanne Davidson, Mary Anne Weller, Nick Meisenheimer and Dorothy Cressman who is celebrating 45 years with TCMH. Highlights from the written report were shared as follows:

- The year began by continuing Canada 150 celebrations with an event to decorate resident doors. This involved staff, residents and families. The Recreation team had monthly celebrations themed to each province.
- Canada Day was celebrated with a BBQ and John Nater, MP was in attendance.
- Flexibility in the dietary program began in September. Residents can now choose a meal package.
- Greenwood Court was honored with two distinction awards. One on energy savings with the Co-Generation project, and the other was Employer of Distinction award from Conestoga College.

TCMH Annual General Meeting Minutes - Tuesday, September 18, 2018 continued

- Greenwood uses every resource available, i.e. Grants, Summer Student Program, Second Career Students; and Newcomers to Canada Program, and have just recently joined in partnership with Nipissing University in North Bay for three RNs.
- Appreciation was expressed for the LHIN funding, which has allowed Wendy Dunn, Nurse Practitioner to participate in a national research project on advanced care planning.
- An excerpt from a thank you card received recently was shared, all staff were publicly thanked for Making Every Day Matter.
- Questions were welcomed, none were raised.

Nithview Community – Steve Lichty, Acting Executive Director reported on behalf of the previous Executive Director. Highlights from the written report were shared as follows:

- The Nithview resident satisfaction was very good; every indicator was positive. The Family Satisfaction survey for Long-Term Care had one of the highest scores in Ontario.
- Resident Quality of Care for both Greenwood and Aldaview was perfect. Nithview has not had a review since March 2017. At that time, areas of non-compliance were found but all were cleared upon a return visit.
- Nithview has more difficulties than the other divisions; however, we can and will achieve the same quality as the other divisions.
- Challenges continue with staff recruitment and retention. The staff shortage results in overwork and burn out, and staff leave or retire. It is a spiral effect which reduces quality of care and drives up cost.
- The solution is in our strategic plan and vision statement: to look at challenges from new angles and respond with curiosity and ingenuity and implement innovative solutions.
- The serious challenge is how to reduce our cost while improving our quality of care.
- Recreational Assistants can supplement PSWs as well as staff with other expertise, such as therapeutic, or social work. This will lessen the number of PSWs needed and reduce cost and improve quality of care.
- Questions were welcomed, none were raised.

TCMH Corporate Services – Steve Lichty shared highlights from the written report as follows:

- Updating our information management system has proved challenging. The old system is affecting the ability to manage well, and the HR Component of NAV has been delayed.
- Questions were welcomed, and one comment was made. Voting delegates were encouraged to go back to their churches where nursing professionals likely attend. It was suggested that the churches present the challenge to their congregation.

MEMBER RELATIONS REPORT – Steve Lichty shared highlights from the written report as follows:

- TCMH is very blessed with the number of volunteers, which is the equivalent of eight or nine full-time staff.
- TCMH is blessed by donations which do not go into operating expenses. A few examples of how the donations are used were given.
- Appreciation was given for the generosity of people who have lent on promissory notes, providing a better interested rate for both parties.
- Questions were welcomed, none were raised.

AUDITORS REPORT – Charles Seebach reviewed the Audited Financial Statements included in Appendix A of the AGM Report Booklet (for a copy, please contact TCMH Corporate Office). The Audited statements have been reviewed in detail by the Finance & Audit Committee and approved by the Board of Directors.

- A question was asked about the management consulting services that cost \$66,000. The CEO addressed the question, stating it is the contract with Sienna Senior Living. TCMH licenses Sienna policies, and Sienna provide consulting services for Nithview and Greenwood.
- No further questions were asked, and Charles Seebach was thanked for his time.

TCMH Annual General Meeting Minutes - Tuesday, September 18, 2018 continued

TREASURERS REPORT – Lloyd Koch reported further to the written report as follow:

- The Audited Financial Statements are found in the Appendix located as a separate insert in the middle of the AGM Book. Lloyd noted that TCMH has experienced significant deficits over the past few years and that a plan is in place to reduce the deficit in 2018-19.
- A period of questions and answers followed regarding the plan to reduce the deficit.
- Questions were also addressed regarding the staff challenges at Nithview.

Acceptance of Audited Financial Statements for the Fiscal Year ending March 31, 2018

It was moved by Lloyd Koch and seconded by Roger Baechler

To accept, as presented, the Audited Financial Statements for Tri-County Mennonite Homes for the fiscal year ending March 31, 2018. Motion carried.

Appointment of Auditors for 2018-2019 Fiscal Year

It was moved by Lloyd Koch and seconded by Sheryl Roth

That Charles Seebach, CA Professional Corporation, be appointed as auditor for TCMH for the 2018-2019 fiscal year. Motion carried.

ELECTION OF BOARD MEMBERS – Brenda Howorth thanked the Nominating Committee and reported as follows:

- There are three vacancies this year.
- Dave Honderich and Judy Johnson have agreed to let their names stand for second term. They were thanked for past service and continued commitment.
- Debbie Deichert has agreed to let her name stand as nominee. Debbie's Bio was read.
- The three names presented were nominated as board members for the term.
- The floor was opened for any further nominations. None were made.

Motion: It was moved by Brenda Howorth and seconded by Dave Seyler

That the nominations cease, and that Debbie Deichert, Dave Honderich and Judy Johnson be elected for the next four-year term (2018-2022) on the TCMH Board of Directors. Motion carried.

CONCLUDING COMMENTS AND ADJOURNMENT – Brenda Howorth

- The Board Chair thanked Avon Mennonite Church for hosting this evening, and everyone was invited to join in fellowship and refreshments held in Greenwood Court Greenway.
- A warm welcome was extended to the new Board Member, Debbie Deichert, and the two returning members, Judy Johnson and Dave Honderich.
- Thanks, was given to Lloyd Koch for his willingness to step into the role of Board Chair in the new year.
- It was stated that we gather strength by those who care about TCMH.
- Brenda stated that she will cherish all the memories made during her time as a TCMH Board member, then asked everyone to please stand and proceeded to close the meeting in prayer.

MEETING ADJOURNED at 8:42 pm

Recording Secretary: Ina Tizzard

Approved by: _____
Judy Johnson, Board Secretary

DATE OF THE NEXT AGM: Tuesday, September 24, 2019 at Cassel Mennonite Church



ACTIONS OF THE BOARD

Motions

April 2018 to March 2019

Meeting #	Motion # & Date	Motion	Decision
#501	Motion #374/04/18	That the agenda for TCMH Board meeting #501, held April 24, 2018, be approved as amended.	Motion carried
#501	Motion #375/04/18	That the minutes of TCMH Board meeting #500, held January 30, 2018, be accepted as written	Motion carried
#501	Motion #376/04/18	That the current mortgage be renewed with the Credit Union be locked in at a fixed rate of 3.79% for a five-year term as discussed at the Finance and Audit Committee	Motion carried
#501	Motion #377/04/18	That the \$700,000 promissory notes payable be rolled into the current mortgage with the Credit Union and be locked in at the current rate over five years	Motion carried
#501	Motion #378/04/18	That the Board formally ratified the following motion which was approved by email on February 28, 2018. “That the 2018-19 Long Term Care Service Accountability Agreement between the Southwest LHIN and Tri-County Mennonite Homes be accepted, signed and submitted to the Southwest LHIN.”	Motion carried
#501	Motion #379/04/18	That the Board formally ratified the following motion which was approved by email on February 28, 2018. “That the 2018-19 Long Term Care Service Accountability Agreement between the Waterloo-Wellington LHIN and Tri-County Mennonite Homes be accepted, signed and submitted to the Waterloo-Wellington LHIN.”	Motion carried
#501	Motion #380/04/18	The Board formally ratified the following motion which was approved by email on March 24, 2018. “That the 2018-19 Quality Improvement Plans for Greenwood Court and Nithview Community be approved as written.”	Motion carried
#501	Motion #381/04/18	That all three previous motions be formally ratified and approved by the Board	Motion carried
#502	Motion #382/07/18	That the agenda for TCMH Board meeting #502, held July 31, 2018, be approved as amended	Motion carried
#502	Motion #383/07/18	That the minutes of TCMH Board meeting #501, held April 24, 2018, be accepted as written.	Motion carried
#502	Motion #384/07/18	That the Board formally ratify the following motion which was approved by a board majority on June 2, 2018. “That the TCMH company credit cards with Kindred Credit Union, currently under the name of CUETS Master Card, be discontinued and switched to Collabria, as recommended by Kindred, for a total of \$50,000 and allocated as per the chart included, listing authorized credit card holders and credit limits.”	Motion carried

Meeting #	Motion # & Date	Motion	Decision
#502	Motion #385/07/18	That the Board formally ratify the following motion which was approved by a board majority on June 2, 2018. “That the Board approve Frank Deutsch Executive Director, Corporate Services, as an authorized signatory for Tri-Country Mennonite Homes, and that all financial institutions will be notified of this approval.”	Motion carried
#502	Motion #386/07/18	That the TCMH Board accept the Audited Financial Statements and the Auditor’s Report for the year ending March 31, 2018, as presented	Motion carried
#502	Motion #387/07/18	That the 2017/18 Transfer Payment Annual Reconciliation and Aldaview Services Supplementary Information be approved as presented, signed by the Board Treasurer, and submitted as required to the Ministry of Community & Social Services	Motion carried
#502	Motion #388/07/18	That the 2018/19 Annual Operating & Capital Budgets be accepted as presented.	Motion carried
#502	Motion #389/07/18	That a recommendation be taken to the 2018 Annual General Meeting to appoint Charles Seebach CA Professional Corporation as auditors for TCMH for the fiscal year 2018/2019	Motion carried
#502	Motion #390/07/18	That the Board accept the proposal received from Brian L. Shantz, Facet Design Studio dated July 31, 2018, to proceed with the Initial Master Planning of Phased Redevelopment of Nithview Community	Motion carried
#503	Motion #391/10/18	That the agenda for TCMH Board meeting #503, held October 30, 2018, be approved as amended	Motion carried
#503	Motion #392/10/18	That the minutes of TCMH Board meeting #502, held July 31, 2018, be accepted as amended.	Motion carried
#503	Motion #393/10/18	That the Board approve the Board Committees of TCMH as presented	Motion carried
#503	Motion #394/10/18	That the Board approve the following people as signatories for TCMH: Lloyd Koch (Chair); Stephen Yantzi (Vice Chair); Dave Honderich (Treasurer); Judith Johnson (Secretary); Stephen Lichty (CEO & President); Brent Leis (Director of Administrative Services); Louise Lepp (Executive Director Aldaview Services); Joyce Penney (Executive Director Greenwood Court) and that all financial institutions will be notified of the new list of signatories approved at this meeting	Motion carried
#503	Motion #395/10/18	That the balanced budget strategy showing a targeted savings of \$305,000 for this 2018/2019 fiscal year and a projected savings of \$1,077,184 for the 2019/2020 fiscal year be approved	Motion carried
#503	Motion #396/10/18	That the Aldaview Clients Financial Audit Report be approved as presented at the Finance and Audit Committee and reviewed by the TCMH Board.	Motion carried
#503	Motion #397/10/18	That the TCMH Mission, Vision & Values Statement of TCMH be approved as is with no revisions	Motion carried

Meeting #	Motion # & Date	Motion	Decision
#503	Motion #398/10/18	That the TCMH Board accept, as presented, the Annual Report for Health & Safety for the year October 1, 2017 to September 30, 2018	Motion carried
#503	Motion #399/10/18	That the TCMH Board give annual approval to the TCMH Health & Safety Policy (Umbrella).	Motion carried
#504	Motion #400/01/19	That the agenda for TCMH Board meeting #504, held January 29, 2019, be approved as amended	Motion carried
#504	Motion #401/01/19	That the minutes of TCMH Board meeting #503, held October 30, 2018, be accepted as written	Motion carried
#504	Motion #402/01/19	That the third quarter financial statements, for the period October to December 2018, be accepted as presented.	Motion carried
#504	Motion #403/01/19	That the Board Chair be authorized to sign the Declarations of Compliance and for management to submit the executed documents to the LHINs.	Motion carried

TCMH ANNUAL REPORT – APRIL 1, 2018 TO MARCH 31, 2019

In 1968, Tri-County Mennonite Homes (TCMH) was established by the Western Ontario Mennonite Conference “to provide homes for people in need of aid and assistance”. Since that time, TCMH has grown to include Aldaview Services, Greenwood Court and Nithview Community.

**“Lord, you will do everything you have planned for me.
Lord, your faithful love continues forever.
You have done so much for us.
Don't stop now.”**

Psalms 138:8 (NIRV)

Introduction

- The Tri-County Mennonite Homes’ (TCMH) Annual Report and Annual Business Plan are the main instruments used to establish performance objectives and to evaluate performance from four perspectives:
 1. How do we ensure that all our divisions are exceptional places to live for our residents and clients?
 2. How do we ensure that TCMH is an exceptional place to work?
 3. How will we sustain our ability to change and improve?
 4. How will we ensure that our physical assets are maintained and that we are financially sustainable?
- Performance objectives are set annually by each TCMH division. These performance objectives are approved by the TCMH Board of Directors at the April Board meeting. Throughout the year, each division reports on the progress being made towards achieving the objectives at the quarterly Board meetings.
- The TCMH Annual Report is a consolidation of the quarterly reports and are designed to provide a candid assessment for the Board and for the delegates at the TCMH Annual General Meeting on the actual performance of each of the divisions.
- The Annual Report covers from April 1, 2018 to March 31, 2019, to align with our fiscal year.

CEO ANNUAL REPORT – April 2018 to March 2019

Summary

Green	Indicates that the objective was achieved by March 31, 2019
Amber	Indicates that the objective was only partially achieved by March 31, 2019
Red	Indicates that the objective was not achieved by March 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?	
1. To improve resident and client satisfaction	Green
2. To expand our services for the broader fulfillment of our mission	Green
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?	
3. To capitalize on the skills and knowledge of our staff by encouraging their input	Green
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?	
4. To develop a balanced scorecard to benchmark and measure TCMH performance and improvement	Amber
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?	
5. To ensure financial sustainability	Green
6. To develop a strategy and framework for a capital fundraising campaign	Amber

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?		
Objective	Measures	Targets
1. To improve resident and client satisfaction	<ul style="list-style-type: none"> Resident Satisfaction surveys Family Satisfaction surveys 	<ul style="list-style-type: none"> Continuous improvement
<ul style="list-style-type: none"> Tri-County Mennonite Homes (TCMH) is committed to providing high-quality, person-centred services. To honour this commitment, TCMH invites residents in Retirement (Assisted Living) and Independent Living to complete a Resident Satisfaction Survey that is now conducted every second year. TCMH conducts similar surveys of family members of Aldaview clients and Long-Term Care residents. The results of the most recent surveys are shown on the next page. 		

CEO ANNUAL REPORT – April 2018 to March 2019

Aldaview Services (Family Satisfaction Survey)

Percentage of Satisfied Families	2014	2015	2017
Administration	98%	94%	98%
Participation and Communication	89%	95%	97%
Direct Care and Choices	95%	100%	100%
Activities	97%	91%	100%
Meals and Dining	83%	88%	93%
Laundry	97%	100%	97%
Facilities and Maintenance	88%	90%	97%
Average	92%	94%	97%

Greenwood Court (Resident Satisfaction Survey)

Percentage of Satisfied Residents	2015	2016	2018
Administration	97%	97%	97%
Facilities and Maintenance	97%	97%	98%
Pastoral and Spiritual Care	100%	98%	99%
Recreation and Activities	98%	93%	94%
Food and Dietary	89%	73%	87%
Nursing and Support Services	99%	99%	95%
Housekeeping	100%	100%	100%
Laundry	100%	100%	100%
Telecommunications	90%	82%	88%
Average	97%	93%	95%

Nithview Community (Resident Satisfaction Survey)

Percentage of Satisfied Residents	2015	2016	2018
Administration	97%	98%	97%
Facilities and Maintenance	97%	98%	98%
Pastoral and Spiritual Care	100%	99%	100%
Recreation and Activities	98%	100%	99%
Food and Dietary	89%	92%	87%
Nursing and Support Services	99%	97%	99%
Housekeeping	100%	97%	100%
Laundry	100%	97%	100%
Telecommunications	90%	90%	96%
Average	97%	96%	97%

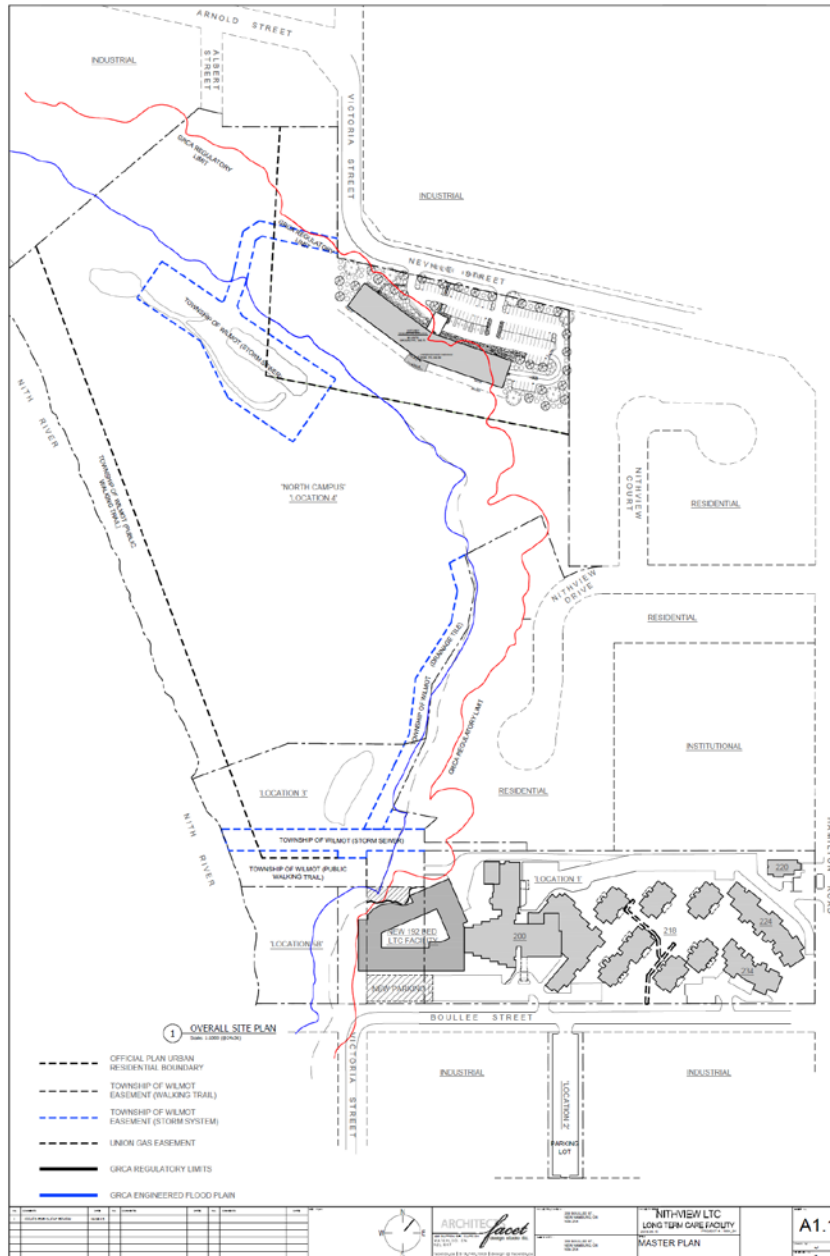
CEO ANNUAL REPORT – April 2018 to March 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?

2. To expand our services for the broader fulfillment of our mission

- Market demand of prospective residents and clients for accommodation and services
- Feasibility studies for the costs and benefits of each potential project

- Identification and prioritization of development and redevelopment projects
- Business plans for each project identified as a high priority project



Site plan showing the proposed locations of the 100-unit apartment building and the new Long-Term Care building. Additional details will be made available in the coming months.

- Nithview has lengthy wait lists for Independent Living, Retirement and Long-Term Care.
- The Ministry of Health and Long-Term Care (MOHLTC) has projected a need to increase the number of LTC beds in the Region of Waterloo.
- MOHLTC requires all LTC homes in Ontario, including Nithview, to be redeveloped to current design standards by December 31, 2024.
- TCMH has prioritized the following capital projects:
 - 1) A 100-unit Independent Living apartment building is being planned for the north end of the Nithview site fronting on Neville Street.
 - 2) A new Long-Term Care building with up to 192 beds is being planned for the southwest corner of the property, adjacent to the original building, or west wing.
 - 3) The north wing, currently being used for Long-Term Care, will be converted to Retirement Assisted Living.
 - 4) The west wing is being evaluated by engineers to determine the viability of converting it to other uses.

CEO ANNUAL REPORT – April 2018 to March 2019

EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?

Objective	Measures	Targets
3. To capitalize on the skills and knowledge of our staff by encouraging their input	<ul style="list-style-type: none">Employee Engagement survey	<ul style="list-style-type: none">Continuous improvement

- TCMH recognizes that our homes will not be exceptional places to live, unless our divisions are also exceptional places for our staff to work.
- To measure our progress on this objective, TCMH conducts an Employee Engagement survey every second year.
- Recently, TCMH leadership have focussed on the factors that will “drive” higher staff engagement and satisfaction. These factors include enhanced training opportunities, encouraging input from staff at all levels, and more autonomy for front line staff.
- The results for some of the key questions are shown in the table below.

Employee Engagement Survey	2015	2016	2018
I enjoy my work.	83%	85%	89%
I am able to make improvements in my job.	65%	68%	78%
My workplace encourages quality care and continuous improvement.	60%	63%	83%
I am given opportunities to learn new things at work.	62%	68%	85%
My workplace encourages teamwork and support.	60%	67%	75%
I receive the necessary training to maintain/improve my skill and competency levels.	60%	73%	85%

Comments from the most recent Employee Engagement survey include:

- “I get the most joy out of seeing our individuals grow and do things they once thought they never could. Their joy brings us joy.” – Aldaview Employee
- “I love my job, working with the residents and the team that I am a part of.” – Greenwood Employee
- “We have a special environment at Tri-County that you don’t get at most homes. I love how small we are and that I know all of my co-workers and consider many of them to be a friend. I also love that I can go to any floor and know who the residents are.” – Nithview Employee
- “The staff at this organization is fantastic! I enjoy my job so much, and this is due to the fact that I love the people that I work with directly and the clients I support.” – Aldaview Employee
- “I enjoy working with the residents. My goal each day is to be able to make a difference in their daily life.” – Greenwood Employee
- We have great front line staff who work very hard and do their best, especially the staff who have been employed for a long time, they are committed. The mission statement is first and foremost on my mind every day.” – Nithview Employee

CEO ANNUAL REPORT – April 2018 to March 2019

INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?		
Objective	Measures	Targets
4. To develop a balanced scorecard to benchmark and measure TCMH performance and improvement	<ul style="list-style-type: none"> • Resident/client satisfaction • Employee engagement • Internal processes • Financial, physical and environmental sustainability 	<ul style="list-style-type: none"> • Benchmarks of current performance • Set short term and medium terms targets for continuous improvement
<p>Resident/Client Satisfaction</p> <ul style="list-style-type: none"> • Resident and client satisfaction will be measured by our Resident Satisfaction and Family Satisfaction surveys. • In recent years, our target has been continuous improvement and has been measured by combining the “satisfied” and “very satisfied” responses. • In the future we will focus on increasing the number of responses that are “very satisfied”. <p>Employee Engagement</p> <ul style="list-style-type: none"> • Employee engagement will be measured by our Employee Engagement survey. • In recent years, our target has been continuous improvement and has been measured by combining the “satisfied” and “very satisfied” responses. • In the future, we will work to identify the key questions that drive employee engagement and focus on improving our internal processes in these areas. <p>Internal Processes</p> <p>The benchmarks to evaluate Internal Processes will focus on the six drivers of employee engagement identified by Quantum Workplace (the research firm behind the "Best Places to Work" programs).</p> <ol style="list-style-type: none"> 1. The leaders of their organization are committed to making it a great place to work. 2. Trust in the leaders of the organization to set the right course. 3. Belief that the organization will be successful in the future. 4. Understanding of how I fit into the organization's future plans. 5. The leaders of the organization value people as their most important resource. 6. The organization makes investments to make employees more successful. <p>Financial Sustainability</p> <ul style="list-style-type: none"> • For financial sustainability, TCMH has adopted as one benchmark the Debt Service Coverage ratios that are used by Kindred Credit Union and the Local Health Integration Networks (LHINs): <ol style="list-style-type: none"> 1. Kindred Credit Union: TCMH has a covenant with Kindred Credit Union which states that: <i>“The Borrower(s) agree to maintain a Debt Service Coverage ratio at minimum of 1.1:1 based on year-end financial statements (Earnings before taxes + interest + depreciation divided by Principal + Interest).”</i> 2. Local Health Integration Networks (LHINs): Every long-term care home in Ontario has a Long-Term Care Service Accountability Agreement with their LHIN. These agreements require the home to maintain a Debt Service Coverage Ratio of 1:1 or better. • TCMH has adopted the 1.1:1 ratio used by Kindred since it is more demanding than the ratio used by the LHINs. • Additional financial benchmarks will be developed as part of the planning process for the two major capital projects. 		

CEO ANNUAL REPORT – April 2018 to March 2019

PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?

Objective	Measures	Targets
5. To ensure financial sustainability	<ul style="list-style-type: none"> Financial Statements 	<ul style="list-style-type: none"> As set out on Balanced Scorecard

- This year's performance objective was to achieve a balanced budget. Our 2018-19 audited Financial Statements show that Tri-County Mennonite Homes ended the 2018-19 fiscal year with a surplus of \$23,686.
- The target range for the Debt Service Coverage ratio is to be a minimum ratio of 1.1:1 (to remain in compliance with our covenants) and a target of 1.25:1 (to ensure that there are adequate resources committed to the operational needs of the home).

Benchmark	Minimum	Target	2018-19 Fiscal
Debt Service Coverage	1.1:1	1.25:1 or higher	1.77:1

6. To develop a strategy and framework for a capital fundraising campaign	<ul style="list-style-type: none"> Feasibility of a capital campaign Evaluation of alternatives, e.g. donations, gifts in kind, interest-free loans, etc. 	<ul style="list-style-type: none"> Establishment of a capital campaign team, plan, budget and goals
---	---	--

- The proposed 100-unit apartment building will be self-financing through the sale of life leases.
- Although MOHLTC provides financial assistance for new LTC homes through their Construction Funding Subsidy program, this assistance is not enough to cover all the costs and homes must find additional sources of funds.
- TCMH proposes to build to a higher standard than the bare minimum, which will increase costs. Examples of the enhancements under consideration include:
 - MOHLTC requires 40% of the beds to be "basic accommodation", which generally means shared bedrooms. TCMH proposes to have only private bedrooms to improve the quality of life for residents and to reduce the workload for staff.
 - A new building, properly designed, will facilitate the implementation of new models of care, such as the Butterfly Model and the Hogeweyk model.
 - Residents appreciate amenity areas, including the Nithview tearoom, auditorium and community room. They would also appreciate amenities such as a therapeutic pool, physio room, library, etc.
 - A higher calibre of materials and finishes will increase the life expectancy of the new building and lower the operating costs.
- A fundraising campaign will be required to invest in the enhancements that will continue to make our homes exceptional places to live and to work.

ALDAVIEW SERVICES ANNUAL REPORT APRIL 1, 2018 to MARCH 31, 2019

Summary

Green	Indicates that the objective was achieved by March 31, 2019
Amber	Indicates that the objective was partially achieved by March 31, 2019
Red	Indicates that the objective will not be achieved by March 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our division is an exceptional place to live for our residents and clients?	
1. To ensure services and supports promote independence and self-determination for clients	Green
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?	
To Continue to develop a Healthy/ Quality Work Life Culture	Green
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?	
2. To Use Resources mindfully, with a focus on the environment.	Green
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?	
3. To roll out a fundraising project	Green
4. To ensure financial sustainability	Green

ALDAVIEW SERVICES ANNUAL REPORT APRIL 1, 2018 to MARCH 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our division is an exceptional place to live for our residents and clients?			
Objective	Measures	Targets	Accomplishments
To ensure services and supports promote independence and self-determination for clients	<ul style="list-style-type: none"> • Evidence based assessments • Evaluate experience and identify gaps for learnings • Support strategies directly reflect individuals needs as identified by the individual • Introduction of tools to assess Dignity vs Safe Risk 	<ul style="list-style-type: none"> • Identify independent living skills • Focus on an employment/business opportunity • Increase natural supports and community Inclusion • Supports are provided where supports are needed/requested. 	<ul style="list-style-type: none"> • Introduction of Primary Direct Support position – ‘Community Inclusion & Education Facilitator.’ – Focus of this role is to lead initiatives within the agency around client education and opportunity for self - determination & community involvement. • Education provided to Primary Direct Support Staff on Dignity & Safe Risk – Change Initiatives were developed by each PDS and this information was filtered down through all team meetings to promote self-determination and independence in those supported. • Supports/Independent times adjusted for some supported individuals based on evidence & assessment of safety/skills. • Tools identified for further education to staff teams for 2019 to promote self-determination for clients.

ALDAVIEW SERVICES ANNUAL REPORT APRIL 1, 2018 to MARCH 31, 2019

EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?			
Objective	Measures	Targets	Accomplishments
To Continue to develop a Healthy/ Quality Work Life Culture	<ul style="list-style-type: none"> Employee survey shows increase in satisfaction Staff requests/follow up Involvement of Committee in workplace On-going professional development 	<ul style="list-style-type: none"> On-going staff appreciation initiatives throughout the year Staff feeling valued for their contributions Schedules are a fit for staff and supported individuals Effective Quality Work Life Committee within the workplace Leadership support employees with attaining personal goals identified. 	<ul style="list-style-type: none"> Staff appreciation initiatives that occurred this past year include: <ul style="list-style-type: none"> - Fitness challenge, led by Bridges committee - Easter Card/Chapstick (March) - African Lion Safari Days for staff and family (June) - Staff office Candy baskets (September) - Pita Pit lunches at team meetings (Oct/Nov) - Christmas Hot Chocolate boxes (Dec) - Winter wellness baskets provided to all staff spaces. On-going consideration of staff requests for changing schedules based on work/life balance while promoting the best supports to individuals. <ul style="list-style-type: none"> - Completion of employee survey in December 2018. 83% of employees completed the survey. - Leadership team reviewed staff goals at meetings throughout the year to increase awareness around offering opportunities to help staff realize their goals.

ALDAVIEW SERVICES ANNUAL REPORT APRIL 1, 2018 to MARCH 31, 2019

INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?			
Objective	Measures	Targets	Accomplishments
To Use Resources mindfully, with a focus on the environment.	<ul style="list-style-type: none"> Reduction in waste Decrease in supplies/costs 	<ul style="list-style-type: none"> Implement Recycle programs Use of Green bin/composting Use of garden spaces The agency is a good steward of resources 	<ul style="list-style-type: none"> Leadership have moved some of processes to online from hard copy printing. (E.g. gathering of quality indicators and program audits.) to reduce use of paper. Staff developed a Gardening Club. Vegetables were planted and harvested summer 2018, and planters were made for Christmas for each home. Staff led a staff team challenge to raise awareness of waste created by disposable coffee cups in October 2018. Winning team all got reusable travel mugs!
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?			
Objective	Measures	Targets	Accomplishments
To roll out a fundraising project	<ul style="list-style-type: none"> Money raised Attendance at an event Project goal met 	<ul style="list-style-type: none"> Raise funds to meet a project goal identified across the agency as a need 	<ul style="list-style-type: none"> Staff brought forward plans and ideas for a fundraising event. In January 2018 staff identified during education days that the focus of such an event should be to purchase an accessible vehicle. November 2018 saw the development of a committee, who met in December 2018 Feb 23rd was identified by the committee to do a Pancake Breakfast fundraiser at the Wilmot Rec Centre. Proceeds from the fundraiser in addition to other donations collected throughout the year were used to purchase an accessible vehicle for Aldaview clients.

ALDAVIEW SERVICES ANNUAL REPORT APRIL 1, 2018 to MARCH 31, 2019

To ensure financial sustainability	<ul style="list-style-type: none">• Financial statements• Budget	<ul style="list-style-type: none">• Meet 2018-19 financial targets as set in the 2018-19 budget	<ul style="list-style-type: none">• Funding was received this fiscal year from MCCSS to offset some of the costs incurred by Fair Workplaces Act (Bill 148). This was applied to increase staffing costs, and the sleep overnight was able to be revised based on minimum wage retro to January 1st, 2018.• Funding was also received for 'Sector Stabilization'. This has been used to respond to overdue infrastructure needs.
------------------------------------	---	---	--

GREENWOOD COURT ANNUAL REPORT April 1, 2018 – March 31, 2019

See legend at end of report

Summary

Green	Indicates that the objective was achieved by March 31, 2019
Amber	Indicates that the objective was only partially achieved by March 31, 2019
Red	Indicates that the objective was not achieved by March 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our division is an exceptional place to live for our residents and clients?	
1. To enhance the Resident admission process in Long Term Care and Retirement areas	Green
2. To continue to enhance Volunteer engagement at GWC	Green
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?	
3. Ensure GWC provides a dynamic work environment and culture of continuous learning	Green
4. Excellent people positioning for the future	Green
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?	
5. Actively engage in research and apply best practices to achieve quality of life for residents	Green
6. To continue implementation of innovative Quality Care & Service for residents	Green
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?	
7. Meet and exceed budget expectations	Green

GREENWOOD COURT ANNUAL REPORT April 1, 2018 – March 31, 2019

See legend at end of report

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our division is an exceptional place to live for our residents and clients?			
Objective	Measures	Targets	Accomplishments
1. To enhance the Resident admission process in Long Term Care (LTC) and Retirement areas	<ul style="list-style-type: none"> • LTC Resident and Family Survey results 2017 • Admission Survey • Family Satisfaction at Admission Care Conference in LTC • Verbal satisfaction in retirement home • Discharge Survey results 	<ul style="list-style-type: none"> • Resident and family response post admission • >80% staff satisfaction on admission audit • >80% resident satisfaction on LTC resident admission audit • 100% review of all admission material including LTC contracts • Complete an audit of Long-Term Care resident files by year end 	<ul style="list-style-type: none"> • 100% review of all admission materials. • LTC files audited by office assistant. • Received 2018 Resident results Satisfaction Survey. (54 apartment & 11 retirement participated) • 12 Discharge Survey's received from Long Term care families. One response used for website testimonial
2. To continue to enhance volunteer engagement at GWC	<ul style="list-style-type: none"> • Invite Board members to participate in GWC events • Connect with present volunteers and celebrate their accomplishments • Participation in the TCMH 50th Anniversary Week of Events 	<ul style="list-style-type: none"> • Offer one large volunteer celebration in April • Redesign the GWC website for ease of volunteer applications • Review and redesign the volunteer policies and handbook • Host a volunteer / employee 50th event day • Engage and inform our community of the 50th events 	<ul style="list-style-type: none"> • Completed Volunteer Celebration – hosted an evening dinner event. • Volunteer policies under development • ED chaired the 50th committee • 50th anniversary day hosted at GWC for TCMH. • Hosted the 2018 TCMH annual meeting with the bell choir performing
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?			
Objective	Measures	Targets	Accomplishments
3. Ensure GWC provides a dynamic work environment and culture of continuous learning	<ul style="list-style-type: none"> • Knowledgeable staff working at GWC • On-going professional development • Flexible scheduling to accommodate the staff members 	<ul style="list-style-type: none"> • Work with IT provider to address staff room messaging. Outstanding from 2017-2018 • Increased staff satisfaction on next employee survey • Evaluation on-boarding program developed in 2017 • % completion of employee handwashing audits • Ongoing staff appreciation initiatives throughout the year • Upload Home policies to new web-based platform 	<ul style="list-style-type: none"> • Laundry room build finalized • Laundry equipment set up • Review of Housekeeping roles, scheduling and practices. Laundry changeover postponed to next fiscal year. • Policies continue to be uploaded online to our "surge policy program" • 12 days of Christmas held for Staff appreciation

GREENWOOD COURT ANNUAL REPORT April 1, 2018 – March 31, 2019

See legend at end of report

		<ul style="list-style-type: none"> • Redesign of Laundry and Environmental practices and scheduling after Laundry Room build 	
4. Excellent people positioning for the future	<ul style="list-style-type: none"> • Continue to provide opportunities for students from colleges and universities • Maintain relationships and connections to support community placements • Ensure career growth opportunities, succession planning and leadership development • Recruit and retain the right people 	<ul style="list-style-type: none"> • Develop innovative strategies for recruitment working with colleges and job grants • Develop capacity within the home through “Surge Learning” for education and policy awareness 	<ul style="list-style-type: none"> • Participated in Conestoga Part time Job Fair – June • Conestoga Grant placements Nursing Attendant (June) Recreation Assistant (May) • Canada Summer 2018 student placement of 5 positions for students • Ontario Grant placement 1 recreation student • Conestoga work placements 2 RN (1 hired) 2 RPN (1 hired) 2 PSW • Humber College placement 1 RN (1 hired) • 5 Registered Nurses took a 2-day Humber College Assessment Course. • Hosted Fanshawe PSW course for community education. (8 months) Student learned via technology thru college .
RN			
Objective	Measures	Targets	Accomplishments
5. Actively engage in research and apply best practices to achieve quality of life for residents	<ul style="list-style-type: none"> • Uphold mandate for Nurse Practitioner funded by the MOHLTC • Participate in best practice engagements through the LHIN and MOH & LTC • Patent First Legislation 	<ul style="list-style-type: none"> • Continue to partner with Nurse Practitioner through Greenwood Court and Knollcrest Lodge agreement • Work with MOHLTC-funded Nurse Practitioner to advance GWC best practices • Seek out opportunities for research involving Greenwood 	<ul style="list-style-type: none"> • Research BABEL continuing with the Canadian Frailty Network. • NP role continues to be funded by the MOH & LTC. • ED working with other LTC in the SW to develop research collaborative.
6. To continue implementation of innovative Quality	<ul style="list-style-type: none"> • Increased data quality of LTC resident 	<ul style="list-style-type: none"> • Improved CMI for home • Increased restorative programs for residents 	<ul style="list-style-type: none"> • Computerized Menu and resident data program. Food Service department still working on inputting.

GREENWOOD COURT ANNUAL REPORT April 1, 2018 – March 31, 2019

See legend at end of report

Care and Service for residents	<ul style="list-style-type: none"> • Increased awareness of BSO and recreation programs (Family Survey 2019) • LSAA agreements • HQO – Quality Plan 2018-2019 • ORCA engagement on member website • Season Care resident audits in LTC & RHA areas 	<ul style="list-style-type: none"> • Continue development of Point Click system for therapeutic tracking of programs • Number of informed families at Care Conference by sharing data • Introduce new dementia programs – such as Java Memory Care and Godly Play • Use our 2018-2019 QIP submitted to Health Quality Ontario as a living measurement tool for quality. This tool speaks to wound management, resident experience, safe care and medication safety • Implementation of an LTC hydration program • Investigate menu management programs for food service • Participation in ORCA knowledge learning center for best practices in Retirement Living • Completion of LSAA commitment of French Language and Indigenous Learning 2018-2019 	<ul style="list-style-type: none"> • ED participated in Indigenous Training through the LHIN. (mandated) • Java memory programing in our Dementia unit implemented - May • 2 Food Service companies explored with the assistances of Season Care for best fit for TCMH recommendations forward to E.D. s • 2 managers attended the ORCA education meeting focusing on risk -June • LSSA commitment of French Language completed – May 2018 • Finished service contract with Sienna – policies and auditing • New Dining chairs replaced in Independent Living area
--------------------------------	---	--	---

GREENWOOD COURT ANNUAL REPORT April 1, 2018 – March 31, 2019

See legend at end of report

PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?

Objective	Measures	Targets	Accomplishments
7. Meet budget expectations	<ul style="list-style-type: none"> • TCMH Board Financial Committee approval • Capital budget • Benchmark competitor pricing in Retirement Living 	<ul style="list-style-type: none"> • Review monthly statements and variances • Leadership Team to gain enhanced knowledge of financial systems • Seek opportunities to increase revenues through new programs or services • Efficiency gained through replacement of thermostats on first apartment area • Build and develop GWC Laundry Department spring 2019 	<ul style="list-style-type: none"> • Regular meetings with Department Managers and new Financial. E.D. • All apartment refurbishes thermostats are energy efficient. • Laundry Room building 90% completed by fiscal year end. • New HVAC system for Heritage. • New maintenance shop built due to co-generation build

Acronym	Description	Acronym	Description
LSAA	Long-Term Care Home Service Accountability Agreement	RHA	Retirement Home Act
BSO	Behaviour Supports Ontario	OTN	Ontario Telemedicine Network
MOH & LTC	Ministry of Health & Long-Term Care	SWLHIN	South West Local Health Integration Network
QIP	Quality Improvement Plan	PCC	Point Click Care (<i>computer software used of clinical chart and financial</i>)
HQO	Health Quality Ontario	RAI-MDS	Resident Assessment Instrument-Minimum Data Set (<i>is the standardized assessment tool for admission, quarterly, significant change in health status and annual assessments for each resident</i>)
NP	Nurse Practitioner (<i>FYI at GWC we share a NP with Knollcrest as a special funded opportunity</i>)	PAC	Professional Advisory Committee (<i>Internal committee with Care Partners – Medical Advisory, Pharmacist, Public Health, Dietitian, Restorative and our leadership</i>)

NITHVIEW COMMUNITY ANNUAL REPORT – APRIL 1, 2018 to MARCH 31, 2019

Summary

Green	Indicates that the objective was achieved by March 31, 2019
Amber	Indicates that the objective was only partially achieved by March 31, 2019
Red	Indicates that it is unlikely that the objective was not achieved by March 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our division is an exceptional place to live for our residents and clients?	
1. To adapt to the evolving needs of our residents in Long-Term Care by providing a safe, secure, and comfortable home for both the cognitively well and the cognitively unwell	Amber
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?	
2. To improve team work within work units, across departments and between management and front-line staff	Green
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?	
3. To reduce staff attrition, use of agency staff, and costs for staff overtime	Green
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?	
4. To ensure the financial sustainability of Nithview Community	Green

NITHVIEW COMMUNITY ANNUAL REPORT – APRIL 1, 2018 to MARCH 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our division is an exceptional place to live for our residents and clients?			
Objective	Measures	Targets	Accomplishments
1. To adapt to the evolving needs of our residents by providing a safe, secure, and comfortable home for both the cognitively well and the cognitively unwell	<ul style="list-style-type: none"> • LTC Residents' Satisfaction surveys • Family Satisfaction surveys • Number of Critical Incident reports for LTC • Quality indicator scores • MOHLTC inspections with no orders • Sustainable recruitment and retention of staff 	<ul style="list-style-type: none"> • Continuous improvement in publicly reported Quality indicators • Improve and sustain improvements outlined on our QIP • Meet LSAA commitments • Improve and sustain mandatory MOHLTC programs • Financial viability • Decrease risk level with the MOHLTC 	<ul style="list-style-type: none"> • Our Resident Satisfaction survey showed a 97% satisfaction rating for our Independent Living and Retirement- Assisted Living residents. Of the nine categories, the lowest score was 87%, there were five scores in the 90's, and three areas reached 100% satisfaction. The complete results can be found at: http://www.tcmhomes.com/resident-links.php. We will continue to work on achieving 100% in areas. • There was no Resident Quality Inspection (RQI) for Nithview by the Ministry of Health and Long-Term Care as the ministry advised they were focussing on high risk homes. • There were some significant improvements in our Quality Indicators, including reduction in the use of restraints, (e.g. bed rails, seat belts), and a decrease in the use of antipsychotic medications. • We are continuing to work on ensuring that all residents are bathed at least twice a week. • It continues to be challenging to manage neighbourhoods, i.e. floors, where some residents are cognitively well and others are not. We will put a great deal of thought into the planning of our new LTC building to include design features that will facilitate better care for residents with responsive behaviours. • In December, Nithview hosted Teepa Snow, a leading expert on dementia, in a training session attended by TCMH staff and delegates from other local agencies. • We also continue to provide Gentle Persuasive Approach (GPA) training to all staff to provide them with more skills and knowledge to care for residents with dementia.

NITHVIEW COMMUNITY ANNUAL REPORT – APRIL 1, 2018 to MARCH 31, 2019

EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?			
Objective	Measures	Targets	Accomplishments
2. To improve team work within work units, across departments and between management and front-line staff	<ul style="list-style-type: none"> • HR metrics provided to the Quality and Risk Management Committee • Resident Quality Inspection results • Retirement Homes Regulatory Inspection results 	<ul style="list-style-type: none"> • Maintain accountability framework • Staff education and skills development • Secure staff to maintain continuity and team building • Continue with culture transformation 	<p>There have been some significant achievements over the past year:</p> <ul style="list-style-type: none"> • In the spring of 2018 Nithview agreed to sponsor students who enrolled in PSW training in exchange for a commitment to work at Nithview for three years following graduation. This initiative, combined with streamlined recruitment processes and enhanced onboarding procedures, greatly alleviated the challenges with staff shortages. • By substantially achieving full staffing, there was less need for agency staff or for overtime, which improved the quality of care, increased staff morale, and lowered costs. • The Employee Engagement survey showed considerable improvement in the sense of team work amongst the staff as well as staff appreciation for enhanced training opportunities.
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?			
Objective	Measures	Targets	Accomplishments
3. To reduce staff attrition, use of agency staff, and costs for staff overtime	<ul style="list-style-type: none"> • HR metrics provided to the Quality and Risk Management Committee 	<ul style="list-style-type: none"> • To reduce staff attrition to less than 10% • To reduce use of agency staff to less than 25% of the 2016-17 fiscal year • To reduce staff overtime costs by 25% from the 2016-17 fiscal year 	<ul style="list-style-type: none"> • Our enhanced HR recruitment policies and processes have enabled us to become substantially full staffed. We still have open lines from time to time as staff retire, or go on maternity or medical leave, etc. However, there are no longer full time or part time lines that are open indefinitely. • Last year marked a major turning point in labour relations at Nithview. Management and the union are working collaboratively on how to change unacceptable behaviour and improve performance. This has improved the quality of care and eliminated legal fees. We are very grateful to the union for their partnership in establishing a positive, collaborative relationship.

NITHVIEW COMMUNITY ANNUAL REPORT – APRIL 1, 2018 to MARCH 31, 2019

PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?			
Objective	Measures	Targets	Accomplishments
4. To ensure the financial sustainability of Nithview Community	<ul style="list-style-type: none"> • 2017-18 budget • 2017-18 financial results 	<ul style="list-style-type: none"> • To provide the Directors with regular financial reports and strategies for cost containment • Mitigate staff layoffs • Maintain or improve CMI • Meet 2018-19 financial targets as set in the 2018-2019 budget 	<ul style="list-style-type: none"> • We were able to achieve a balanced budget and improve the quality of care by becoming more fully staffed. This lessened the need for agency staff and reduced the costs for overtime. • As the Nursing department became more fully staffed, there was a slight reduction in Recreation staff. These changes were managed through attrition or offering any employee who was being displaced, an alternative position. • The budget that was prepared for 2019-20 projects a surplus.

TCMH CORPORATE SERVICES ANNUAL REPORT – APRIL 1, 2018 TO MARCH 31, 2019

Summary

Green	Indicates that the objective is expected to be achieved by March 31, 2019
Amber	Indicates that the objective may not be achieved or only partially achieved by March 31, 2019
Red	Indicates that it is unlikely that the objective will be achieved by March 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?	
1. To increase resident satisfaction with telecommunications	Green
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?	
2. To improve customer satisfaction with Corporate Services	Amber
3. To ensure fairness and competitiveness in our compensation policies and practices	Amber
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?	
4. To complete implementation of NAV Financial and NAV HR	Amber
5. To provide timely and meaningful reports to internal and external customers	Amber
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?	
6. To improve our budgeting process	Amber
7. To develop an effective process for managing cash flow	Red
8. To develop a new five-year plan for capital expenditures	Green

TCMH CORPORATE SERVICES ANNUAL REPORT – APRIL 1, 2018 TO MARCH 31, 2019

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?			
Objective	Measures	Targets	Accomplishments
1. Develop customer service standards for IT services	<ul style="list-style-type: none"> Resident Satisfaction surveys Family Satisfaction surveys 	<ul style="list-style-type: none"> Continuous improvement 	<ul style="list-style-type: none"> The customer service from Rogers has improved. Most of the complaints being received from residents now tend to be due to an operational error by the resident or a defect in equipment that is owned by the resident.
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?			
Objective	Measures	Targets	Accomplishments
2. To improve customer satisfaction with Corporate Services	<ul style="list-style-type: none"> Customer Service standards Customer Satisfaction survey 	<ul style="list-style-type: none"> Continuous improvement 	<ul style="list-style-type: none"> Current focus of Corporate services is to identify the items where improvement is necessary. Detailed plan will be created for 2019/2020 fiscal year Some items were identified, and resolutions planning is completed Implementation will be in 2019/2020 (HR, customer service)
3. To ensure fairness and competitiveness in our compensation policies and practices	<ul style="list-style-type: none"> A standard format for job descriptions of all positions Job evaluations Market analysis Pay equity analysis 	<ul style="list-style-type: none"> Updated job descriptions by February 2019 Completion of market analysis and job evaluations by March 31, 2019 Updated compensation grid and completion of pay equity analysis by June 2019 	<ul style="list-style-type: none"> This work has been postponed as HR focuses on recruitment and retention, particularly improving the orientation and on-boarding processes. Job descriptions tasks will be prioritized to support hiring process- postponed Compensation grid – cost of living increase and changes in some positions to address job requirements was addressed

INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?			
Objective	Measures	Targets	Accomplishments
4. To complete implementation of Microsoft NAV Financial and Microsoft NAV HR	<ul style="list-style-type: none"> Enhanced reports from NAV financial Implementation of NAV HR 	<ul style="list-style-type: none"> Fully functional NAV Financial Fully functional NAV HR 	<ul style="list-style-type: none"> Microsoft NAV report writing occurred June 29, 2018. The plan is to build some reports during the first quarter financial review and then start to build the reports for the Executive Directors.

TCMH CORPORATE SERVICES ANNUAL REPORT – APRIL 1, 2018 TO MARCH 31, 2019

			<ul style="list-style-type: none"> • The implementation of the NAV has started, with focus on payroll and scheduling, live date is scheduled in early October 2019
5. To provide timely and meaningful reports to internal and external customers	<ul style="list-style-type: none"> • Compliance with deadlines of government ministries and agencies • Customer Satisfaction surveys 	<ul style="list-style-type: none"> • All reports to government ministries and agencies submitted on time • All reports to internal customers completed as set out in customer service standards 	<ul style="list-style-type: none"> • The financial reports being provided by Corporate Services are being re-done to support clear one report for all communication. • Training to understand the data presented to managers has started • Reports to ministries will be under further review in new fiscal year • Reports for internal customer will undergo further review
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?			
Objective	Measures	Targets	Accomplishments
6. To improve our budgeting process	<ul style="list-style-type: none"> • Operating and capital budgets • Monthly financial reports • Year end financial reports 	<ul style="list-style-type: none"> • Balanced operating budgets • Monthly financial results meet or exceed budget expectations or corrective actions taken • Year end financial results meet or exceed budget expectations 	<ul style="list-style-type: none"> • Work is almost completed to implement balanced budget • Balanced budget strategies will be rolled out in April • Yearend financial results are within budget expectations
7. To develop an effective process for managing cash flow	<ul style="list-style-type: none"> • Adequate working capital • Timely repayment of commercial long-term debt • Timely repayment of promissory notes as required by note holders 	<ul style="list-style-type: none"> • Appropriate cash resources to meet all financial obligations in a timely manner • Retirement of all long-term debt in an orderly manner 	<ul style="list-style-type: none"> • New cash flow resources are explored • Deficit reduction strategies will support cash flow management • Weekly cash flow management will be implemented
8. To develop a new five-year plan for capital expenditures	<ul style="list-style-type: none"> • Reports on the status of our major building elements • Reports on the status of our major pieces of equipment • Capital needs of all departments of all divisions 	<ul style="list-style-type: none"> • Completion by December 31, 2019 	<ul style="list-style-type: none"> • Collaboration is continuing with the managers in the divisions to ensure that the five-year capital plan includes and prioritizes all capital needs. Input from all managers was requested to better communicate and understand the capital needs

TCMH ANNUAL BUSINESS PLAN – APRIL 1, 2019 TO MARCH 31, 2020

“Commit to the Lord whatever you do, and he will establish your plans.”

Proverbs 3:16

Introduction

- The Tri-County Mennonite Homes’ (TCMH) Annual Business Plan shows the performance objectives that have been set for each TCMH division. These performance objectives are used to translate our mission, vision and values into concrete goals and actions for the current year.
- Each performance objective is intended to be clear, specific, realistic and measurable.
- The Annual Business Plan covers from April 1, 2019 to March 31, 2020, to align with our fiscal year.
- The performance objectives have been designed to balance resident/client-defined quality, employee empowerment, continuous improvement and financial sustainability by focusing on these four questions:
 1. How do we ensure that all our divisions are exceptional places to live for our residents and clients?
 2. How do we ensure that TCMH is an exceptional place to work?
 3. How will we sustain our ability to change and improve?
 4. How will we ensure that our physical assets are maintained and that we are financially sustainable?

CEO ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MAR 31, 2020

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that all our divisions are exceptional places to live for our residents and clients?			
Objective	Measures	Targets	Initiatives
1. To expand our services for the broader fulfillment of our mission	<ul style="list-style-type: none"> • Completion of conceptual plans and costing for all development and redevelopment projects 	<ul style="list-style-type: none"> • Completion of conceptual designs for a new 96-bed LTC building • Master plan for the potential doubling of LTC to 192 beds. • Completion of conceptual design for a new 100-unit apartment building • Identification of modifications required to convert the North Wing to Retirement units • Selection of the best alternative for the future of the West Wing and completion of conceptual design 	<ul style="list-style-type: none"> • Liaise with planners, architects and engineers • Hold forums, open houses, etc. with residents and families • Obtain input from staff through forums, surveys, meetings, etc. • Maintain contact with municipal council, constituent churches, community partners, etc. to facilitate approvals and lay ground work for fundraising.
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?			
Objective	Measures	Targets	Initiatives
2. To capitalize on the skills and knowledge of our staff by encouraging their input	<ul style="list-style-type: none"> • Formal channels for on-going staff input • Informal channels for on-going staff input 	<ul style="list-style-type: none"> • Increased participation and engagement at all levels • Involvement of both front- line staff and managers in decision making 	<ul style="list-style-type: none"> • Mentor managers in how to engage staff • Demonstrate how to engage staff in both formal and informal communication
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?			
Objective	Measures	Targets	Initiatives
3. To complete the balanced scorecard to benchmark and measure TCMH performance and improvement	<ul style="list-style-type: none"> • Resident satisfaction • Employee engagement • Internal processes • Financial, physical and environmental sustainability 	<ul style="list-style-type: none"> • Benchmarks of current performance • Set short term and medium terms targets for continuous improvement 	<ul style="list-style-type: none"> • Compile and publish data on selected benchmarks • Continue to seek better benchmarks, particularly for Internal Perspective

CEO ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MAR 31, 2020

4. To develop a MAID policy for TCMH	<ul style="list-style-type: none"> • MAID Policy 	<ul style="list-style-type: none"> • Approval of Policy 	<ul style="list-style-type: none"> • Develop a working committee • Review MAID templates • Identify options • Draft policies for reviews by stakeholders • Recommend to Board for approval
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?			
Objective	Measures	Targets	Initiatives
5. To develop a Strategic Plan for development/fundraising.	<ul style="list-style-type: none"> • Strategic Plan 	<ul style="list-style-type: none"> • Completion of the Strategic Plan 	<ul style="list-style-type: none"> • Assess various fundraising strategies • Set the requirements for a fundraising team • Set objectives and time lines.
6. Ensure the financial viability of TCMH and all our divisions.	<ul style="list-style-type: none"> • Balanced budget • Achieving budget targets 	<ul style="list-style-type: none"> • Breakeven or surpluses in all division 	<ul style="list-style-type: none"> • Work with EDs.

ALDAVIEW SERVICES ANNUAL BUSINESS PLAN – 1 APRIL 2019 TO 31 MARCH 2020

CLIENT/RESIDENT PERSPECTIVE: Making Aldaview an exceptional place to receive supports.		
Objective	Measures	Targets
To Support Clients to grow in confidence and Independence.	<ul style="list-style-type: none"> Attendance at Goal planning meetings Goals achieved Clients involved in development of personal strategies Implementation of assessment tools by Primary Direct Supports 	<ul style="list-style-type: none"> Clients obtain individual goals Clients individual support plans direct services and supports Clients increase personal networks.

EMPLOYEE PERSPECTIVE: Making TCMH an exceptional place to work.		
Objective	Measures	Targets
To Support Staff in Strengthening and building Teams.	<ul style="list-style-type: none"> Communication around new hires Staff feedback through surveys and staff updates Team building tools implemented Staff retention 	<ul style="list-style-type: none"> New staff to the agency feels welcomed and valued on teams Teams are strengthened and operate with knowledge of individual competencies amongst their members. Teams are accountable and responsible for success and growth in their program areas.

INTERNAL PERSPECTIVE: Our ability to change and improve as a division?		
Objective	Measures	Targets
To Improve Scheduling & Payroll practices to become more efficient for the agency.	<ul style="list-style-type: none"> Decreased time to complete payroll Ease of access for staff to obtain schedules and payroll information. Align Aldaview and Corporate processes. 	<ul style="list-style-type: none"> Implementation of NAV software, and have it running smoothly by year end. Be more efficient in payroll and scheduling practices

PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that we are sustainable?		
Objective	Measures	Targets
To Be Good Stewards of Financial Resources.	<ul style="list-style-type: none"> Monthly financial statement reviews at Aldaview Leadership team meetings. Increased Manager input in setting goals and prioritizing spending. 	<ul style="list-style-type: none"> All Managers are an integral part of financial monthly reviews and analysis Increased understanding of Financial information/status across the agency.
To ensure financial sustainability	<ul style="list-style-type: none"> Financial statements Budget 	<ul style="list-style-type: none"> Meet 2018-19 financial targets as set in the 2018-19 budget

GREENWOOD COURT ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MARCH 31, 2020

Legend, see bottom of page 3

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our division is an exceptional place to live for our residents and clients?		
Objective	Measures	Targets
1. To adapt to the evolving needs of our residents by providing a safe, secure, and comfortable home for both the cognitively well and the cognitively unwell.	<ul style="list-style-type: none"> • Independent and Retirement Survey results 2018 • # of complaints • Admission Survey Results • Family satisfaction at admission care conference in L.T.C. • Verbal satisfaction in Retirement Home • Discharge Survey results. 	<ul style="list-style-type: none"> • Increased Customer satisfaction • 100% Implement and functioning of Synergy by year end • Review RHA Assessments in accordance with the act. • Host Bible Study 2 times a year • >80% resident satisfaction on LTC resident admission audit. • Review and determine the cost savings of Installation of Wireless monitoring for hot water, freezer and air temps.
2. To celebrate GWC 25 th anniversary recognizing and engaging our Residents, Staff & Volunteers now and in the past.	<ul style="list-style-type: none"> • Number of participants • Connect with present Volunteers and celebrate their accomplishments. 	<ul style="list-style-type: none"> • Celebration date of June 8 with an Old Fashion Carnival Theme • Invite local MPP, MP and special guests for opening remarks • Wall Hanging completion to recognize the anniversary year • Host a 25th anniversary tour in the fall
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?		
Objective	Measures	Targets
3. Ensure GWC provides a dynamic work environment and culture of continuous learning	<ul style="list-style-type: none"> • Knowledgeable staff working at GWC • On-going professional development • Flexible scheduling to accommodate the staff members • Staff engagement Survey 2018 	<ul style="list-style-type: none"> • Re- Evaluation on-boarding program developed in 2017 • On-going staff appreciation initiatives throughout the year • Continue to upload Home polices to new web-based platform • Continue to provide Education Needs Assessments to staff yearly
4. To recruitment excellent people positioning for them for the future	<ul style="list-style-type: none"> • Continue to provide opportunities for students from colleges and universities • Maintain relationships and connections to 	<ul style="list-style-type: none"> • Develop innovative strategies for recruitment working with Colleges and Job grants. • Develop capacity within the home through “Surge Learning” for education & policy awareness • 100 % Use of new HR program – Breeze

GREENWOOD COURT ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MARCH 31, 2020

Legend, see bottom of page 3

	<p>support community placements</p> <ul style="list-style-type: none"> • Ensure career growth opportunities, succession planning and leadership development • Recruit and retain the right people 	<ul style="list-style-type: none"> • Successful implection of new HR payroll program rolled out by corporate
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?		
Objective	Measures	Targets
5. Actively engage in research and apply best practices to achieve quality of life for residents	<ul style="list-style-type: none"> • Uphold mandate for Nurse practitioner funded by the MOHLTC • Participate in best practice engagements through the LHIN and MOH & LTC • Participate in development of a SW LTC Network Research collaboration 	<ul style="list-style-type: none"> • Continue to partner with Nurse Practitioner through Greenwood Court and Knollcrest Lodge agreement. • Participate in year 2 of the Babel research project • Seek out opportunities for research involving Greenwood
6. To continue implementation of innovative Quality Care & Service for residents	<ul style="list-style-type: none"> • Increased data quality of LTC resident. • LSAA agreements • HQO – Quality Plan 2019-2020 • Season Care Resident audits in LTC & RHA areas 	<ul style="list-style-type: none"> • Improved CMI for home to maintain and increase funding to support care budgets • # of Informed families at Care conference by sharing data • Use our QIP submitted to Health Quality Ontario as a living measurement tool for quality. Focus on pain Management indicators for 2019 -2020 • Participation in ORCA knowledge learning center for best practises in Retirement Living • Successfully meet the LSAA indicator for Emergency room visits • Work with the changing LHIN environment (Bill 74) to ensure Greenwood Court is recognized as a partner in change

GREENWOOD COURT ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MARCH 31, 2020

Legend, see bottom of page 3

PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?		
Objective	Measures	Targets
7. To develop new laundry systems that support employee safety and customer service	<ul style="list-style-type: none"> • Proper use of hand hygiene protocol • Proper safety of employee body mechanics 	<ul style="list-style-type: none"> • New position duties and descriptions • Hiring of capable staff to perform the new program
8. Meet budget expectations	<ul style="list-style-type: none"> • TCMH Board financial committee approval • Capital budget • Benchmark Competitor Pricing in Retirement Living • Ministry of Health staffing requirements 	<ul style="list-style-type: none"> • Review monthly statements and develop variance reports • Leadership Team to gain enhanced knowledge of financial systems • Seek opportunities to increase revenues through new programs or services. • Efficiency gained through co generation, thermostat replacement, light replacement programs • Addition of 3rd bed in colonial area. (MOH or RHA) • Capital budget monitoring for repairs & updating priorities • Review and project plan for additional retirement services in the home

Anonym	Description	Anonym	Description
LSAA	Long-Term Care Home Service Accountability Agreement	RHA	Retirement Home Act
BSO	Behaviour Supports Ontario	OTN	Ontario Telemedicine Network
MOH & LTC	Ministry of Health & Long-Term Care	SWLHIN	South West Local Health Integration Network
QIP	Quality Improvement Plan	PCC	Point Click Care (computer software used of clinical chart and financial)
HQO	Health Quality Ontario	RAI - MDS	Resident Assessment Instrument- Minimum Data Set is the standardized assessment tool for admission, quarterly, significant change in health status and annual assessments for each resident.

NITHVIEW ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MARCH 31, 2020

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our division is an exceptional place to live for our residents and clients?			
Objective	Measures	Targets	Initiatives
1. To increase resident satisfaction with Food Services 2. To increase resident safety with Food Services	<ul style="list-style-type: none"> • Inspection reports • Audit results • Resident and Family Satisfaction surveys • Analysis of Complaint/concern forms 	<ul style="list-style-type: none"> • Continuous improvement 	<ul style="list-style-type: none"> • Develop Dining Focus Groups for LTC and for Retirement to increase staff knowledge related to Ministry of Health Inspection Protocol and the importance of following policies to promote safe meals for residents. • Develop a dining audit to be used weekly where 3 residents are assessed to ensure correct diet texture is served with any adaptive utensils as well as interviewing the resident for feedback on the meal. • Provide education to staff on inspection protocols related to meals and snacks. • Review process for snack delivery to the residents on all units, especially at the evening snack pass.
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?			
Objective	Measures	Targets	Initiatives
3. To increase staff engagement at all levels in decision-making	<ul style="list-style-type: none"> • Numbers of staff who attend voluntary meetings and forums • Analysis of suggestions for improvements received from staff 	<ul style="list-style-type: none"> • Continuous improvement 	<ul style="list-style-type: none"> • Implement regular departmental meetings for all departments • “Pass down” some decisions to front line staff to encourage their input

NITHVIEW ANNUAL BUSINESS PLAN – APRIL 1, 2019 to MARCH 31, 2020

INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?			
Objective	Measures	Targets	Initiatives
<p>4. To improve communication to all departments to ensure everyone is informed that a resident has been identified as end of life.</p> <p>5. To implement the reporting requirements requested by the Waterloo Wellington LHIN as per 2019/2020 L-SAA.</p>	<ul style="list-style-type: none"> • Number of residents each month deemed end of life. Number of notifications sent to departments each month. • Number of registered staff educated on plan of care; # of care plans audited each month for accuracy; # of reports completed for Waterloo Wellington LHIN by March 31, 2020. 	<ul style="list-style-type: none"> • 100% of residents deemed end of life will have notifications sent to all departments by October 2019. • 50% of registered staff educated on care plan development by August 31, 2019. • To audit 50% of resident's plan of care for accuracy by October 31, 2019. 	<ul style="list-style-type: none"> • Provide education to residents, family and staff on Advance Care planning and the role of the Substitute Decision maker in advance care planning. • Provide education to the registered staff on how to develop plans of care; how to choose focus of care need, what is goal, individualized interventions, etc.
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?			
Objective	Measures	Targets	Initiatives
<p>6. To ensure the financial sustainability of Nithview Community</p>	<ul style="list-style-type: none"> • 2019-20 budget • 2019-20 financial results 	<ul style="list-style-type: none"> • Meet 2019-20 financial targets as set in the 2019-2020 budget • To maintain or improve our CMI 	<ul style="list-style-type: none"> • Mentor the Directors on financial management

TCMH CORPORATE SERVICES ANNUAL BUSINESS PLAN – April 1, 2019 to March 31, 2020

RESIDENT/CLIENT PERSPECTIVE: How do we ensure that our divisions are exceptional places to live for our residents and clients?		
Objective	Measures	Targets
1. To maintain good progress and timeliness of capital projects	<ul style="list-style-type: none"> • Resident Satisfaction surveys • Family Satisfaction surveys 	<ul style="list-style-type: none"> • Continuous improvement • Projects completed on time and within budget
EMPLOYEE PERSPECTIVE: How do we ensure that TCMH is an exceptional place to work?		
Objective	Measures	Targets
2. To improve customer satisfaction with Corporate Services	<ul style="list-style-type: none"> • Customer Service standards • Customer Satisfaction survey 	<ul style="list-style-type: none"> • Continuous improvement • Improve accuracy of payroll • Improve communication from Corporate services
3. To provide robust HR services for all divisions	<ul style="list-style-type: none"> • A standard format for job descriptions of all positions • Performance management support for Managers • Disability management support for Managers 	<ul style="list-style-type: none"> • Updated job descriptions • Train Managers to recognize performance issues and to manage them • Develop HR to effectively support disability management • Reduced lost time
INTERNAL PERSPECTIVE: How will we sustain our ability to change and improve?		
Objective	Measures	Targets
4. To complete implementation of Microsoft NAV Financial and Microsoft NAV HR	<ul style="list-style-type: none"> • Implementation of NAV HR 	<ul style="list-style-type: none"> • Fully functional NAV Payroll • Fully functional NAV Scheduling • Start NAV HR
PHYSICAL AND FINANCIAL PERSPECTIVE: How will we ensure that our physical assets are maintained and that we are financially sustainable?		
Objective	Measures	Targets
5. To develop flexibility to maintain balanced budget	<ul style="list-style-type: none"> • Operating and capital budgets • Monthly financial reports • Year end financial reports 	<ul style="list-style-type: none"> • Balanced operating budgets • Monthly financial results meet or exceed budget expectations or corrective actions taken • Year end financial results meet or exceed budget expectations

TCMH MEMBER RELATIONS REPORT

2019 Annual General Meeting

Andrea Vlasata, CPA, CGA, Director of Corporate Services

Each year Tri-County Mennonite Homes receives support for our mission through members and friends who donate their time and money. Not only do we use all the government funding we receive to support our residents and clients, the contributions you provide help us to fulfill our unique mission and allow us to provide leadership in service to the clients, residents, and families that we serve.

VOLUNTEERS

Tri-County Mennonite Homes is blessed with many volunteers who generously support us with their time. The lives of our residents and clients are greatly enhanced because of their dedication to our organization. Our volunteers assist with meals, serve in our tea room and our café, host Christmas parties, porter residents, organize the church and garden clubs, operate the general store, visit residents, provide entertainment and more. With the help of our volunteers we provide many additional services that would not otherwise be available to our residents and clients.

DONATIONS

Donations of money and time enable us to enhance the quality of care we provide beyond what can be provided solely from government funding. Tri-County Mennonite Homes is a registered charity with the Canada Revenue Agency so all financial donations are receipted for tax purposes. We received donations from many generous supporters who provided funds to help us improve our services. In 2018/19 we received approximately \$170,000 in financial donations.

All of the money donated to Tri-County Mennonite Homes is used to support the programs we offer to the seniors and developmentally disabled people we serve. TCMH was pleased to disburse over \$63,000 this year in charitable distributions towards programs and equipment to enhance resident and client experience. Most notably, at Aldaview for the new Transportation Van and over \$43,000 to support Chapels and other eligible Charities.

The gifts that are provided through charitable donations add significantly to the quality of life and level of care for the people served by Tri-County Mennonite Homes. We thank all our supporters who have generously donated.

PROMISSORY NOTE PROGRAM

In addition to the funds we receive from charitable giving Tri-County Mennonite Homes is fortunate to have individuals and companies who approach us and offer to lend us money to fulfill our mission. The Promissory Note Program is a great way to support the Tri-County Mennonite Homes mission in addition to, or instead of charitable giving. Those who support us with money on loan receive an interest rate at a premium over bank GIC rates, and at the same time they are supporting a worthy cause.

The rates of return and the stability of this program have been of benefit to both Tri-County Mennonite Homes and those who have participated by lending us funds for our work. We are very appreciative of the support and confidence expressed by those who invest with us.

As TCMH strives to achieve our strategic priorities of redevelopment and expansion, our donors and investors will play an important role in successfully achieving our goals.

Thank you to all members and friends who have supported us with their time and money.

NOMINATING COMMITTEE REPORT

2019 Annual General Meeting

The 2018/19 Nominating Committee, which includes Linda Shantz (Board Member and Nominating Committee Chair), Lloyd Koch (Board Chair), Brenda Howorth (Previous Board Chair), Stephen Yantzi (Board Vice Chair) and Steve Lichty (CEO), will present their report at the September 24th Annual General Meeting.

*Note: *Three-year terms were created to fill vacancies. The normal board term is four years.*

2019 AGM - TRI-COUNTY MENNONITE HOMES BOARD OF DIRECTORS

Term	Director Name	Term Being Served
2019 - 2023	Linda Shantz	(2 nd 4-year term)
2019 - 2023	_____	(4-year term)
2019 - 2023	_____	(4-year term)
2018 - 2022	Dave Honderich	(2 nd 4-year term)
2018 - 2022	Judy Johnson	(2 nd 4-year term)
2018 - 2022	Debbie Deichert	(1 st 4-year term)
*2018 - 2021	Jeff Scheerer	(1 st 3-year term)
2017 - 2021	John Lichty	(2 nd 4-year term)
2017 - 2021	Lloyd Koch	(1 st 4-year term)
2016 - 2020	Robert (Bob) Jantzi	(2 nd 4-year term)
2016 - 2020	Philip Schroeder	(1 st 4-year term)
2016 - 2020	Stephen Yantzi	(1 st 4-year term)
Term Ending		
2015 - 2019	Linda Shantz	(1 st 4-year term)
2015 - 2019	Janice Gingerich	(2 nd 4-year term)
*2016 - 2019	Sheryl Crabbe	(1 st 3-year term)

2018/2019 TCMH Executive Committee

<i>Chair</i>	Lloyd Koch
<i>Vice-Chair</i>	Stephen Yantzi
<i>Secretary</i>	Judy Johnson
<i>Treasurer</i>	Dave Honderich
<i>Board Member</i>	Linda Shantz
<i>Ex Officio</i>	Steve Lichty

**SPECIAL RESOLUTION OF
TRI-COUNTY MENNONITE HOMES**

BE IT RESOLVED THAT the bylaws of Tri-County Mennonite Homes be amended as follows:

Current Wording,

Paragraph 18: General Membership

The General membership of the Corporation shall consist of persons who are from time to time members of any Mennonite Church congregation or Mennonite Mission that is associated, affiliated or recognized by the Mennonite Conference of Eastern Canada and such further members as are from time to time admitted upon application to the Directors and approved by the voting members, and such voting members shall be recorded in the records of the Corporation as of the date of this bylaw.

The voting members of the Corporation shall consist of those members who are appointed annually by each such congregation and mission as voting members of the Corporation and each such congregation and mission shall be entitled to appoint voting members in equal number as represented by the delegates of the Mennonite Conference of Eastern Canada.

BE AMENDED TO READ:

Proposed Wording, (Changes in bold typeface)

Paragraph 18: General Membership

The General membership of the Corporation shall consist of persons who are from time to time members of any Mennonite Church congregation or Mennonite Mission that is associated, affiliated or recognized by the Mennonite Conference of Eastern Canada ***as well as members of other church congregations or missions*** as are from time to time admitted upon application to the Directors and approved by the voting members, and such voting members shall be recorded in the records of the Corporation as of the date of this bylaw.

Each member congregation and mission may appoint delegates to the TCMH AGM in order to vote and report back to their congregation. Congregations may appoint one delegate for each 50 members or portion of 50 members of their congregation. For example:

- **0-50 members = one delegate**
- **51-100 members = two delegates**
- **101-150 members = three delegates**
- **151-200 members = four delegates; and so on.**

All TCMH AGMs are open to the public; observers are welcome to attend. Observers will not, however, have voting status. Current board members are automatic voting delegates.



Tri-County
Mennonite Homes
Aldaview Services
Greenwood Court | Nithview Community

Making Every Day Matter

Mission, Vision & Values

∞ Our Mission ∞

Making Every Day Matter

∞ Our Vision ∞

Anticipate the needs of seniors and individuals with developmental disabilities and respond with housing, care and supportive services

Challenge and encourage our residents, clients, staff and volunteers to achieve their fullest potential

Be leaders in providing holistic responses to the physical, spiritual, social and emotional needs of our communities

Look at challenges from new angles, respond with curiosity and ingenuity, and implement innovative solutions

Expand all aspects of our services for the broader fulfillment of our mission

∞ Our Values ∞

Compassion: Caring is as important as care.

Respect: Respect is measured by how we treat each other and how we honour the aspirations and choices of each individual.

Trust: We trust each other with both the large and small events of life.

Faith: We demonstrate our Christian faith through our actions.

Stewardship: We are committed to managing responsibly our financial and physical resources, while prioritizing respect for the environment.

Community Minded: Our Mennonite heritage teaches us that, by partnering together, we can achieve more.



**Tri-County
Mennonite Homes**

Aldaview Services
Greenwood Court | Nithview Community

Making Every Day Matter

CORPORATE OFFICE
200 Boullee Street
New Hamburg, ON N3A 2K4
519-662-2718



**Aldaview
Services**

A Division of
Tri-County Mennonite Homes

Making Every Day Matter

ALDAVIEW SERVICES
332 Hamilton Road
New Hamburg, ON N3A 2K2
519-662-5174



**Greenwood
Court**

A Division of
Tri-County Mennonite Homes

Making Every Day Matter

GREENWOOD COURT
90 Greenwood Drive
Stratford, ON N5A 7W5
519-273-4662



**Nithview
Community**

A Division of
Tri-County Mennonite Homes

Making Every Day Matter

NITHVIEW COMMUNITY
200 Boullee Street
New Hamburg, ON N3A 2K4
519-662-2280

www.tcmhomes.com