



TRI COUNTY MENNONITE HOMES

Annual Report
2024/25



Making Every Day Matter



BRUCE BECHTEL

Chair of the Board

Message from the Board Chair

Our 2024/2025 fiscal year both as an organization and as a Board built upon the goal oriented and forward-looking work that we experienced last year.

My thanks to the Board of Directors, Administration, and all of our staff for their continued and diligent efforts to *Making Every Day Matter* for our Residents.

Our investment in a centralized Human Resources structures has resulted in a much more stable workforce. We have had no Agency staff to supplement our staffing lines since June of 2024.

During meetings Board members receive updates from each of our Senior Leadership Team members. These updates often include pictures and updates on the activities and day to day life of our residents. This "small insight" is a reminder of why the Board of Directors puts time and effort into the Governance of TCMH. This reminder brings perspective to policies, inspections, compliance, financial reports, strategic planning, building plans, marketing, hiring, and all the other details in this endeavor.

I want to again recognize that TCMH has some areas that we need to improve for both residents and staff. There is also much to celebrate in the continued commitment and effort to do their very best by staff in all areas of our operations.

Receiving final approval from the Government of Ontario to commence construction at Nithview is the biggest development this fiscal year. Many thanks to the team for their time and effort to achieve this significant milestone. Construction will take about 30 months to complete.

This means we have about 12-18 months to explore ideas about what to do with the existing Long-Term Care space in the current building. The new building does not have much storage space so some space from the existing building is needed for storage. Other possibilities include daycare, staff housing, medical imaging space, offices, and more.

Fundraising is now a priority for TCMH. We are making progress writing policies and implementing strategy, recognition practices, and tracking practices. We want to get it right for all parts of our organization and right for the future as well.

Beyond fundraising, the Board of Director's future plans include improving communication with our constituency and developing a new Strategic Plan.

Lastly, I want to thank our members for your time and continued interest in TCMH.



Photo from Aldaview Services



DR. STEVEN HARRISON
Chief Executive Officer



CEO's Message

Reflecting on the past year at TCMH, we have experienced incredible opportunities and made significant strides forward.

TCMH is growing! The expansion of partnerships, renewed relationships, growth in all our program areas and sites, along with the stabilization of our workforce have been the hallmarks of this past year. We have successfully recruited and retained our teams across the organization and are pleased to report that we no longer have any third-party agency staff working at any TCMH site.

In Stratford, TCMH has established a new partnership with One Care, a community support organization for seniors. One Care moved their corporate office and program delivery into the TCMH Community Space. This long-term partnership brings formidable opportunities not only for our residents at Greenwood Court but also for the broader community. We are thrilled to have complementary support services on-site and are working collaboratively to ensure our combined success.

Additionally, Community Care Concepts has returned to the Nithview Campus after a hiatus during the pandemic. Community Care Concepts also offers programs for seniors to both Nithview residents and community members. We are glad to have them back.

One of the major milestones achieved this year was the successful tendering for the New Nithview project in New Hamburg. The Province of Ontario awarded licensing approval, a development agreement, and approval to construct for our new 160-bed long-term care home on the Nithview campus. Construction commenced on February 18, 2025, and is anticipated to be completed by the end of June 2027.

Melloul Blamey from Waterloo was selected as the general contractor responsible for building our new home, and we are excited to finally proceed with this project. The opportunities this expansion project will create on-site and in the community are immeasurable, and we are planning for the decades ahead with renewed enthusiasm.

Across the organization our team members are to be commended for their dedication and hard work this year – it has truly been a team effort that has brought us to this point. Our Board of Directors has been incredibly supportive of our efforts, leading the way with determination and diligence, which has allowed us all to thrive. Thank you to everyone who has contributed to making the past year a success! Together we are *Making Every Day Matter*.



Photo from Nithview Community



JOAN COOK
Treasurer



Photo from Greenwood Court

Treasurer's Report

TCMH emerged from the final Covid restrictions in March 2024. We now are working to restart, reposition and reinvigorate.

Staffing during the pandemic was difficult and costly as temporary staff from agencies was required to ensure our facilities were always fully staffed. Thanks to the efforts of Susan Miller and our newly formed HR department to onboard new employees, we are no longer dependent on agency staff. TCMH welcomed new Canadians as team members in Greenwood Court and Susan and her team helped them find their way in the community. Thanks to the efforts of TCMH leadership and staff we are no longer financially burdened by the excessive agency fees.

Finance & Audit Committee meetings have returned to an in person setting. Mark Coburn and the Finance team continue to improve the financial reporting provided to the Committee and the Board, including improved balance sheet presentation and dashboard information. Details can easily be provided in the meeting to any questions we may have. The hard work put into the 2024/25 budget process improvements have allowed the 2025/26 budget to come together in a much more streamlined fashion.

The project to build a New Nithview has been front of mind through the past fiscal year and will continue to be for the next few years as work continues to build, furnish and staff the new facility.

The excitement for me is not the bricks and mortar of the actual building, but it is the activities that will take place inside the home when building opens. There is much to be done and many dollars to be spent.

Our first fundraising event was held in November 2024 and it was a huge success. Attendance and proceeds of the event surpassed expectations. It was a great community event with lots of smiling faces from our community. I look forward to many events to be held over the course of the next few years as we look to raise over \$5 million for this project.

Steven and the leadership team pushed hard to bring the planning portion of this project to completion quickly, and they met the timeline set by the Ministry of Long-Term Care. Thanks to their efforts, we were successful in receiving nearly \$13 million from the Ministry towards capital redevelopment. We are also very thankful to the Township of Wilmot for waiving \$1.5 million of development charges.

These are exciting and busy times at Tri-County Mennonite Homes. I would like to acknowledge the dedication of our community volunteers, including Carolyn Kropf and Dwight Brennenman, for their input on the Finance & Audit Committee, the Board of Directors, Steven, Mark, Stacey, Bev, Nancy, Emily, and their teams. I am in awe of the hard work and dedication of Team TCMH. They have my sincerest thanks for their efforts in *Making Every Day Matter*.

Financial Report

Tri-County Mennonite Homes is a not-for-profit organization and registered charity with the Canada Revenue Agency.

The Government of Ontario provides monthly funding to help to support our residents and supported individuals. Other revenue is generated from accommodation fees from residents and organizations renting space.

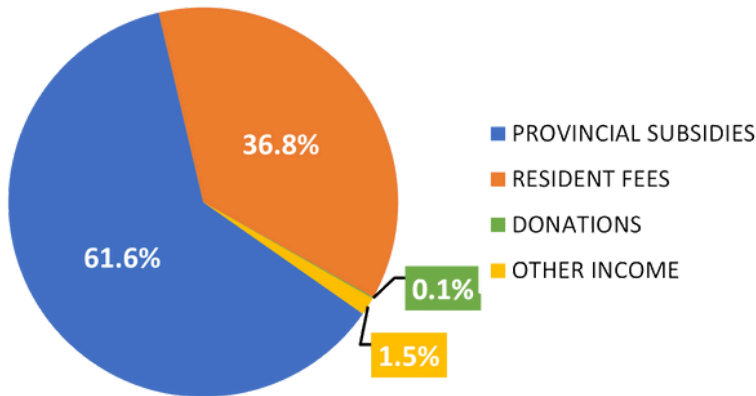
Expenses are carefully managed and monitored throughout the year. The largest annual expense continues to be salaries, wages, and benefits. The required staffing hours have again increased. Inflationary pressures have also continued to increase the price of food, equipment, and supplies.

The 2024-25 year yielded a surplus of \$1,027. Work continues to ensure that surpluses and positive cash flows are achieved in future years.

The mission of TCMH is *Making Every Day Matter*. Our mission is achieved through the generous support from many volunteers, individuals, and businesses in our communities. You can help us to achieve our mission by making donations of any amount, and/or volunteering your time. We encourage you to help to make a difference and enrich the lives of our residents and supported individuals.

Donations are graciously accepted at any time through our website: www.tcmhomes.com

2024-25 REVENUE



2024-25 EXPENSES

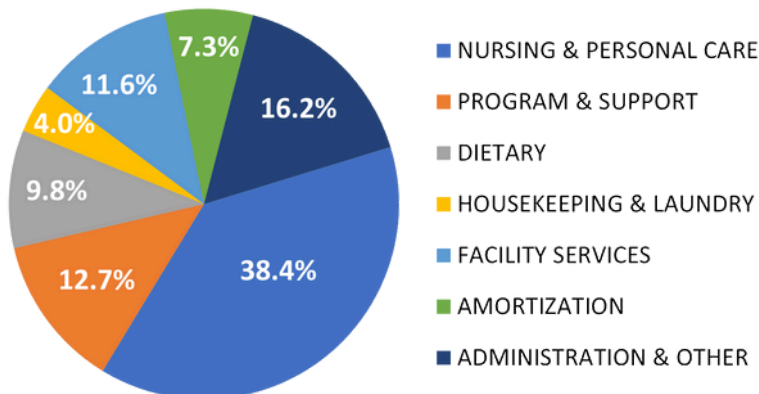




Photo from Greenwood Court

TCMH Committee Reports

Nominations & Governance Committee

Valerie Alton, Committee Chair

This year, the committee focused on searching for volunteers to serve on the Board of Directors. We approached many people from within the constituency; however, it was not the right time for many with whom we spoke. To expand our search, we also advertised on local volunteer databases, the TCMH website, and other public forums. Regrettably, interest in volunteering was limited. The committee will continue to search for more members throughout the summer to support the team.

This year two Board members are departing. Lloyd Koch has completed 2 terms, serving on the Board of Directors for 8 years. Also, I will not be returning for a second term. The Board of Directors and the Committee are grateful to Lloyd Koch for his dedication and service. His contributions were very valuable to TCMH's progress over the years.



Development Committee

Jim Brown, Committee Chair

Significant Board attention and staff energy was invested this past year to ensure that we would receive provincial approval to begin building the New Nithview long-term care home. At the same time the Development Committee has been preparing to support the expansion project by shaping a fundraising strategy needed to help make this project a reality. I want to thank Steven Harrison and Bev Hagedorn for their time working with the committee. Their help strengthens our ability to effectively reach our goals.

Many fundraising projects are launched after lining up major donors, but we made a deliberate decision to begin with a grass roots strategy. We want to build strong local ownership and support for our goal to build a New Nithview. We have held successful fundraising events like *TCMH Presents... an Evening with Darryl Sittler* dinner in November and a Cow Patty Bingo to raise awareness of the project. We are also working to develop supportive relationships in the community.

The Committee's next steps include approaching individuals, families, and organizations in the hopes of generating additional donations. Our donor recognition strategies include naming opportunities in the new facility as well as public recognition on the donor wall in the new home. Staff are also working on making it easier to do online giving. This team approach, which includes our constituency as part of this team, will enable us to keep *Making Every Day Matter* for generations to come.





Board Member Departure

Valerie Alton

As I step down from the Tri-County Board of Directors in the fall, I want to express my gratitude to the Board members, to the staff at TCMH, and to the constituent community for letting me be a part of such a vibrant team.

You have shown me what commitment, caring, and diligence means. Decisions are not made lightly nor without considerable thought. You carefully weigh compliance to government standards against the importance of caring for the people we serve, and you keep the two aspects in meaningful balance.

I want to extend a huge thanks to the leadership team of TCMH, including Steven, Emily, Stacey, Nancy, Bev, and Mark. You work so tirelessly and effectively that it makes the Board of Directors shine.

To my fellow Board members: thank you, and all the best! I will continue to keep you in my thoughts and prayers as you continue *Making Every Day Matter*.



Board Member Departure

Lloyd Koch

When former Board member, Larry Erb, asked me to join the TCMH Board of Directors in 2017, little did I know that a major budget deficit was looming that would need action the next year, nor that we would have the opportunity to be approved for and start a major construction project that will see the complete replacement of our LTC beds at Nithview. During my tenure, the Board also recruited a new CEO and dealt with the monster called COVID-19 for more than 3 years.

I was fortunate to serve as Chair of Finance, then Board Chair, and more recently, as a member of both the Finance & Audit and Development committees. I have witnessed and appreciated the skills and dedication of our staff and the commitment of my fellow Board members. We overcame challenges and seized opportunities.

I'd like to recognize the immense effort of our CEO and Executive Team who work diligently on *Making Every Day Matter* for everyone we serve. They, alongside our staff, are raising the bar of excellence with their performance.

I am proud of being part of this community and hope that TCMH continues to deliver excellence in Healthcare for our seniors and the supported individuals.



Photo from Nithview Community



Photo From Nithview Community

Board of Directors Nominations

In order to continue recruiting volunteers for the TCMH Board of Directors, nominations for the Board members will remain open through the summer. We encourage you to speak with your friends and neighbours about this opportunity to serve our community.

If you or someone you know would like to volunteer as a Director, please contact Bruce Bechtel (bbechtel@tcmhomes.com; 519-801-0470) for more information.

Directors can serve a 1, 2, or 3-year term. Each year there are 6 meetings, 2 education sessions, and the annual general meeting to attend. Board meetings are held on the 3rd Tuesday of the month, starting at 6:00pm.

For more information about Board meetings and the work of the TCMH Board of Directors, please visit:
www.tcmhomes.com/volunteer-programs/



Tri-County Mennonite Homes

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.



Photo From Aldaview Services



Building a New Nithview Construction Update

COREY BOWMAN

Senior Director,
Facilities Management

Construction of the new Nithview Long-Term Care home has started! TCMH appointed Melloul Blamey as the general contractor for this project. They arrived on-site in mid-February to begin site preparation. During this time they also enclosed the perimeter of the construction site with fencing and installed walking paths to ensure accessibility around the existing property.

Site clearing and leveling activities began during the last week of February, including the removal of overgrowth and obstructive trees. Excavation for new civil services and temporary facilities began shortly after, enabling all construction services to be established. We expect Melloul Blamey to be on site for 30 months of construction. Heavy equipment was also brought on-site following leveling of the area in preparation of the next phase of work.

Preliminary water services were trenched in to connect the entire Nithview site to a single water main. Final connection of the new water main to the existing infrastructure will occur in May. In early April, excavation for the foundation and footings began at the western end of the property. The initial concrete was poured for the stairwell and

retaining wall at this location, serving as the starting point for future foundations and footings.

Excavation continued throughout April. Excavation is expected to last several months as construction progresses towards the eastern and northern ends of the new property. Relocation plans for the existing building's water and wastewater piping are currently underway and scheduled for completion in the next few months. Despite being a short time into the project, construction is proceeding on schedule without any significant issues. The site remains active with daily arrivals of supplies and equipment. We look forward to the continued progress in the upcoming months.







Aldaview Services

In early 2024, Tri-County Mennonite Homes entered a relationship with the SGP Purchasing Network. This relationship allowed Aldaview Services the opportunity to purchase food for our programs in a way that was affordable, nutritious, and person centered. It also provides a social and life skilled experience for and with our supported individuals.

The Quality Assurance and Education Lead met with the Primary Direct Support Workers in each program to determine their existing menus and discovered that the Homes were all eating similar meals, often on different days. The Primary Direct Support Workers spoke to the supported individuals in their respective homes to determine if they would enjoy having one Aldaview menu, with some flexibility, that fit the criteria of being nutritious and affordable.

Their answer was yes, so the team began creating the menus, ordering groceries, and implementing the new system. Our big sister, Nithview, provided us with the space to receive and stock in what is now lovingly referred to as "The Aldaview Store." The result is that 6 group homes are food secure. *We are truly stronger together. It's the people.*

In May 2024, a new manager joined the Leadership Team with 14 years of experience with Aldaview Services as a Primary Direct Support Worker and as a Direct Support Worker. The new manager had worked in 7 of our 8 Homes and Programs. At the same time,



BEVERLY HAGEDORN
Executive Director

all 8 of our Primary Direct Support Worker positions were filled by long-term Aldaview Services staff. The strength that this commitment of skill, care, and knowledge made has been noteworthy. *We are truly stronger together. It's the people.*

Stabilizing the team allowed me to grow the skills of the other members on the Aldaview leadership team. When I arrived in November 2022, there was only 1 manager left. This manager had 14 years of experience with Aldaview Services as a Primary Direct Support Worker and as a Direct Support Worker, but she was working on a temporary contract. Her contract quickly became permanent. In the last year, her technical skills have been honed, and she continues to be an invaluable member of my team.

Of course, there was an army of helpers along the way, including every single Aldaview Services staff member, family member, and supported individual. *We are truly stronger together. It's the people.*

The Aldaview Services Team is incredibly thankful, hopeful, and happy about all that is possible for Aldaview Services now. Thank you for helping us in all the ways that you have, do, and will. *We are truly stronger together. It's the people.*



Photo from Aldaview Services



NANCY EROS

Executive Director

Greenwood Court

Greenwood Court is very pleased with all that we have accomplished this year, and we are ready to have another productive year.

The world is evolving around us. We are exploring new ways to communicate, utilizing technology for care outcomes, and implementing new pathways to deliver care. Because of this we continue investing in skills development across the Greenwood Team. This past year, Greenwood Court also built new partnerships. These will help provide a base for us to optimize family and resident relationships and provide a vision towards building new dreams. Dreams for the future of Greenwood.

As we experienced in the last year, appropriate care at the appropriate time is important. We adjusted many of our mandatory clinical programs to address growing needs of new residents. Greenwood Court also accessed funding to enhance care for an increasingly complex population. We balanced these adjustments between individuality and compliance while keeping TCMH's mission, vision, and values in mind.

As part of the adjustments to care, Greenwood Court implemented two new programs. In collaboration with Ministry of Long-Term Care and ISMP Canada we were designated as Medication Safety Innovator Home. We also implemented End of Life Care Death-

Doula program in partnership with the RNAO. This program provides a non-medical approach to residents and families who are facing terminal illness or death.

Our Residents and our Resident Council are our most valuable allies in care. They provide us with feedback on the operations of the home and they have an important role in participating in quality initiatives. Most excitingly, our Resident Council has a "podcast" about life in Long-Term Care that we present during annual mandatory education days.

This year, Greenwood Court saw increasing costs for operations and supplies. To manage these new costs, robust changes were introduced across all care settings to achieve financial goals while ensuring sustainable quality care.

Besides the everyday hubbub of life at Greenwood Court, the team focused on improving the overall care setting. With new staff, new procedures, and new pressures, a culture change was inevitable at Greenwood. There is no better way to bring people together to learn about each other than by breaking bread together. We encouraged diversity across the campus by hosting a multicultural festival. We also had a ceremony from our Elder and Knowledge Keeper to recognize Greenwood's commitment to reconciliation.

We know that life will throw complex situations at us, but the team at Greenwood Court will persevere and stay true to TCMH's mission, vision, and values. They whole-heartedly believe in *Making Every Day Matter* for everyone at Greenwood Court. You can see it in every decision and every action they take.



Photo from Greenwood Court



Photo from Greenwood Court



Nithview Community

STACEY ZEHR
Executive Director

It's an exciting time for Nithview. Each day I arrive to work, it feels surreal. The bustling construction site is a symbol of our commitment to meeting the needs of our greater community.

Nithview's leadership team, all of whom began their careers in senior care at a young age, draws on experience, knowledge, and creativity to provide exceptional care, even with the demanding pace. The pride we take in both big and little accomplishments and the impact we have on residents and families inspires us to continue our mission of *Making Every Day Matter*. Our work brings purpose to our roles and makes Nithview a home for our residents.

This pride has had far-reaching benefits. It has stabilized our staffing, created consistency in care, and fostered professional growth. We've seen positive outcomes, including successful Ministry of Long-Term Care inspections, fewer critical incidents, and strengthened partnerships with our Resident Council and our Family Council.

These collaborations have built trust and brought meaningful changes in care quality. Our success in implementing new initiatives as a Best Practice Spotlight Organization and our commitment to non-pharmacological approaches to dementia care have earned recognition, with our successes now shared as a model for other homes.

Our tearoom has become a hub for community involvement and connections to be made. One day, a new resident, Joe, was singing and sharing stories about the Gospels with a volunteer. The volunteer thought Joe and another resident, Mary, might become good friends. The volunteer introduced Mary to Joe, and their friendship continues to grow.

Another volunteer shared a story about a visitor who observed the interactions between visitors, volunteers and residents, and asked how she could get involved. And thus began her journey as a volunteer.

We're fortunate to have community groups eager to engage with our residents. During a games night a resident taught a youth group member how to play crokinole. After a fun game, the resident enthusiastically told the youth "Be sure to come back and play again!"

Community Care Concepts adult day program has returned, and we look forward to more opportunities for partnership. Nithview also gave back to the community by collecting donations for the Wilmot Family Resource Centre, showing our gratitude to the broader community for their support.

Matthew 5:16 encourages us to let our light shine. We will do this through kindness, compassion, and excellence. We remain committed to this.



Photo from Nithview Community



MARK COBURN
Executive Director

Corporate Services

Co-op students from the University of Waterloo continue to make a positive impact on Corporate Services. A new hire during the year was key in reviewing, updating, and implementing policies and procedures across the organization.

The Corporate Services team had a very busy and productive year. A lot of planning and preparation was done by the team to plan and prepare for the future.

Significant work was completed for the accounting and financial requirements of the new build. TCMH held its largest ever fundraising event in November 2024 with Toronto Maple Leafs legend Darryl Sittler as the guest speaker. There was a lot of preparation work completed behind the scenes to make the event successful. Over 200 community members attended the dinner at the Puddicombe House and had an enjoyable time. Plans are underway for another event later in 2025.

TCMH's investment in an internal Human Resources department has resulted in the organization being fully staffed and no longer needing to rely on staffing agencies, which is generating numerous benefits.

The use of technology continues to become more predominant. New financial reports were built in PowerBI and the use of MS Teams Channels have improved communication for scheduling. TCMH is making regular posts about the organization are now being on Instagram, X, YouTube, and Facebook. This has become a great way for community members to find out more about TCMH.

TCMH successfully participated in the settlement of two union agreements during the year and improved the timing of the completion of the budget.

Our mission at TCMH is *Making Every Day Matter*. The Corporate Services team is behind the scenes, but is committed to providing top quality services to everyone across TCMH. You can also help us achieve our mission by volunteering or donating today. Visit www.tcmhomes.com to learn more!



Photo from Corporate Services



Photo from Corporate Services

Board of Directors 2024/25



Tri-County Mennonite Homes has a volunteer Board of Directors elected by the voting delegates of the sponsoring constituency churches. Board members offer strategic governance to support the organization's mission, vision, and values.

Bruce Bechtel, Chair

Jim Brown, Governor

Sandra Kuepfer, Governor

Stephanie Calma, Vice Chair

Cyrille Fopoussi, Governor

Kelly McShane, Governor

Joan Cook, Treasurer

Lloyd Koch, Governor

Paul Rabidoux, Governor

Valerie Alton, Secretary

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



Photo from Greenwood Court



Tri-County Mennonite Homes

X (Twitter): @TCMHomes
Facebook: @TCMHomes
Instagram: @TCM.Homes

Tri-County Mennonite Homes (TCMH)
200 Boullee Street
New Hamburg, ON N3A 2K4

Phone: 519-662-2718
Fax: 519-662-2284
Email: info@tcmhomes.com