



**Tri-County
Mennonite Homes**
ANNUAL REPORT 2021/22

Message from the Board Chair



Linda Shantz

Dear Friends,

The past year has been dominated by the pandemic. We learned many things and had many successes to celebrate. I am most grateful to our senior leadership team, led by Steven Harrison, who made difficult decisions that no doubt saved lives.

New directives were the norm this past year. All of our homes had to pivot to respond, sometimes over the course of only a few days. Each time, our leadership teams worked to ensure residents and staff were safe. Our leadership teams learned and innovated to keep everyone safe and secure. Residents and families also made sacrifices, and I am truly grateful for our communities' work to care for each other.

Our mission of *Making Every Day Matter* was evident each day. There are many stories of kindness, resilience, strength, and hope from this past year. The pandemic has clearly shown the significance of our work to the many residents, clients, supported individuals, and families that call TCMH their home.



The Board of Directors continue to plan a path forward for seniors and adults with developmental disabilities, to ensure safe and secure housing and care options. We continue to imagine the building expansion of our Nithview Campus and have recently opened a new home for supported individuals at Aldaview Services. Furthermore, Greenwood Court and Nithview residents and families will be able to enjoy the new outdoor pavilions this summer.

There are so many people who I wish to thank – even though thank you doesn't seem to capture the depth of the Board's gratitude for the senior leadership team, staff, residents, supported individuals, essential caregivers, family members, volunteers, community, and churches that support us. Thank you for being kind to one another. Thank you for your courage throughout 2021. Thank you for your commitment to *Making Every Day Matter* across all TCMH.

Romans 15:13

"Now may the God of hope fill you with all joy and peace in believing, that you may abound in hope by the power of the Holy Spirit."



Message from the Chief Executive Officer



Dr. Steven Harrison

The past year proved to be both challenging and rewarding for TCMH. Though we experienced three different waves of COVID-19 in Ontario and numerous outbreaks across all branches of the organization, our teams worked diligently to keep our programs stable. I would like to take this opportunity to thank the staff who have remained committed to TCMH and helped to ensure everyone was safe while supporting the people in our care. We could not have done any of this without you.

As we look at the year in review, we have much for which we are both thankful and proud. Several projects were completed or are nearing completion. Outdoor pavilions, indoor renovations, and a complete remodelling of an Aldaview Services group home are only a few of the projects worked on during 2021. All of this is in preparation for the new path forward for our programs.

The Government of Ontario announced broad sweeping legislative reform that will impact all TCMH program areas. For seniors' care, reform is taking place in 2022. Many of the changes were planned and announced during 2021,



largely in response to sector-wide outcomes of the pandemic. The impacts of these changes and the reform will be long lasting for TCMH and the entire sector of seniors' care.

Over the coming years we will reflect on this in more detail as the pieces start to fall in place, however we are already well positioned to implement and exceed the new expectations for seniors' care. Our Long-Term Care homes currently provide more hours of direct care than are legislated. As the 4-hours of daily care is implemented, we remain committed to meeting and exceeding those levels. TCMH's mission of *Making Every Day Matter* is at the core of this commitment.

Legislation that guides the work of Aldaview Services is also undergoing change. The Ministry of Children, Community, and Social Services' reform, Journey to Belonging, outlines the ten-year strategic plan that frames the evolution of how services are offered and funded. The Ministry's changes to the developmental services sector are a long-term plan and is just the beginning of the process.

As we reflect on 2021, we find a world where we learned to live with and work with COVID-19. We continued to adapt and evolve how we provided care in our homes. We learned to better support the people in our care. We matured as an organization. TCMH remains committed to our future and our heritage. Our heritage provides us with the pillars of the organization and our future provides us with opportunities to grow and improve. We look forward to our ongoing work and collaboration with our community as we expand care in the Region and across TCMH in the years to come.



TCMH Committee Reports

As part of the Board of Directors structure, there are several Committees of the Board who meet at the call of the Committee Chair and who prepare recommendations and proposals for Board approval. The Committees focus on high-level ideas to provide a framework for the operationalization of the organization.

Development Committee

Chair: Bruce Bechtel

Members: Stephanie Calma, Cyrille Fopoussi, Dave Honderich, Judy Johnson, Lloyd Koch, Linda Shantz

The TCMH Development Committee is a relatively new committee, and the Board is still finalizing the Committee's mandate.

One item we know for certain comes under the Committee's mandate is fundraising. Historically, TCMH did little active fundraising, instead taking a very passive approach when it came to fundraising.

To provide better lives for our residents, supported individuals, and staff, Aldaview Services, Greenwood Court, and Nithview Community require continued investments into our facilities and furnishings. We welcome financial involvement from community members towards accomplishing this goal. Community financial involvement will be more actively pursued as we slowly change the culture across all of TCMH from passive to active fundraising.

To help TCMH reach its fundraising initiatives, branding improvements are being completed across all virtual and social media platforms, and through consistent messaging across the 3 branches of our organization.



Quality and Risk Committee

Chair: Stephanie Calma

Members: Judy Johnson, Larry Kropf, Linda Shantz

Quality reporting for seniors' care and developmental services is a changing landscape of provincially set expectations. The Quality and Risk Committee's main priority is to develop a new framework for quality reporting that is flexible and can navigate change while still holding appropriate levels of responsibility. This new framework will help the Committee and the Board to assess quality and risk factors across all branches of TCMH, while maintaining the overall vision of the organization, and addressing the nuances of different provincial reporting requirements.

Nominating and Governance Committee

Chair: Stephen Yantzi

*Members: Stephanie Calma, Debbie Deichert (public member),
Judy Johnson, Larry Kropf, Linda Shantz*

The Nominating and Governance Committee had a busy year, with six meetings and countless conversations about the future of TCMH governance.

Board recruitment remains an ongoing priority. We remain focused on recruiting new Board members with diverse professional backgrounds that will support TCMH in reaching its goals — and above all, we seek those who are dedicated to our mission and values. We hope you will consider serving in the years to come!

The Committee has addressed numerous other matters including succession planning, communication strategies, ways to volunteer, Board committee assignments and structure, and committee terms of reference.

The Nomination and Governance Committee is also in the process of updating and modernizing TCMH bylaws to comply with current legislation and best practices. More information will be available at the 2023 Annual General Meeting.

THANK YOU FOR YOUR SERVICE!

Tri-County Mennonite Homes relies on volunteer Board members to govern this essential organization. We thank our outgoing Board members — Dave Honderich (8 years of service), Judy Johnson (8 years of service), Jeff Scheerer (5 years of service), and Stephen Yantzi (6 years of service) — for their dedication and hard work. Their contributions at the Board table will be sorely missed.



Aldaview Services



Executive Director: Louise Lepp

As I reflect on the past 12 months at Aldaview Services, it was a year filled with challenges stemming directly from the Pandemic. Nearly always when there are challenges, there is opportunity. We strived as an agency to be prepared and ready to meet each wave of COVID-19. Over the past year, Aldaview was mindful to take time to recognize our strengths, and acknowledged the areas where we could learn.

The efforts and successes of our staff can not be overstated. They have continued to show commitment in extended times of change, and during a year where more tasks were placed upon them. The staff balanced the safety of our supported individuals with quality of life to ensure all individuals receiving supports had top-level care, both physically and emotionally.

Our homes were hit hard during the winter season with COVID-19 outbreaks, at which time we reached out for help with meals and other services. Our plea was met with an overwhelming response from our Board and Community. This was a reminder that Aldaview's work could not continue without the wonderful support we receive from you, our community. Thank you.

As COVID ebbed and flowed throughout the year, we continued to look for creative ways to ensure people remained connected, both in person and through technology. We took some of the learning from previous years and implemented smart home technology throughout the group homes. Supported Individuals are exploring ways that smart home technology can assist them to increase their level of independence, through smart switches, voice activated calendars, and recreational activity beyond the ongoing Zoom connections!

The Ministry of Children, Community, and Social Services' developmental services reform, Journey to Belonging: Choice and Inclusion, was released in May of 2021. The framework covers a ten-year plan for reform within our sector. The focus is to empower individuals to make choices and live as independently as possible through supports that are person directed, equitable and sustainable. As we look to the future at Aldaview Services and continue to work on what a new normal will be resulting from the Pandemic, we too are working to align our services and supports both in our Supported Living and Community Participation programs with Journey to Belonging.

We look forward to the year ahead, as we plan for ways in which the services we provide, can be flexible to meet the needs of our changing environment, and the changing needs of individuals to which we provide supports. We will continue to provide services that promote health, well-being, and safety for all, and we will continue to build upon the strengths of individuals and their families, with supports that are centred around *Making Every Day Matter*.



Greenwood Court

Change: the ever-constant pressure of change experienced globally and locally throughout the pandemic was also experienced at Greenwood Court over the last year. Whether it was changes in directives and expectations from the province, changes in the ebbs and flows of COVID in the community, or a change in leadership, Greenwood Court felt the same pressures as the rest of Ontario.

In keeping with Public Health Directives, we conducted thousands of tests for COVID-19 over the last year – for staff alone completed more than 15,000 tests were completed for staff. When you factor in family, resident, and essential caregiver testing, Greenwood Court would have easily exceeded 25,000 tests. Greenwood also hosted vaccine clinics for our residents. The majority of the Long-Term Care and Retirement Residents received four doses of COVID-19 vaccine. Because of high rates of vaccination among staff and residents we were able to support a gradual reopening strategy for recreational and support programs.

Greenwood Court remains focussed on the best possible outcomes for all those who live on the Greenwood Campus. As part of this we continue to build and support safe spaces for our residents to enjoy. We have nearly completed a new outdoor space for resident use. Pavilion construction began in July 2021 and the project experienced several material and labour shortage delays that extended the duration of the project. The Pavilion at Greenwood Court is a large, covered space designed for residents to gather with family and friends.

Staffing and staff education remain a priority at Greenwood. We were fortunate to have stable and steady staffing throughout the year, despite staffing challenges experienced broadly across the sector. We are working to ensure staffing levels remain adequate as we comply with changes occurring in the sector. The





Government of Ontario announced increased hours of care for Long-Term Care residents as well as sweeping legislative reform. As these new expectations for care unfold, we will continue to adapt and address these changes for both the long-term care and retirement environments.

Greenwood Court wants to thank our families, staff, and caregivers who worked with us throughout the past year. We know it is not easy to manage



constant change with the ever-evolving COVID-19 Pandemic. We thank you for your resilience, strength, and commitment to the safety of all our residents and to Greenwood Court. Moreover, we want to thank you for your understanding. The past couple years were unprecedented. It is a difficult time for everyone, and we value your patience and effort to work with us. It is Greenwood Court's goal to support all of you as best we can in return.

Nithview Community



Executive Director: Nancy Eros

As we look back on the past year, we identify ourselves as part of, and in the middle of, a major healthcare crisis. Nithview Community stood steadfast as wave upon wave of COVID-19 crashed against our doors. Every time we thought it was over, it began again.

Loyal and dedicated team members continued to make their way to Nithview Community, *Making Every Day Matter* for the residents, families, and public that we serve.

Nithview Community had its first confirmed COVID-19 outbreak that was effectively controlled and resulted in as low of an impact as possible. Regrettably, during that time, three of our community members passed away due to complications with COVID-19.

While managing the effects of the COVID-19 outbreak, a beautiful partnership developed with the Regional Infection Prevention and Control (IPAC) Hub lead resulting in an ongoing collaboration and exchange of data and knowledge between Nithview and the IPAC Hub.

The seniors' care sector is experiencing a severe staffing shortage. This staffing crisis created significant difficulties to hiring a full staff complement. As a result, Nithview relied on nursing agencies to alleviate the staffing pressure. Agency staff are very costly and are an unsustainable solution. To remedy this, we continued to develop our relationships with community colleges that specialize in healthcare services and social services, as well we maintained and improved our other hiring and retention practices.

Unpredictable funding and funding changes had a considerable impact on Nithview throughout the past year. We found that meeting the demands that presented themselves during our COVID-19 outbreak, and over multiple waves of COVID-19, was made more challenging by sporadic and insufficient funding.

Other challenges included constantly changing provincial directives, a highly politicized environment, and supply chain uncertainty for essential items such as rapid testing kits. When combined with labour shortages and a tired, weary workforce, Nithview had a difficult challenge to manage. Each of these elements made it harder to meet the expectations of our local community. At times it felt as though the two were not aligned and were pulling in opposite directions. Despite this tension, the team at Nithview Community continues to foster good relationships with our community and broadly across the LTC sector.

At Nithview, there is a feeling of fear and trepidation about returning to normal during this COVID era. To combat this, we are setting goals to share information that is timely and accurate, improve feedback options for residents and families, and foster the motivation required to achieve a progressive future together.



BEST PRACTICE SPOTLIGHT ORGANIZATION

We are so proud to share that Nithview BPSO Team and Nithview Community Team members completed their 2nd year of Best Practice Spotlight Organization requirements. The Team is eager to start the 3rd and final year of the program. To celebrate the team's success and dedication, Nithview Community hosted a recognition event with beaver tails, French fries, valentine's cookies, and ice cream for team members, residents, families, and contract services.



Corporate Services



Executive Director: Mark Coburn

The mission of Tri-County Mennonite Homes is *Making Every Day Matter*. Our mission is achieved through the generous support from many volunteers, individuals, and businesses in our communities. As a not-for-profit organization, the Government of Ontario also provides monthly funding to help to support our Residents and Supported Individuals.

Volunteers

The kindness of so many volunteers over the years has enriched the lives of so many residents at Tri-County Mennonite Homes. The ongoing safety measures associated with the pandemic meant that volunteers found other ways of supporting TCMH. The many gifts, lunches, coffee, hand-sewn masks and gowns, and letters of encouragement and support were, and continue to be, very meaningful to everyone at TCMH. The support of care from volunteers and the communities is greatly appreciated and enriches the lives of our residents and raises the spirits of our staff members.

Donations

Generous donations of money and/or time allow us to enhance the quality of care that we provide. Tri-County Mennonite Homes is a registered charity with the



Canada Revenue Agency, and donations can be receipted for tax purposes.

Financial donations are used as contributions towards programs and equipment that enhance the lives of residents and supported individuals. Aldaview Services has been using donations to help the renovation of a group home to increase capacity. Greenwood Court and Nithview Community used donations to build accessible walkways at both locations and a rampway at Nithview to better serve our residents.

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

Financial Report

Tri-County Mennonite Homes is a not-for-profit organization and registered charity.

Revenue is mainly generated from funding from the provincial government and from accommodation fees from residents. Some temporary funding from the government was also provided to assist with the increased costs of the pandemic.

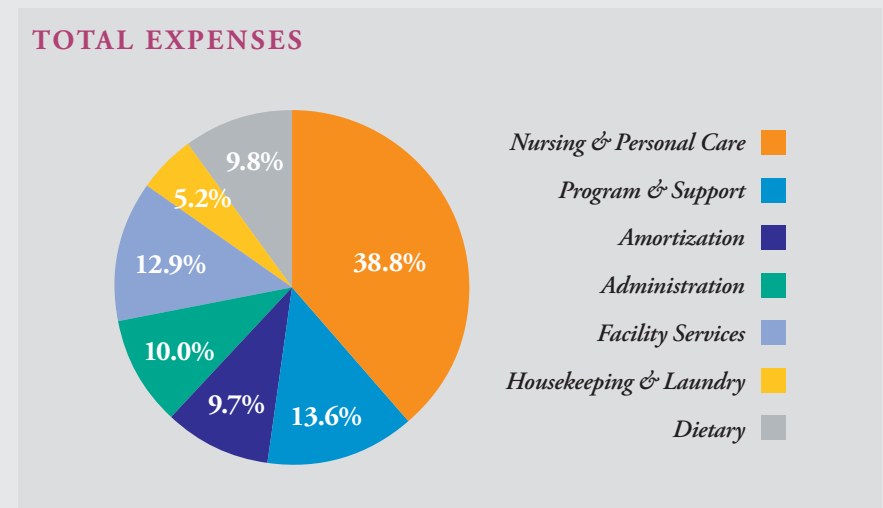
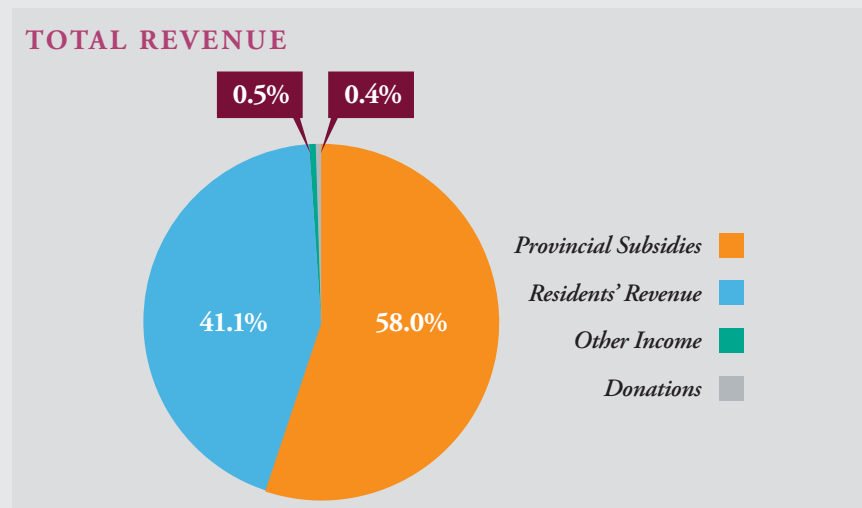
Expenses are carefully managed and monitored throughout the year. The largest annual expense continues to be salaries, wages, and benefits.

An extensive budget process takes place annually with all departments to ensure that staffing levels are maintained, and sufficient money is allocated for the purchase of essential supplies and equipment. Personal protective equipment and other pandemic related expenses were covered through

additional temporary funding. A five-year capital plan is also regularly updated to support the continuous improvement, maintenance, and upgrades to all TCMH properties.

Through careful management and monitoring of expenses, a surplus of \$277,612 was achieved. This will be set aside for use in future years.

Significant capital improvements in the past year include the construction of two large outdoor pavilions. These will be completed by the summer of 2022 and will provide residents the opportunity to relax outside with friends and family members. In addition, the renovation of a group home for Aldaview Services will be completed in 2022. This renovation will allow us to offer services to more people.



Board of Directors 2021/22

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

Linda Shantz – Chair

Bruce Bechtel

Jeff Scheerer – Vice Chair & Treasurer

Cyrille Fopoussi

Stephen Yantzi – Secretary

Dave Honderich

Stephanie Calma – At Large

Judy Johnson

Lloyd Koch

Larry Kropf

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

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