



**Tri-County
Mennonite Homes**

ANNUAL REPORT 2022/23



Message From the Board Chair



Board Chair: Bruce Bechtel

Our 2022/2023 fiscal year has once again been a challenging year. As a Board, we have aimed to provide the resources, framework, and vision to carry on our mandate of good quality care to our residents. I want to thank the Board of Directors, TCMH Administration, and our staff for doing their very best to provide exemplary care.

I also want to recognize that for many of our residents and their families our very best was not good enough. TCMH aims to always improve the quality of service we provide. Please continue to give us feedback on how we are doing. In addition to what needs improving, I ask that your feedback also includes what works for you at TCMH, what brings you and your family joy, and what gives you hope and anticipation for the future.

This year was full of planning for the future at TCMH. We continue as a Board to work on our building projects. These projects require us to change how we do things at TCMH. Some changes you will see as our projects continue are fundraising initiatives and increased community engagement.

As the Board works to improve our relationships with various stakeholders in our communities, we will also revitalize our connection with the supporting Mennonite constituency churches. These churches have provided the underlying framework to our Board since the foundation of the organization. They remain an integral part of TCMH. We will also begin to include an undefined potential of non-Mennonite churches and other community groups as the Board works to expand our memberships and corporate stakeholders.

Thank-you for taking time to read this Annual Report. Your support is appreciated.





CEO's Message



Dr. Steven Harrison

It was another exciting year for TCMH. We continue to progress with our expansion plans. We are refocusing our efforts and training our staff to be prepared for the future. COVID-19 restrictions eased during the year and programming at all three branches started to come alive. We could feel the energy returning to our Homes and life started to feel a bit more normal. The year wasn't without a fair share of challenges, but TCMH faced these challenges head on.

Staffing was a significant challenge for us. Recruitment and retention issues plague our sector, and TCMH is not immune to this problem. We continue taking steps to remedy these challenges, including bringing Human Resources services back in-house. We have also been clear with the Province and Community in general, asking them for support during the staffing crisis. With an expansion on the horizon and the potential for growth across the entire organization, staffing strategies remain our number one priority.

Beyond this, however, we continue forward as an organization. TCMH is working with our Provincial and Regional partners towards completing our redevelopment at Nithview. The demand for seniors' care in the Community and the ever-shifting demographic in Long-Term Care presents an incredible opportunity for us. This could include potential growth at Greenwood Court as well.



As the post-COVID world emerges, TCMH is adjusting our policies and procedures across all branches and programs. The legacy of COVID left an indelible mark on our service provision models and TCMH had to adapt. The pandemic taught us a lot. We met those challenges with the determination to continue providing exemplary care. Now that TCMH is emerging from that difficult time, we realize how much we grew and matured as an organization.

TCMH added new staffing requirements, more detailed fiscal management, and enhanced safety protocols for the provision of care. These changes make TCMH feel a bit different from before, but it is with an eye to the future that we made these changes. The core of TCMH remains the same, and we are committed to *Making Every Day Matter*. Our strength and determination to provide exemplary faith-based services will always be our cornerstone. TCMH believes in being a leader providing care in our Community.

As we look at the ever-changing landscape of healthcare and social services in Ontario, we will remain aligned with our core values. We also recognize that as the world changes, so must TCMH. If there is one thing that the pandemic taught us, it is that we must be nimble in our approach. We must be proactive in our efforts, and plan for the unexpected. Organizationally, TCMH has embraced this. We know that change is not always easy, but we can do this together. Thank you all for your support, encouragement, and engagement over the last year. As we plan for the future at TCMH, we know we do this with our Community's needs in mind.



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.

Finance and Audit Committee Report

Chair: Larry Kropf

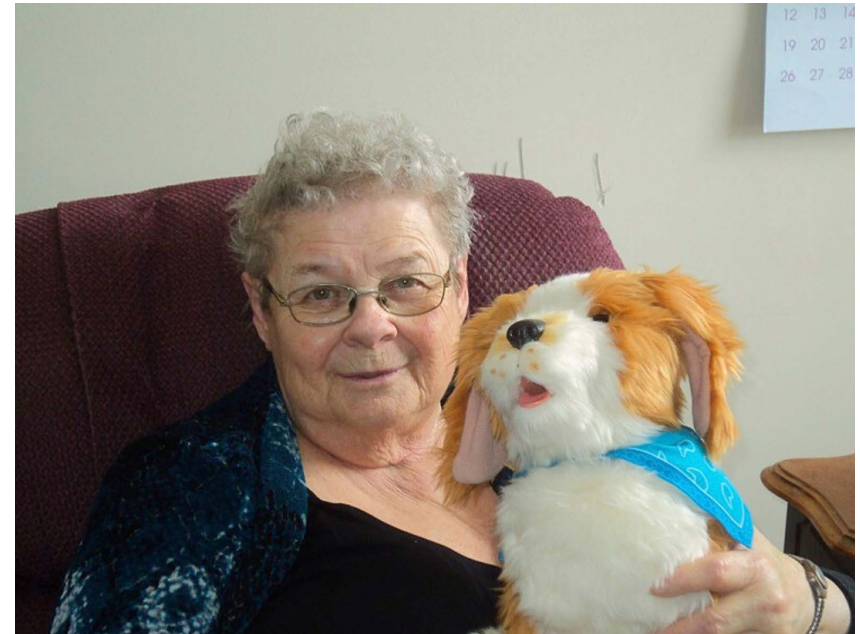
Members: Bruce Bechtel, Dwight Brenneman (Community Member), Joan Cook, Lloyd Koch, Carolyn Kropf (Community Member)

The impacts of the COVID pandemic significantly affected TCMH finances. Increased hours of care mandates and the use of staffing agencies to deliver care pushed costs well over budget. In the face of these challenges, the Executive Directors at each location provided tremendous stewardship in caring for our residents while managing the finances they could control. Thank you to all the E.D.'s!

TCMH has been extremely fortunate with the quality of the financial leadership our CEO and Executive Director of Corporate Services provide.

The Corporate Services team, led by Executive Director, Mark Coburn, implemented new accounting and financial reporting software which provides the Board of Directors with easy-to-understand financial reports that clearly illustrate the opportunities before us. The financial analysis has been essential in guiding the Board's discussions about expansion and redevelopment projects.

Asset valuations and options have been front of mind for the Finance and Audit team as we consider the vision and purpose of TCMH, and how to deliver on the primary objectives of the organization. Mark and Steven's work with community and regulatory partners has helped us cautiously



continue the path of redeveloping and expanding operations at Nithview.

The Finance and Audit committee developed an Investment Policy to provide guidance on the types of investments that reflect our values and that meet the financial objectives of the organization short and long term. As assets are liquidated to finance expansion and redevelopment, we want to ensure that the funds are conscientiously held in a manner that ensure reasonable returns and availability for larger objectives.

As these projects continue to gain momentum fundraising activities and greater community engagement will be pivotal to our success.

These are exciting times for Tri-County Mennonite Homes! The Finance and Audit Committee shares the excitement and is committed to implementing the plan with long-term sustainability.



Nomination & Governance Committee Report

Chair: *Linda Shantz*

Committee Members: *Valerie Alton, Bruce Bechtel, Cyrille Fopoussi, Dave Honderich (Community Member), Stephen Yantzi (Community Member)*

The Nomination and Governance Committee met 4 times over the course of 2022/2023. The Committee has addressed numerous matters including communication strategies, committee assignments and structure, constituency church representation, and AGM representation.

Our by-laws were reviewed and updated, and we will be in compliance with Ontario Not-For-Profit Corporations Act (ONCA) requirements this year. We have a few by-law changes we will be recommending at the AGM and a formal presentation will happen at that time.

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!

Development Committee Report

Chair: *Stephanie Calma*

Committee Members: *Bruce Bechtel, Cyrille Fopoussi, Lloyd Koch, Kelly McShane, Linda Shantz*

During the past year the Development Committee shifted its thinking to consider the expansion of TCMH. Our goal is to be inclusive of the whole organization and to consider how expansion can benefit all branches of TCMH.

The Committee focused on foundational work to position TCMH for growth, including establishing a path forward with fundraising. In the past several years TCMH has not actively fundraised, so there is much to be done. The Development Committee established the process to guide TCMH fundraising. This Spring, the Committee facilitated a visioning exercise with the Board of Directors where we focused on developing a critical path and establishing what key activities need to happen to support TCMH's capital projects.

Our focus is currently on developing a sturdy fundraising structure that supports the ongoing mission of TCMH, today and into the future. This includes activities such as, establishing a fundraising vision, developing key messaging, identifying stakeholders and potential donors, developing policies, and establishing fundraising campaign structures.

The Committee's fundraising initiative requires an accelerated timeline to meet Provincial funding timelines for capital projects. This will be a challenge, but we are energized about the possibilities in front of us as an organization. The Development Committee and the Board of Directors are keen to establish further connections with the local community as we seek support and grow. We are dedicated to furthering our Mission of *Making Every Day Matter* both for the organization and for the people who call TCMH their Home.



BOARD MEMBER DEPARTURE: LINDA SHANTZ

After 8-years of service to the TCMH Board of Directors, my term is complete. Despite the significant momentum at TCMH with fundraising and expansion planning efforts, I leave confident that the Board of Directors has this challenge well in hand. I appreciated the opportunity to serve TCMH and to help guide the organization through years of success and growth. I will miss my colleagues and the work of the Board, but I know they are hard-working and dedicated to our Mission of *Making Every Day Matter*.

BOARD MEMBER NOMINATION: JIM BROWN



Jim Brown has been involved in ministry for the last 4+ decades. Jim has served in many functions, from being a pastor, to community ministry, and more. He was a stewardship consultant and he taught theology and ministry courses at a university. Jim has been involved in ministry to seniors since the late 1970's. His work has taken him from Ontario to Manitoba, Saskatchewan, and Lithuania. Jim is a Pastor at Tavistock Mennonite Church. He is married to Sharon, and they have 3 adult sons, 2 daughter-in-laws, and 2 dogs.

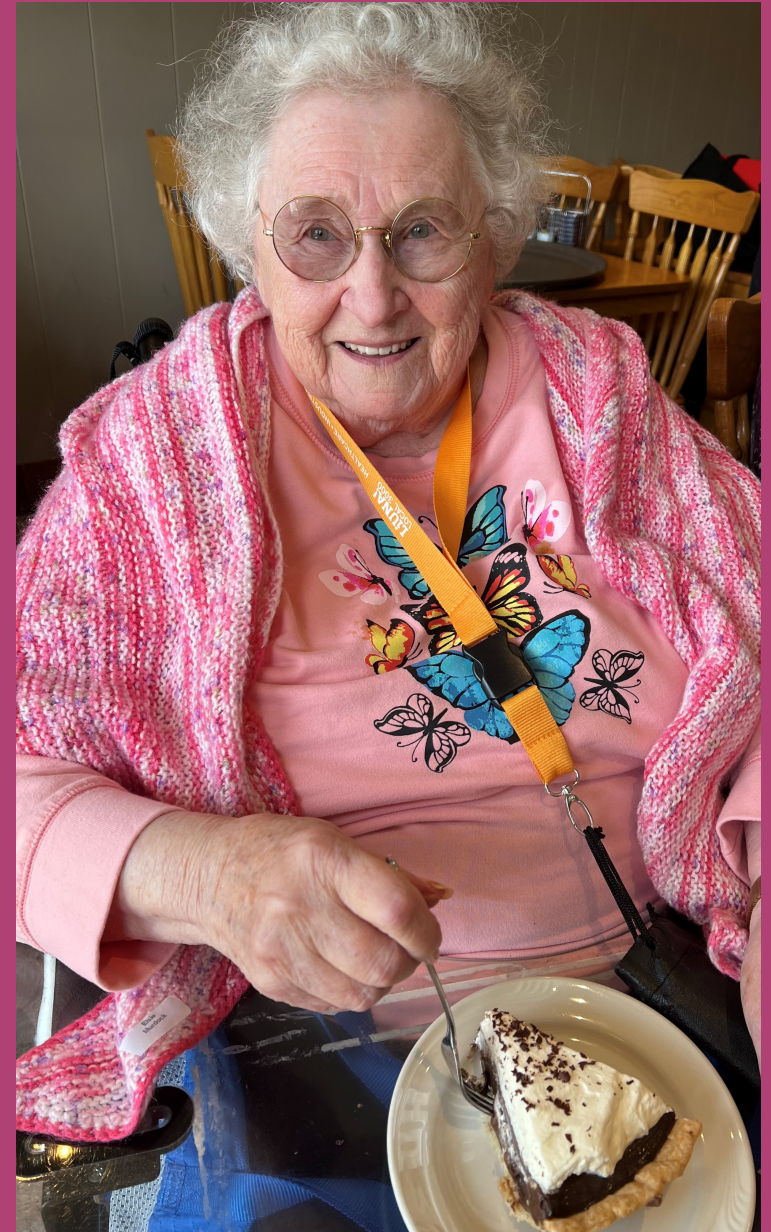
BOARD MEMBER NOMINATION: PAUL RABIDOUX



Paul has been a member of the Waterloo Regional Police Service for 18 years, during which time he policed Woolwich, Wilmot and Wellesley Townships, and spent time working within local schools, including Mennonite parochial schools. Paul also has experience dealing with chronic issues within our community with a focus on mental health.

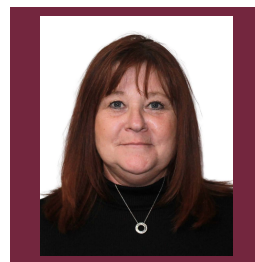
He is married to Karla, who has four adult children. They currently have four grandchildren and are expecting two more by the end of the year. Karla is also a passionate advocate for seniors in her role at Community Care Concepts.

Despite receiving amazing care from Spruce Lodge in Stratford, Paul's mother passed away from cancer four years ago. He wants to honour her memory by giving back to the community. Paul wants to help TCMH provide the caring, supportive, respectful, and faith centred environment that his mother received and everyone deserves.





Aldaview Services



Executive Director: Beverly Hagedorn



I joined Aldaview Services as the new Executive Director in November 2022. And here I am, only a few months later, writing this report for the 2023 Annual General Meeting. I was not here during the first half of this fiscal year, but those 7 months before my arrival informed the second half of the year.

Introductions were the largest part of my short tenure to date. Introductions and building relationships with staff, the CEO, the Board of Directors, the other TCMH Executive Directors, our funders, community partners, Supported Individuals, families, and trustees. Introductions to policies and procedures. Introductions to nearly four years of Ministry and Public Health COVID-19 direction in congregate living spaces. Introductions to the challenges many endured at Aldaview Services this year, including the loss of life, the loss of routines and mental health practices, and the loss of leadership.

Staffing shortages were a profound challenge during the last year. For Aldaview Services, the loss of our Human Resources provider added pressure to an already difficult situation. There were no qualified applicants and certainly no applicants willing to take on a leadership role.

One of our hard-working Managers returned from leave and inspired us to take on the staffing challenge. Thanks to this push we are now back to our pre-COVID staffing levels. As we head into the fourth year of COVID-19 fully staffed, we are training and energizing our team to help breathe new life into our programming and supports. It is important that we shake off the pain of the past few years, remove the grip of fatigue that has plagued so many of us, and strengthen the team. After all, we are people who really care about people.

Community Participation Supports (CPS) programs were completely shut down in March 2020. CPS is the last of our programming to fully recover after the pandemic. This program is vital to the health and wellbeing of the Supported Individuals and families that we serve. I commend our CPS team for providing as much programming as possible during this difficult time. As CPS revives, we all look forward to planning activities and the Supported Individuals' enjoyment that is already beginning to bloom. The Primary Direct Support for this program has worked for this organization for 33 years. She is one of the strongest people I have met at Aldaview Services. She has such a heart for this program and for our residents.

We are committed to the Ministry of Children, Community, and Social Services' *Journey to Belonging: Choice and Inclusion* reform that is ongoing since May 2021. We believe this reform aligns with our Mission of *Making Every Day Matter*. At Aldaview Services, we are looking forward to a prosperous and strong 2023-2024. It's time.



Greenwood Court



Executive Director: Nancy Eros

"There is nothing impossible to those who will try"

Alexander the Great

Looking back at past 12 months, how do I best describe the events that took place at Greenwood Court? I would say we lived through the tumult and heartache of two outbreaks this year and then awakened, as though from a nightmare. Our society was deeply entrenched in the devastating effects of the pandemic. Long-Term Care Homes were held to a different standard than other parts of our communities. But, as time passed, things started to improve, and we could feel the life coming back to Greenwood Court.

At the start of the 2022/23 fiscal year, our efforts focused on acquiring and preserving human talent, implementing mandatory programs per new provincial legislation, and reinventing a new normal for the people living in care. Over the year Greenwood Court continued to invest and promote the growth of all our team members.





Many Long-Term Care staff received *Fundamentals of Palliative Care* training. PSW champions completed *Living the Dementia Journey* training provided by the Research Institute for Aging. Greenwood Directors completed *Leadership in Senior Living* education, and more team members are signed up to attend other education sessions and training. Greenwood Court leadership also aims to change mental health stigma and provide prompt support for the people we work with.

Residents and families shared the pandemic roller-coaster ride with us. We leaned on each other for support. Together we succeeded in implementing new recommendations, new legislations, and process developments. Our Resident Council participated during policy reviews, clinical and administrative program evaluations, and a new quality program expansion. Going forward residents and families will guide us as we “close the loop” in seniors’ care.

Despite the challenges during the year, Greenwood Court team members and community partners continued *Making Every Day Matter* for our residents and families. One particular resident and their family requested to be re-integrated back into the community. Tears of happiness filled Greenwood that day when the resident was ready to leave our Care and return home. Multicolour confetti went flying everywhere. Congratulations were shared. Then the resident left Long-Term Care, and walked out front door waving goodbye to the team. The success made us all proud.

Fall and Winter months came and went, and Spring arrived. With it came new energy and revitalization in our Home. The doors to Long-Term Care and Retirement are now open. The entry questionnaire is shorter. And there is no more maze of plexiglass and testing stations. Our noses are certainly grateful that daily testing is not a practice anymore!

Going forward we will continue strengthening ourselves on many levels. We will continue to recruit staff and find improved ways to retain existing team members. We will encourage innovation that benefits residents and staff alike. We will foster multilevel supports, effective interconnections, and realistic preparedness for the emergencies.

What we lived to tell is not the first, nor it will be last of its kind. Our legacy will be how well we learned and how well we prepare future generations for readiness and response in the healthcare sector.

Nithview Community



Executive Director: Stacey Zehr

While Ontario saw most COVID restrictions and mask mandates removed in early June 2022, restrictions, screening requirements and masking mandate remained in place for the Long-Term Care and Retirement Home sector. At times this proved confusing, unfair, and frustrating for our residents, their family members, and TCMH team members. Throughout the year, we saw a very gradual lifting of some restrictions that allowed for more activity, and we welcomed the community back into our home.

Our summer plans changed as COVID reminded us that it was still active. Both Nithview Retirement Home and Nithview LTC experienced significant COVID-19 outbreaks which lasted throughout July and August. Public Health ordered a lock-down in our Home. That meant we were obliged to restrict activities, hold admissions, close our dining rooms, and limit movement in and out of the building.

Both outbreaks had high numbers of resident and team member infections. This caused tremendous pressure on our already strained staffing resources. We are very grateful for the way family members and essential caregivers supported us during this time by providing care, assisting at mealtimes and being there for social and emotional support for our residents.





Despite outbreaks and lock-down, residents enjoyed the Nithview patios, outdoor entertainment, visits, and special treat days & BBQ's. With the completion of the pavilion in the Seniors Village, we hosted an evening of music and food for the Independent Living residents. These residents have formed a close-knit community that takes full advantage of our new facility.

After much planning and anticipation, residents, team members, and families enjoyed Christmas activities. The highlight was a Christmas Parade. Staff constructed "floats", dressed in costume, and "paraded" through the home areas. After so many years of not being able to be together, it felt a bit like Christmas past. Everyone appreciated and enjoyed the colours and costumes.

Nithview Community was very fortunate to be "adopted" by a local hockey team. This team held a fundraiser at the local arena, purchased gifts for our residents, and delivered them for Christmas. In February, the team planned a Hockey Day at Nithview. The auditorium was decorated



with the team's jerseys, a pre-recorded game was on the TV, and there were snacks! Residents got into the spirit and made signs to cheer on the team. We are so appreciative of this community connection and are very proud to display "our" team's picture on the mantle at the front door of Nithview.

Nithview experienced a large turnover in our staff, mostly due to the strain of the pandemic. We continue to be dependant on agency staffing to ensure safe staffing levels. We are working to stabilize our staff compliment while building a strong Nithview team. Our relationships with local colleges remains an important link to finding new team members. In-house Human Resources has improved our recruitment processes. Leadership is also striving to enhance orientations. Our goal is to ensure a warm welcome for new team members that includes timely placement and adequate training.

Nithview and Greenwood worked jointly to implement the new *Fixing Long-Term Care Homes Act* at both locations. We are happy to have active involvement of both resident and family councils as their insight and feedback are valuable, and help us continue *Making Every Day Matter*.

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 & businesses in our communities. The Government of Ontario provides some monthly funding to help to support our Residents and Supported Individuals.

VOLUNTEERS

The generosity of so many volunteers over the years continues to make a lasting impression, enriching the lives of so many Residents at Tri-County Mennonite Homes. Due to the safety measures associated with the pandemic, volunteers found other ways of supporting TCMH. The gifts, lunches, coffee, and letters of encouragement and support were very meaningful to everyone at TCMH. The support of care provided by volunteers and the communities is greatly appreciated and raises the spirits of our Residents, Supported Individuals, and Staff members.



DONATIONS

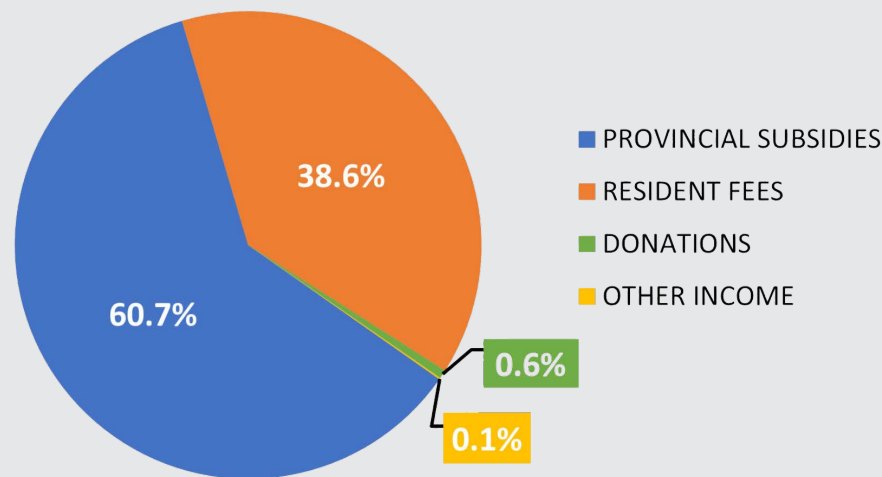
Donations of money and/or time allow us to enhance the quality of care that we provide. Tri-County Mennonite Homes is a registered charity with the Canada Revenue Agency, and donations can be receipted for tax purposes.

Financial donations are used as contributions towards programs, equipment, and capital projects that enhance the lives of current and future Residents and Supported Individuals.

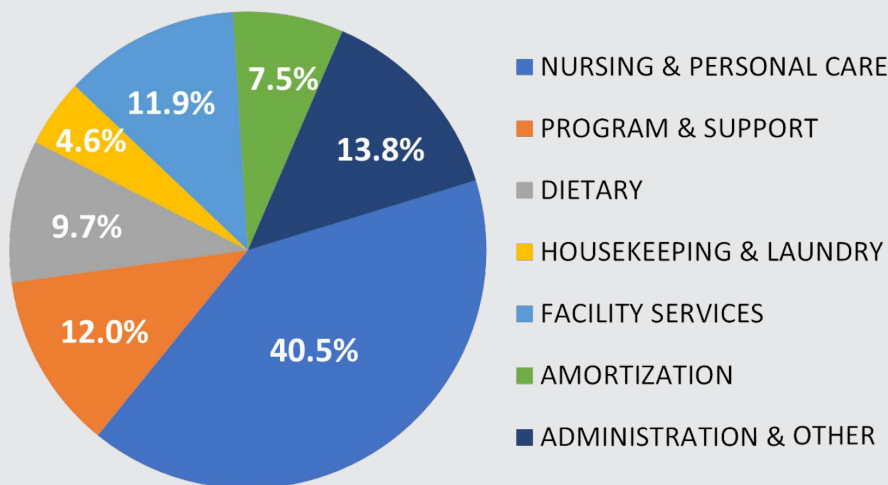
Donations are graciously accepted at any time through our website: www.tcmhomes.com

Financial Report

2022-23 REVENUE



2022-23 EXPENSES



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. Staffing shortages were experienced across the sector this year, leading to a significant rise in expenses for staffing agencies. This was necessary to ensure that appropriate staffing levels could be maintained for our Residents.

An extensive budget process takes place annually with all departments to ensure that sufficient money is allocated for staffing costs, the purchase of food, 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.

The impact of inflation and cost of staffing agencies contributed to a deficit of \$1,148,270 for the year. This deficit is subject to a final adjustment to funding from the Ministry of Long-Term Care after the Annual General Meeting. Work continues to achieve a surplus and positive cash flow in future years.

Significant capital improvements in the past year include the completion of large outdoor pavilions in New Hamburg and Stratford. These provide Residents the opportunity to relax outside with friends and family members. The renovation of a group home for Aldaview Services was also completed in 2022, which allows us to offer services to more people.

Board of Directors 2022/23

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.

Bruce Bechtel – Chair

Valerie Alton

Stephanie Calma – Vice
Chair & Secretary

Joan Cook

Larry Kropf – Treasurer

Cyrille Fopoussi

Lloyd Koch

Kelly McShane

Linda Shantz

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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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