



Bennett Centre Long Term Care
The Gallery Active Living

*Active Living for Today,
Long Term Care for Tomorrow*



BENNETT VILLAGE ANNUAL REPORT | 2019 - 2020

THE BENNETT VILLAGE MISSION

VISION

Bennett Village – a leader in adult living environments and services.

MISSION

A not-for-profit community of care and living options that provides evolving supports and services in Halton Hills for older adults.

VALUES

We believe the following core values must pervade all aspects of our service, must infuse all our interactions, and must be a measure of all behaviour within our organization, and within the community at large.

Bennett Village Board of Directors (June 27, 2019 to June 24, 2020)

Brian Clark, Board Chair, Quality of Care Chair

Rosslyn Dowell, Marketing & Fund Development Chair

Teresa Fritsch, Redevelopment Committee Chair

John Macdonald, Gallery Governance Chair

Dwaine Praught, Strategic Planning Chair

David Williams, Finance & Audit Chair

Director at Large:

Dana Bellman Doris Mattear Eunice McGowan Susan Owens

Bennett Village Leadership Team and Support Staff

Soo Wong, Executive Director

Helen Eby, Former Executive Director *

Norma Frost, Director of Care

Ann Somerville, Manager of Finance and Administration

Greg Heaney, Assistant Administrator

Sonia Fedele, Recreation and Volunteer Coordinator

Alison Agnew, Resident Care Coordinator

Elizabeth Mantey, Behavioral Support Lead

Leila White, Dietary Manager

Eduardo Pizzaro, Environmental Supervisor

* Active until February 2020.

*Dignity • Respect • Compassion
Trust Teamwork • Leadership • Quality*

Report from the Chair of the Board

In this my first year as Chair of the Board of Directors, it is my privilege to kick off our annual report by looking back over the last 12 months. If I were to follow in the footsteps of my predecessor and try to put this time into a single word, it would be wow!

The past year has given us many challenges which, with the strong support from all our staff, volunteers, residents and families we're able to meet. The Bennett Centre's response to the covid-19 virus has been outstanding and I would like to thank the staff for their dedication and service and to the families of our residents for their tremendous support and understanding. You are all truly heroes! The Bennett Gallery has also been diligent in following the Ministry of Health guidelines and supporting each other to keep everyone safe.

We were greatly indebted to Helen Eby who helped steer the Bennett Centre through to the end of last year as interim Executive Director and helped us in our search for a new Executive Director. We were thrilled to welcome Soo Wong to the Bennett Village in January of this year and she has been invaluable in dealing with the pandemic. Her experience with nursing and public health was vital to decisions made at the start of the pandemic which helped keep everyone safe and her experience with life lease buildings has also been appreciated.

It is through the hard work of Helen, Soo and various members of management and the board that the Bennett Centre was granted a 3 year CARF accreditation in January, a significant achievement.

As you will see from the reports to follow, much was accomplished this year and we have quite a bit of work in front of us. The Strategic Plan was launched last year and had it's first year anniversary on March 31st of this year. This year the committee introduced over a dozen new key performance indicators along with a measurement tool to track our progress towards the completion of each of our key initiatives. Thanks to Dwaine Praught and his team for doing the heavy lifting and keeping us on track.

In last year's report our past chair Rosslyn Dowell mentioned that our application for Long Term Care Redevelopment from 66 beds to 166 was not successful and required some sharpening of pencils. This year we were advised to resubmit our proposal and thanks to the hard work of Teresa Fritsch and her committee the new application was submitted in early May. We are working to identify new sources of funding which could help us with the application and we are hopeful that we can move this forward in the coming year.

The Marketing and Fundraising committee was instrumental in the launch of our new and greatly improved website, increased our Facebook presence and developed messaging to reflect the service offerings of the Bennett Village. The fundraising for this year focused on Steam Tables to help keep the food warm for serving the residents, a bladder scanner for staff to use to reduce hospital visits and enhancements to the patio to help residents enjoy a bit of fresh air. Thanks to Rosslyn Dowell, Kathy Dorbeck and this group for all the time and effort to get all of these items done.

The Finance and Audit Committee continues to support the finance staff in ensuring proper controls and reporting are in place and ensures we are following proper procedures in keeping the board informed on the financial performance of the Village. Work this year included annual operating budgets, financial plans and continuing development of financial Key Performance Indicators and related reporting. Much thanks to David Williams and his committee for their time and commitment.

The Quality of Care to our residents in the Bennett Long Term Care home is a key tenant to our core values. In reporting against its Quality Improvement Plan for 2019, indicators set by the Ministry of Health, the Bennett Centre were met or surpassed in the areas of restraints, emergency room visits and worsening wounds. The Quality of Care Committee, continues to closely monitor the quality of life of the residents and works with management to ensure this a focus for staff. Many thanks to that great team.

The Gallery is ably represented by both the Gallery Governance Committee under John Macdonald and the Residents Committee chaired by Tom Cook. It is thanks to the leadership of both committees and the support supplied by our Management Company, led by Debbie Zock and Brenda Hyde that the Gallery continues to be a residence of choice for the 60+ people in our community. The Gallery Governance committee continues to update policies and make informed decisions on Gallery issues. The Resident's Committee continues to work on identifying issues and offering solutions working closely with both the Management company and the Gallery Governance committee. Thanks to both John and Tom for their leadership and for the volunteers on both committees.

I would like to thank the many volunteers who make the Bennett Village great. The

volunteers who provide support and help to our residents in the Centre, the volunteers who assist with activities for the residents of the centre, the residents of the Gallery who work hard on the Social committee, the gardening volunteers at both the Gallery and the Centre, the families who have loved ones at the Centre who have rallied in tremendous ways to support the front line staff and many more to numerous to mention, thank you!

In a normal setting we would publicly thank Board Members who will be stepping down at this time. Since we cannot do this, I would like to take a moment to thank Rosslyn Dowell, John Macdonald and Teresa Fritsch for their years of hard work and dedication to the Bennett Village. We would not be where we are today without the contributions of each of you!

Finally, I would like to thank the Board of Directors who have hung with us in a very trying period. Your dedication to the Bennett Village and your volunteering of your time and talent is very much appreciated. Thank you for welcoming me and helping me in my first year here. It is through the continued support from all volunteers and staff that we can keep the Bennett Village a place of which we can all be proud.



Brian Clark
Board Chair

Report from the Bennett Village Executive Director

I began my tenure as the Executive Director of the Bennett Village on January 6, 2020. Thank you to Helen Eby for being the temporary Executive Director from November 1, 2018 to February 28, 2020. She provided stability and progressive leadership to the Bennett Centre Long-Term Care during the transition period. I want to thank everyone for their best wishes in welcoming me to Bennett Village.

Shortly after my arrival in January, the North Wing of the Bennett Centre experienced a respiratory outbreak, which saw our staff respond with care, thoughtfulness, and diligence, minimizing the outbreak to less than two weeks!

In late January 2020, the Bennett Centre underwent accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). Staff, residents, and families were actively involved in preparing for this required accreditation. CARF recognized the quality of care at the Bennett Centre with a three year accreditation.

In late February 2020, Management began to learn about the health effects of COVID-19 in China. On March 8, 2020, the Home activated the Bennett Centre COVID-19 Pandemic Plan. COVID-19 changed the entire operation of the Bennett Centre, which included many new procedures, such as, the screening of staff and residents twice per day, staff wearing surgical masks upon entry to the Home, increased deep cleaning of common touch

areas (door handles, counters, tables, chairs, electronic devices), physical distancing of residents during meal time and recreation activities, reducing the frequency of registered staff entering residents' room by changing their medication administration schedules, and excluding visitors with the exception of those visiting their dying or palliative care loved ones and essential contractors. Family visits are coordinated by the Recreation staff through Skype, phone calls or window visits. Management revised a number of the Bennett Centre policies such as Admission and Hiring Protocol to reflect the new Ministry requirements for COVID-19. Regularly scheduled meetings were facilitated through either Zoom or teleconference with the Ministries, families, Board and external partners.

The essential components of the COVID-19 Pandemic Plan involved Personal Protective Equipment (PPE), staffing, and communication. The Management team ensures that the Home has an adequate supply of PPE and all staff members are trained to properly put on and take off their PPE. They also hired additional nursing, recreation, and housekeeping staff to support the residents during COVID-19. Throughout COVID-19, Management ensured all staff members, families and the Board were well informed of the various Ministry Directives and Provincial Emergency Orders as well as the changes in the operation of the Home. Management provided COVID-19

briefings twice per day to frontline staff and maintained a dedicated COVID-19 binder for night staff to review COVID-19 data and strategies management had implemented. Management provided a weekly COVID-19 update to families and hosted a weekly Family Teleconference call to enable families to ask questions. They also provided a weekly update to the Executive Committee of the Board.

All residents and staff completed the COVID-19 swab testing on May 13th. Despite all the hard work by our staff, the Home had one positive COVID-19 case in late May. Hence, the Home was in a COVID-19 outbreak for 14 days.

Throughout the COVID-19 pandemic, residents, families and the Board were very supportive of the staff as evidenced in the annual Nurses' Week. Families organized daily meals, gifts and door prizes for staff during Nurses' Week. The Board took a number of initiatives to support the staff during COVID-19 including the removal of the parking fees, issuance of gift cards, and payment of each staff members portion of their health benefit package premium by the Board.

Amongst implementing the COVID-19 Pandemic Plan, the Bennett Village Board submitted the Redevelopment and Bed Expansion Application to the Ministry of Health. Currently, the Bennett Centre is a 66 bed long-term care home. If successful in this Application, Bennett Village plans to add an additional 94 beds to create a 160 bed long-term care home on a 5 acre property owned by Bennett Village on Halton Hills Drive. In preparing the application, the Home received tremendous support from the community including the Town of Halton Hills, MPP Ted Arnott, Ontario Health Team, and the following francophone community leaders and

organizations such as Laurent Thibault, Rachel Shield, Reflet Salvéo, and the Hélène Tremblay Lavoie Foundation.

Shortly after my arrival at the Bennett Village, I initiated weekly visits at The Gallery with the purpose of engaging with the residents and staff, which is on site seven days per week. I have also started to write a monthly article for their newsletter to further enhance my involvement with The Gallery. During COVID-19, management ensured that the Gallery was kept clean and safe, important information concerning COVID-19 was shared with the tenants in a timely manner, along with required COVID-19 signage.

From January to May 2020, the Bennett Village supported a number of capital purchases including kitchen equipment, technology (iPads, LCD projector, laptop, cell phone) and repair of the elevator at the Gallery.

During my short time at the Bennett Village, I found the staff to be dedicated, caring and professional at both the Bennett Centre and the Gallery. There is active community involvement to support both facilities. Throughout COVID-19, the community supported the Bennett Centre through various generous donations of hand sanitizers, masks, toiletry items to the residents, flowers for the residents during Mother's Day, pizzas, donuts and coffee for staff, and a group of dedicated volunteer gardeners who maintained the Bennett Centre garden. Staff, residents, families, and management greatly appreciate the leadership of former Board Chair Rosslyn Dowell, current Board Chair Brian Clark and the dedicated Board members for their tremendous hard work and commitment to the overall mission, vision and values of Bennett Village.

Report from the Quality of Care Committee

During the past year we continue to see steady results in our desire to provide quality care for the residents of the Bennett Centre. The key performance indicators that were tracked this year showed we were at or exceeded our goals in most categories. Measures of falls, worsening sores, visits to the emergency room were all tracked and showed positive results during the year. We did have a flu outbreak in January which was handled professionally and without mishap. Little did we know that it was merely a warm up to what was to come.

Since the pandemic, the home has instituted weekly teleconference calls with the resident's loved ones, have purchased extra iPads to enable more FaceTime and Skype calls with families and continue to provide quality care for the residents.

We did have one positive test amongst staff and residents for Covid-19, however after 14 days of quarantine the next test came back negative. Staff receives regular training on the use of PPEs to protect both themselves and residents and also have daily updates on the pandemic. The work of the staff during this time has been inspiring and the committee is grateful for all their work.

While it has been a while since volunteers have been able to visit, we would like to thank all of them for what they have been able to do to make the atmosphere at the Bennett Centre welcoming and home-like. We look forward to the time when we can welcome them again.

Brian Clark

Chair, Quality of Care Committee

Quality of Care Committee

Deborah Venning

Irene Simpson

Susan Owens

The Bennett Centre Staff supporting the committee:

Soo Wong, Executive Director

Alison Agnew, Resident Care Coordinator

Sonia Fedele, Recreation and Volunteer Care Coordinator

Norma Frost, Director of Care

Greg Heaney, Assistant Administrator



Bennet Village – Annual Report 2020 Finance & Audit Committee

The Finance & Audit Committee (FAC) is a committee of the Board of Directors that oversees financial management and reporting, external audit, and risk management for Bennett Village. The committee meets at least monthly to review financial performance and forecasts against budgets, to regularly review policies and compliance for internal controls, and other matters. The committee works with the auditor in setting the annual audit plan, and reviewing the auditor's findings. The Gallery Reserve Fund Committee is a subcommittee of FAC that monitors the Gallery Reserve Fund.

Highlights to March 31 2020 include:

- Worked with the external auditors to develop their audit plan, and to review their audit report and findings.
- Annual operating budgets were approved for Long Term Care and the Gallery.
- Long Term Care capital plan was approved
- Development was continued of financial KPI's and related reporting.
- Insurance coverage was reviewed and confirmed for scope and limits.
- Saw continued improvements in regular internal financial reporting and forecasting.

David J. Williams

Treasurer Bennett Village, Chair Finance & Audit Committee, Chair Gallery Reserve Committee

Finance & Audit Committee members:

Don Curry
Rosslyn Dowell (ex officio)
Scott Horn
Dwayne Praught
David Williams (chair)

Gallery Reserve Fund Committee members:

Scott Horn
Inga Lavoie
Helen Metler
Connell Smith
David Williams (chair)



Angella, Stephanie, Soo, Leila, Elizabeth, Sharon, Greg, Bei, Ashley, Norma, Gurpreet, Gina, Sukhi and Hannah giving thanks to our wonderful Volunteers during Volunteer Week



Report from Marketing and Fund Development Committee

The focus for the Marketing and Fund Development Committee for June 2019-June 2020 was on supporting the renewal of the Bennett Centre by developing messages to accurately reflect the service offerings of the Bennett Village and increase our social media presence.

While much of the Committees work was delayed awaiting a decision on Renewal and on the arrival of the new Executive Director, the Committee members continued to work hard on setting the foundation.

Three significant successes in this period included:

1. The Bennett Village Face Book group has enjoyed growing success with 260 followers at last check. Sue Walker our Social Media advisor continues to post happenings from Bennett Village as well as articles of interest to our numerous stakeholders.
2. The upgraded Bennett Village Website was launched in the Winter 2020. After considerable fine tuning by members of this committee, the new product is receiving great reviews. It is easy to navigate to learn about the unique and special features of both Bennett Centre and the Gallery. It also makes it easy to interact with BV whether as someone interested in buying a unit at the Gallery or considering the placement of a loved one in long term care.
3. At the time of writing, Soo Wong and her team have just recruited a part time staff person to the position of Marketing and Communications Coordinator. The MFDC looks forward to welcoming Jennifer Heelis to the role as they have many project ideas ready for the year to come.

As I leave the Board and this committee I am confident that we have recruited a number of Board members for the coming years that have the marketing and communications experience to support the work of the current hardworking and passionate Committee members. I wish you all the best and will be staying in touch through the BV social media!

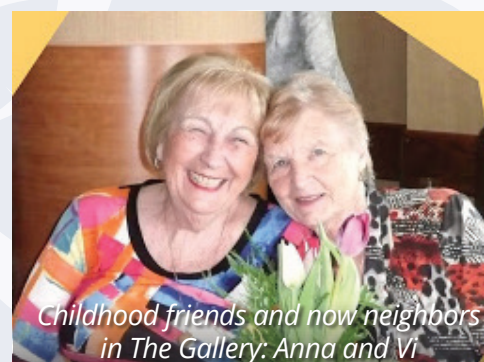
Respectfully submitted:



Rosslyn Dowell
Marketing and Fund Development
Committee Interim Chair

Marketing and Fund Development Committee:

Kathy Dorbeck	Eunice McGowan
Wendy Hue	Sue Walker (ex officio)
Heather Green	



*Childhood friends and now neighbors
in The Gallery: Anna and Vi*



PJ's at Coffee Hour!



*Never ones to miss the party!
Margaret and Allen enjoying a
gathering at the firepit*



*Gloria knows that growing old is mandatory but
growing up is optional! There were a few snowmen on
the patio over the course of the winter.*



*Elizabeth completing
a puzzle*



*Beautiful "Thank you's"
from our community
supporters*



*Margaret and Rose-Marie
enjoying our Valentine's
Day Celebration*

Strategic Planning Committee

One of the key roles of the Board of Directors is to support the Executive Director in the development of a strategic plan and the planning process. The mandate of the Strategic Planning Committee is to initiate the cyclical development of a strategic plan by the Board, monitor the execution of the strategic plan including oversight of the development and execution of quarterly priorities for each of the strategic domains and report on the progress of those plans throughout the year.

March 31, 2020 marks the completion of the first year of our 2019-2025 Strategic Plan. It has been a challenging year without doubt, but our organization has made significant progress in the execution of our strategic plan. The following highlights some of those accomplishments:

- We have strengthened the management of our organization by hiring an Executive Director to oversee Bennett Village, retaining the services of a property management group to manage The Gallery and expanding the capabilities of the Board of Directors through a targeted effort to address core competency needs;
- We have completed the due diligence process and submitted an application for the redevelopment of the Bennett Centre Long-term Care facility;
- We have improved communication with residents, families and the community by strengthening our relationships with government, service partners and health care agencies within the region, launching a new website for community engagement and providing wi-fi access at the Bennett Centre for resident and family use;
- We have introduced strategic performance indicators to complement our key operational indicators with a measurement tool to track progress towards completion of each key initiative;

In November, the Committee led a Board of Directors review of our existing plan, in consultation with many of our stakeholders, to assess its continued relevancy and to evaluate the current prioritization of our initiatives. While we have accomplished a great deal thus far, we continue to focus on our long-term vision. Following this review, the organization retained the initial objectives of our plan, but chose to expand the concept of improving systems and controls to include the development of a more comprehensive risk management program. We have updated the action plans included with each project to ensure continued improvement across each of our operational domains.

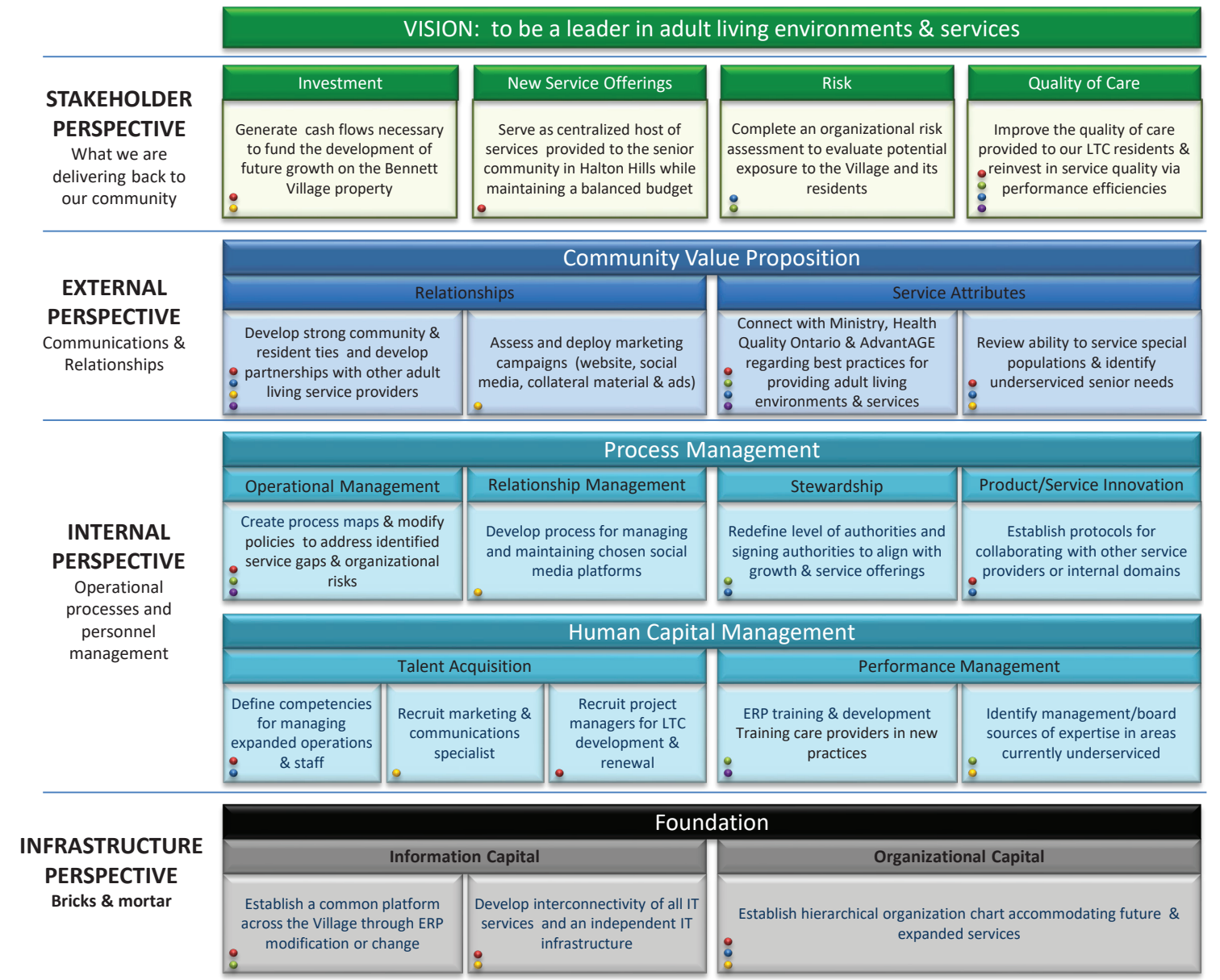
With the outbreak of Covid-19 just prior to the completion of our fiscal year, we have had to shift many of our strategic initiatives to accommodate the need for our front-line staff to deal with the pandemic protocols required to keep our residents and staff safe. We do not anticipate this shift in focus having any long-term consequences to our vision, but rather may find several of the initiatives undertaken being incorporated into that vision.



Dwaine Praught
Strategic Planning Chair

Committee Members:
Susan Owens, Brian Clark, Rosslyn Dowell

Bennett Village - Strategy Map 2019-2025



"Bennett Village receives funding from the Mississauga Halton Local Health Integration Network. The opinions expressed in this publication do not necessarily represent the views of the MHLIN."

- Village Development project
- Management infrastructure project
- Quality improvement project
- Risk Management project
- Marketing project

Bennett Centre Redevelopment Committee

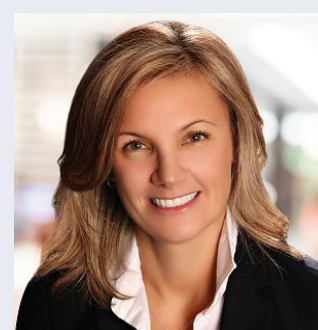
The Redevelopment Committee formed in September 2016 with the primary mandate of determining the feasibility of renewing the Bennett Centre's 66 beds under the Ministry of Health and Long Term Care Renewal Strategy. The Ministry's Renewal Strategy mandates that all current "B" and "C" classified long term care homes in Ontario be upgraded to meet present day "A" classified design guidelines. The Bennett Centre is classified as a "B".

The Bennett Foundation currently holds land adjacent to the Gallery which has been intentioned as the site for the renewal of the current Bennett Centre as well as for the development of other seniors housing to serve the community and establish a Village of care and housing for seniors in Georgetown and surrounding areas. The secondary mandate of the committee was to conceptualize additional opportunities the land could afford if renewal development did not occur.

2019/20 focussed on submitting supplemental documentation to the Ministry in follow up from discussions in 2018 with key Ministry staff and preparing a secondary application considering changes to the original program. In early 2020 the secondary application for the renewal of the present Bennett Village 66 long term care beds as well as a request

for an additional 94 beds for a complete build out of 160 long term care beds was submitted. The submission defined a focus on the Francophone population presently underserved in the community and was accompanied by municipal and health authority endorsement.

With the onset of COVID 19 in March 2020, the review and approval of the application by the Ministry of Long Term Care was postponed. The Ministry has identified that the redevelopment of the 66 Bennett Village beds is integral to the service provision in Georgetown and will support the aging demographic within the community. The Committee remains hopeful about the future redevelopment of the present 66 licenses.



Teresa Fritsch
Redevelopment Committee Chair

The Gallery Active Living 2019 Board Report

This past year, The Gallery celebrated its 10th anniversary as Georgetown's premium 60 plus Adult-Lifestyle Community. The Gallery Active Living residence continues to be a popular choice for Halton Hills' older residents. Consequently, occupancy remains high with a waiting list of potential lease owners.

For The Gallery, the long-term viability of the building is top of mind. The Gallery Reserve Fund Report guides our capital expenditures. Based on industry standards, the Reserve Fund remains in a healthy position. We will use this report as the basis of our capital planning and will update the Gallery Reserve Fund Report later in 2020.

The sale of units in 2019 remained robust; providing Bennett Village with funds that are directed to the Bennett Village Future Development Fund. Evan Debrincat of Fieldstone Realty in Georgetown continues to provide service and support for the re-sale of units.

The Residents Council meets regularly and provides invaluable assistance in the management of the building by offering advice to management regarding concerns and changes residents would like to see. I would like to thank the Residents Council and their sub-committees for their leadership and advice throughout the year.

Perhaps the biggest change in 2019 was the introduction of The Zock Group Inc. as the property management company for The Gallery. Having Debbie and Brenda onboard as part of the management team supporting our Executive Director has been crucial in maintaining operational effectiveness and efficiency at The Gallery.

It was another busy year for the Gallery Governance Committee. We updated the Gallery Life Lease Agreement, the Insurance Requirements for residents, the Gallery Rental Policy, Purchasing Policy, the Pet Policy and the Smoking and Cannabis Policy. Other major work in the past year has been the replacement of the booster pumps and replacement of LED lightbulbs which has resulted in substantial energy and cost savings, touch-up painting and flooring throughout the building and an update to the video monitoring system including additional cameras.

In keeping with our philosophy of continuous improvement, there will be further work completed in 2020. In the very near future, a new marketing position will be added at Bennett Village which will put us in a better position to promote our lifestyle story to the community and perspective buyers. We have initiated repair of the brake system on the elevators to eliminate noise and ensure safety and we plan to resume maintenance to the underground parking garage. Work is underway to review the Reserve Fund Policy and based on the feedback at the AGM, management will release an updated organizational chart, which will be made available to residents. Finally, we will be revitalizing the décor in the lobby and fireside lounge.

The events of the last few months have created unexpected pressures and challenges. Safety of residents at The Gallery remains a priority. In coordination with the Residents Council, management at The Gallery has implemented increased cleaning cycles and other measures to promote safety. During these challenging times, I want to thank the team of Brenda, Hal and Thess who have been instrumental in maintaining a safe environment and continue to be a friendly face at The Gallery.

Finally, I wanted to announce that Dana Bellman will moving into the role of Chair of the Gallery Governance Committee at the end of June as I conclude my term on the Bennett Village Board of Directors. I want to thank the volunteers on the Gallery Governance Committee and the Residents Council for their support and advice.

Thank you,



John Macdonald
Gallery Governance Committee, Chair
Board Member, Bennett Village

Committee Members:
Dana Bellman, Doris Mattear, Ron Stitt



The Gallery

Active Living at Bennett Village

The Gallery is Georgetown's premium 60-plus Adult Lifestyle Community. It offers suite options from 1-bedroom to 2-bedroom plus den, all with spectacular country views. The Gallery residents enjoy a wonderful sense of camaraderie through its many amenities and the robust resident-run recreation opportunities.

(905) 877-8600 • 200 Halton Hills Drive, Georgetown



Bennett Centre

Long Term Care Home at Bennett Village

Bennett Centre has been a dedicated and respected provider of long term care to Halton Hills residents since 1999. Licensed by the Ministry of Health & Long Term Care, Bennett Centre provides loving care to 66 residents. The committed staff, volunteers, management team and board strive to provide a warm and welcoming home while meeting the individual care needs of each resident.

(905) 873-0115 • 1 Princess Anne Drive, Georgetown

The Bennett Village receives funding from the Mississauga Halton Local Health Integration Network. The opinions expressed in this publication do not necessarily represent the views of the MHLHN.

BennettVillage.ca

Charitable number
89390 2411 RR 0001



Bennett Centre Funders: