

Bennett Village Annual Report 2022-2023

Active Living for Today, Long-Term Care for Tomorrow



Bennett Village

VISION

To build an entire village designed for older adults where aging happens in an enriching, supportive and safe community setting.

MISSION

Bennett Village is a charitable organization that provides outstanding care and experiences that redefine senior living. With stylish independent living at The Gallery and progressive long-term care at The Bennett Centre, we are committed to excellence throughout the organization as we continue to grow our village.

VALUES

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

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

Céline Moore – Board Chair
Brian Clark – Past Chair
Heather Wolfe – Treasurer
Jason Brass
Susan Campbell

Barry Dawson
Lori-Ann Evans
Wendy Farrow-Reed
Jamie Gribbon
Greg Sage

Betty Stenning
Sheena Switzer
David Williams
Norman Wolff

Executive Director – Mike Bakewell
Director of Care – Rupinder Yogi
Interim Director of Finance – Suvarna Nimkar
Medical Director – Dr. Jack VanBendegem
Financial Assistant – Jane Newns
Nutritional Manager – Jasleen Kaur
Environmental Supervisor – Tony Martins
Resident Care Coordinator – Alison Agnew
Marketing and Communications Coordinator – Jeanette Stephenson
Recreational and Volunteer Coordinator – Rachel Pearce
Behavioural Support Lead – Rajpreet Natt
Philanthropy Officer – Alison Curtis
Maintenance – Brent O'Doherty
Administrative Assistant – Tracey Wellon
Ward Clerk – Andie Perryman

Cover:

Gallery residents

Bennett Centre residents and staff

Report prepared by Jeanette Stephenson-Marketing and Communications Coordinator

THE CHAIR OF THE BOARD REPORT

This Annual Report marks the end of my first year as Board Chair and I want to start it off by thanking Brian Clark, our past Chair, for his steadfast support and for sharing all he has learned about Bennett Village during his 3-year term.

While the year has not been without its challenges, we have a lot to be thankful for and proud of. On the challenging side, we have had to continue dealing with the pandemic but, as the year progressed we were able to progressively ease off the control measures and gradually return to a more normal way of life at the home. I want to thank our amazing staff for their diligence and ongoing support in managing this health crisis. I also want to thank the families and friends of the residents and our volunteers for their compliance and patience with the measures. As a result of everyone's efforts, Bennett Village, and particularly Bennett Centre, has remained, and remains a safe place for its residents, despite the COVID-19 challenge.

This year, we have continued to advance in our work towards a new long-term care facility. Our team of consultants has been hard at work on the design of the building and we've been in active discussions with the Ministry of Long-Term Care regarding their support for the project. Our Development and Capital Campaign committees have also been hard at work overseeing the project and planning our next steps and, as a result, we anticipate making great strides in the coming year towards making the new Bennett Centre a reality.

As in most years, the Board of Directors has had to say goodbye to some of its valued members but has also welcomed new ones. I have to say that I am impressed by the engagement, skills and talents of our Directors: Bennett Village is lucky to have such a great team supporting the organization. During the course of the year, the Board has completed a refresh of the Terms of Reference for its various Committees, its By-Law and its Strategic Plan to reflect the evolution of the organization. This was a significant amount of work and I want to thank our board members and our management team for this and for their diligent work throughout the year.

Please take a moment to learn more about the key accomplishments of our various committees and management team in the following pages of this Annual Report.

I would like to conclude this report by thanking Mike and his staff as well as our volunteers, including my fellow Board members, for their hard work and for upholding Bennett Village's core values "Dignity, Respect, Compassion, Quality, Trust, Teamwork and Leadership".

The coming year will be exciting for Bennett Village and I look forward to continue serving the organization with this great team.

Respectfully submitted,



Céline Moore

Chair of the Board of Directors, Bennett Village

Bennett Centre and Gallery residents celebrate Canada Day 2023



EXECUTIVE DIRECTOR REPORT

When I take a moment to reflect on my first year as Executive Director at Bennett Village, I'm shocked by how much we've achieved, and what can be accomplished with a group of people as dedicated as the Bennett Village family are. From our residents and their families, our Board of Directors, management staff and frontline staff, we have a likeminded group who pour their all into making Bennett Village the best community it can be.

In the past year, we've seen some significant changes in our management team. Rupinder Yogi joined the team as our new Director of Care in September of 2022. In April of this year, Suvarna Nimkar joined our organization in the role of Interim Director of Finance, and in June, Racquel Nobres started as our new Nutritional Manager. Each of them bring abundant qualities that strengthen our team.

At The Gallery Independent Living Building, we finalized a management agreement with Apex Property Management in February to oversee the day-to-day needs of the building. Bennett Management and Gallery staff have worked closely with the Gallery's Resident Advisory Committee to ensure a strong relationship with the building's residents.

Also in the past year, we have created a home-level Continuous Quality Improvement (CQI) Committee, who are tasked with creating quality improvement plans for areas in need of improvement as outlined in the annual stakeholder satisfaction surveys. These plans are now posted on our website, and stakeholders will be given updates on how the plan is progressing.

Bennett's redevelopment project has taken large strides in the past year. We've completed engagements with a full roster of consultant firms, and with the completion of a draft schematic floorplan and site plan, we have now moved from the planning phase to the design phase. Much of the focus for the remainder of this year will be on preparing our submission to the Ministry of Long-Term Care (MLTC) for our licensing and development agreements.

Since last year's AGM, we've reviewed and updated the organizations 2019-2025 Strategic Plan. A large focus this year will be on operationalizing the remaining elements of the plan to ensure all strategic objectives are completed by the end of 2025.

Beyond driving the redevelopment project forward, facilitating quality improvements, and working towards strategic objectives, the year ahead is sure to be just as full of activity as last year. We will be kicking off our fundraising campaign by reaching out to our community to raise the funds needed to build a brand new 160-Bed Bennett Centre. The Bennett Centre's 3-year accreditation period is expiring this year, so the management team is working towards achieving a new 3-year accreditation through CARF International in August. There's a great deal of work needed to achieve this goal, so the team will be working hard to complete all necessary deliverables before our survey in August.

Through all that we have in front of us for the upcoming year, we will remain committed to the high standard of care and quality of life the Bennett Centre is known for, while striving to increase stakeholder satisfaction even higher amongst our residents, families, Gallery residents and staff. I believe our team are up to the challenge of making this Bennett Village's best year yet!



Mike Bakewell
Executive Director

Our residents enjoyed a special visit from Triple C Farms



REPORT FROM THE FINANCE AND AUDIT COMMITTEE

The Finance & Audit Committee (FAC) is a committee of the Board of Directors that oversees financial management and reporting and external audit for Bennett Village. The committee meets regularly to review financial performance and forecasts against budgets, to review policies related to finance, and other matters. The committee works with the auditor to set the annual audit plan and review the audit report and findings.

Highlights to March 31st, 2023 include:

- Approved the annual operating budgets for Bennett Centre, the new long-term care home development project and The Gallery
- Updated the terms of reference and annual work plan for the Finance and Audit Committee
- Updated the Bennett Village Delegation of Authority Policy
- Supported the Director of Finance in implementing new processes and controls for financial reporting

Finance & Audit Committee Members:

Norm Wolff

Don Curry

Susan Campbell

Jamie Gribbon



Heather Wolfe

Finance and Audit Committee Chair



REPORT FROM THE QUALITY OF CARE COMMITTEE

WELCOME TO ANOTHER YEAR AT THE BENNETT. It has been our pleasure to serve you all in what has been another challenging year. As the acuity of Covid appears to be decreasing we are hoping that things can get back to a new normal. With the help of our Infection Prevention and Control (IPAC) team our visitation guidelines have been opened and resident outings have increased. The need for connection and fun has never been more welcome. Not only for residents, but for family, staff and volunteers as well.

The role of the Quality-of-Care Committee is to ensure that the Bennett Centre continues to provide the highest quality of care for our residents and their families. The committee meets 8 times per year to review reports and data to ensure that legislation, critical incidents and Key Performance Indicators (KPI's) are reviewed with a Quality Care lens and that Quality Improvement Plans are reviewed and update as required.

This year marks the recertification for CARF (Commission on Accreditation of Rehabilitation Facilities). Training sessions have been offered to staff and board members. Much work is being done to ensure that policies and procedures remain up to date in order to reflect the high-quality care that The Bennett is known for. Surveys will be done in August 2023. Nine key performance indicators (KPI's) are reviewed to ensure we continue to meet and exceed provincial averages. Falls and wound care have been a focus as residents coming from home and hospital were generally more acute during the pandemic. Quality Improvement Plans are reviewed and approved before being signed off by the Board. This year has focused on resident laundry, quality improvements with staff participation and outside services. Bill 37 continues to be implemented with hours of care being increased for nursing and allied health. This can provide the much-needed resources the sector has long needed to provide the best quality care. The Ministry of Long-Term Care (MLTC) has resumed their proactive inspections in addition to critical incident inspections. These are reported to QCC by the Executive Director or Director of Care. These along with ongoing feedback from our Family and Resident Councils, Town Hall meetings (for communication and collaboration), HSO standards and new surveys from Residents, Staff and Families will provide the data needed to inform the Internal Quality of Care Committee/Management/QCC and the Board so that resources are directed to where they are most needed. Partnerships with the Alzheimer Society, Public Health, Halton Multicultural Centre, Entité 3, AdvantAge Ontario and the community at large remain an important aspect of our care. It really does "take a community" to raise a healthy Bennett Village.

Staffing and training have and will remain a significant challenge for everyone in Long-Term Care. Our Director of Care has been working tirelessly to recruit and retain many new staff. Less reliance on agency staffing will allow for more consistency of care. As we move toward a bigger facility more staff will be needed. Training will take up a larger amount of our time and budget but is fundamental in providing the best care going forward.

A big thank you to all the existing staff who have taken on the challenge of ensuring that these new staff feel welcome and receive the training/mentoring they need to become part of the Bennett family. Education, staff appreciation and team building continue to be an aspect of the QCC. Governance and servant leadership go hand in hand. QCC has helped the Family Council with their staff appreciation events and Family Education nights. We also took a lead on the Valentine's Day Tea. It was great to meet the team of caring and talented professionals who have committed their careers to the care of our elderly. In closing the QCC wishes everyone a healthy and happy 2022-2023.

Quality of Care Committee Members:

Greg Sage (Board Member)

Diane Mulholland (Committee Member)

Jane Sweeney (Committee Member and Volunteer)

Staff supporting this committee:

Mike Bakewell, Executive Director

Rupinder Yogi, Director of Care

Alison Agnew, Resident Care Coordinator and IPAC lead

Rachel Pearce, Recreation and Volunteer Coordinator

Tracey Wellon, Administrative Assistant



Betty Stenning

Quality of Care Committee Chair



STRATEGIC PLANNING COMMITTEE REPORT

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, 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.

As in prior years, COVID-19 has continued to provide us with significant challenges throughout the year, but we have progressed with our strategic plan. The following highlights some of our progress:

- With the assistance of third-party experts, significant progress was made in the design of our future long-term care facility;
- Restarted the Capital Campaign to support the expansion project;
- Started with the preliminary planning of the new 160 bed long-term care facility; and,
- Enhanced the role of Management in the Strategic Planning development and reporting process.

The planning with the expansion project is continuing with the concurrent design and financial preparations in order to ensure that we are perfectly positioned to take full advantage of the next funding enhancements announced by the Ministry of Long-Term Care. We will also continue to implement our risk management strategy, addressing our priority items to ensure the success our current and future operations of the long-term care facility and The Gallery.

Strategic Planning Committee Members:

Dwaine Praught

Jamie Gribbon

Brian Clark

Céline Moore



Norm Wolff

Strategic Planning Chair



THE MARKETING & FUNDRAISING COMMITTEE REPORT

One of the roles of the Marketing and Fundraising Committee is to share information about what Bennett Village is, and the accommodations and services it offers to older adults. This encompasses both the Bennett Centre Long-Term Care Home and The Gallery Active Living residence. The committee is also mandated to raise funds to support and enhance the quality of life of Bennett Centre residents.

Highlights of the June 2022-June 2023 period:

- This year, we continued to invest in our digital presence, with website updates, and social media engagement. Jeanette has successfully managed the translation of our website into French as part of our engagement strategy of the Francophone community and in preparation for the development campaign.
 - While we paused on campaign development with The Dennis Group, fundraising efforts including annual giving continue to play a role in donor relations.
- A return to in-person events allowed us to re-enter our community engagement initiatives, giving the Bennett Village name a more prominent voice in the community.
- Events included:
1. Fielding Estate Wine Spring Fundraiser
 2. Summer 2022 Cruising for Care Car Show and an ongoing support from Georgetown Cruise Nights.
 3. Attended the Georgetown Farmers Market
 4. Car Show at the Appalachian
 5. Fall Cruising for Care Car Show at Georgetown Market Place
 6. An ongoing charity open mike night at The Appalachian Pub to benefit Bennett Centre
 7. Giving Tuesday
 8. Holiday Annual Appeal
 9. Sprint 2023 Burger and Beer Trivia Night
- Our 3rd party events roster continues to grow through Alison's work connecting us with the community.
- Looking ahead, the team will be prioritizing internal processes and expectations to create a culture of philanthropy, continue building community relationships, and support annual giving as well as any capital campaign work.

Marketing and Fundraising Committee Members:

Sydney Ireland
Maureen Gillham

Staff:

Jeanette Stephenson - Marketing and Communication Coordinator
Alison Curtis - Philanthropy Officer



Sheena Switzer
Marketing and Fundraising Chair

2022-2023 'Year of Health' Events & Fundraisers



We visited Georgetown Farmers Market to meet the community



Families joined us for our first Santa parade!



The Appalachian Pub and Eatery have been supporting Bennett Centre by donating from their acoustic jam nights



Our Beer and Burger Trivia night was a fun, evening with great music and food



Our Annual Holiday Appeal 2022 was a great success



2023 Fundraising Events



Our 2023 Beer and Burger fundraiser and our 2nd annual Cruising for Care classic car show have been huge successes!
There are more exciting fundraisers still to come....



Celebrating our Nursing and PSW Staff!



Celebrating our Homes



Awarded in the Nursing Home/Long-Term Care & Retirement/Adult Lifestyle Community Category



Bennett Centre



The Gallery Active Living

LTC DEVELOPMENT COMMITTEE REPORT

The Development Committee's mandate is to oversee the Planning and Development of the new 160 Bed "Class A" Long-Term Care Home, that will be built on Bennett owned land close to the existing 66 bed Long-Term Care Home today. The Development Committee was formed following the Redevelopment Committee's successful completion of their mandate in 2021, which was, renewing the Bennett Centre's 66 Long-Term Care beds and getting the approval to move forward with the planning phase to build a new 160 Bed Long-Term Care facility under the care of the Ministry of Health and Long-Term Care Renewal Strategy.

I would like to acknowledge and congratulate all the Redevelopment Committee members over the years, as this Committee was formed in September 2016 and never gave up on their vision; the successful completion of their mandate to renew and approval for 160 new beds.

The plan for the new LTC Development is to use the land adjacent to the Gallery that is owned by the Bennett Village (intentioned as the site for the renewal of the current Bennett Centre, providing a Village of Care for seniors in Georgetown and surrounding areas). The approved submission for the new facility includes a dedicated wing for Francophone seniors, as the Francophone population is presently underserved in the community, and this was accompanied by municipal and health authority endorsement.

During the past year we strengthened and completed the procurement of the key partners that will assist us through all the planning and construction phases, allowing us to complete initial planning phase of the project and deliver our key objectives for this year, including our Class D estimate and Schematic Design for the new facility. Much of the success was not only through the dedicated work of all our partners but very much from the Bennett Long-Term Care Management, Admin resources, and Staff that worked tirelessly through IDT (Interdisciplinary Team) meetings, multiple weekly project meetings and financial & planning meetings. We have also started on the next phase of the project that is to obtain a Lender Term Sheet, MLTC Preliminary Drawing Submission, Class C Cost Estimate and Submit our MLTC Licensing Application.

I would like to thank the members of the Development Committee, along with the management and support teams at Bennett Village for all of their hard work and continued support, and look forward to the ongoing activities in the coming year.



Barry Dawson
Development Committee Chair

DEVELOPMENT COMMITTEE MEMBERS:

Clair Faloona
Constant Ouapo
Wendy Farrow-Reed
Brian Clark
Lori-Ann Evans

Celebrating our amazing staff!



CAPITAL COMPASSION & CARE CAMPAIGN REPORT

In September of 2022, plans to launch the quiet phase of the capital campaign in support of the Bennett Centre Development Project were paused due to an increase in development costs. The Bennett Centre Executive Committee decided to reexamine the costs as well as the funding structure. At this time, The Dennis Group, Entité3 and Tapestry Group were notified that work on the capital campaign was to be paused. The Compassion & Care Campaign Cabinet members were also notified of the decision to pause the campaign. In May 2023, a decision was made by the Board as recommended by the Development Committee to restart the fundraising campaign.

The Dennis Group has been reengaged and plans to restart the Capital Campaign are in progress. We will continue to work with The Dennis Group, who provide strategic and philanthropic guidance to the team as well as Alison Curtis, Bennett Village Philanthropy Officer who will lead the Capital Campaign on behalf of the Bennett Village team.

Highlights from the past year include:

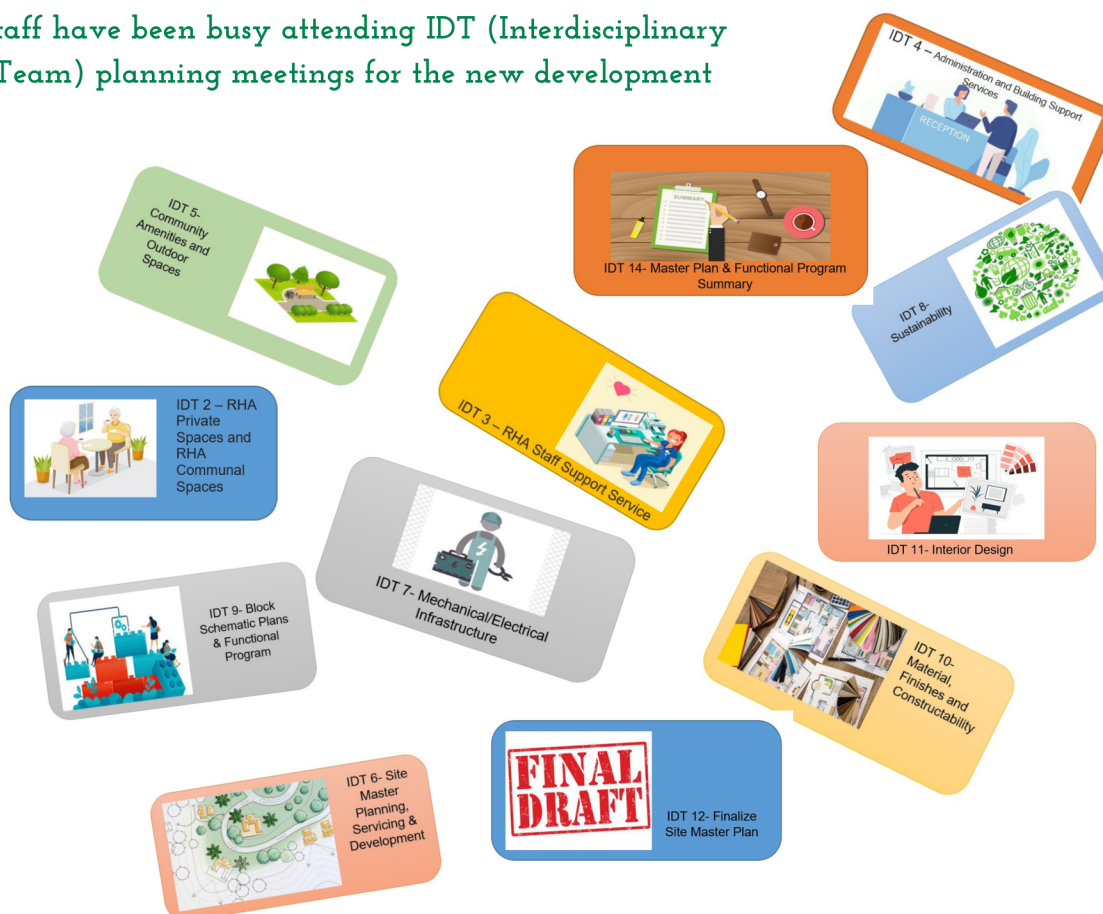
- Phase 2: Campaign Planning was completed at the end of July 2022 and the team was moving into Phase 3: Active Campaign Phase.
- Mike Bakewell delivered a presentation at the FrancoOntarian Health Care Symposium arranged by Entité3 on March 25, 2022.
- The Dennis Group began work on identifying and researching charitable foundations and government funding programs including the Oakville Hospital Foundation, Milton District Hospital Foundation, and the Georgetown Hospital Foundation to identify potential lead donors (individual & corporate). A list of 45 charitable foundations/government funding programs as potential leadership donors based on size of median gift. Funding criteria were analyzed to assess whether Bennett Centre would qualify. Ten organizations were shortlisted from the forty-five.
- The Dennis Group also researched and prepared donor profiles for eleven individuals and eleven corporations identified as potential leadership donors (\$100,000 and above potential gift)
- Tracked individual, corporate, and foundation data for the Compassion & Care Campaign into The Dennis Group database.
- Campaign Cabinet Recruitment activities had begun and training was completed for a small group of cabinet members.

·In June 2022, The Dennis Group hosted a Cultivation Planning meeting where they presented 23 potential donors who were identified, and a plan to start scheduling cultivation meetings where volunteers would outline the project using the draft Case For Support and ask for feedback. They would not be asking for a donation. The goal is to gauge interest in supporting the project, receive constructive feedback on the plans, and identify any other potential lead donors. Cultivation meetings were held starting in September 2022.



Lori-Ann Evans & Jason Brass
Capital Campaign Co-Chairs

Staff have been busy attending IDT (Interdisciplinary Team) planning meetings for the new development



THE GALLERY ACTIVE LIVING REPORT

The Gallery Active Living Community at Bennett Village has been and continues to be a premier residence for seniors in our community. This year, while pandemic concerns have eased, they continue to be top-of-mind. We are continuing with an enhanced cleaning schedule (thanks to Tess for her efforts here), and adherence to Provincial and Municipal Public Health directions. Thanks so much to the Bennett Village Executive Director, for continuing leadership and health expertise, Apex Property Management and Consulting Inc. (APEX) including Jean Cherwaiko, the On-Site Property Manager and Bennett Village staff Teresita Quanbury for their ongoing vigilance and efforts to keep everyone safe and healthy.

As a result of general pandemic affects receding and COVID-19 restrictions easing, Gallery suites that came on the market in 2022-23 enjoyed the robust turnover we had come to appreciate in the past. Concerted efforts by Evan Debrincat of Fieldstone Realty coupled with an enhanced Marketing/Media Plan (thanks to Jeanette Stephenson) and Website (including new “virtual reality” tours of the Gallery), resulted in strong sales.

The Gallery Reserve Fund continues to be a prime focus of the Gallery Governance Committee (GGC) and Management. The health of the Reserve Fund, a fund for capital projects to upgrade and replace building infrastructure, is key to the preservation of value and ongoing enjoyment of the property by Gallery Residents. The Bennett Village Board undertakes a full Reserve Fund Study (including on-site analysis) as part of a normal three-year review cycle. It is undertaken to ensure the adequacy of the Reserve Fund and its ability to meet the demand for capital upgrades long into the future. At the completion of the study, the Gallery’s short and long-term capital plans are reviewed and confirmed, and necessary course adjustments made. This year, significant repairs as per the Reserve Study, were undertaken and completed successfully. A Reserve Fund Study update will next be undertaken during fiscal year 2023-24.

Other activities that variously engaged the GGC, Management, staff, Residence Advisory Committee AND Residents include (but are definitely not limited to) a new television in the gym, replacement of carpeting, window replacement and the installation of a new projector in the Fireside Lounge. Rebuilding the boilers and painting were amongst the ongoing maintenance projects undertaken.

Policies reviewed last fiscal year (April 2022 to March 2023)

GP 2021-007 Fireside Lounge
GP 2021-012 Pet Policy
GP-2021-013 Rental Policy and Procedure
GP-2021-014 Parking Space Assignment
GP-2021-015 Solar Window Film
GP-2021-016 Gift and Payment Acceptance
GP-2021-017 Smoking and Cannabis Policy
GP 2021-019 Annual Operating Budget

Personnel changes occur as part of the normal ebb and flow of committee life. This year we saw changes in the GGC with Dieter Pagani, GGC Committee chair, leaving the Committee. A big thank you to him for his tremendous participation on the Committee. At the request of the board, Susan Campbell took on the role of Chair of the GGC. Dana Bellman is continuing on the GGC as a Community Member and Greg Sage joined as a Bennett Board Member. Many thanks to Nancy McIntyre, RAC Chair, for her tremendous work on behalf of the Gallery Residents.

Gallery Governance Committee Members:

Dana Bellman
Greg Sage



Susan Campbell,
Gallery Governance Committee Chair

Our Gallery residents enjoy many social gatherings



The Gallery Active Living Fun, Games and Socials!



Notes

BENNETT VILLAGE

The Gallery Active Living

Georgetown's premium 60 plus Adult-Lifestyle Community. The Gallery is located in the heart of Georgetown and features beautiful suites with spectacular country views and a plethora of well-designed and useful amenities — from a fitness centre, to fireside lounge with billiards, a guest suite, a woodworking shop, a crafts room and more, all thoughtfully designed for those looking to enjoy life to its fullest. We invite you to discover premium 60 plus living. It's all here at The Gallery.

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

Bennett Centre Long Term Care

It's quaint, it's comfortable and it's as much like home as we can possibly make it. The Bennett Centre offers 66 Long-Term Care spaces to those needing 24-hour nursing care and supervision.

Licensed by the Ontario Ministry of Long-Term Care, and accredited by CARF (Commission on Accreditation of Rehabilitation Facilities), the Bennett Centre combines strict adherence to regulations and best practices with a passion for serving residents and making every day comfortable and enjoyable.

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



bennettvillage.ca

Charitable number
89390 2411RR0001

