

Bennett Village Annual Report 2021-2022

Active Living for Today, Long Term Care for Tomorrow



Bennett Village



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



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.



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

Bennett Village Board of Directors (June 23, 2021-June 29, 2022)

Brian Clark – Board Chair Lori-Ann Evans Betty Stenning
Céline Moore -Vice Chair Wendy Farrow-Reed Sheena Switzer
Jason Brass Brenda O'Doherty David Williams
Susan Campbell Dieter Pagani Heather Wolfe
Barry Dawson Dwaine Praught Norman Wolff

Bennett Village Leadership Team

Executive Director - Mike Bakewell

Director of Care – Rashim Sohi

Medical Director - Dr. Jack VanBendegem

Director of Finance & Administration – Arnold Dendamera

Financial Assistant – Iane Newns

Environmental Supervisor – Tony Martins

Nutritional Manager - Leila White

Behavioural Support Lead – Elizabeth Mantey

Resident Care Coordinator - Alison Agnew

Recreation and Volunteer Coordinator – Sonia Fedele

Marketing and Communications Coordinator – Jeanette Stephenson

Philanthropy Officer – Alison Curtis

Administrative Assistant-Tracey Wellon

Residents on cover:

Gallery residents-Susan and Carol Bennett Centre-Brady and resident Corrine doing puzzles Bennett Centre staff with Dr.Farragos

THE CHAIR OF THE BOARD REPORT

Once again, I have the privilege to start off the annual report of Bennett Village as I complete my third and final year as Board Chair. I would like to start by saying that the past three years have been both challenging and rewarding.

The challenges might seem obvious, a pandemic that consumed much work and effort by management, staff, residents, and volunteers, building up a refreshed board that not only reflects our community, but also provides expertise in various areas and working towards a new building and all that it entails.

The rewards have come from the hard work of the groups mentioned above, keeping the Bennett Centre free from a resident outbreak, and suffering no loss of life due to Covid and the residents of The Gallery keeping their building safe from outbreak by diligence and concern for others. A board that has been regenerated with 12 of the 15 board members completing either their first or second year, serving with enthusiasm and sharing their knowledge and expertise.

This past year we have moved forward on the new building front with the hiring of various experts who will help us move forward. We have identified co-chairs to lead our Capital Campaign and are building a campaign cabinet to work toward our goals. There is much to do in the coming year, but I am confident that we have the right team in place to keep us on track.

This year also brought a change in Executive Directors, Soo Wong who led the team from January 2020, resigned and after an in depth process, we welcomed Mike Bakewell to the team. I want to thank Soo for all her hard work in helping keep the Centre safe and for helping us get our application approved. Mike took over in December 2021 and has built his team into a cohesive unit.

All our committees continue to move forward toward their goals. You can see more on them in the pages that follow.

I would like to thank Mike and his staff for all the hard work that goes into running the Bennett Village. I would also like to thank all the board members I have had the privilege of working with in the past 3 years. We have met challenges head-on with a tireless work effort. For the last 2 years we have been meeting mostly by zoom and while not always the easiest way to meet as a group, has enabled us to keep our focus on what is most important to Bennett Village – the residents.

I would also like to thank all the volunteers who help keep things running, whether on committees, at the Centre or at The Gallery. You are the lifeblood of our organization. As I step down as Board Chair, I feel that the Bennett Village is well positioned to achieve great things going forward. You are in good hands!

Respectfully submitted,



Brian Clark
Chair of the Board of Directors



The Gallery residents enjoying the spring weather



Bennett residents enjoying the spring weather



Brian and Dwaine preparing lunch for Nurses Week 2022

EXECUTIVE DIRECTOR REPORT

It has been an absolute pleasure joining the Bennett Village family during this past year. The opportunities and challenges inherent in taking on the role of overseeing a vibrant seniors' campus, while, at the same time, driving the progress of its future development, have presented me with a very exciting new chapter in my career. I'll need to draw on my over 20 years' experience in seniors' care, the strong leadership team we have in place, our dedicated frontline staff, and the support of our highly engaged Board of Directors to achieve the goals set out for me.

Over the first few months in this position, I've focused on learning the present state of affairs here at the Bennett. Learning the culture, team dynamic, the organization's strengths and challenges, and its Mission, Vision, and Values, have all been key in providing an overview of what Bennett Village is all about. It has helped me better understand what it means to those who live, work, volunteer, and visit loved-ones in our Village.

A big part of learning what Bennett Village is, and what it means to the community, has been learning about The Gallery Active Living Community. I have had several opportunities to meet with members of the Resident Advisory Committee and have found them very welcoming, engaged, and proud of their community. It has been great meeting so many of the residents in the building and learning their vision of the way forward for The Gallery.

There have been some significant changes at The Gallery recently with new staff in key positions in the building, and with a new Management group, Apex Property Management and Consulting Inc. (APMCI) overseeing operations. I am quite encouraged to hear very positive feedback about these changes, and look forward to continue working with Gallery residents to ensure a high level of satisfaction is maintained.

I've also become acquainted with the various consultants and key people involved in the ambitious redevelopment project we are just beginning to embark upon. The process of developing a modern 160-bed Long-Term Care home to replace our current 66-bed home will take a great deal of hard work, and coordination between many people; each experts in their respective fields. As difficult as this challenge will be, everyone involved share a common belief that it is absolutely worth doing to ensure the residents of the Bennett Centre have a home where they can live, thrive, and be proud of for decades to come.

Now that I have developed a first-hand understanding of the campus, I have turned my attention to the goals I am aiming to achieve over the next year. They include:

·Building strong relationships with all Stakeholders at Bennett Village. This includes the residents of The Gallery, the residents of the Bennett Centre, and their families who entrust us with their care, staff and volunteers throughout the organization, suppliers, and the community.

- ·Managing the Bennett Centre to be a fully Ministry of Long-Term Care (MOLTC) compliant home.
- ·Manage a highly effective financial management team that provides timely and accurate reporting and a balanced budget.
- ·Build a dedicated internal Continuous Quality Improvement (CQI) Committee to ensure quality improvement is an ongoing commitment throughout the Village.
- ·Establish practices to achieve high staff satisfaction and morale.
- ·Meet the development project timelines as set out in the project plan.

I would like to thank everyone at the Bennett for welcoming me with open arms when I arrived. Furthermore, thank you in advance for the support I am confident Bennett Village's stakeholders will show for the Bennett Village team, and myself, as we strive to achieve the goals laid out above.



Mike Bakewell Executive Director

Our residents enjoy our pet, music and doll therapy programs







Celebrating our Nursing Staff











REPORT FROM THE QUALITY OF CARE COMMITTEE

As the new chair of the Quality of Care Committee it has been a pleasure to get to know the team at the Bennett Centre. From our initial Zoom meetings, we have now been able to meet either in person or as combination of in-person and virtually. With all the changes in legislation and staffing our committee remains committed to providing the highest quality care for our residents and families. Our mandate remains to provide governance to the programs/services we provide and ensure that resident care aligns with the Bennett Village's Mission and Philosophy of Care. Long-term care remains first and foremost a resident's home and as such we all are privileged to be involved in their care.

The last year has been one of extreme change and upheaval for everyone. Covid-19 has continued to be an issue worldwide. Regulations have had to change and adapt on a regular basis. Our committee continues to receive monthly updates. Testing and safety precautions remain important for residents, family and staff safety. As residents and staff have been vaccinated some of the regulations have been lifted or at least reduced. Care-givers have been coming in regularly and there have been less restrictions for other visitors. Volunteers and entertainment are coming back to the home, much to everyone's enjoyment. Nurses' week was another important chance to celebrate the incredible dedication and resilience of our nurses and in fact all the staff at the Bennett. The need for balance between physical health and mental well-being has never been more important.

In terms of new legislation, the Long-Term Care Act has been repealed and replaced by Bill 37 (also referred to as The Providing More Care, Protecting Seniors, and Building More Beds Act 2021). Staffing hours have been increased and will continue to be increased as time goes on. The new HSO Standards of Care are now in draft and will be finalized by December 2022. Management and the Quality of Care Committee has been busy ensuring that timelines for implementation are being met. Finding health care staff will continue to be a challenge going forward as there are shortages province wide. Ways of recruiting and retaining staff will be a major focus. Management has been busy with interviews and have already hired several new staff. A new Continuous Quality Improvement committee has been put in place by management and will look at surveys from staff, residents and families, ensuring that everyone has a voice and that concerns are addressed promptly.

An active Family and Residence council is an important aspect to our quality of care. We encourage anyone who is interested to become involved. The QCC remains a vital link in the chain in ensuring that surveys are being used as an important part of the continuous quality improvement process. Key Performance Indicators (KPI's) related to quality care at the Bennett Centre continue to be tracked and monitored. Examples of these indicators include pressure ulcers, use of antipsychotics in residents without a diagnosis of psychosis, use of restraints, urinary tract infections, pain, falls and ADL performance.

Education and reflective practices have helped ensure that the Bennett remains better than the provincial average. Community education programs in Wound Care and LEAP will be utilized as they are offered. Accreditation recommendations continue to be implemented and monitored and will begin to ramp up for the next CARF accreditation.

The Quality of Care Committee remains committed to supporting the Bennett Centre's vision to provide an environment where aging happens in an enriching, supportive and safe community setting.

QCC Committee Members

Brenda O'Doherty Irene Simpson Debora Venning

Bennett Centre staff Supporting this Committee

Mike Bakewell - Executive Director

Rashim Sohi - Director of Care

Alison Agnew - Resident Care Coordinator

Sonia Fedele - Recreation and Volunteer Coordinator

Tracey Wellon - Administrative Assistant



Betty Stenning Quality of Care Committee Chair







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 auditor's findings.

Highlights to March 31, 2022 include:

- ·Worked with the external auditors to develop their audit plan, and to review their audit report and findings
- ·Reviewed finance and governance review from an external consultant and started to implement key recommendations
- ·Supported the recruiting and onboarding of a new Director of Finance
- Approved the annual operating budget for Bennett Centre and the Gallery
- ·Approved the first formal operating budget for the development of the new long term care home
- ·Partnered with the finance team to agree on strategic priorities for the coming year, including initiatives to ensure the adequacy of reserves, review and enhance controls and optimize systems

Finance & Audit Committee

Norm Wolff
Don Curry
Elizabeth Stenning
Susan Campbell



Heather Wolfe
Finance and Audit Committee 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 2021-June 2022 period:

- This year saw more added investment in the Bennett Village website including video tours, testimonials and translation of key pages to French. We also have several videos with sign language interpretation and French subtitles.
- The committee began the year continuing to work with The Dennis Group and helping to recruit cabinet members and envision the capital plan.
- Because of rolling lockdowns as a result of COVID-19, our events remained largely virtual. The annual mail and email appeal was carried out during the Fall of 2021. The committee also completed several creative new fundraisers to support our 2020/21 initiative, "A Year of Health- Physical, Emotional and Social" which was intended to support residents who have experienced many restrictions due to COVID-19.

Fundraisers included:

- 1. A GoFundMe page with video
- 2. A virtual Pub Night
- 3. A bottle drive
- 4. A 2022 calendar featuring Bennett Village artists.
- 5. A wine fundraiser in partnership with Fielding Estate Winery
- Elizabeth's Fashions in Downtown Georgetown hosted a very successful 3rd party fundraising event in support of The Bennett Centre.
- The Committee was pleased to welcome Alison Curtis as the Philanthropy Officer in Early 2022.
- Jeanette Stephenson has been working to improve our social media presence through our event outreach and regular posting of content related to the organization. We also added Instagram as a new social media channel.
- Alison has been responsible for spearheading the use of Donor Perfect, our new fundraising database. Work is ongoing for this project.
- With the funds raised this year, the committee was able to purchase 2 new shower chairs to replace 2 broken ones and bedpan holders. These purchases will allow for greater ease for our clinical staff when caring for our residents.

Looking ahead, this year we have a strong team and committee to support the ongoing activities of The Bennett Centre. We are seeing more community recognition and engagement and look forward to an outstanding year ahead and supporting our Capital Campaign team.

The committee is grateful to Sonia Fedele, Recreation and Volunteer Coordinator, for sharing her knowledge and for her hard work on behalf of the committee.

Committee Members:

Lorraine Morris Andrea Nichols Sydney Ireland Maureen Gillham



Sheena Switzer
Marketing and Fundraising Chair

2021-2022
'Year of Health'
Fundraisers



Sonia Fedele Jeanette Stephenson Alison Curtis







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 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, 2022, marks the completion of the third year of our 2019-2025 Strategic Plan. Once again, Covid-19 has provided us with significant challenges throughout the year, but we have continued to progress with our strategic plan all the same.

The following highlights some of our progress:

- ·We again managed our way through a global pandemic with minimal health implications for our residents and staff with continued diligence and control implementation.
- ·We were able to add depth to senior management and the Board by successfully recruiting new team members with skill sets well aligned with our vision for the future.
- ·We retained the services of several third-party experts to assist us with the design of our future long-term care facility and the Capital Campaign we will be launching in 2022 to support the project.

With the building development and Capital Campaign projects now underway, our plan will look to advance both projects during the coming year with the aim of breaking ground on a new facility within the next three years. We will also continue to implement our risk management strategy, addressing our priority items to ensure the successful ongoing operations of our current long-term care facility and The Gallery.

Committee Members:

Norm Wolfe Brian Clark Céline Moore



Dwaine Praught Strategic Planning Chair



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 this past year to continue the vision of building the new facility as soon as the redevelopment committee successfully completed their mandate, which was, renewing the Bennett Centre's 66 Long-Term Care beds under the Ministry of Health and Long-Term Care Renewal Strategy.

I would like to take this opportunity to thank and acknowledge all the re-development committee members over the years, as this Committee was formed in September 2016 and never gave up on their vision and congratulate them, not only on the successful completion of their mandate to renew the 66 Long-Term care beds, but the approval for 160 beds.

The plan for 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 continued to work on the financial planning, working with our specialized LTC financial team and internal Finance Committee, as well, assisted with the initiation and start-up of the Capital Campaign Committee to continue the work on the fundraising and social financing opportunities for the capital required to start the building of the new facility. We also achieved significant milestones in that we were able to bring on board a Project Management group, Operational Consultant, and Prime Consultant (Architecture Firm) that all specialize in Long-Term Care. At this point, we now have a solid Milestone plan, and planning activities are in full swing; we have started planning workshops, held the initial project development meeting with the Ministry of LTC and are in the process of preparing the required documents for MLTC Licensing Review submission.

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 I forward to the ongoing activities in the coming year.

DEVELOPMENT COMMITTEE

Clair Faloona Constant Ouapo Dieter Pagani Wendy Farrow-Reed



Barry Dawson
Development Committee Chair

Bennett Family Visits





CAPITAL COMPASSION & CARE CAMPAIGN REPORT

In 2020, plans commenced to launch a capital campaign in support of the Bennett Centre Development Project. The Compassion & Care Campaign Cabinet is a newly recruited committee focused on raising funds for the development. The committee is led by Co-Chairs, Lori-Ann Evans and Jason Brass, and supported by volunteers and Bennett Village (BV) leadership staff. The Cabinet works closely with fundraising consultants from The Dennis Group, who provide strategic and philanthropic guidance.

Highlights from the past year include:

·A Community Assessment & Planning Study (CAPS), conducted in 2021 by the Dennis Group Inc. (TDG), provided vital information about the community's understanding and buy-in of the project, as well as the availability of leadership, community capacity to give and campaign timing. A final report of the findings was presented to the Board of Directors on April 28, 2021. This report provided the framework for a comprehensive campaign strategy that was developed by TDG.

·The Board approved moving forward with TDG for Phase 2: Campaign Planning Phase and Phase 3: Active Campaign Phase.

·In July 2021, we moved to the Planning Phase of the fundraising campaign. The Dennis Group worked with a volunteer committee to develop the infrastructure for the campaign which included campaign theme and branding, recruitment of the Campaign Cabinet, communications and supporting collaterals for the campaign launch.

·Early in 2022, an initial meeting of the recruited Campaign Cabinet, including Co-Chairs, Lori-Ann Evans and Jason Brass, as well as BV staff, met with TDG to begin the preliminary work to begin the campaign.

·In April 2022, campaign activity was paused, pending the hiring of an architect and finalizing project details. Phase 3 is expected to begin in June 2022.

·To support the campaign, BV formed a collaboration with Entité3, an organization who will work with us to raise awareness in the Francophone community about the plans for a Francophone wing. Initial efforts include outreach to key leadership in the Francophone community, development of a French fact sheet, and the participation of BV Executive Director, Mike Bakewell, at the French Healthcare Symposium in March 2022.

·A new Philanthropy Officer was hired in January 2022 to work closely with the Campaign Cabinet Committee, Bennett Village's Marketing Communication Officer and The Dennis Group.

·BV contracted Tapestry Community Capital, a social financing company, who will be working with the Campaign Cabinet to provide an alternative to giving by offering community bonds.

·An investment into a fundraising management software called DonorPerfect was made to help manage our donors as well as for the stewardship of current and future donors. This database will be managed by the BV team.

Capital Campaign Committee Members

Kym Taal Maureen Gillham

Our staff make Bennett a very special place





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











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 the pandemic continued to be top-of-mind. While access restrictions to the building have been eased, we are continuing with an enhanced cleaning schedule (thanks to Tess for her efforts here), a modified policy on suite viewings 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) and staff Buddy and Teresita Quanbury for their ongoing vigilance and efforts to keep everyone safe and healthy.

As a result of general pandemic affects and COVID-19 restrictions, Gallery suites that came on the market in 2021 continued to enjoy the robust turnover we had come to appreciate in the past. There was an uptick in 2022 with a number of sales exceeding asking prices. Concerns expressed from Life Lease Holders selling their suites were taken very seriously by the Gallery Governance Committee (GGC). A combination of easing COVID restrictions and the 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 sales picking back up.

The Gallery Reserve Fund continues to be a prime focus of the 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 directed that a full Reserve Fund Study (including on-site analysis) be undertaken as part of the normal three-year review cycle. This was 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 were reviewed and confirmed, and necessary course adjustments made. This year, significant repairs as per the Reserve Study, were undertaken and completed successfully.

Other activities that variously engaged the GGC, Management, staff, Residence Advisory Committee AND Residents include (but definitely not limited to) the completion of the storm-water management swale decommissioning, progress of the road construction, renewal of the 5 year COGECO contract, after hours emergency support and building access, FOB policy and control, ongoing Suite renovation requests, garage repairs and approval for a new BBQ.

A major change in the maintenance of The Gallery building was the transfer of Property Management from The Zock Group to APEX Property Management and Consulting Inc. This caused a change in personnel. Jean Cherwaiko is now the onsite Property Manager from APEX.

Policies reviewed last fiscal (March 21 to March 22)

GP 2021-004 Alteration/Renovation Reguest and Approval

GP 2021-005 Guest/Visitor Accommodation

GP 2021-006 Conflict of Interest - Gallery Governance Committee

GP 2021-007 Fireside Lounge

GP 2021-009 Life Lease Holder Representative

GP 2021-010 Confidentiality

GP 2021-011 Large Item Moving/Service Elevator Use

GP 2021-012 Life Lease Holder and Resident Pets

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

Gallery Governance Committee

Dana Bellman Susan Campbell



Dieter Pagani Gallery Governance Committee Chair







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





Ken and Graeme at

the Gallery

Centre