

# Bennett Village Annual Report 2023-2024

*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  
Susan Campbell– Treasurer  
Lesley Bell  
Jason Brass

Fiona Burns  
Barry Dawson  
Lori-Ann Evans  
Jamie Gribbon  
Larry Nolevski

Betty Stenning  
Cindy Timukas  
Heather Wolfe  
Norman Wolff

## Our Team

Executive Director – Mike Bakewell  
Director of Care – Rupinder Yogi  
Director of Finance – Suvarna Nimkar  
Medical Director – Dr. Jack VanBendegem  
Financial Assistant – Jane Newns  
Nutritional Manager – Daniel Bryson  
Environmental Supervisor – Brent O'Doherty  
Resident Care Coordinator – Alison Agnew  
Marketing and Communications Coordinator – Jeanette Stephenson  
Recreational and Volunteer Coordinator – Sonia Fedele  
Behavioural Support Lead – Elizabeth Mantey  
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

I want to start my contribution to this Annual Report by thanking my fellow members of the Board of Directors and all of the other volunteers that are either members of our committees or work with our Bennett Centre residents. It is impossible to overemphasize the importance of the people who donate their time, skills, goodwill and support to Bennett Village. Without them, we would not be the successful and caring organization that we are. I also want to thank the staff of Bennett Village and particularly of Bennett Centre whose work requires not only skills and know-how but also genuine care and compassion. They are amazing!

Our Board Committees have again been very busy and delivered great work, as described in their report and very briefly summarized here.

Our Quality of Care Committee and all staff and volunteers involved in the QC work have been particularly busy this year: they've have supported CARF re-certification, the implementation of technologies that will help us become more efficient and effective as well as work towards ongoing improvements in how we provide care. Tremendous! The Development Committee has continued to drive forward our plan for our new LTC home and, as a result, we're aiming to launch our Capital Campaign early in the coming fall – the Capital Campaign team is 'at the ready' and eager to get going. The Finance and Audit Committee has maintained its watchful eye over our financial management activities, brought in updates to our practices and supported the Development project. The Gallery Governance Committee has done a lot of work towards infrastructure, services upgrades and the management of busy real estate activities. The Strategic Planning Committee is wrapping up our existing Strategic Plan this year and is getting ready to prepare the next one – this will likely keep it quite busy in the coming year! Our Executive Director has done an excellent job at summarizing the key accomplishments of the Bennett Village team and I invite you to read his report.

As in most years, the Board of Directors is saying goodbye to some of its valued members, and I want to again emphasize how grateful we are for their generous contribution to Bennett Village. People often forget that Board of Directors of not-for-profit LTC homes and of Bennett Village are volunteers: they spend a great deal of time and share their skills and expertise without compensation but with endless generosity. What a gift they are! I am glad to report that we will also be welcoming new members to our team: I am sure we will see the same level of engagement and benefit from the new perspectives they will bring to the Board. While this is my last year as Chair, I will be continuing as a Board member and work with the amazing Board of Directors of Bennett Village.

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 again thanking everyone in the organization, staff, volunteers, and collaborators for their hard work and for upholding Bennett Village's core values "Dignity, Respect, Compassion, Quality, Trust, Teamwork and Leadership".

Respectfully submitted,



**Céline Moore**  
**Chair of the Board of Directors, Bennett Village**

Summer 2023 at The Gallery and  
Bennett Centre



## EXECUTIVE DIRECTOR REPORT

On the surface, it doesn't seem possible that an entire year has passed since last year's Annual General Meeting (AGM). However, as I started writing this report, I began to gain a better perspective of all that's happened within our organization since then. Now that I've had time to reflect on this past year, I couldn't be prouder of the entire Bennett team for all they've accomplished through hard work and a commitment to making our seniors' community the very best it can be for our residents and staff alike.

In the past year, we've seen changes in some key roles on our management team. After four months in the role of Interim Director of Finance, Suvarna Nimkar became Bennett Village's permanent Director of Finance in August 2023. Daniel Bryson started as our new Nutritional Manager in September 2023. In May 2024 we recruited Carol Rame as Bennett's new Associate Development Director. She will be responsible for overseeing fundraising for the new development project and the current home, along with community engagement to give Bennett Village a greater presence in the community. Each of these three new team members bring experience and qualities that strengthen our organization.

At The Gallery Independent Living Building, Apex Property Management have continued to provide exemplary oversight of the day-to-day needs of the building. The Gallery's Onsite Property Manager, Jean Cherwaiko has taken the lead on the completion of several key projects this year, including procurement and replacement of multiple HVAC components, repainting the lines in the parking lot, procurement of equipment to augment the building's gym facility, upgrades to the building's generator, rekeying the building, concrete replacement in front of the front door and the parking garage, extensive policy review, contract maintenance, and procurement of new signage to adorn the front of the building.

Bennett Management have worked closely with Gallery staff and The Gallery's Resident Advisory Committee to ensure a strong relationship with the building's residents. Management is onsite weekly to meet with staff and residents and discuss current affairs in the building.

The organization took great strides this past year on the design phase of our Long-Term Care (LTC) development project. Though still subject to change, we have preliminary internal and external drawings posted in the home, which are building tangible excitement for the project. This year, the focus will shift to the fundraising campaign that will be essential to completing the project. We hope that we can count on all our stakeholders to contribute to our vision in any way they're able.

At the Bennett Centre LTC home, the leadership team worked hard on the arduous task of achieving a three-year accreditation award through the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF are one of two recognized organizations in the accreditation of LTC homes in Ontario. The three-year award is CARF's highest award and reflects Bennett Village's commitment to building quality, efficiency and best practices into our organization.

Also, at the Bennett Centre this year, we expanded the Continuous Quality Improvement (CQI) Committee to include external stakeholders of the home. Initially this committee was comprised solely of leadership team members, however effective January 2024, we have included residents, family members, frontline staff, Bennett's Medical Director, and representatives from contracted healthcare providers. This provides the committee with a broader perspective and allows voices to be heard from all stakeholder groups. We're very pleased to share that our 2023 CQI plan was successful in yielding improvements in each quality improvement objective selected.

All of these accomplishments did not go unnoticed this year, as our 2023 stakeholder satisfaction surveys showed improvement in almost all areas across the four stakeholder groups (LTC residents, families, Gallery residents and frontline staff). The Bennett leadership team are extremely grateful for the overwhelmingly positive feedback from such important members of the Bennett family.

Although the great survey responses will make it that much harder to find improvements this year, the incredible support from our stakeholders has reinvigorated the leadership team to make 2024 even better. To do so, we have implemented our 2024 CQI plan and its effectiveness will be measured by this year's stakeholder satisfaction surveys which will be circulated in October.

On behalf of everyone at Bennett Village, I'd like to thank all of our stakeholders for your ongoing support, and the role each of you played in making this past year a great one for the Bennett Village community.



**Mike Bakewell**  
**Executive Director**



Art Therapists Maria and Monica creating masterpieces with our residents



## REPORT FROM THE FINANCE AND AUDIT COMMITTEE

The Finance & Audit Committee (FAC) is a committee of the Board of Directors that oversees financial management, reporting and the 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, 2024 include:

- Approved the annual operating budgets for Bennett Centre and The Gallery
- Supported financial matters with respect to the new long-term care home development project
- Updated the Bennett Village Procurement Policy
- Provided support for the Director of Finance in various matters including the selection of new accounting software for financial reporting.

Finance & Audit Committee Members:

- Don Curry
- Jamie Gribbon
- Heather Wolfe
- Norm Wolff



**Susan Campbell**  
Finance and Audit Committee Chair



William's award winning cardboard creations



## REPORT FROM THE QUALITY OF CARE COMMITTEE

The Bennett Centre has enjoyed another year of providing great quality care to all residents, and the Quality of Care Committee (QCC), a committee made of community volunteers, is proud to have played our part. The QCC meets regularly throughout the year with the Bennett Centre management and staff to review care reports, critical incidents, and other Key Performance Indicators (KPIs). The QCC's key role is aimed at maintaining and enhancing positive resident and family outcomes and experiences.

This past year several new quality initiatives and technologies were implemented, including:

- the successful 3 year re-certification of CARF (Commission on Accreditation of Rehabilitation Facilities) accreditation.
- implementation of AMPLIFY, a computer system allowing for seamless communication of medical reports between the hospital and the Bennett Centre when a resident is transferred to hospital.
- implementation of Scriberly, an online prescription software tool which is designed to decrease medication errors.
- in collaboration with the Registered Nurses Association of Ontario (RNAO), implementation of Clinical Pathways, a tool designed to improve the admissions process by streamlining new resident assessments and care plans to ensure they meet the RNAO best practices and the requirements of the Fixing Long-Term Act.
- ongoing work to implement IPAR, a pharmacy led initiative to ensure new resident medications are reviewed and provided to the home prior to admission.
- enhanced dental services provided to residents through the home's dental care provider, Golden Care Dental, under the new federal government dental plan. Those enhanced services include a complimentary dental assessment for all residents, follow up with family members, as well as a brochure outlining services which are provided to all new residents.
- Purchase of an AED (defibrillator).

QCC regularly reviews Key Performance Indicators (KPIs). These include frequency of falls, wound care, pain management, behavioural symptoms, anti-psychotic drug use, reduction in activities of daily life and urinary infections as well as critical incident reports. The committee's review shows the Bennett Centre's performance measured against those KPIs continues to trend below provincial averages. In particular, the use of antipsychotics for residents without a diagnosis of psychosis, and behavioural symptoms are well below the provincial average. Contributing to those positive trends is the education and follow-up by our BSO and our increase in staffing hours. This has led to a significant reduction in the use of agency staff, which has been instrumental in improving reliable, consistent care for the residents. New safety equipment such as lifts, bed motion sensors and mats also play a key role in safe resident care. Through increased entertainment activities, the Recreation staff continue to improve resident engagement. A few of those activities include the use of a new interactive projector, continuing resident outings, art therapy and music programs. Education, which also plays a key role in maintaining quality care, included training staff on MASD (Moisture Associated Skin Damage), additional CPR training and use of the AMPLIFY system.



During the past year, the Bennett created a stakeholder Continuing Quality Care (CQI) committee. This committee is made up of service providers (such as physicians), residents, family members, frontline staff and the management team. The committee meets regularly to review progress on the 2024 CQI plan. Focus areas identified for improvement will be shared by management with QCC, and action plans will be developed as needed. Also in the past year, Family Council has worked hard to recruit new members and they have successfully increased family participation. Thank you to all family members who have volunteered their time to this important committee.

In conclusion, the QCC continues to be impressed by the Bennett Centre's leadership team and staff members for their dedication and commitment to quality care. By prioritizing resident care and engagement, fostering a safe and supportive home environment, and focusing on quality improvements, the Bennett Centre stands out as a long-term care home whose reputation in the community and beyond is outstanding. The QCC extends their thanks to everyone involved in this success and looks forward to continuing to support the Bennett in the coming year.

- Quality of Care Committee Members:
- Jane Sweeney - Volunteer, Committee Member
- Fiona Burns - Committee Member and Board of Directors
- Cindy Timukas - Committee Member and Board of Directors
- Natalie Buelow - Committee Member
- Mike Bakewell - Executive Director
- Rupinder Yogi - Director of Care
- Alison Agnew - Resident Care Coordinator
- Sonia Fedele - Recreation & Volunteer Coordinator
- Tracey Wellon - Administrative Assistant



**Betty Stenning**  
**Quality of Care Committee Chair**



Residents trying out the new interactive  
Mobii projector

## 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.

During the year, Bennett Village continued toward the completion of its strategic initiatives, including:

- Nearing finalization of the design of its new long-term care home;
- Working with the Ministry of Long-Term Care and other key partners in order to develop financing solutions for the construction of that home;
- Significant progress with the enterprise risk management program through the identification, evaluation and mitigation of risk factors;
- Ongoing creation and implementation of an Equity, Diversity and Inclusion plan; and,
- Implementing new systems and processes to further enhance resident experiences and operational efficiency.

Bennett Village is committed to the successful completion of its strategic plan so that current and future residents of the long-term care home and The Gallery can live with dignity in a caring and inclusive community.

Committee Members:

- Brian Clark
- Céline Moore
- Jamie Gribbon
- Dwaine Praught



**Norm Wolff**  
**Strategic Planning Committee Chair**



Bennett Staff and Gallery residents on Valentine's Day

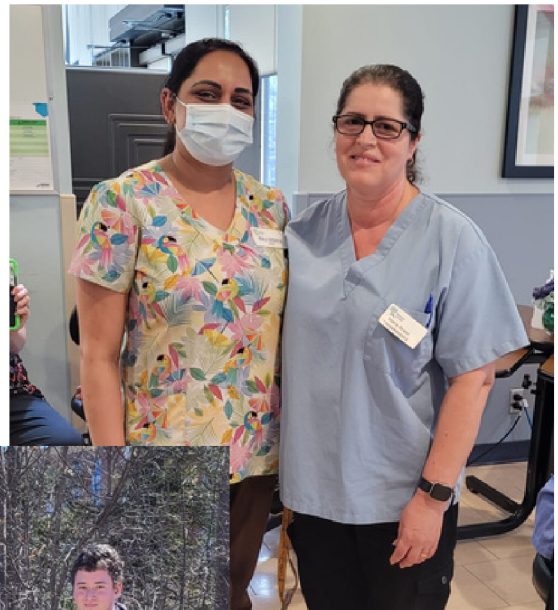
# 2023-2024 Celebrating Holidays and Special Days at Bennett Village



# 2023-2024 Celebrating Holidays and Special Days at Bennett Village



# Celebrating our Staff



## 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, to replace the existing 66 bed Long-Term Care Home that is attached to the Georgetown Hospital today. The Development Committee was formed following the Re-development Committee's successful completion of their mandate in 2021, to renew 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 home under the care of the Ministry of Health and Long-Term Care Renewal Strategy.

The plan for the new LTC Development is to use the land adjacent to The Gallery that is owned by the Bennett Village and close to the existing 66 bed Long-Term Care Home and is part of the vision to provide a Village of Care for seniors in Georgetown. The 160 Bed 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 added a Director of Development to help move the project forward and continued to work with our staff and key partners to complete the planning phases of the project, focusing on cost reductions and opportunities to raise money. We now have a final approved design that has been modified for cost savings while still meeting the needs and vision of care for our residents. Much of the success was not only through the dedicated work of all our partners and Director of Development, but very much from the Bennett Long-Term Care Management, Admin resources, and Staff that continue to encourage and support the development efforts through meetings, feedback and encouragement. We have also met the target this year to submit the MLTC Preliminary Drawing. There is a large fundraising target and effort that has been initiated and has become our focus in the coming year to support the target for opening our doors in 2028.

I would like to thank the members of the Development Committee, Executive Committee, Board of Directors, and all 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**

**Director of Development:**  
**Dwaine Praught**

**Development Committee Members:**

- Constant Ouapo
- Brian Clark
- Lori-Ann Evans

# Acknowledging Excellence!


**CONGRATULATIONS!**

**JULY EMPLOYEE OF THE MONTH**

**RENATA**

Renata, RN has been nominated for July's Employee of the month by being a role model within the Nursing Dept. She always has the resident's best interests at heart and is an exceptional and thorough employee that takes pride in her work. Thank you for everything you do!

**AUGUST EMPLOYEE OF THE MONTH**



**Sukhi, RPN**

*October Employee of the month*

**Congrats Elsa!**

Elsa has been a member of the Bennett Centre Housekeeping team since 2020. She has the amazing ability to support everyone in the home including residents while still doing an incredible job keeping our home clean in the evenings. We all appreciate the hard work she puts in every single day!

**CONGRATULATIONS!**



**NORIYO**  
PSW

**NOVEMBER EMPLOYEE OF THE MONTH**

*Employee of the Month*

**Tina**

It is a pleasure working with Tina, she pays great attention to detail, and has care and compassion for the residents. She has a dutiful nature as an RN, which often finds her in the charge Nurse position. She works hard to always find a solution in the moments when a solution needs to be facilitated, with the utmost efficiency.

*Congratulations!*

**CONGRATULATIONS!**



**NOVEMBER EMPLOYEE OF THE MONTH**

**RUTH**

*Congratulations*

**EMPLOYEE OF THE MONTH**

**Daniel**

Daniel is a recent addition to our team, contributing to both our dietary and housekeeping depts. He has a strong work ethic, and consistently delivers excellent results.

Despite his demanding workload, Daniel always has time for meaningful interactions with our residents.

**EMPLOYEE OF THE MONTH**



**ALISON**  
RPN R-IPC  
RESIDENT CARE COORDINATOR

"Her dedication and hard work really shows around the home and she is always there to assist when needed. She goes above and beyond!"

**CONGRATULATIONS!**

**EMPLOYEE OF THE MONTH**



**RACHEL**  
RECREATION AIDE

Rachel is a very hard worker and her eye for detail is impeccable. If you want a job done and done properly, Rachel is the person to do it. She is always friendly and includes the residents whenever she can. She has great work ethic, patience, creativity, and is great to work with. Rachel is a real asset to the Bennett Center."

**CONGRATULATIONS!**

**CONGRATULATIONS ANGELLA**

**EMPLOYEE OF THE MONTH**



Angella has been an invaluable member of our dietary department for many years. From the beginning she has consistently demonstrated exceptional teamwork and unwavering dedication. Remarkably, Angella has maintained a flawless attendance record, and has not taken any sick days! Showing great commitment to her role and the team.

**EMPLOYEES OF THE MONTH**



**RAJ AND MARIA**

**Congratulations!**

**EMPLOYEE OF THE MONTH**



**Kriscinda**

Thank you for your hard work!

**EMPLOYEE OF THE MONTH**



**Rhonda**

Thank you for your hard work!

## THE GALLERY ACTIVE LIVING REPORT

The Gallery Active Living Community at Bennett Village continues to be a premier residence for seniors in our community. Activities this year continued to focus on supporting a healthy environment for all Residents through ongoing enhanced cleaning and continued focus on maintaining the buildings' excellent condition. Thanks to the Bennett Village Executive Director, 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.

With the general pandemic affects receding, The Gallery suites that came on the market in 2023-24 enjoyed a robust turnover as appreciated in the past. Concerted efforts by Evan Debrincat of Fieldstone Realty coupled with the Marketing/Media Plan (thanks to Jeanette Stephenson) and Website (including "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 repair 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. The Reserve Fund Study update that commenced in the latter part of the 2023-24 fiscal year will continue to ensure a comprehensive schedule of required maintenance activities is kept current.

Other activities that variously engaged the GGC, Management, staff, Residence Advisory Committee and Residents include (but are definitely not limited to) the acquisition of new gym equipment and the installation of new signage outside the building. Generator upgrades, heat pump replacements, as well as boiler maintenance and repairs were amongst the general maintenance projects undertaken during the year. Management also undertook an update to the emergency preparedness plan to ensure current policies and procedures are in place to ensure the ongoing safety of the residents. In addition, the GGC approved the renewal of several contracts under multi-year tenures, ensuring favourable terms, certainty of pricing and consistent reliable support for the residents.



Personnel changes occur as part of the normal ebb and flow of committee life. This year we saw the departure of Greg Sage from the Board and the GGC, a thank you to him for his participation on the Committee. Dana Bellman is continuing on the GGC as a Community Member and Larry Nolevski 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
- Larry Nolevski



**Susan Campbell,**  
**Gallery Governance Committee Chair**

**Our Gallery residents enjoy gardening, exercise classes and 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](http://bennettvillage.ca)

Charitable number  
89390 2411RR0001

