



# Bennett Village Annual Report

## 2020-2021

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



# Bennett Village

## VISION

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

## MISSION

To be a not-for-profit campus of care and living options that provides evolving supports and services for older adults in Halton Hills.

## 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 within our organization, & with the community at large.

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

### **Bennett Village Board of Directors (June 24, 2020-June 23, 2021)**

Brian Clark – Board Chair  
Jason Brass  
Barry Dawson  
Wendy Farrow-Reed  
Eunice McGowan  
Bob Meads

Brenda O'Doherty  
Susan Owens  
Dieter Pagaini  
Dwayne Praught  
Connell Smith  
Sheena Switzer

David Williams  
Heather Wolfe  
Norman Wolff

### **Bennett Village Leadership Team**

Executive Director – Soo Wong  
Director of Care – Norma Frost  
Medical Director – Dr. Jack VanBendegem  
Manager of Finance & Administration – Ann Somerville  
Financial Analyst – Mohamad Hussein  
Supervisor of Environmental Services – Eduardo Pizarro  
Nutritional Manager – Leila White  
Behavioral Support Lead – Elizabeth Mantey  
Residence Services Coordinator – Alison Agnew  
Recreation and Volunteer Coordinator – Sonia Fedeles  
Marketing and Communications Coordinator – Jeanette Stephenson  
Philanthropy Officer – Mercedes Lato

Residents in cover photos:  
Pre-Covid photo of Gallery residents preparing a meal-Graeme, Tom, Corrie, and Susan  
Bennett Centre library-Laura  
Bennett Centre staff- Raj, Kuldeep and Angella

## REPORT FROM THE CHAIR OF THE BOARD

I have the privilege to start off the annual report of Bennett Village as I end my second year as Chair of the Board for 2020 – 2021. The last 12 months have given us many challenges as well as some significant strides forward.

Our biggest news happened earlier this year when the provincial government approved the Bennett Village application to build a new 160 bed Long Term Care home on land that we own across the street from the Gallery. The application and subsequent approval is a result of over 4 years of hard work by a myriad of volunteers and staff.

The ongoing pandemic is the other big item from the past 12 months. Staff at the Long Term Care Centre worked hard throughout the year to keep our residents safe and were successful in not having a single case affecting a resident. I would like to thank our Executive Director, Soo Wong and all the staff for their efforts, sacrifices and for always putting the health and safety of our residents front and centre in the running of the home. Kudos are also in order for the Gallery residents who throughout the pandemic have been thoughtful and considerate of their neighbours in keeping the Gallery free from outbreak. I would like to thank the Residents Committee in taking a leadership role to protect Gallery residents.

A few items of note this year include the Marketing Committee, who have done a great job on updating our internet presence. Our website now has a virtual tour available of all the different suites in the Gallery. This great marketing tool has helped with sales of units and allowed people to have an in-depth look at the Gallery from the comfort of their home. I am told our hits keep going up and have helped to generate quite a bit of community interest in the Gallery.

Our Redevelopment Committee has added several community members this year with great qualifications and we look forward to this committee leading us as we look to get ready to start construction.

The Strategic Planning Committee expanded its mandate to include a deeper dive into risks for Bennett Village (there is nothing like a once in a hundred year pandemic to make you reassess your risks).



I mentioned earlier about the success of our application for expansion which was the accumulation of years of hard work by many individuals. Now we shift our focus to fundraising. Before we can build we will need to raise a significant amount of money. While we will explore all avenues available to us through the various levels of government, it will still require a group effort to hit our goal. We have engaged some professional help with this and while we look forward to what is ahead, it is a considerable task.

This has been an interesting year for our Board. We added 10 new Board members and we have yet to meet in person as a group. It has been a lot of zoom calls! I would like to thank all our board members and everyone who sat on one of our committees, for the support you have given the Bennett Village and myself this year. Your dedication and hard work during these challenging times has been very much appreciated. I would also like to thank Debbie Zock and the Zock Group who manage the Gallery.

A special thanks also to Soo Wong our Executive Director and her management team for all the hard work in all phases of the Bennett Village.

Respectfully submitted



**Brian Clark**  
Chair of the Board of Directors, Bennett Village



Pre-Covid photo-Tom and Lena enjoying a meal at the Gallery



Bennett Centre celebration- Laura, Pat and Edith



## REPORT FROM THE EXECUTIVE DIRECTOR

2020-2021 has been a difficult and challenging year. Much of the past year focused on COVID-19 and its effect on the long-term care sector. I am happy to share that Bennett Village has been successful at implementing our COVID-19 Pandemic Plan, providing weekly updates to families, staff and external partners, and adhering to the Ministry of Long-Term Care and Health Directives, resulting in only one resident positive case and two cases of staff during the last 15 months. This has been a significant milestone for the organization!

The staff at Bennett Village were conscientious, hard working, caring and dedicated in keeping the Home and Gallery safe and COVID-free. Although it was a challenging year in many ways, there were many memorable moments including monthly Spirit Day, Holiday celebrations, and Nurses' Week. The home saw daily COVID screening of staff and visitors, wearing mask and facial covering, renovations at the Home and the Gallery, weekly tele-conference meetings with the families, COVID Vaccination Day, and building external partnerships with community groups including Junior Achievement and the Francophone community.

During the past year, several new technologies were introduced at the Bennett Centre to enhance the lives of our residents and offer more efficient processes. This included Mijava, a software to reduce food waste, tracking of food products and preparation of food menus; a new nursing call bell system; upgrading the Staff Schedule Care, to enable staff to sign in either by facial recognition or fingerprint reading, Activity Pro to enhance documentation of residents attending programs, Mindy the friendly robot spent time with the residents and installation of security cameras throughout the Home. The Bennett Centre website has also seen a significant update to now include a promotional video, virtual tours of the home, a Family Council page and Francophone community page.

The Gallery received a number of upgrades including painting and new furniture on the main floor, new carpet on the first, second and third floors. A new reserved fund study was also completed of the Gallery. The start of the pandemic proved to be a difficult time for selling real estate in general and units at the Gallery were no exception. However, our Marketing team upgraded their website page, and it now includes virtual tours and new in-suite photographs. This along with the hard work of our realtor partner, Coldwell Banker Fieldstone Realty, the Gallery were able to successfully sell all 'for sale' units by the end of 2020.

Another highlight of the past year was the Ministry of Long-Term Care's funding announcement in March 2021, of the new 94 long-term care beds for new Bennett Centre. This announcement has been welcomed, addressing the urgency in Halton-Hills and the surrounding area for Long-Term Care beds.

The new Bennett Centre will have 160 Long-Term care beds. The new home will help to address the lack of long-term care beds in northern area of Halton Region and will support the needs of the older adult population (65+) which is projected to double by 2031. The proposed new Bennett Centre Long-Term Care Home will offer two specialized units; one 32 bed unit for residents with behavioural needs and a dedicated 32 bed Francophone unit.

# REPORT FROM THE EXECUTIVE DIRECTOR

In the summer of 2020, Bennett Village engaged The Dennis Group to conduct a community fundraising assessment, including Board members and staff and this was followed by a comprehensive interview and survey of prominent Halton Hills residents, community and business leaders, families and staff. The Report from the interviews and survey provided the foundation for the development of the Capital Campaign materials. The Dennis Group will complete this second phase of the Capital Campaign by fall 2021.

During this, my second year at Bennett Village, I have seen many positive changes, accomplishments, organizational growth and tremendous team spirit. I continue to find the staff to be dedicated, caring and professional. The leadership team have been an invaluable source of support and the Family Council have continued to provide their assistance in organizing and donating items for many of our staff events as well as volunteering their time when possible.

I would like to thank our Board Chair, Brian Clark and our Board members for their diligence and continued commitment to Bennett Village as we continue to pursue excellence in our services and the embodiment of our mission, vision and values



**Soo Wong**  
Executive Director



Cindy and Mindy (Robot)



Margaret and Pat with the new therapy pet stuffies



George and Raj with new Mijava app.

# REPORT FROM THE QUALITY OF CARE COMMITTEE

The Quality-of-Care Committee (QCC) is committed to ensuring the highest possible quality of care for the residents of the Bennett Centre. This committee will have met nine times during 2020-2021 timeframe. Part of the standing agenda of the committee is to review the reports from the Executive Director, Director of Care and Recreation and Volunteer Coordinator related to quality of care. Quality Indicators and Ministry of Long-Term Care inspection reports are also reviewed and discussed with a goal to action for improvement. Education sessions are provided to the committee with regards to pertinent topics.

The pandemic was ongoing during this past year, and the Centre managed well to have minimal Covid-19 impact with residents and staff. The leadership team have remained steadfast in their approach to excellent infection control practices, ongoing training, wearing of personal protective equipment (PPE) and a robust Covid-19 vaccination program for residents and staff. Screening done upon arrival continued, and Rapid Antigen Testing began for visitors and contractors in recent months. During the time when the visitors were not able to visit, extra iPads were purchased so that residents could communicate via FaceTime with family/friends with the assistance of the staff.

The visitor policy has recently updated to allow designated essential caregivers to return to visit their loved ones, and as of May 22 general visitors (non-essential visitors) will be welcomed back for outdoor visits. The communication with resident's loved ones has increased during Covid times, with well-attended regular bi-weekly teleconferences and communication plans. The Quality Care Committee receives a weekly update report regarding Covid-19 and is included as a regular agenda topic during committee meetings. The ongoing dedication of the staff in supporting the residents, families and each other during these difficult times is commendable and the committee extends our gratitude to the team for all their work.

Key Performance Indicator's (KPI's) related to quality care for Bennett Centre are tracked and monitored on a monthly basis and a Quality Improvement Plan (QIP) reviewed as required. In addition, there are nine specific Quality Indicators that are tracked, monitored and reviewed quarterly and reported to the Ministry of Long-term care; these standards are also measured against provincial standards. Examples of these indicators include pressure ulcers, ADL performance, pain, urinary tract infections and falls.

Minimizing resident falls has been a challenge and ongoing education of staff related to fall prevention and updating resident care plans has been a priority. The Bennett Centre policy is no use of restraints and this has been maintained during the past year, which the provincial average is 2.9%.



Over the past year, the Ministry of Long-Term care has also required reporting of visits to emergency department (ER) with goal to minimize potentially avoidable visits. There were 14 visits to the ED from October 2019 to September 2020, mostly due to injuries from falls.

The quality of life for the Bennett Centre residents is top priority and the QCC committee is grateful for the tireless energy and care to brighten the days for the residents, particularly over these challenging pandemic times.

**QCC Committee members**

- Brenda O'Doherty (Board member)
- Irene Simpson (Community member)
- Debora Venning (Community member)

**Bennett Centre staff supporting this committee**

- Soo Wong - Executive Director
- Alison Agnew – Resident Care Coordinator
- Sonia Fedele, Recreation and Volunteer Coordinator
- Norma Frost, Director of Care
- Catharine Barker, Assistant Administrator



**Susan Owens**  
Chair, Quality of Care Committee



Bob enjoying Valentine's day

# 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 at least monthly 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, 2021 include:

- ·Worked with the external auditors to develop their audit plan, and to review their audit report and findings
- ·Reviewed insurance coverage and confirmed scope and limits
- ·Created a separate operating budget for COVID to align additional funding and eligible expenses
- ·Approved the annual operating budget for the Gallery
- ·Built a draft operating budget for the Future Development Fund, in anticipation of the upcoming development project
- ·Approved a capital plan for Bennett Centre (long term care), based on a new capital budgeting model that considers both current and future demands
- ·Developed key performance indicators (KPIs) for financial matters and related reporting, to be implemented in the coming year
- ·Commissioned a finance and governance review by an external Consultant, with key recommendations to be implemented in 2021

## Finance & Audit Committee

Heather Wolfe-Chair  
Don Curry  
Dwayne Praught  
Elizabeth Stenning  
Norm Wolff



**Heather Wolfe**  
Chair, Finance and Audit Committee



Sukhi, Kuldeep, Dee, Gina and Raj at the Rosslyn Dowell Education fund launch

# REPORT FROM THE MARKETING & FUNDRAISING COMMITTEE

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 2020-June 2021 period:

- Significant enhancements were made to the Bennett Village website. It has been made fully compliant with the latest accessibility standards and now features current tour videos and photographs of Bennett Centre and The Gallery and includes testimonials and additional information that increase the appeal and functionality for visitors to the site. Two particularly important additions are dedicated Francophone and Family web pages.
- The committee spear-headed the selection of a Fundraising Consultant, The Dennis Group, to carry out a readiness assessment of Bennett Village’s fundraising capacity, followed by training and mentoring of staff, board and committee members who play a crucial role in fundraising. This work is ongoing and The Dennis Group has subsequently been retained to carry out a Community Assessment and Planning Study for a Capital Campaign for Bennett Village Redevelopment. The committee has provided assistance to The Dennis Group for both of these projects.
- With COVID-19 ruling out in-person fundraising events, a successful mail and email appeal was carried out during the Fall of 2020. Currently, the committee is putting plans into action for a slate of fundraisers supporting our 2020/21 initiative, “A Year of Health- Physical, Emotional and Social” which is intended to support residents who have experienced many restrictions due to COVID-19. Fundraisers include a GoFundMe page with video, a virtual Pub Night, a bottle drive and a 2022 calendar featuring Bennett Village artists.

The committee was pleased to welcome Jeanette Stephenson, Marketing and Communications Coordinator, in September of 2020 and Mercedes Lato, Philanthropy Officer, in May of 2021. They bring expertise that is invaluable to achieving Bennett Village’s marketing and fundraising goals. 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:	Staff:
Jason Brass	Sonia Fedele
Lorraine Morris	Jeanette Stephenson
Sue Walker	Mercedes Lato



**Kathy Dorbeck and Sheena Switzer**  
Marketing and Fundraising Co-Chairs





Laura, Hazel and Antoinette relaxing in the Bennett Centre lounge



The Gallery newly decorated reception lounge



Gallery Fireside lounge



Sonia, Kuldeep and Raj celebrating nurse's week



Elizabeth enjoying a jigsaw puzzle



# 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, 2021 marks the completion of the second year of our 2019-2025 Strategic Plan. It has been an extraordinarily challenging year with the Covid-19 outbreak in effect for the entire year, but our organization has still managed to make significant progress in the execution of our strategic plan. The following highlights some of those accomplishments:

- We have managed our way through a global pandemic with minimal health implications for our residents and staff through a diligent process and control implementation under previously unheard of circumstances;
- Our application for the redevelopment of the Bennett Centre Long-term Care facility has been approved by the Ministry, enabling us to move forward with plans for a new 160-bed facility;
- We have completed a full risk assessment of the organization and have identified the priority concerns to address going forward;
- We have improved communication with residents and the community by strengthening our relationships with local government, service partners, and health care agencies and launching an updated and more interactive website for the Gallery to go along with our new Long-term Care website launched a year ago;

With the Ministry's approval of our redevelopment application, our strategic plan will now shift towards the construction of the new facility and raising the funds necessary to ensure our new home is of the highest quality. At the same time, we will continue to implement our risk management strategy to ensure the successful ongoing operations of our current long-term care facility and the Gallery.

## Committee Members:

Susan Owens, Brian Clark, Norm Wolfe



Dwaine Praught  
Strategic Planning Chair



Architectural conceptual drawing  
of proposed new Bennett Centre Home

# REDEVELOPMENT COMMITTEE

As this is my first year as the Chair of this committee, I would like to take this opportunity to thank Teresa Fritsch (previous Redevelopment Committee Chair) and all the committee members to date, for all their hard work, dedication and acknowledge them for the great position that we were in when starting off this past year.

The Redevelopment Committee was formed in September 2016 and has made steady and significant progress on the primary mandate of renewing the Bennett Centre’s 66 Long Term care beds under the Ministry of Health and Long-Term Care Renewal Strategy. Over the years, this committee has put together detailed plans, designs, and reports to support the plan to use the land adjacent to the Gallery that is owned by the Bennett Foundation (intentioned as the site for the renewal of the current Bennett Centre, providing a village of care for seniors in Georgetown and surrounding areas).

In early 2020 a secondary application was submitted for the renewal of the present Bennett Village 66 Long Term care beds, in addition to a request for an additional 94 beds for a complete build out of 160 Long Term care beds. The submission included 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.

This year we resubmitted the amended application based on the ongoing communication with the Ministry of Long Term Care staff & leadership and the continued review and development of supporting materials. During the year we had a Financial review completed, to ensure the financial ability to fund the ongoing costs, once the initial fundraising and building was complete. We also engaged consultants, The Dennis Group Inc. to help plan and oversee the Fundraising for the capital required to start the building of the new facility. We hired a specialized LTC financial team to oversee the procurement of financing and they were able to provide us with our required Lender Letter to present to the Ministry with our application.

We were recently advised by the Ministry of Long Term Care, that we were successful in our application for the new 160 Bed “Class A” Long Term Care center. As a result of this great achievement the “Redevelopment Committee” will transition into a new committee (“Development Committee”) in the coming year and will focus on the development of the new facility.

## Committee Members

- |               |                |                   |
|---------------|----------------|-------------------|
| Bob Meads     | Dieter Pagani  | Ron Stitt         |
| Brian Clark   | Eunice McGowan | Wendy Farrow-Reed |
| Clair Faloona | Jason Brass    |                   |



**Barry Dawson**  
Redevelopment Committee Chair



## THE GALLERY ACTIVE LIVING REPORT

The Gallery Active Living Community at Bennett Village has and continues to be a premier residence for seniors in our community. This year has seen a lot of change and has been a year of enduring vigilance with the pandemic continuing to impact our deliberations and activities at The Gallery.

The pandemic continues to be top-of-mind. The safety of our Gallery residence is absolutely paramount. We are continuing with an enhanced cleaning schedule (thanks to Teresita for her efforts here), limited access to the building, strict policies on suite viewings and adherence to Provincial and Municipal Public Health directions. Thanks so much to Soo Wong, Bennett Village Executive Director, for her leadership and health expertise, Debbie Zock and staff of the Zock Group (our Property Management Company) and staff Harold Higgins 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 did not enjoy the robust turnover we had come to appreciate in the past. Concerns expressed from Life Lease Holders selling their Life Lease suite were taken very seriously by the Gallery Governance Committee (GGC). A combination of easing COVID restrictions and 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 and the back log of available suites quickly vanished.

Continuing with the health and well-being of our Residents in mind, we established the Risk Management Plan Committee. This Committee, composed of individuals from the Bennett Board, GGC, Gallery staff and RAC representative have been tasked with developing and implementing plans to further secure our Resident’s safety.

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. This year 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. After a full RFP process, Cha!!Eng. Consulting Engineers were engaged to fulfill this important obligation. At the completion of this study, the Gallery’s short and long-term capital plans will be confirmed, any necessary course adjustments made, and capital projects will continue.

Other highlighted activities that variously engaged the GGC, Management, staff, Residence Advisory Committee AND Residents include (but definitely not limited to) the stormwater management swale decommissioning in preparation for road construction, renewal of the 5-year COGECO contract, after hours emergency support and building access, approval of the Gallery Fire Plan, FOB policy and control and ongoing Suite renovation requests.

Personnel changes occur as part of the normal ebb and flow of committee life. This year we saw Doris Mattear and Ron Stitt move on from the GGC and Dana Bellman move from Chair to Community Membership on the Committee. Bob Meads took over as Chair of the GGC and Brian Maltby came onboard as a Community Member. In addition, we thank Tom Cook and Ron Javorsky for their contributions as Chair of the RAC and welcome Peter Zavitz as new RAC chair.

**Gallery Governance Committee**

Brian Maltby  
Dana Bellman  
Debbie Zock



**Bob Meads**  
Gallery Governance Committee Chair



Sid, Peter, Tom, and Ron doing the ice-water challenge!



Gloria, Susan, Theresa and Sophie enjoying the sunshine, summer 2019

# 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**



Ron and Bertie enjoying Canada Day at the Gallery 2019

[bennettvillage.ca](http://bennettvillage.ca)

Margaret outside of Bennett Centre

Charitable number  
89390 2411RR0001

