



**Bennett Health Care Centre**

# **Annual Report: 2012 - 2013**

**Welcome to the Annual General Meeting  
June 26, 2013, 6:30 pm  
Devereaux House**



**Lillian is coming in to check up on the Administrator and Charles is enjoying the nice weather!**



# Bennett Health Care Centre

## Annual Report: 2012 - 2013

### Board of Directors

Board Chair and Strategic Planning Committee Chair  
 Vice-Chair and Quality of Care Committee Chair  
 Secretary  
 Treasurer and Finance Chair  
 Land Use Committee Chair, Interim Finance Chair  
 Past-Chair  
 Bennett Village Governance Committee Chair  
 Bennett Village Development Committee

Wendy Hue  
 Kathy Dorbeck  
 Eunice McGowan  
 Tom Simmons \*  
 Ernie Bodnar  
 Madonna Benoit  
 Neil Shepherd \*, Don Burt  
 Tom Bentley

### Members at Large

Linda Bischoff, Dan Chiasson  
 Ann Geh, Bill Kort

### Senior Staff

Administrator  
 Director of Care  
 Director of Financial and Administrative Services  
 Recreation and Volunteer Supervisor  
 Ward Clerk  
 Administrator's Assistant  
 Resident Services Coordinator

Mark Ewer MSW RSW  
 Shihana Rumzi RN \*, Norma Frost RN  
 Mike Trendafilov MSc CMA  
 Paul Parks \*, Cindy McCoy  
 Barbara Allen \*, Robyn Roe, Karen Diardichuk  
 Gregory Heaney  
 Alison Agnew RPN

### Contract Staff

Medical Director  
 Food and Nutrition Services Manager  
 Environmental Services Manager  
 Bookkeeping

Dr. Jack VanBendegem  
 Cheryl Bradley \*, Barbara Faria (Nutra Services)  
 Eduardo Pizarro (Unicco)  
 Jane Newns

\* Resigned during the year

### Healthcare Partners

Physiotherapy  
 Occupational Therapist  
 Pharmacy  
 Nursing Consultant  
 Human Resources Consultant  
 Foot-care Services  
 Mobility Services  
 Ophthalmology Services  
 Dentistry  
 Hairdressing  
 Maintenance Services  
 HHS Infection Control  
 Food Services  
 Environmental/Housekeeping Services  
 Registered Dietitian  
 Nurse Practitioner  
 Pain Consultant  
 Public Health Services of Halton  
 Admission Coordination/approval  
 Halton Psycho-geriatric Mental Health Outreach

Les Malachowski PT, Kamen Dragoulev PTA, Arvan Physio  
 Divina Natural OT, Arvan Physio  
 Cheryl Tyler, Natalie Sourour, Medical Pharmacies  
 Claire Annis RN, Claire Annis and Associates  
 Glenn Yaffee  
 Maureen Sokolowski, Young's Pharmacy  
 Lori Grech, Shoppers Home Healthcare  
 Dr. Heather Mackenzie  
 Direct Dentistry Services  
 Silvia Koller  
 Halton Healthcare Services (Andy, Andre and Ray)  
 Debbie Friessen  
 Extendicare Canada/Nutra Services, Andrea Blain, Fred Timman)  
 Extendicare Canada/Unicco UGI, Joe DaCosta  
 Jill Miller RD  
 Cara Henry RN, NPSTAT Program, Mississauga-Halton LHIN  
 Mickey Turner RN  
 Jane Power RN, Infection Control  
 June Remar, Mississauga-Halton CCAC  
 Heather O'Neill MSW, Marion Penko MEd.

### "The Gallery" Partners

Property Management

Gary Zock, Christine Thomas, Jane Newns

## Highlights of the year 2012-2013

### Executive Committee and Board Accomplishments (Wendy Hue, Chair)

The Board of Directors of the Bennett Health Care Centre (BHCC) wishes to express appreciation to the members of our Board Committees for their keen interest, their expertise and their sound advice to the Board and staff. This report contains some of the highlights of their deliberations and accomplishments. It has been a very exciting year.

- The Executive Committee included Wendy Hue, Chair, Eunice McGowan, Secretary, Kathy Dorbeck, and Madonna Benoit.
- A new Management Position called “Director of Financial and Administrative Services” was established effective November 5, 2012 and filled by Mike Trendafilov.
- The CARF Survey took place in December 2012 and BHCC was accredited for a further 3 years. Their report includes a number of strengths, consultations and areas for improvement. This was a very positive process that involved significant participation by residents, families, staff, board and external stakeholders. The report highlights have been shared via the Bennett website.
- The Executive Committee reviewed and updated where necessary, Board policies that are assigned to the Executive Committee.
- In March 2013 the Board Retreat proved to be an excellent way to update all committee members on our future plans. The retreat was successful not only in updating board and community members on the status of the Bennett Village (BV) Project #2 but also on opportunities and challenges ahead. Challenges include completion of a viable Business Case and raising the Bennett’s local profile to engage the community ( by promoting interest in donating, renting the Supportive Living Units and volunteering). It was suggested that another retreat be held in the Fall or 2013.
- On April 4, 2013 a meeting was held locally with the Mississauga-Halton LHIN. This meeting was very successful and the LHIN representatives indicated that they solidly support the Bennett Village project in principle. They also suggested the Bennett apply to offer “Supports for Daily Living” Services as a local “Hub”, in advance of opening the next building. Meeting with the Mississauga Halton CCAC on the plans for the project was recommended to see if support can be obtained for the “vision” of the project (being able to operate a continuum of care, with local control over services
- At the suggestion of Halton Region, an application was made for an “Investment in Affordable Housing” Grant. It was been prepared by Gary Zock with assistance by Bennett board and staff and he feels it has a good chance of being accepted. It was submitted on April 25, 2013 with full support from the Board.

We look forward to another exciting year as our goal toward breaking ground for BV Project #2 comes closer.

The Board of Directors would also like to express their appreciation to Mark Ewer, Administrator, and to his management team, staff and volunteers for their commitment to the residents and their families and to making the Bennett Centre “*Long-term Care that Feels like Home*” for our seniors and people with special needs.



**Barb and Sandy ringing in the New Year with some friends!**

## **Land Use Committee (Ernie Bodnar)**

The Land use Committee has been for the most part inactive. A couple of members have been involved in trying to close out The Gallery project. All servicing work on Halton Hills Drive has been completed and the final contractor's holdback has been released. There are some minor deficiencies remaining on the building contract but with little effort on the part of the contractor to complete them. We are considering confiscating the remaining holdback and completing outstanding issues using our own forces. Efforts continue to satisfy the Town with respect to a couple of minor issues in order for the Town to release the remaining security that they are holding in Letters of Credit. Those associated with building the Gallery remain very proud of this accomplishment!



**The Gallery in all its glory!**



**“Big Benny” is driven weekly by Gallery Volunteers**

## **Bennett Village Governance Committee (Don Burt)**

There have been many successful activities at Bennett Village in the past year. The key highlights are:

- Reserve Fund – The Reserve Fund Committee was created with members: Helen Metler, Cyril Gallagher, Ernie Bodnar, Don Burt and Gary Zock. We receive excellent support from Mike Trendafilov and Jane Newns. We have selected a fund manager, established a separate trust and have invested \$250,000.00 with \$ 50,000.00 more to invested in July
- Residents' Association Executive – A new Residents Association Executive has been elected and we continue to experience positive relationships between BHCC, the Governance Committee, Property Management and the Residents' Association Executive.
- Health and Fitness – Health and Fitness Programs for residents have been expanded to include the following; Physiotherapy, Seniors' Fitness and Falls program, Stretch and Mobility program, etc. Approximately 90% of residents now participate in some of these programs.
- Gallery Ambassadors – John and June Lenz have introduced a new program to make new residents feel welcome and to familiarize them with The Gallery operation and programs.
- Tragic loss of Custodian – Residents and Staff joined together to minimize the impact of the sudden and tragic loss of our much respected custodian, David Allen. We have been most fortunate to find George Thomas as a new Custodian. He has proven to an excellent resource since assuming his duties.
- Committees – The Games Room Committee has completed renovations to an otherwise unusable area on P-1 level through resident donations. The Gardening Committee continues to make the exterior of the Gallery one of the most beautiful areas in Georgetown, The Decorating Committee should be recognized for its work in coordinating the new finishes (paint, wall and columns) as well as shelving in the Fireside Lounge. Along with an excellent newsletter, it is obvious that the Gallery is a “happening “place!
- Building Capacity – Eight units have sold since June 2012 and one is currently listed. The sale of the eight (8) units has contributed \$134,195.00 to BHCC for future development of Bennett Village projects.
- Standard of Independence Policy – A Standard of Independence Policy has been introduced to assist in managing residents' ability to live independently and provide a process for relocating them to a more

supportive environment if necessary. This policy has been fully endorsed by the Residents Association Executive.

- Deficiencies – A significant decrease was noted in the number of deficiencies and maintenance issues identified in the annual suite inspection conducted in February 2013 as compared to the previous year.

The Gallery staff continues to provide excellent services to our facility. They are: Jane Newns, Onsite Property Manager; George Thomas, Custodian; Isabelle Murkin and Frenne and Ivan Crocker, Janitorial. Zock and Associates including Gary Zock, Christine Thomas and Maria Boria provide excellent support and leadership.

The Governance Committee includes Linda Dawson, Ernie Bodnar, Bill Kort, Paul Skinner, Mark Ewer, Mike Trendafilov and myself, Don Burt as Committee Chair. I wish to thank them all for their continuing support.



**There is always time for a party at the Bennett Centre!**

### **Finance Committee (Tom Simmons, Treasurer – resigned during the year, Ernie Bodnar is acting as Interim Chair)**

- The committee provided ongoing financial guidance and support to the Board of Directors through monthly meetings and special meeting where required. Staff supporting committee activities included **Mike Trendafilov**, Manager of Administrative and Financial Services, **Jane Newns**, Book Keeper and Gallery Property Manager and **Mark Ewer**, Administrator.
- Board Members sitting on the committee included: **Ernie Bodnar, Don Burt and Tom Bentley**
- Operating and Capital Budgets were struck during this period as is our annual practice.
- We continue to invest surplus funds with Meridian Credit Union in order to obtain the best rate of return possible until funds were required for the next project or other purposes
- During the year staff have been transitioning Bennett Bank accounts to Meridian Credit Union and this will be completed in the very near future.
- The Finance Committee has played a key role in the development of the Business Case for Project #2. In particular they have completed an estimate of cash equity available for investment in the next building and will be asked to carefully review the assumptions and conclusions included in the final version of the Business Case and to make appropriate recommendations to the Board before moving forward.
- The Committee would like to express appreciation for the professional and supportive manner in which the auditors, KPMG LLP carried out the 2012 Financial Audits.
- During the year the committee benefited greatly from the contribution of its Community Members: **Don Curry, Bob Austin and Linda Dawson.**



**Activities ...**



**and the ladies that make them happen!**

### **Quality Care Committee (Kathy Dorbeck)**

- The Bennett Health Care Centre underwent another successful CARF accreditation process and was awarded the maximum (3 year) accreditation level.
- **Norma Frost** joined the Bennett in October 2012 as Director of Care, and, with her wealth of experience, is making positive and energetic contributions to the Bennett. Welcome Norma!
- With MOHLTC funding, the Bennett has been able to utilize an RPN Behavioural Supports Ontario (BSO) staff member, and more recently, a part time PSW BSO staff. These staff have special training in understanding and responding to negative resident behaviours, and they have been acting as a resource to the rest of the staff, with excellent results.
- All Bennett staff were trained in the Gentle Persuasive Approach, with one-time funding from the Ministry of Health and Long-Term Care (MOHLTC). The training encourages staff to relate to residents with behavioural challenges in a more effective and positive manner. Staff have embraced the concept and it is being used in the daily care of residents.
- The Quality of Care Committee, on behalf of the board, sent a letter to Health Minister Deb Matthews, regarding the need to broaden restorative funding to include activities that support maintenance of functional skills. These are services that we feel are very important for the residents. The Bennett's Restorative Program has been functioning very well, with good results for residents.
- **Paul Parks** was unable to continue in his role as Recreation Coordinator at the Bennett, and **Cindy McCoy** has very competently taken on the challenge of the role and as well supervises the Bennett Volunteer Program. We wish Paul all the best, and thank him for his years of dedicated service to the Bennett. His warm and welcoming presence is certainly missed.
- Board members that sat on the Committee this year included **Eunice McGowan, Ann Geh and Dan Chiasson**. Staff support came from **Norma Frost, DOC, Alison Agnew, RSC, Cindy McCoy**, Recreation and Volunteer Supervisor, **Greg Heaney**, Administrator's Assistant and **Mark Ewer**, Administrator.
- Once again, many thanks to all the Quality of Care Committee members for their time and efforts over the year. I will be stepping down as Chair of the committee, but know that QCC is in excellent hands with **Eunice McGowan** taking over as Chair in September. Special thanks also to our Community Members, **Myra Bourns and Irene Simpson** for joining the committee and making strong contributions.

## Strategic Planning (Wendy Hue)

Board Members on the Committee include - Wendy Hue, Chair, Kathy Dorbeck, Eunice McGowan, Madonna Benoit, Linda Bischoff and Tom Bentley. Drew Leverette, Past-Chair of the board sits as a Community Member. Staff support is supplied by Greg Heaney and Mark Ewer. Frequent Guest Contributors are Eric Doubt and Marnie Hughes of Communication Associates.

The Committee has drafted a new vision statement which has been approved by the Board:

*“We aspire to create a care community that offers graceful transitions while aging with dignity and in comfort”*

Special thanks go to Drew Leverette, for the work he put into presenting the “Visioneering” process to the board to help all concerned to understand how this statement was developed and its relevance to the Bennett Mission.

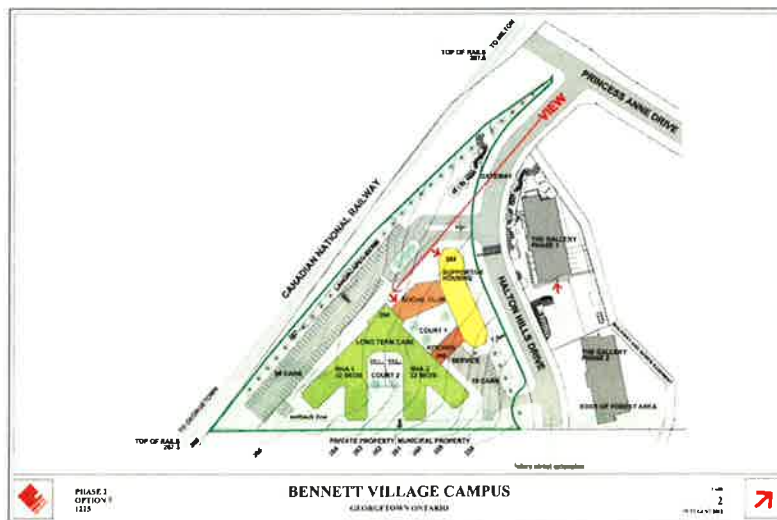
An issue raised at the March 9, 2013 Board Retreat was that the Bennett name was not well known in the community and this should be a topic of further discussion by the board and its committees.

- The Strategic Planning committee feels the time has come to approach the issue of Marketing with a greater level of sophistication.
- Eric Doubt of Communications Associates gave an excellent presentation on the content of a Marketing Plan. One element is called the Integrated “Marketing and Communications Plan”
- It was decided that we will obtain approval to request 3 quotes from companies that have the expertise and experience to develop an Integrated Marketing and Communications Plan that will put the Bennett Village on the map in our community.

We would like to express our appreciation to Eric Doubt and Marnie Hughes for all the time, effort and expertise they have put into helping not only with the Visioneering process but also in continuing to support our efforts by lending their expertise to the marketing of the Bennett Village concept.

We look forward to another exciting year developing awareness in our community that will ultimately lead to the support of the community at large in our efforts to build Bennett Village.

We would like to recognize Community Member and past Chair of the Bennett Board of Directors, **Drew Leverette**, who continues to participate on the committee.



## **Bennett Village Development Committee (Tom Bentley)**

This committee was formed in June 2012 to provide leadership to the development of Bennett Village, starting with Project #2, a supportive housing/living building. **Tom Bentley** was appointed Chair and **Linda Bischoff**, Vice-Chair with directors **Madonna Benoit, Ernie Bodnar, Kathy Dorbeck, Ann Geh and Eunice McGowan** also sitting on the committee. **John Lenz, and Bob Jickling** have been Community Members on the Committee.

Since its inception, the committee has had 12 meetings. With the help of **Susan Connor** from Prism Consulting and **Craig Newsom and Dwight Lander** from MMMC Architects, the committee has focused many issues. These include developing a “Campus Master Plan” that includes provision for not only the supportive housing building but also future relocation of the Bennett’s Long-term Care beds in a new 128 bed building. Also, considerable work has been done on site reports and other requirements of the Town of Halton Hills Planning Department.

The Committee has filed an application for an Investment in Affordable Housing Capital Grant in response to a RFP from Halton Region. This would allow 20 of the proposed 100 units in the building to be offered at an “affordable” rate (80% of market rate). Much work has been completed on the “Business Case” that has been developed to prove the viability of the supportive housing project prior to Board approval. This has not yet been completed due to challenges in projecting an operating surplus with a sufficient margin of safety. Recent information on options for financing that may prove more favourable and allow the Business Case to go forward to the Bennett Board in September, 2013.

The committee has also entered into discussions with the Mississauga-Halton LHIN about offering “Supports for Daily Living Services” (SDL) in the supportive housing building. The LHIN is interested in these services also being available in the local community and work is being done on how this form of SDL can be initiated in advance of construction of the Project #2 building! There have been numerous “site visits” to other programs and much research on related issues making for a very complex project with hundreds of man (and woman) hours committed. We would like to extend special thanks to our Community Members, **John Lenz and Bob Jickling** for joining in our discussions and enriching this process.



**Mohawk Raceway ... where winning isn't everything, it's the only thing!**



## **Bennett Health Care Centre Operations (June 1, 2012 – May 31, 2013)**

### **a) Long Term Care Program**

- Some brief Service statistics (showing last year's figures in brackets)
  - 20 (23) resident admissions and 21 (24) discharges took place from June 1, 2012 to May 31, 2013.
  - average length of resident stay for residents discharged during the year was 1131 (1200) days
  - the average age of residents was 83.96 (83.15), with 81.25 (81.21) for men and 84.84 (83.69) for women
- Our Acting Directors of Care, **Trudy Walsh and Elaine McNeil** were relieved when **Norma Frost RN** joined the Bennett in October 2013 to take over the DOC position. These ladies did a great job but I know it was a real challenge some days. Elaine retired in February and is looking for more babysitting assignments!
- Under the leadership of **Norma Frost and Alison Agnew**, the Behavioural Supports Ontario program has expanded as we now have a part-time RPN and a Part-time PSW assigned which allows us to cover day shift and part of the evening shift. Our staff committee meets on a regular monthly basis and includes the Halton Psycho-geriatric Mental Health Outreach Team. All homes have residents with challenging behaviours and this program gives staff suggestions and training on how to manage these residents.
- Using one-time Ministry of Health funds, we were able to train all Bennett staff on the use of "Gentle Persuasive Approach" (GPA) in the handling of residents with dementia. GPA teaches that "all behaviour has meaning" and behavioural challenges are examined to determine what causes and what corrects them!
- When we receive a new resident, an extra PSW, known as the "**Admission PSW**" comes in to assist in the transition into the Bennett Centre and we have had positive feedback about this program. The PSW will show the resident around the Centre, assisting with unpacking, ensuring that their room is ready and clean and arranging for them to have lunch with the member(s) of their family in the Recreation Room. This also helps our staff by giving them an early opportunity to get to know the resident and learn their "likes and dislikes".
- Bennett residents are now using a new incontinent product which is working very well. It is a good quality product yet less expensive than the previous one. The company, **First Quality**, is very supportive and during the implementation stage was in our home on each shift working with the PSW's to assist with the transition.
- Nurses Week 2013 was well received by staff and the recognition was appreciated. There were many staff activities and it was a fun week for all including the residents who enjoyed watching the "**Silly Olympics**".
- We were very happy to have the opportunity to host PSW Students as well as Registered Practical Nurse Students here as a part of their training. Sheridan College and Humber College will likely participate again.
- Our residents' lives have been greatly enhanced by the many activities organized by our Recreation Program led by **Cindy McCoy**. They are the most frequent users of "**Big Benny**", our accessible van that has been such "a hit"! It has been used for some very popular outings such as to Ferry Lake, Georgetown Library, Mohawk Raceway, the Annual Halton Police Day, the Highland Games and the Alliance Church Strawberry Social.
- Recreation staff provide many "in-house" activities throughout the year; one of the more popular is the "take out dinners. They have also provided some effective and novel programs such as music therapy and the "Men's' Breakfast". Also, there have been many "socials" in celebration of holidays such as the St. Patrick's Day Pub, Mother's Day Garden Party, and Father's Day BBQ. At Christmas we "go crazy" with events, choir performances, Christmas portraits and a Family and Friends Christmas Party. Even Santa gets in the act!
- Recreation staff are currently exploring the benefits of using a "Montessori" approach to programs, particularly with residents with dementia.
- KPMG LLP completed its third year as corporate auditor and their excellent staff continue to provide excellent support to management and board on financial accounting and policy issues.
- We successfully implemented StaffScheduleCare, new scheduling and time recording software. This the first time in North America that a client was able to complete the process of implementation in house. It was a long and complicated project with several phases that was managed by **Mike Trendafilov and Robyn Roe**.
- Using the expertise of our Part time ward clerk, **Karen Diardichuk** we replicated in the East Lounge, the excellent decorating job achieved in the North Lounge. This room is much more functional and attractive!
- Collective Bargaining is always a challenge and Managements' efforts to use mediation to achieve a settlement paid off with an agreed to Arbitration Award concluded in January. Otherwise, the matter would be referred to

a three person Board of Arbitration involving considerable delay and even more expense. Congrats to everyone who participated including **Mike Trendafilov, Greg Heaney, Mark Ewer, our HR Consultant, Glenn Yaffee** and board member and retired negotiation junkie, **Don Burt** who joined in the fun!

- With the leadership of board member **Ann Geh** and help from volunteers, our Bennett Patio and Front Entrance Garden received a much needed “make-over”. We are determined to make better use of the Bennett grounds this year and we have received rave reviews about the many improvements. We were able to make use of donated funds this year to carry out this work and replace the spruce tree in the front entrance garden circle.



#### b) The Gallery

- The Gallery Life Lease suites continue to be fully subscribed with about 5- 10% of the units turning over each year. An active wait list has been created for use with re-sales.
- There is a very large roster of active Gallery Committees to support all aspects of Gallery living and their work is obvious in the wonderful gardens that adorn the property.
- Gallery resident Ron Speers continues to entertain Residents at the monthly birthday party to rave reviews. Ron knows that the Administrator likes to join in on the singing but often doesn't have the spare time.
- Our Gallery volunteer drivers who I have dubbed the “Van Angels” continue to support Bennett residents by driving to the Georgetown Mall and to special events when asked. The folks in that building take so many trips and vacations that we probably need to increase the number of volunteers again!
- The Bennett and Gallery management would like to acknowledge the direction and leadership of the Governance Committee that meets every 2 months to review maintenance issues, monthly financials and policy updates. In particular, we want to single out committee Chair, **Don Burt** for his diligence in following up on the important items and in finishing those meetings on time!



**A dream come true!**