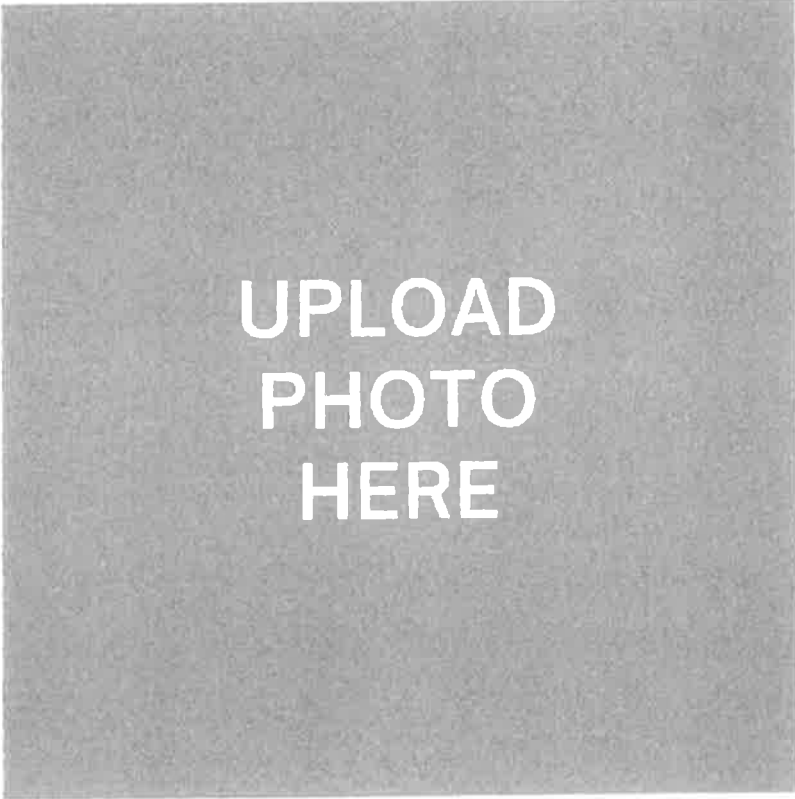


Leamington Mennonite Home

ANNUAL MEETING

May 7, 2024 | 7:00pm

Heritage Centre Auditorium



UPLOAD
PHOTO
HERE

Announcement Coming Soon!

**Leamington Mennonite Home
2024 MEMBERS**

All Members of the eight supporting Mennonite churches are invited to attend and participate in the discussions at the Annual Meeting on **May 7, 2024**. The Members, listed below, represent the governing Mennonite church membership and vote on their behalf at the Annual Meeting.

Leamington United Mennonite Church:

John Dick	Helen Kroeker
Marvin Dueck	Harold Rempel
Jim Dyck	Carl Schartner
Marianne Dyck	Ernie Taves
Abe Fehr	Hugo Tiessen
George Hildebrandt	Ken Tiessen

North Leamington United Mennonite Church:

Bob Cornies	Vic Martens
Len Driedger	Louise Neufeld
Linda Driedger	Susan Neufeld-Dick
Herb Enns	Amanda Scherer-Horne
Barb Fischer	Louise Tiessen

Faith Mennonite Church:

David Belch
Charlotte Murray

Harrow Mennonite Church:

John Goerzen
Ed Penner

Old Colony Mennonite Church:

Henry Kroeker Jr.
Peter Neufeld

Meadow Brook Church:

Shirley Dueckman
Delores Wiens

Deer Run Church:

Liz Friesen
Jake Wall

Windsor Mennonite Fellowship:

n/a

Leamington Mennonite Home
ANNUAL MEETING AGENDA
May 7, 2024 | 7:00pm
Heritage Centre Auditorium

1. Opening
2. Recording of number of Members present and proxies
3. Minutes from the 2023 Annual Meeting
4. Audited 2023 Financial Statements
5. Proposed 2024 Budgets
6. Appointment of Auditors for 2024
7. Board of Directors Report
8. Administrator Report
9. Retirement Residence Building Committee Report
10. 2024 Board of Directors
 - a. Vote to affirm new terms for the following Directors:
 - i. David Belch
 - ii. Helga Enns
 - iii. Rachel Kauffman
11. Vision/Mission/Values Committee Report
12. Additional Business
13. Adjournment

**Leamington Mennonite Home
2023 Annual Meeting
MINUTES
April 25, 2023
7:00pm | Heritage Centre Auditorium**

DIRECTORS & COUNCIL CHAIR REPRESENTATIVES

Present:

David Belch (Member)
John Dyck
Marianne Dyck (Member)
Helga Enns
Brenda Fischer
Henry Kroeker Jr.

Jayne Latam
Randy Lepp
Charlotte Murray (Member)
Marlene Teigrob
Erwin Tiessen
Jim Wiebe

Absent:

Bev Brandenburg

MEMBERS

Present:

David Belch (Board)
Bob Cornies
John Dick
Kathy Driedger
Linda Driedger
Shirley Dueckman
Jim Dyck
Marianne Dyck (Board)
Herb Enns
Barb Fischer
*Proxy for Amanda Scherer-
Horne*
Liz Friesen
John Goerzen
George Hildebrandt
Barb Klassen

Helen Kroeker
Vic Martens
Charlotte Murray (Board)
Jake Neufeld
Louise Neufeld
Proxy for Len Driedger
Peter Neufeld
Susan Neufeld-Dick
Ed Penner
Harold Rempel
Carl Schartner
Ken Tiessen
Louise Tiessen
Jake Wall
Delores Wiens

Absent:

Len Driedger
Abe Fehr
Amanda Scherer-Horne
Hugo Tiessen

1. Call to Order

- a. The Annual Meeting of the Leamington United Mennonite Home and Apartments was called to order at 7:02pm.
- b. Helga opened the meeting with a welcome to all attendees, acknowledging that this is our first in-person annual meeting since before the COVID-19 pandemic.
- c. Thank you to Samantha Klassen for taking minutes, our Administrator, Jeff Konrad, and Leadership team for attending.
- d. Our Chaplain, Lowell Froese, opened with a Bible verse and prayer.
 - i. Proverbs 16:3, "Commit your work to the Lord and your plans will be established."
 - ii. So often we forget to invite God to do things in our lives with us. We need to invite God into this setting and to be a part of what we're doing in the Home, and commit our work to the Lord, seeking him first. When our work aligns with God's will, success will follow.
- e. Helga expressed appreciation for the members in attendance and their willingness to

serve.

- f. The term "members" has replaced the old term "corporate members", and "directors" has replaced "board members".
- g. Windsor Mennonite Fellowship – Helga has been in touch with their chair, and they are currently working to discern whether they will continue to be associated with our Home.
- h. Overview of voting procedures.

2. Recording of number of voting Members present and proxies

- a. See above list.

3. Minutes from the 2022 Annual Meeting

- a. Corrections:

- i. Bev Brandenburg – her name was spelled wrong on the attendance list.

- b. **Motion to accept minutes as printed and distributed with the corrections made above.**

- i. **Moved by Carl Schartner**
 - ii. **Seconded by Marianne Dyck**
 - iii. **Carried**

4. Financial Statements and Proposed Budgets

a. Audited 2022 Financial Statements – Tyler Hicks

- i. Tyler Hicks of *Hicks, MacPherson, latonna & Driedger* highlighted the Audited Financial Consolidated Statements (found in the meeting report). These statements give a combined overview of the financial health of the Leamington Mennonite Home's seven entities.
- ii. Consolidated Statement of Financial Position (page 4)
 - a. We have seven entities, this page shows assets, liabilities, and equity of the Home.
 - b. In summary, our financial health is in a very good position, a very strong financial year.
 - i. Under equity, the three largest items (highlighted), net assets invested, designated replacement reserves, and general deficit. All three have trended upwards this year, indicating a surplus and reinvestment into capital and reserves.
 - ii. Financial health and liabilities, long-term debt has a dash, indicating that it's in the current portion this year.
- iii. Long-term Debt (page 13) as of December 31, 2022
 - a. Down from \$1,600,000 to \$1,066,000
 - b. Debt up for renewal in September
- iv. Surplus for the year (page 5)
 - a. \$1,200,000 compared to \$1,360,000 the year before, after amortization its \$840,000.
 - b. We need this surplus to pay off our debt.
 - c. A break-even not-for-profit can't make debt payments, they're just operating. So, we're in a very good position.
- v. Designated Replacement Reserves (page 10)
 - a. Lump sum on financial statement
 - b. All separate reserves shown here
- vi. **Question:** Can some reserves be transferred from one entity to another?
 - a. **Response:** The typical answer is no because a lot of the reserves are

established by the surplus in that entity. It would have to be a very special reason and special surplus.

vii. Motion to accept the Audited 2022 Financial Statements

- a. Moved by Shirley Dueckman
- b. Seconded by Herb Enns
- c. Carried

b. Proposed Budgets 2023 – Irene Collard

i. Note 11 in Financial Statements

- a. Due to COVID-19 the Ministry of Health/Federal government gave us \$1,000,000 over two years, which we are no longer receiving

ii. Long Term Care

- a. Based on envelopes the Ministry funds us
- b. Direct Care funding – increased this year due to Ministry initiative to increase staffing in LTC, only specific things can use these funds
- c. Expenses increased due to Direct Care funding, translates to increased wages
- d. Mortgage (bottom of page)
 - i. At year end it was \$1,066,000, about every year we go down \$100,000
 - ii. 4.2% interest
 - iii. Up for renewal in September, will increase to 7.3%, we will be meeting with John Dean on how to circumvent this increase
 - iv. The last few years we have made some significant payments
 - v. On track to have the mortgage paid by December 2024

e. Capital Budget

- i. Some lines have stroke through, indicates that we might not need that item this year
- ii. Facilities getting older and equipment will need replacing

iii. Retirement Residence

- a. Budget has been a struggle over the last couple of years because of COVID-19 and the age/configuration of our facilities. Have been issues with filling rooms.
- b. There have modest increases in fees over the last number of years. There will be a 3% increase this year starting July 1st.

iv. Homeview Apartments

- a. Mortgage paid off October 2022
- b. Kitchen renewals listed
 - i. So far we are on schedule and on budget, six more units still need to be done out of sixteen.
 - ii. They're turning out very well, pictures will be available on our website, should be done in June or July
- c. 2.5% increase in budget for 2023

v. Pickwick Apartments

- a. Refurbishments have been/are being done gradually, replacing flooring and updating bathrooms
- b. 2.5% increase in budget starting in May

vi. Heritage Townhouses

- a. 4% increase in budget
- b. Townhouse residents pay their own hydro, water, and taxes, which makes it a lower increase than Gardens

vii. Gardens Apartments

- a. 4% increase in budget
- viii. **Question:** When the long-term debt is paid off, does the monthly amount from the Ministry stop?
 - i. **Response:** Yes, it will stop.

5. Appointment of Auditors for 2023

- a. The board is recommending that we use the same firm for the upcoming year.
- b. **Motion to accept *Hicks, MacPherson, latonna & Driedger* as the Home's 2023 auditors**
 - i. **Moved by Vic Martens**
 - ii. **Seconded by David Belch**
 - iii. **Carried**

6. Board of Management Report – Helga Enns

- a. Additions:
 - i. RR Building Committee has met three times and are typically meeting biweekly
 - ii. Vision/Mission/Values Committee is in the final stages of completing the task of proposing an updated logo, mission statement, list of values, etc. Their final presentation to the board will be May 30th.
 - iii. Governance Committee formed to make sure we have all the proper policies in place.
 - iv. Fundraising Committee formed
 - a. We are appreciative of the giving of our community throughout the pandemic, who have continued to support us even though we haven't had any formal fundraisers
- b. We are grateful for our collaborative board and their commitment to helping to lead our Home.

7. Administration/Leadership Reports – Jeff Konrad

- a. Hebrews 12:1, "Let us run with perseverance the race marked out for us."
- b. We had hoped that 2022 would be a better year than the two previous, but it turned out to be more chaotic and disappointing
- c. Thank you to our Leadership team for their steadfast commitment throughout the last difficult year. Thank you to our supporting churches, who continue to support us financially, prayerfully, and practically through volunteer work and encouragement. Thank you to our board of management and the board chair, Helga Enns for helping to guide our Home. Thank you to our staff for their dedication – there's a reason why our Home is noted as one of the best across the province, and that is due to the care our staff provide for our residents, who work hard to provide care day in and out.
- d. COVID-19
 - i. The rest of the world has moved on but long-term care homes and retirement residences have not. We only stopped testing everyone coming into the building on March 31st and we are still subject to wearing masks within the building. We hope to come out of this soon, but the Ministry of Health and RHRA won't allow us to stop masking yet.
- e. Strategic Plan
 - i. The board and Leadership team formed this plan a few years ago, to a large extent it still guides the projects we've taken on over the last few years.
 - ii. Facilities – The number of projects done over the last year and mostly completed to ensure that our curbside appeal inside and outside the building is in a good position.

- iii. Fundraising – There has been a tremendous response over the last few years from our community for specific projects. Last year our fundraising was for the Homeview renovation, which was well-needed as the kitchens were original from 50 years ago. We are trying to do three units every month, all units should be done by end of June/beginning of July. Lounges and common areas are completed already, stairwells and hallways will be done as well. We raised over \$400,000 for this project.
 - a. A significant donation of \$105,000 was received from the George C. Hunt Foundation thanks to the efforts of our CFO, Irene Collard.
 - b. **Question:** What do we do with the Homeview residents when their apartments are being renovated?
 - i. **Response:** Residents vacate the apartment for about three weeks and either stay with family or friends or move into one of our RR respite rooms. Residents' belongings are stored in the Homeview lounges. This has been successful so far overall.
- iv. Staffing – This was a significant challenge in 2022, we all felt angst at end of August as staffing levels fell to an all time low, all nursing homes across the province have felt this stress. We are still working on our staffing levels to make sure all shifts are covered. We are one of the few homes across the province that hasn't used third-party staffing, for which we are grateful.
- v. Technology – There is a focus on bringing our technology up to date, which started with purchasing new computers and putting them on a five year rotation. Last year we started a nursing documentation program, PointClickCare, which has led to us being able to be a part of Project Amplifii, which means residents' digital health records follow them to/from the hospital instead of waiting for faxes, reports, phone calls, etc. We are currently in the midst of StaffScheduleCare, which is a scheduling program to help streamline scheduling and payroll for our staff. The first aspect is scheduling, which we are learning right now, and later this year payroll will be a part of it.
- f. Each of the department reports will show concerns about staffing and the goings on within the departments throughout 2022.

8. Chaplain's Report – Lowell Froese

- a. It's been amazing getting to know the residents and worshipping God with them, and building relationships with them has been awesome.
- b. It hasn't always been easy – palliative care is a new challenge.
- c. Have taken courses
 - i. Spirituality and Dementia
 - ii. Low German conference in Waterloo-Kitchener
- d. Some opportunities to meet with complex residents as well.
- e. Some residents feel abandoned by their church families – not just the pastors, but the friends and families they formed within their churches.

9. Physician's Report – Jeff Konrad for Dr. Randy Holloway

- a. COVID-19 continues to impact our Home
- b. Still providing 24-hour service as needed
- c. Has a very good working relationship with our LTC and RR Directors of Care
- d. Clinic is back to pre-pandemic hours
- e. Concerns about Bill 37 having an impact on our Home

10.2023 Board of Management Voting Directors

- a. Departing director: Jake Neufeld. We are thankful for his many years of service on our board.
- b. New terms for 2023-2026:
 - i. Jayne Latam for NLUMC
 - ii. Jim Wiebe for LUMC
 - iii. Henry Kroeker Jr. for Old Colony
- c. **Motion to affirm the above-listed directors for a three-year term on our board:**
 - i. **Moved by Charlotte Murray**
 - ii. **Seconded by Linda Driedger**
 - iii. **Carried**
- d. **2023 Board of Management:**

Voting Directors

David Belch (Faith)
 Bev Brandenburg (Harrow)
 John Dyck (Deer Run)
 Marianne Dyck (LUMC)
 Helga Enns (NLUMC)
 Henry Kroeker Jr. (Old Colony)
 Jayne Latam (NLUMC)
 Marlene Teigrob (Meadow Brook)
 Erwin Tiessen (LUMC)
 Jim Wiebe (LUMC)

Non-Voting Church Council Representatives

Brenda Fischer (NLUMC)
 Randy Lepp (LUMC)
 Charlotte Murray (Faith)

Pastoral Representation

Rotation of Pastors from Supporting Churches

11. Additional Business:

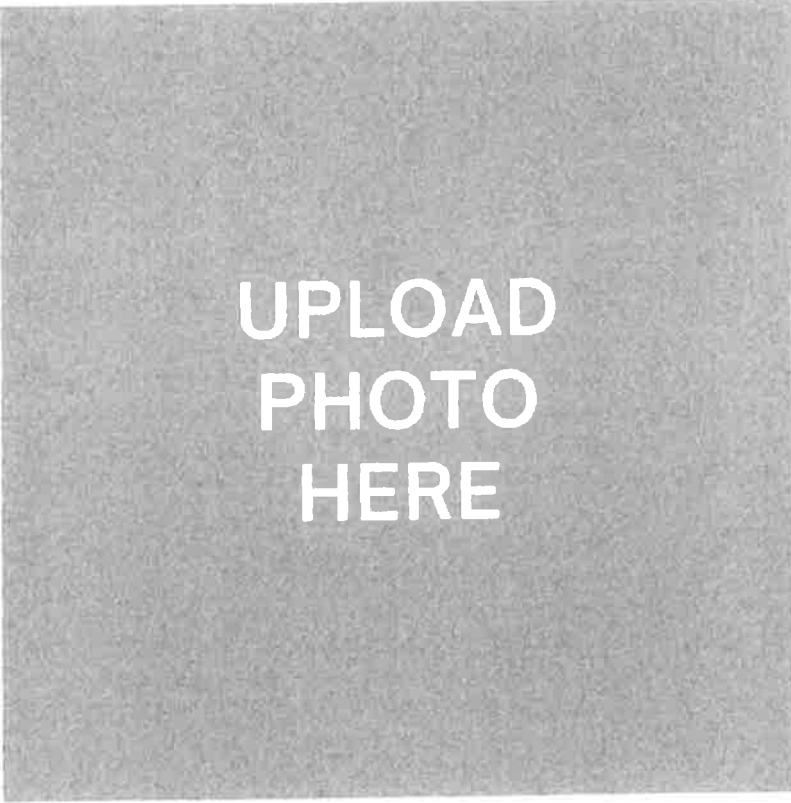
- a. **Concern:** In RR there is no PSW overnight. When the nurse is called to the Complex, RR residents are left without care if someone falls or rings a bell. If something is needed in the Complex at night and the RR nurse goes out, they don't have a walkie talkie and they're out there in the dark – what if something happens to them?
 - i. **Response:** The board and leadership will discuss this and come up with a solution

12. Motion to adjourn the meeting

- a. **Moved by Vic Martens**
- b. **Seconded by Louise Tiessen**
- c. **Carried**
- d. Lowell closed with a prayer
- e. Board Chair, Helga Enns, declared the meeting adjourned at 8:17pm

Leamington Mennonite Home

AUDITED FINANCIAL STATEMENTS 2023



UPLOAD
PHOTO
HERE

Leamington United Mennonite Home and Apartments

**Financial Statements
Consolidated
December 31, 2023**

INDEPENDENT AUDITOR'S REPORT

**To the Directors and Members
Leamington United Mennonite Home and Apartments**

Report on the Audit of the Consolidated Financial Statements

Qualified Opinion

We have audited the accompanying consolidated financial statements of Leamington United Mennonite Home and Apartments, which comprise:

- the consolidated statement of financial position, as at December 31, 2023
- the consolidated statement of operations for the year then ended,
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of funded reserves for the year then ended
- the consolidated statement of cash flow for the year then ended
- and notes to the consolidated financial statements, including a summary of accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, except for the effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Leamington United Mennonite Home and Apartments as at December 31, 2023, and its results of consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many charitable organizations, Leamington United Mennonite Home and Apartments derives revenue from fundraising, donations and various activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of this revenue was limited to the amounts recorded in the records of Leamington United Mennonite Home and Apartments and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses, and cash flows from operations for the years ended December 31, 2023 and 2022, current assets as at December 31, 2023 and 2022 and net assets as at January 1 and December 31 for both the 2023 and 2022 years.

Our audit opinion on the consolidated financial statements for the years ended December 31, 2023 and December 31, 2022 were modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of Leamington United Mennonite Home and Apartments in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Annual Report, but does not include the consolidated financial statement and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, and in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing Leamington United Mennonite Home and Apartments' ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Leamington United Mennonite Home and Apartments or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Leamington United Mennonite Home and Apartments' financial reporting process. When individuals responsible for the oversight of the financial reporting process are the same as those responsible for the preparation of the financial statements, no reference to oversight responsibilities is required.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Leamington United Mennonite Home and Apartments' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Leamington United Mennonite Home and Apartments' ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Leamington United Mennonite Home and Apartments to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**HICKS, MacPHERSON, IATONNA
& DRIEDGER LLP**

*Hicks, MacPherson, Iatonna
& Driedger LLP*

Chartered Professional Accountants
Licensed Public Accountants

Leamington, Ontario
April 18, 2024

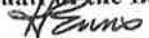

Leamington United Mennonite Home and Apartments
Consolidated Statement of Financial Position
as at December 31

	2023	2022
Assets		
Current		
Cash	\$ 751,907	\$ 791,230
Trust funds on deposit	5,432	1,935
Accounts receivable	552,756	536,259
Inventory (note 1)	76,536	79,121
Prepaid expenses	87,009	83,713
	1,473,640	1,492,258
Restricted Cash and Deposits		
Designated replacement reserves (note 1 and 2)	1,686,400	2,105,365
Property, Plant and Equipment (note 1 and 3)	6,827,768	6,404,715
	\$ 9,987,808	\$ 10,002,338
Liabilities		
Current		
Due to replacement reserves	\$ 125,725	\$ 255,018
Accounts payable and accrued liabilities	506,768	683,772
Government remittances payable	214,356	198,612
Deferred revenue (note 5)	176,989	39,014
Due to Ministry of Health	166,777	273,111
Deferred funding	2,500	70,289
Trust funds on deposit	5,432	1,935
Current portion of long-term debt (note 7)	385,682	1,066,624
	1,584,229	2,588,375
Deferred Medical/Diagnostic Grants (note 4)	210,712	180,207
	1,794,941	2,768,582
Net Assets		
Net assets invested in property, plant and equipment	6,231,368	5,157,885
Designated replacement reserves (note 1 and 2)	1,686,400	2,105,365
General surplus (deficit)*	275,099	(29,494)
	8,192,867	7,233,756
	\$ 9,987,808	\$ 10,002,338

* The net asset general deficit is not an annual operating deficit but reflects the sum of all amortization and mortgage interest assumed by the Leamington United Mennonite Home and Apartments.

See accompanying notes to financial statements

On Behalf of the Board of Management

	
Helga Enns	Director
	
Erwin Tiessen	Director

Leamington United Mennonite Home and Apartments

Consolidated Statement of Operations for the years ended December 31

	2023	2022
Revenue		
Ministry of Health and Long Term Care	\$ 5,521,078	\$ 5,459,377
Ministry of Health and Long Term Care construction subsidy (note 1)	317,328	317,328
Residents' fees	3,652,161	3,519,788
Rent and maintenance fees	1,173,470	1,135,005
Donations, bequests	135,608	443,455
Governing Mennonite church contributions	45,700	70,350
Healthy Communities Initiative funding	-	30,000
Fundraising revenue	101,892	1,865
Amortization of deferred grants (note 4)	26,838	17,764
Investment income	2,643	1,490
Life lease units	2,020,000	1,070,000
Emergency response and congregate dining funding - MOH	426,224	379,876
Donation in kind	13,332	4,576
George C. Hunt Family Foundation grant	11,353	-
Other income (note 11)	2,106,499	1,536,834
	15,554,126	13,987,708
Expenses		
Resident care	10,239,722	9,731,875
Facility overhead	2,041,186	2,181,365
Life lease units	1,853,288	782,288
Long-term interest	37,771	59,975
Miscellaneous	59,197	21,970
	14,231,164	12,777,473
Excess Revenue Over Expenses Before Amortization	1,322,962	1,210,235
Amortization	363,851	368,895
Excess of Revenue Over Expenses	\$ 959,111	\$ 841,340

Consolidated Statement of Changes in Net Assets for the years ended December 31

	Invested in Property, Plant & Equipment	Designated Replacement Reserves	General Surplus (Deficit)	Total 2023	Total 2022
Net Assets					
Balance, beginning of year	\$ 5,157,885	\$ 2,105,365	\$ (29,494)	\$ 7,233,756	\$ 6,392,416
Excess revenue over expenses (expenses over revenue)	(394,358)	(594,633)	1,948,102	959,111	841,340
Invest in property, plant and equipment	1,421,035	(128,696)	(1,292,339)	-	-
Internal transfers	46,806	304,364	(351,170)	-	-
	\$ 6,231,368	\$ 1,686,400	\$ 275,099	\$ 8,192,867	\$ 7,233,756

See accompanying notes to financial statements

Leamington United Mennonite Home and Apartments
Consolidated Statement of Funded Reserves
for the years ended December 31

	2023	2022
Designated Facility Reserves		
Balance, beginning of year	\$ 2,105,365	\$ 1,835,655
Interest and other income	2,643	2,342
Difference on sale and repurchase	166,712	157,712
Facility equipment renewals	(157,689)	(338,921)
Transfer to Property, Plant and Equipment	(189,752)	-
	1,927,279	1,656,788
Duc (to) from General	(240,879)	448,577
Balance, End of Year	\$ 1,686,400	\$ 2,105,365

See accompanying notes to financial statements

Leamington United Mennonite Home and Apartments

**Consolidated Statement of Cash Flow
for the years ended December 31**

	2023	2022
Cash flow from operating activities		
Cash receipts from ministry, residents, etc.	\$ 15,141,340	\$ 13,549,800
Cash paid to suppliers, employees, etc.	(14,342,032)	(12,693,691)
Ministry of Health construction subsidy received	317,328	317,328
Interest received	2,643	3,832
Interest paid	(37,771)	(59,975)
	1,081,508	1,117,294
Cash flow from investing activities		
Acquisition of property, plant and equipment	(786,904)	(95,578)
Transfers to (from) reserve funds facility equipment revenues	(129,293)	(104,016)
Grants received for property, plant and equipment	57,343	68,562
	(858,854)	(131,032)
Cash flow from financing activities		
Principal payments on long-term debt	(680,942)	(593,528)
Net Change in Cash for Year	(458,288)	392,734
Cash, Beginning of Year	2,896,595	2,503,861
Cash, End of Year	\$ 2,438,307	\$ 2,896,595
Cash is comprised of:		
Cash	\$ 751,907	\$ 791,230
Cash designated replacement reserves	1,686,400	2,105,365
	\$ 2,438,307	\$ 2,896,595

During the year donations in kind of \$13,332 (2022 - \$4,576) were obtained and used in fundraising activities.

See accompanying notes to financial statements

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2023

Nature of the Organization

Leamington United Mennonite Home and Apartments is a not-for-profit charitable organization incorporated without share capital under the laws of the province of Ontario and is a registered charity under the Income Tax Act.

The organization owns and operates a long term care home, a retirement residence, residential apartment buildings and life lease residential units providing a wide range of care to the elderly.

These financial statements represent the consolidated financial position and results of operations for the following funds:

- Long Term Care Home
- Gardens Apartments
- Retirement Residence
- Capital Fund - Long Term Care Home
- Pickwick Apartments
- Townhouses
- Homeview Apartments

1. Summary of Accounting Policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO) and include the following accounting policies:

Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations (ASNFPO) requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Significant items subject to such estimates and assumptions include the carrying value of property, plant and equipment, the valuation of accounts receivable, deferred revenue, inventory and accounts payable and accrued liabilities. Although these estimates are based on management's best knowledge of current events and actions that the organization may undertake in the future, actual results could differ from the estimates.

Revenue Recognition

The organization recognizes residents' fees and rent and maintenance fees when the earnings process is complete, evidenced by an agreement between the organization and the resident and by the resident having occupied the unit. The organization receives a substantial portion of its funding from the Ministry of Health (Long Term Care Division). These financial statements reflect agreed funding arrangements approved by the Ministry with respect to the year ending December 31, 2023. The organization completed construction in 2005 of a new 84 bed facility, and as per the agreement with Ministry of Health (Long Term Care Division), the organization is to receive \$869 (2022 - \$869) per day for the next 20 years (ending in February 2025).

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2023

1. Summary of Accounting Policies (Cont'd)

Revenue Recognition (Cont'd)

Fundraising and donations are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. The organization recognizes sale of units at the time of title transfer. Other income is recognized as it is earned and collection is reasonably assured. Emergency response and congregate dining funding - MOH and other funding is recognized in the period agreed to in the funding arrangements. Deferred revenue is the portion of revenue that has been received that relates to a future period. These amounts are recognized as revenue in the fiscal year the related expenditures are incurred or services are performed.

Designated Replacement Reserve

The organization sets aside funds received from donations, fundraising activities, as well as net revenues earned from the rest home care beds and a portion of preferred accommodation revenue that, consistent with CMHC: Ministry of Health guidelines, they retain. In keeping with their mandate, the Board of Management requires these funds be set aside for future facility equipment replacements and other capital requirements as they may approve.

Donated Services

The work of the organization benefits from the voluntary service of many individuals. Where these services are not normally purchased by the organization and because of the difficulty of determining their fair value, donated services are not recognized in these financial statements.

Property, Plant and Equipment

Property, plant and equipment is recorded at cost and amortized on a straight-line basis over their estimated useful lives.

Building	20, 40 years
Equipment	5, 10 years

Inventory

Inventories including food and supplies are valued at lower of cost or net realizable value. Net realizable value is the market price of the inventory. Cost is determined on a first-in first-out basis.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2023

1. Summary of Accounting Policies (Cont'd)

Financial Instruments

Measurement of Financial Instruments

The organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash, trust funds on deposit, accounts receivable and designated replacement reserves.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, due to replacement reserves, government remittances payable, due to ministry of health, trust funds on deposit and long term debt.

Transaction Costs

The organization recognizes its transaction costs in the net income in the period incurred. However, the carrying amount of the financial instruments that will not be subsequently measured at fair value is reflected in the transaction costs that are directly attributable to their origination, issuance or assumption.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. At the present time there are no indications of impairment.

2. Designated Replacement Reserves

Reserve funds recorded at cost are represented by cash of \$689,604 (2022 - \$682,624) and amounts in the general accounts of \$996,796 (2022 - \$1,422,741) and are listed as follows:

	2023	2022
Pickwick Apartments	\$ 63,043	\$ 15,637
Homeview Apartments	28,333	20,598
Townhouses	327,342	261,205
Gardens Apartments	270,883	385,181
Capital Fund - Long Term Care Home	602,159	985,755
Capital Fund - Lifeline	9,604	16,458
Retirement Residence	385,036	420,531
	\$ 1,686,400	\$ 2,105,365

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2023

3. Property, Plant and Equipment

	Cost	Accum. Amort.	2023 Net	2022 Net
Land	\$ 253,748	\$ -	\$ 253,748	\$ 253,748
Building	13,386,928	7,456,465	5,930,463	5,550,916
Equipment	1,842,855	1,260,354	582,501	600,051
Construction in Progress	61,056	-	61,056	-
	\$ 15,544,587	\$ 8,716,819	\$ 6,827,768	\$ 6,404,715

Construction in Progress consists of planning costs incurred related to future apartment renovations. When renovations are complete and apartments are available for use, the assets will be amortized.

4. Deferred Medical/Diagnostic Grants

Ministry of Health grants for special medical/diagnostic supplies are deferred and credited to income at the same rate as the related asset is being amortized.

5. Deferred Revenue

During the year the George C. Hunt Family Foundation donated \$150,000 to be used towards the Pickwick kitchen renovation project. In 2023 a total of \$11,353 was spent. The remaining amount of \$138,647 is recorded in deferred revenue and will be brought into income when project costs are incurred.

6. Financial Instruments

Risks and Concentrations

The organization is exposed to various risks through its financial instruments, without being exposed to concentrations of risk. The following analysis provides a measure of the organization's risk exposure at the financial position date.

Liquidity Risk

Liquidity risk is the risk that an organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities, government remittances payable, due to ministry of health and long term debt. The organization manages its liquidity risk by constantly monitoring cash flows and financial liability maturities, and by holding assets that can be readily converted into cash. Management believes the organization has sufficient funds to meet liabilities as they come due. There have been no significant changes in exposure to liquidity risk from the prior year.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2023

6. Financial Instruments (Cont'd)

Credit Risk

Credit risk is that risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's main credit risks relate to its accounts receivable. The organization provides credit to its tenants in the normal course of its operations. The organization does not obtain collateral or other security to support the accounts receivable subject to credit risk but mitigates this risk by dealing only with what management believes to be financially sound counterparties and accordingly, does not anticipate significant loss for non-performance. There have been no significant changes in the organization's policies and procedures for managing credit risk and no significant change in the composition of accounts receivable from the prior year.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk, and other price risk. The organization is mainly exposed to interest rate risk.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed interest instruments subject the organization to a fair value risk, while the floating rate instruments subject it to a cash flow risk. Management believes that the risk of material changes to the interest rate in the short to medium term is remote and therefore does not hedge its interest rate risk. There have been no significant changes in exposure to interest rate risk from the prior year.

7. Long-Term Debt

	2023	2022
<i>First Mortgage - Kindred Credit Union</i> is secured over property located at 35 Pickwick Drive, Leamington, Ontario with a net book value of \$5,070,682 (2022 - \$5,309,855). The interest rate is 7.1%, with blended monthly payments of \$45,000. This mortgage is expected to be paid in full in September 2024.	\$ 385,682	\$ 775,702
<i>Mortgage Payable - Abundance Canada</i> was fully repaid during the year.	-	290,922
	385,682	1,066,624
Less: Current portion - due in next year	385,682	1,066,624
	\$ -	\$ -

All long term debt has been shown as current due to its maturity in 2024.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2023

8. Line of Credit

Line of credit Kindred Credit Union includes the operating bank overdraft to a maximum of \$450,000 (currently at \$nil (2022 - \$nil)) with an interest rate of Prime + 0% (currently 6.7%). The overdraft is secured by a general security agreement over the assets of Long Term Care with a net book value of \$6,872,966 (2022 - \$6,999,015).

9. Net Rental Revenue Reconciliation

The organization provides housing accommodation to tenants through units bearing market rental rates and units bearing rental amounts which are geared to the tenant's income through subsidies, some of which are approved by the City of Windsor and others which are approved by the Board of Directors. A reconciliation of revenue from full market potential to net rental revenue is as follows:

	2023	2022
Potential Revenue	\$ 480,344	\$ 470,092
Less: Vacancy adjustment	(26,039)	(24,049)
Less: Tenant subsidies	(38,934)	(40,375)
	<u>\$ 415,371</u>	<u>\$ 405,668</u>

10. Economic Dependence

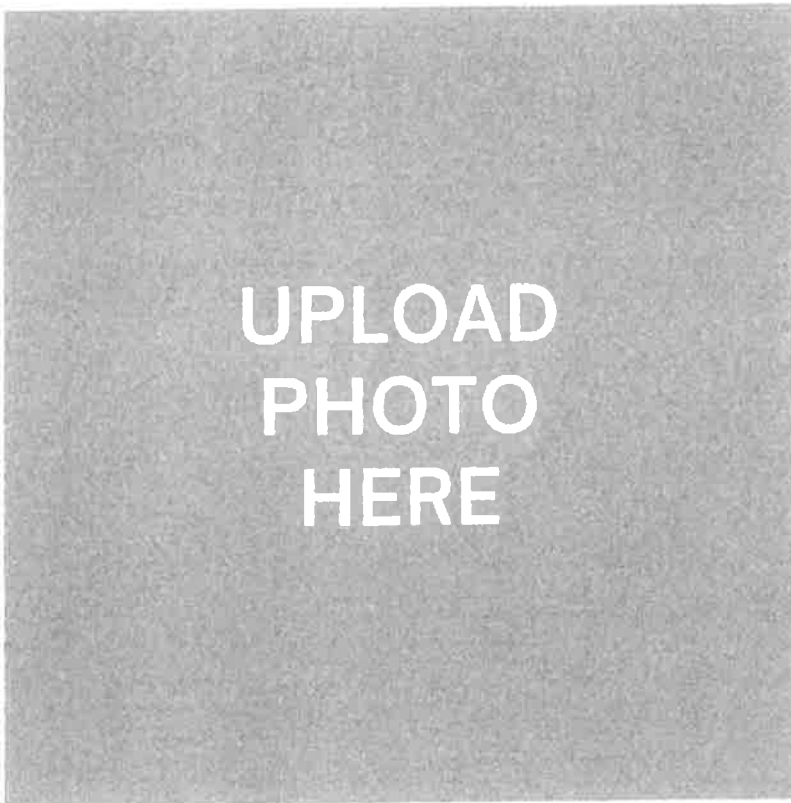
Long Term Care receives a significant portion of its revenue from the Ministry of Health and Long-Term Care.

11. Government Assistance

As a result of the COVID-19 pandemic, the organization has received a total of \$582,099 (2022 - \$1,084,232) in additional funding from various government agencies and programs.

Leamington Mennonite Home

BUDGET REPORTS 2024



UPLOAD
PHOTO
HERE

LMH: Long Term Care Home - 2024 Budget
January 1/24 - December 31/24

	2023 Budget	2024 Budget
Approved Expenditures:		
as per MOH per diem rates		
Recreation & Social Envelope	\$ 375,278	\$ 389,932
Raw Food Envelope	\$ 337,260	\$ 370,066
Other Accommodation Envelope	\$ 1,721,866	\$ 1,756,205
Nursing Envelope	\$ 4,016,536	\$ 4,499,986
Other Income	\$ 519,916	\$ 554,520
Direct Care Funding	\$ 1,093,592	\$ 1,382,508
CSS Program	\$ 387,732	\$ 387,732
Pandemic Funding	\$ 55,464	\$ -
Note: Funding Envelopes include MOH subsidy + resident fees		
** Total Revenue	\$ 8,507,643	\$ 9,340,949
Expenditures:		
Wages and Benefits	\$ 7,700,384	\$ 8,484,662
Food and Provisions	\$ 337,260	\$ 370,066
Supplies	\$ 215,000	\$ 215,000
Repairs and Maintenance	\$ 65,000	\$ 66,221
Utilities	\$ 120,000	\$ 135,000
Office and Administration	\$ 45,000	\$ 45,000
Insurance	\$ 25,000	\$ 25,000
Total Expenditures	\$ 8,507,644	\$ 9,340,949
Surplus	\$0	\$0

The budget reflects the CMI changes to the 2023 MOH funding.

Leamington Mennonite Home
Mortgage Payment Budget-2024

Revenue: MOH Payment	317,328.00
Preferred Accommodation	450,000.00
	<u>\$ 767,328.00</u>

Expense: Kindred Credit Union Payment	<u>\$ 405,000.00</u>	@\$45000 per month
(Balance of Mortgage)	<u>\$ 406,220.02</u>	= 9 months

**LMH - Retirement Residence - 2024 Budget
January 1/24 - December 31/24**

	2023 Budget	2024 Budget
Revenue:		
Retirement Residency Fees	\$ 1,383,845	\$ 1,425,361
Complex Clinic Fees	\$ 16,000	\$ 16,000
Doctor Clinic Fees	\$ 30,000	\$ 30,000
Total Revenue	\$ 1,429,845	\$ 1,471,361
Expenditures:		
Wages and Benefits	\$ 964,196	\$ 998,781
Food and Provisions	\$ 120,000	\$ 120,000
Supplies	\$ 55,200	\$ 55,200
Repairs and Maintenance	\$ 56,450	\$ 62,780
Utilities	\$ 120,000	\$ 120,000
Insurance	\$ 12,000	\$ 13,000
RHRA License Fee	\$ 9,000	\$ 8,400
Doctor Clinic Fees/Medical Fees	\$ 43,200	\$ 43,200
Total Expenditures	\$ 1,380,046	\$ 1,421,361
Surplus	\$ 49,799	\$ 50,000

**Note: 2023 Operating Budget includes 3.0% increase
as of July 1st, 2024**

Complex Budgets

Department	2024	2025	2026	2027	2028
Homeview Apts.					
Resident mailboxes replacement	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -
Privacy fences	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
Fire panel replacement	\$ 4,000.00				
Total	\$ 8,500.00	\$ -	\$ -	\$ -	\$ -
Pickwick Apts					
Unit Refurbishment	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Elevator repair	\$ 3,500.00				
Unit Refurbishment	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
LED lighting - hallways	\$ 8,000.00				
Hallway flooring/painting	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00		
Total	\$ 71,700.00	\$ 55,000.00	\$ 55,000.00	\$ 40,000.00	\$ 40,000.00
Townhouses					
Duct cleaning	\$ 15,000.00			\$ 15,000.00	
Garage door replacements	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Remove C6 overhang	\$ 7,500.00				
Window/patio door replacements	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Driveway/sidewalk replacements	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Sump pump backup(north townhouses)	\$ 15,000.00				
New lifeline units	\$ 15,400.00				
Furnace A/C repairs	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Total	\$ 111,900.00	\$ 59,000.00	\$ 59,000.00	\$ 74,000.00	\$ 59,000.00
Gardens Apts					
Patio Door/window replacements	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
New lifeline units	\$ 10,780.00				
Furnace A/C repairs	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00
Ceiling insulation		\$ 20,000.00			
Redo lockstone with cement	\$ 20,000.00	\$ -			
Air exchanger for hallways	\$ 12,000.00				
Duct cleaning	\$ 15,000.00			\$ 15,000.00	
Patio replacement with concrete(11)	\$ 44,000.00				
Awnings replacement (12)		\$ 36,000.00			
Total	\$ 129,780.00	\$ 84,000.00	\$ 28,000.00	\$ 43,000.00	\$ 28,000.00

**Homeview Apartments - 2024 Budget
January 1/24 - December 31/24**

	2023 Budget	2024 Budget
Revenue:		
Rent (16 units)	103846.40	106426.00
Cable TV @ \$45/mth	8640.00	8640.00
Laundry @ \$10/mth	1920.00	1920.00
Total Revenue	114406.40	116986.00
Expenses:		
Taxes	20400.00	20400.00
Insurance	6000.00	7600.00
Utilities	22150.00	23400.00
Contract Services	18330.00	17980.00
Allocated Admin	6720.00	6720.00
Replacement Reserve	18000.00	18000.00
Maintenance	9346.40	9326.00
Audit Fees	4000.00	4000.00
Interest on Funds in Trust	100.00	200.00
Cable TV	8640.00	8640.00
Telephone	720.00	720.00
Total Expenses	114406.40	116986.00
YTD Income	0.00	0.00

**Note: 2024 Operating Budget includes 2.5%
rent increase May 1/24**

Pickwick Apartments - 2024 Budget
January 1/24 - December 31/24

	2023 Budget	2024 Budget
Revenue:		
Rent	305218.14	312849.00
Cable TV @ \$45/mth	20520.00	20520.00
Laundry @ \$10/mth	4560.00	4560.00
Total Revenue	330298.14	337929.00
Expenses:		
Taxes	57600.00	57600.00
Insurance	15000.00	20000.00
Utilities	73200.00	73200.00
Contract Services	49100.00	50660.00
Allocated Admin	24168.00	24780.00
Replacement Reserve	45240.00	45240.00
Maintenance	25760.14	25529.00
Audit Fees	3800.00	3800.00
Doctors Clinic Fee	5000.00	5000.00
Interest on Funds in Trust	400.00	600.00
Equipment Replacements	7500.00	6800.00
Cable TV	20330.00	20520.00
Administrative Expenses	3200.00	4200.00
Total Expenses	330298.14	337929.00
YTD Income	0.00	0.00

**Note: 2023 Operating Budget includes 2.5%
rent increase May 1/24**

**Heritage Village Townhouses - 2024 Budget
January 1/24 - December 31/24**

	2023 Budget	2024 Budget
Revenue:		
Cluster 3 fees (8 units)	24160.00	25121.60
Cluster 4 fees (6 units)	18120.00	18841.20
Cluster 5 fees (8 units)	24160.00	25121.60
Cluster 6 fees (5 units)	15100.00	15701.00
North Townhouses (11 units)	33220.00	34542.20
1 Pickwick Townhouses (9 units)	41976.00	43704.00
Taxes	164900.00	164900.00
Cable TV @\$45/mth	25380.00	25380.00
Utilities	127476.00	127476.00
Total Revenue	474492.00	480787.60
Expenses:		
Insurance	40000.00	44000.00
Contract Services	42404.00	42404.00
Allocated Admin	21360.00	21360.00
Replacement Reserve	17200.00	17200.00
Maintenance/Equip Replace	21032.00	25327.60
Audit Fees	7000.00	4500.00
Doctors Clinic	6000.00	6000.00
Cable TV	25380.00	25380.00
Administrative Expenses	1740.00	2240.00
Taxes	164900.00	164900.00
Utilities	127476.00	127476.00
Total Expenses	474492.00	480787.60
YTD Income	0.00	0.00

Note: 2024 Operating Budget includes 4.0% common fee increase as of May 1st, 2024

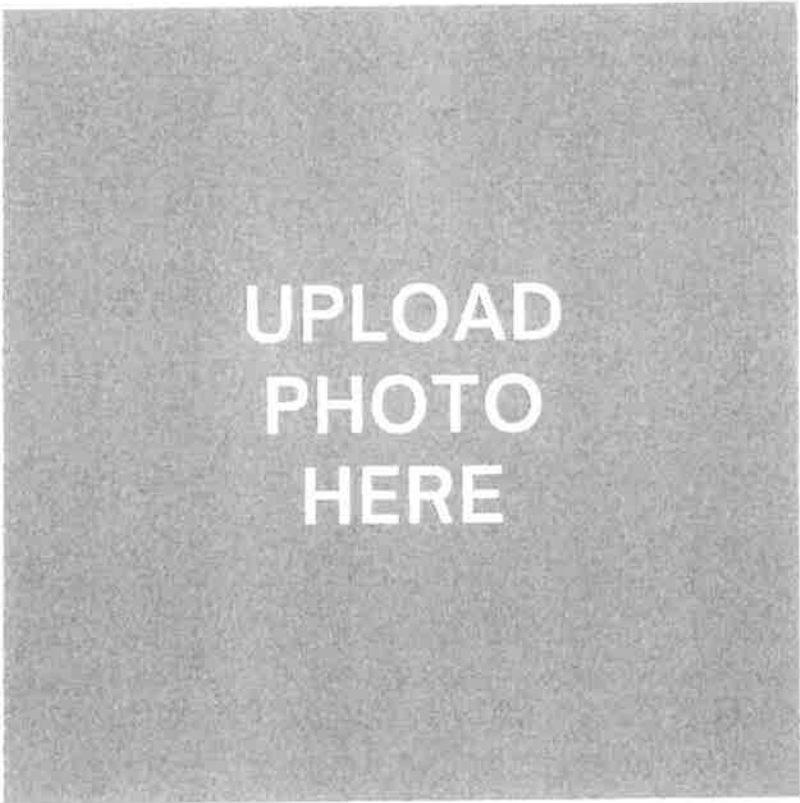
**Gardens Apartments - 2024 Budget
January 1/24 - December 31/24**

	2023 Budget	2024 Budget
Revenue:		
Common Fees	290064.00	305156.00
Cable TV @ \$45/mth	22140.00	22140.00
Total Revenue	312204.00	327296.00
Expenses:		
Taxes	96000.00	98400.00
Insurance	33000.00	35000.00
Utilities	69600.00	70800.00
Contract Services	36527.00	42307.00
Allocated Admin	13200.00	13200.00
Replacement Reserve	10000.00	10000.00
Maintenance	17137.00	20849.00
Audit Fees	4500.00	4500.00
Doctors Clinic	5000.00	5000.00
Equipment Replacements	0.00	0.00
Cable TV	22140.00	22140.00
Administrative Expenses	5100.00	5100.00
Total Expenses	312204.00	327296.00
YTD Income	0.00	0.00

**Note: 2024 Operating Budget includes 4%
common fee increase as of May 1st, 2024**

Leamington Mennonite Home

BOARD OF DIRECTORS REPORT 2023



UPLOAD
PHOTO
HERE

Leamington Mennonite Home Board of Directors Chair Annual Report 2023

Our vision at the Leamington Mennonite Home is that the lives and wellbeing of our residents will always come first and that this place – the Leamington Mennonite Home and its surrounding community – will be “home” for them in their final years. In Psalm 90:1, David says, “Lord, you have been our dwelling place throughout all generations.” Our first residents moved into the Mennonite Home in 1965 and new residents continue to move into our Complex in 2023. In the past and today, Christ is our dwelling place and we can be sure of his abiding love forever. And so, as we look with much anticipation and hope for the future, we do that rooted in our faith and committed to the lessons which Christ taught us.

As I look back to the past year I am proud of the work of this Board, the Leadership Team, the staff, and all those associated with the mission we have at the Leamington Mennonite Home. Much has been accomplished in the last year and we are looking with excitement to the future. In my report, I will not be speaking so much on the activities and work in the Home but will be addressing two things – the structure and governance of our organization and the work being done to replace our present retirement building.

Over the last few years, we as a Board have worked diligently to create an organization rooted in good governance. Our organization has grown from one building in 1965 to a Complex consisting of a long-term care home, retirement home, two apartment buildings, and life for lease apartments and townhouses. It now employs approximately 200 people. Over these years the demands on this Board have increased. Good governance helps us to provide good stewardship, make good decisions, and be accountable so that our organization can operate with integrity and wisdom.

One of our biggest jobs has been to write new bylaws and to create Board policies that will govern the way in which the Board operates. As many of the members here know, on November 2, 2022, the members approved our new bylaws. Directors have also written four policies – a Gift policy, an In Camera policy, a Conflict of Interest policy, and a Duties and Responsibilities policy. Such policies assure that as Directors come and go, they will operate under consistent principles and new Directors coming onto the Board will have a framework they can access to understand the organization. In 2023, we struck a standing governance committee which will research other policies that are necessary for our organization – and there are many of them. This committee will continue with this task on an on-going basis over the coming years.

Another standing committee which was approved this year is a Fundraising Committee. As a Board we felt that it was important that we take an active role in fundraising. Our first in-person fundraiser on October 14, 2023 was a huge success, raising \$75,000 toward the cost of purchasing the lot on the corner of Pickwick Drive and Heritage Lane. We look forward to the continuing efforts of those serving on this committee.

During 2023, we also added another ad hoc committee which worked on a review of our logo, vision and mission statements, our values, and the Bible verse which was chosen for the Home. More information on this will be forthcoming.

Lastly, we have another group of individuals that have been asked to look at improving the housing of our residents, particularly the Retirement Residence. During the pandemic years, it became very clear that the Retirement Residence no longer served the needs of our residents. And so, during 2023 we struck an ad hoc committee, the Retirement Residence Building Committee, whose mandate it is to develop a plan for future housing for our organization. The committee consists of the following people: Vern Penner (Chair), Irene Collard, Paul Driedger, Jim Dueckman, Harry Enns, Samantha Klassen, Jeff Konrad, Mariel Konrad, Charlotte Murray, Linda Thiessen-Belch, and myself. In 2022 a Needs

Assessment Committee studied the needs and wants of about 200 members of our supporting churches. A report based on these findings was shared with the Board in the fall. In March 2023 the Retirement Residence Building Committee began meeting and in the spring the Board of Directors approved the funding of a Feasibility Study to be completed by Glos Associates. As information was shared with the Building Committee over the summer months, we were faced with several challenges we had not anticipated. In the Feasibility Study that was shared with the Board at our December 5th meeting two options for a possible building location and footprint were presented to the Board. The Board approved moving forward with one of the two options and approved the continued work of the Building Committee. This process will not happen quickly and will probably take three to four years to complete.

One thing that became very clear to us is that the Board will need to develop five-, ten-, and fifteen-year plans for the development of our property. How will our Complex change over those years and will we be ready to adapt to those changes?

As I reflect on the last year, I am so grateful for all those who contribute to the wellbeing of our residents to make it their "home":

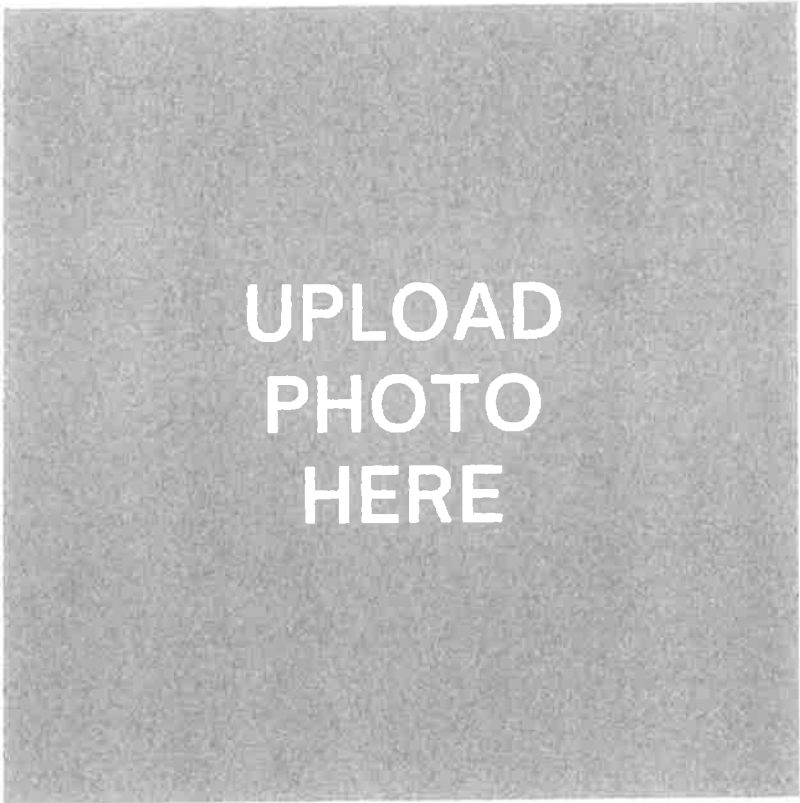
- Jeff Konrad, our Administrator, and the Leadership Team
- Our staff
- The Board of Directors
- The members who represent our supporting churches
- Our supporting churches and their pastors who attend our meetings
- The greater community

Thank you for your dedication and care to our residents.

Helga Enns
Board of Directors Chair

Leamington Mennonite Home

ADMINISTRATOR REPORT 2023



UPLOAD
PHOTO
HERE

Leamington Mennonite Home & Apartments
Administrator Report

Lord, you have been our dwelling place throughout all generations.
Psalm 90:1

This passage was presented by our Board Chair, Helga Enns, during the opening at the March 2024 Board of Directors meeting. We will share the significance of this Bible verse in person at the Annual Meeting.

Please consider the following as a summary of what took place at the Leamington Mennonite Home during 2023.

Leadership Team

Our Leadership Team continues to be steadfast. In addition to ensuring the daily needs of our residents are met, this team has gone above and beyond throughout 2023 to ensure the Home has remained a vibrant and safe place for both residents and staff.

The Leadership Team in 2023 consisted of the following individuals:

- Chief Financial Officer – Irene Collard – 29 years
- Director of Nursing & Personal Care – Cheryl Alice – 28 years
- Director of Social & Recreation Services – Judy Ferrari – 22 years
- Director of Nursing Care & Seniors Services – Mariel Konrad – 12 years
- Human Resources Specialist – Jacquie Turnbull – 11 years
- Housekeeping & Laundry Supervisor – Tena Brum – 6 years
- Administrator – Jeff Konrad – 5 years
- Director of Dietary Services – Kelly Dueck – 1 year

I want to thank this team of senior staff for their tireless efforts which led to a successful year managing the Leamington Mennonite Home.

I also want to extend my congratulations to our Chief Financial Officer, Irene Collard, who has announced her intent to retire at the end of September 2024. Irene has been looking after the finances of the Leamington Mennonite Home since she began at the Home in 1994. On behalf of the Leamington Mennonite Home I want to thank Irene for 30 years of dedicated and exceptional service to our Home.

Our Supporting Churches

Over the past year we were thankful for the efforts from supporting churches who have provided music and worship services and one-on-one time with residents from their respective churches. Our residents value the continued pastoral support from their home congregations. The Home also remains thankful for the financial support from our supporting congregations. This annual funding sustains the mission of our Home in our continued pursuit of providing excellent resident care.

The financial giving from our churches assists the Home in the following ways:

- Purchasing equipment
- Maintaining our facilities (new flooring and painting for hallways and stairwells in Pickwick Apartments in 2024)
- Ensuring the mortgage payments for the Long Term Care Home, resulting in a final payment by September 2024

The support from our supporting churches also enables our Home to prioritize church members on the Long Term Care waitlist, which is maintained by the Erie St Clair Home & Community Care Support Services. In addition, our Home continues to prioritize church members for admissions to all other entities associated with the Leamington Mennonite Home. Thank you, member congregations, for the continuing support of our Home.

Chaplain

The Home was met with the unfortunate news in the Fall of 2023 that our Chaplain, Lowell Froese, had resigned. It took a few months to find someone to fill this position, but we feel very fortunate that we have been able to find an excellent candidate to fill this role. The Home is very pleased to confirm that Anna-Lisa Salo will be taking on the Chaplain's role and responsibilities later this year. In the meantime, we're very grateful to Linda Thiessen-Belch, who is assisting the Home with these responsibilities temporarily. We would like to thank Linda for stepping in, as well as many of the pastors from our local churches who have agreed to provide assistance until Anna-Lisa arrives.

Brittany Collard Wellness Room

I would also like to acknowledge a significant loss that occurred at the Home in 2023. On February 8, 2023 we were given the tragic news that our Social Worker, Brittany Collard, had passed away. The passing of Brittany was sudden and unexpected. This was very difficult news for all of us, but it was unbearable news for her family. Brittany's passing impacted us not only because she had passed but also because we knew her mom, Irene, had this sudden void of unmentionable pain that none of us could ever understand or console.

There is no rhyme or reason as to why Brittany passed at such a young age, or why from age ten she suffered from colitis, medical procedures, and the constant pain associated. Given the tragedy of this event it was important for the Home to recognize and remember the kind of person Brittany was – two words that became the mantra for who Brittany was – ***Be Kind.***

As our Social Worker, Brittany was very concerned about the overall mental health and emotional well-being of our residents and staff. Brittany understood as we started to come out of the pandemic that we had all been affected. She understood we needed to pay attention to the care we provide for ourselves. It was for this reason a decision was made to rename our Wellness Room to the Brittany Collard Wellness Room to honour her memory.

Strategic Plan

Beginning in 2021 we have used the strategic plan to guide many of the extra projects and goals accomplished over the past few years. The strategic plan was jointly developed between the Board of Directors and the Leadership Team in November 2020. Goals and projects were set in the areas of facilities, fundraising, trained and dedicated staff, and technology. The following is a summary of projects per the 2020 strategic planning session.

1. Facilities

A great deal of work has taken place at all our facilities. Over the past few years we have completed major projects, improved the overall curbside appeal, planned for future minor and major projects, improved all public areas, initiated cost-saving measures, and dedicated one maintenance staff for the Long Term Care Home and Retirement Residence and another for the Complex entities. All these things have contributed to an overall improvement of all our facilities.

Homeview Apartments – In January 2023 we began the process of renovating each unit and completing the project with new kitchens, flooring and paint, paint and flooring in the hallways, laundry rooms, washrooms, and trash room. Both lounges in Homeview were previously renovated in 2022 and all apartment bathrooms were renovated in 2020. The Home is very pleased to report the second oldest building on our campus has now been fully refurbished from top to bottom aside from a few minor details. In 2024 we will finish off a few outstanding items, such as new mailboxes in the foyer and a privacy fence between the patios for residents who live on the first floor. Thank you again for the many donations received to make this project happen!

Landscaping – The Home initiated a plan to redo the landscaping around many of the entities where it was looking old and tired. In 2021 the landscaping was completed around Homeview, Pickwick, townhouses and portions of the Gardens Apartments and the Long Term Care Home. In 2022 the park side of Gardens was completed, as well as the street side of Gardens except for the courtyard. This year the Home completed this multi-year landscaping plan by completing the Gardens Courtyard which included new concrete driveways for the Residents whose apartments face the Gardens courtyard.

Community Initiative Funding – You may recall one of the requirements during the pandemic was to have an outdoor visiting area. This outdoor area (known as the Chapel Gardens or Greenspace) became very popular during the pandemic. As the pandemic ended, we began to contemplate making this a more permanent outside visiting area. Our Chief Financial Officer, Irene Collard, applied for funding through a Community Initiative Grant and we were able to get \$30,000 to refurbish this outside area, which is now adorned with two cement patios each with a pergola, chairs and side tables, and landscaping.

Pickwick Apartment Renovations – The Home continues to renovate Pickwick Apartments as units turn over and funds are available. As these apartments are renovated, new closet doors are installed as replacement parts for the current ones are no longer available. Each bathroom is getting a complete makeover which includes removing the bathtub and replacing it with a walk-in shower, new commode, sinks, light fixtures, and vanity. Finally, each apartment will get new vinyl plank flooring, energy efficient light fixtures, and a complete paint job. To date, nine apartments have been renovated which includes one apartment that also had a full kitchen replacement as the result of a designated and generous donation. In 2024 the Home is planning to renovate four more Pickwick apartments. These Pickwick apartment renovations will be in addition to the second-floor laundry room, first floor and third floor lounges previously renovated in 2021, a replacement of the fresh air exchange in 2023, replacement of the north entrance door and hallways and stairwells which are currently being replaced.

Driveway Replacements – Over the past four years the Home has prioritized townhouse driveways for replacement. This year one more driveway was replaced with a plan to continue driveway replacements over the next several years.

Hair Salon Renovation – In 2023 the Home was also very grateful to receive the funds from the family of the late Katie Cornies to renovate the Katie's Salon. A big thank-you to Bob and Louise Cornies, Suzanne and Martin Tiessen, Phil and Linda Cornies and Janet and Tom Bradley for their generous donation to the Home that allowed this renovation to take place. Thank you to this entire family for your continued support to our Leamington Mennonite Home!

Other projects in 2023 included a resurfacing of the Long Term Care/Homeview parking lot, converting the storage room on the second floor of the Gardens into a resident Lounge, window caulking for all entities, retirement residence craft room refurbishment, Pickwick apartments

fresh air exchange replacement, creating a documentation room on the first floor of long term care, and painting and installing LED lighting in the long term care service hall.

The costs associated with these improvements have been included in budgeting to lessen the impact of unexpected expenses. Overall, all entities are in seemingly better shape and appearance than they were prior to the implementation of the strategic plan. However, it is also noted that the maintenance and upkeep of our facilities will continue to be a work in progress. We are aware that the Long Term Care Home is almost 20 years old, and beginning this year budgeted dollars will be allocated each year to ensure upkeep, appearance, and maintenance.

2. Fundraising

The reality of the pandemic changed how the Home conducted fundraising. This part of the strategic plan is the area in which we probably deviated the most. Much of this had to do with the limitations about how fundraising could be done during the pandemic years. Nonetheless, our adaptations to fundraising which prevented us from holding in person events went very well.

I am very pleased to confirm the fundraising total for the Leamington Mennonite Home for 2023 was \$340,000.00 This amount includes funds received for designated projects like the Long Term Care Hair Salon renovation, proceeds from our first post-pandemic in-person fundraising event this past October, and donations from many individuals and businesses who continue to support the Home. These funds allowed the Home to purchase the vacant lot at the corner of Pickwick Drive and Heritage Lane.

Also included in this fundraising total was another significant donation from the George C. Hunt Family Foundation, who has provided funds for many projects at the Home over the last four years. The Home has made a commitment to the Hunt Foundation that these funds will be used toward the refurbishment of the Pickwick Apartments. We are thankful to our CFO, Irene Collard, for procuring these funds, amounting to \$150,000.

3. Trained Dedicated Staff

Little did we know when this part of the strategic plan was identified how important this area of focus would become. As the Board of Directors has been made aware, a trained and dedicated staff has been a challenge over the past few years. Since the inception of this strategic plan the Home has become a training hub for nursing staff, modernized our annual mandatory training, enhanced our new employee orientation, created new positions with direct care dollars, and increased our staff to meet the Ministry's expectation of four hours of care per resident per day. Our Home is one of the few homes across the province that was able to maintain a stable workforce during the pandemic years without the use of third-party agency employees. Since August 2022 the Leadership Team has met weekly (sometimes daily) to monitor staffing levels to ensure resident care was not compromised. This will continue to be an area of focus until the Home is in a place to maintain a stable workforce.

Finally, it has been previously reported our relationship with the union has been unwavering – this has not changed, and there continues to be goodwill on both sides.

4. Technology

Upon the implementation of the strategic plan in 2021, the Home was woefully behind in terms of utilizing available technology. Over the past few years, the Home has purchased a modernized phone system, improved our firewalls and protection of sensitive information, purchased

computers and other communications equipment, updated the nursing documentation system, purchased staff scheduling software, and implemented technology as a permanent line item in the annual budget. In 2023 and to date in 2024 the Home has embarked the following technological advancements:

Computer Replacements – Since 2021 the Home has made a commitment to ensuring our computer hardware remains up to date. Currently all computers are tracked for replacement every five to six years.

StaffScheduleCare – This newly acquired scheduling program was purchased in 2022 with a launch date of March 3, 2023 and a go-live date of May 7, 2023. In addition to scheduling efficiency this software has reduced the bi-weekly payroll process from 20 hours to 2 hours, thus leaving our Human Resources Specialist, Jacquie Turnbull, much more time to focus on other important Human Resource related functions. Thank you, Jacquie for leading the Home through this very time-consuming process of implementing this software.

Project AMPLIFI – The option of our Home becoming involved with this project became possible when we began using PointClickCare as our Nursing documentation program. Project AMPLIFI is funded by the Ministry of Health to streamline the flow of information when residents go to and are released from the hospital. Despite a few glitches over the last year, this software has now streamlined the level of communication between the Home and hospitals when residents are admitted and discharged. Thank you to our Registered Nurse, Melissa Ostrander, for leading the implementation of this project.

Synergy MealSuite – In 2023 the Home began to contemplate the use of Dietary management software. This came as the result of a Ministry inspection during which it was strongly suggested that future inspections would include a detailed assessment of Dietary policies and procedures. It is noted since that time the Home has purchased Synergy Meal Suite which allows the Home to be much better prepared for Ministry compliance issues. Thank you to our Director of Dietary Services, Kelly Dueck, for implementing this software and ensuring our Dietary department will be in good standing as it relates to Ministry compliance expectations.

Surge Learning Management System – We recently purchased Surge to further develop and streamline employee orientation and annual education. In addition this software will allow for on-site continued education opportunities and to ensure when the Home needs to get changes in policy and procedure to all staff in a timely manner that Surge will provide the platform to make this happen and track that staff have been notified of these needed changes.

Lifeline Replacement – The Home began looking at the possibility of replacing the lifelines in the complex in late 2022 as we became aware of new technology that did not rely on a landline telephone system. Moreover, the nursing call bell system in the retirement home is also very old and antiquated in that it provided limited coverage for residents who needed assistance. A recommendation was brought to the Board of Directors in December 2023 that the call bell system in the Retirement Home be abandoned and the lifeline system in the complex be upgraded. A decision was made to proceed with this project and during the first week of April 2024 new lifelines were issued to all retirement home and complex residents. These new lifelines come equipped with GPS location services, two-way communication upon the pendant being activated and fall detection.

All that said, the current strategic plan has assisted the management team in remaining focused on these four areas of concern. While the work is not yet fully completed the time has come to review the possibility of next steps.

Departmental Reports

Finance & Office Management – Irene Collard, *Chief Financial Officer*

The operating budgets for all entities maintained a balanced budget despite changes in Ministry of Health funding and CMI fluctuations, specifically for the Long Term Care Home. Additional direct care funding has allowed the Home to increase direct care hours for residents. This has allowed our Home to increase the number of staff on the floors providing direct care to the residents. The Ministry still requires several monthly and quarterly reports designed to monitor our performance and fiscal responsibility. The Ministry has assisted long-term care homes by providing additional funding to offset extra costs related to Infection Prevention and Control in response to the COVID-19 pandemic. Funding has also been flowed to provide our frontline direct care staff (PSWs) with permanent hourly wage increases. This has resulted in regular updates back to the Ministry, which seeks to monitor how dollars are spent for these extra costs.

Gratefully, our Home maintained the support from our supporting churches and generous donors. We have continued a fundraising initiative by applying to various Canadian foundations that support charitable organizations with their causes.

As I have completed thirty years of service in my role as Chief Financial Officer at the Home, I have submitted my intent to retire later this year. I have enjoyed getting to know all residents of the Home and Complex and their families. With thanks and appreciation for making my work here a very rewarding experience.

Mortgage Updates

Long Term Care Home – The last remaining mortgage for our Complex is the Long Term Care Home mortgage carried by Kindred Credit Union. This will be fully paid for by September 2024. All other Leamington Mennonite Home entities remain debt free.

Human Resources – Jacquie Turnbull, *Payroll & Human Resources*

In 2023 the Leamington Mennonite Home received a grant from the Canadian Government to assist with part of the wages for our summer students (Canada Summer Jobs Grant). This summer we employed seven students (four Nursing students, one Activity Helper, one Maintenance student, and one Housekeeping Aide) with the help of this grant.

The Home also hosted many PSW students from several local colleges: Windsor Career College, St. Clair College, and Gates College (online) do their preceptor training at our Home. This has proven to help our Home greatly on two levels. We have increased number of staff within the facility since each student must work with an experienced employee. We hope to continue to train students and keep them interested in working at our Home.

Staffing levels continued to be a challenge for all departments in 2023, but slowly improved by the end of the year to the point where they seem to be levelling out and have become more consistent.

Finally, the Home has implemented new scheduling software from a Canadian company, StaffScheduleCare, that was implemented in March 2023 and went live in May 2023. This software will streamline our scheduling and payroll along with automating many features of employee tracking.

LMH STAFF (AS OF DECEMBER 2023)

The level of resident care provided at our Home is made possible through the committed and dedicated efforts of our hardworking staff.

<u>JANUARY 2023</u>		<u>JANUARY 2024</u>	
Total Number of Employees	194	Total Number of Employees	193
Full-Time	60	Full-Time	60
Part-Time	134	Part-Time	133
Departments		Departments	
Social & Recreation	26	Social & Recreation	23
Dietary	25	Dietary	26
Nursing	107	Nursing	111
Housekeeping & Laundry	18	Housekeeping & Laundry	17
Maintenance	2	Maintenance	2
Administrative	11	Administrative	9
Supportive Housing	5	Supportive Housing	5
Length of Employment		Length of Employment	
More than 30 years	6	More than 30 years	4
20-30 years	19	20-30 years	15
15-20 years	17	15-20 years	17
10-15 years	26	10-15 years	26
5-10 years	22	5-10 years	25
Less than 5 years	54	Less than 5 years	55
Less than 1 year	50	Less than 1 year	51

Nursing – Cheryl Alice, *Director of Nursing & Personal Care*

It's nice to write a report for the year without COVID-19 being the focus of attention. Our Nursing department at the Leamington Mennonite Home continues to grow and more hours are added as the result of direct care funding. We are expecting a final increase in care dollars sometime in early 2024, which will add more staff to provide hands-on care in order that our Home will continue to maintain excellent resident care.

This past year the Home enhanced our Restorative Care program, which has proven to be very beneficial for our residents. Restorative Care is multi-faceted in that it strengthens and improves physical abilities as well as their overall mental and emotional health too.

As the result of increased direct care dollars our Home was also able to provide some continued education for our staff. This year the Home was able to train fifty staff in Gentle Persuasive Approaches, which provides training to assist staff in understanding how to manage residents with dementia and responsive behaviors. Moreover, this training provides staff with tips and suggestions to manage responsive behaviors in a professional, kind, and respectful manner.

In August we welcomed our new Social Worker, Megan Klassen, to the Home. In Long Term Care, Megan has been working with all our residents and their families by completing their "Pieces of My Personhood". This will be taken one step further this year as Megan is meeting with residents and their families for Advanced Care Planning, which will include more difficult conversations that revolve around end-of-life care. This will help to ease the transition for families when palliative care becomes necessary. Megan will be working with Angela Critchlow, our Behaviour Supports Ontario (BSO) lead, in creating a very personal end-of-life care plan for each resident that will be resident-centered.

As the Home continues to increase staffing levels to account for extra direct care dollars we have continued to be a training hub for many groups of Personal Support Worker (PSW) students from various accelerated PSW courses from in-person and online colleges. This has allowed our Home to recruit some excellent candidates for employment upon their graduation and has assisted with overall staffing issues. This has also allowed us to be one of the few Homes across the province that has never used any third-party agencies for staffing over the past couple of years. The Home has applied for funding to further enhance our student placement program.

In 2023 one of our registered staff assumed the responsibility of our Infection Prevention and Control lead. Leslie Coppola has been doing an amazing job as our IPAC lead, which was recently confirmed when an unannounced Ministry inspection that included a full assessment of infection control procedures resulted in no compliance issues.

In 2023 the Home experienced two COVID-19 outbreaks in LTC. The first one was in June and affected our third floor residents. This outbreak lasted only eight days, as we were able to contain and control it quickly. The second outbreak occurred in September on our second floor and lasted from September 12th until October 2nd. We had an Enteric outbreak in LTC in March that affected the third floor of LTC and only lasted five days. Our infection control measures have proven effective and compliance from our staff is greatly appreciated.

I would also like to acknowledge our dedicated nurse, Tami St. John, who continues to monitor all skin and wound issues at the Home. Tami does a great job of preventing and healing wounds before they become significant issue. Our Home remains well below the provincial average regarding serious wound concerns with our residents.

Our Home continues to be grateful for Dr. Holloway as our Medical Director. Dr. Holloway does rounds two times per month, is available 24/7 for emergencies, and is available to attend the Home in person when needed.

Complex Services – Mariel Konrad, *Director of Nursing Care & Seniors Services*

In 2023 our Retirement Residence had two outbreaks. The first was a COVID-19 Outbreak, which started on December 27th, 2022, and was rescinded by the Windsor Essex County Health Unit (WECHU) on January 14th. This outbreak affected 24 residents. Fortunately, the symptoms experienced by residents were mild in nature as most had had three or more COVID-19 vaccinations. The second outbreak was an Enteric Outbreak which began on February 14th, affecting 17 residents and 6 staff. This outbreak was rescinded by WECHU on February 27th. Both outbreaks required extra effort by the staff, and they did a wonderful job responding to both outbreaks. I cannot overstate my gratitude to our staff for the exemplary care provided to our residents' health, well-being, and quality of life, the success of vaccination, treatments available, and our IPAC measures.

The demographics RR and that of our Complex are continually evolving and the pace of change has accelerated during the pandemic. More residents being admitted into RR are older, as seniors continue to wait longer to make a transition. We had eight residents admitted in 2023 with an average age of 89 years old.

A similar trend is also happening with our Complex residents, as they are generally at later stages of their lives. We had 22 new residents move into the Complex and 68% were between 80 to 90 years of age. Within the Complex transitions are also happening later as more residents are looking to age in place. Therefore, we are seeing an increase in requests for personal care services. In 2023, there was a total number of 458 Emergency Lifeline Calls, 19% of which calls required assistance, an emergency room visit, and/or hospitalization.

A few of the highlights from 2023 include the lifting of the face mask mandate (though it was reinstated in the Fall) and the steady resumption of activities in RR and complex. Residents and families were very happy to have the return of activities.

We look forward to continuing our efforts to provide exemplary care in our Home. We hope to broaden and expand our support and services in all areas of our Home, which will allow residents to benefit from the care and support that we can provide. Our staff has an integral role in this. I am thankful to all staff who help in supporting the health and quality of life of all residents, both in RR and the Complex.

Dietary – Kelly Dueck, *Director of Dietary Services*

Over the last year the Dietary department has continued to endure significant ongoing challenges, specifically having a full complement of Dietary staff. However, with persistence, patience, and a consistent recruitment process in place I was able to get the Dietary department back to good staffing levels and follow that up with staff who have been properly trained. We're in the process of revising job routines for better workflow and to follow the guidelines set out by the Ministry of Health and Long-Term Care and the Windsor Essex County Public Health Unit.

This past year a new cart was put in place for the families of residents who become palliative. This cart is complete with a coffee/tea machine, mugs, napkins, plates, snacks, activities for young children, and reading material for family/friends to be as comfortable as possible when their loved one is moved into the Palliative Room.

In addition, the Dietary department will begin point-of-service for all beverages in the Long Term Care Home by the end of May 2024. This will result in a significant change of routines in the Dietary department in that currently all drinks are pre-poured before all meals. Moving to point-of-service for beverages may cut down on the number of drinks wasted after each meal, but more importantly it will lend itself to a much more pleasurable dining experience for our residents.

Finally, we have purchased new software called Synergy MealSuite. This software will assist the Home in remaining compliant with Ministry of Long-Term Care expectations and in generating meal and snack menus. It also allows the Home to retain many recipes that are important to our Home's heritage. This software will assist our Cooks in being consistent in meal preparation from cook to cook and ensure that Ministry-required production and therapeutic sheets are created from each meal and snack served.

My first year as the Home's Director of Dietary Services was challenging and rewarding. Our department has gotten back where it should be through teamwork and encouraging one another. I continue to be amazed by the hard work and dedication of the Dietary staff at the Home.

Housekeeping & Laundry – Tena Brum, *Housekeeping & Laundry Supervisor*

In 2023 Housekeeping and Laundry continued to have ups and downs at various times when the Home was still managing COVID-19 outbreaks. Again, the housekeeping staff have done remarkable work in their efforts to keep both homes clean and safe for residents and staff.

The housekeeping staff continue to appreciate the dry stripper purchased the year before, which allows the process of getting a room ready for new admissions to be very quick and efficient. This year the Home has budgeted the purchase of a new commercial clothes washer. We have three commercial clothes washers and three commercial clothes dryers. Upon replacement of this clothes washer the Laundry Room will be completely up to date with new equipment. It remains important to have well-functioning equipment for staff to be able to do their work well. I look forward to providing a clean Home for the residents alongside a wonderful team for another year.

Social & Recreation – Judy Ferrari, *Director of Social & Recreational Services*

Volunteers have always been central to the operation of our Home. In 2023 we relied on volunteers to assist with portering residents, delivering Meals on Wheels, decorating at Christmas time, and for the first time since the beginning of the pandemic, consistently helping with washing hair in the Hair Salon. The Home also remains grateful for the Hair Salon services provided by our Hairdresser, Jodi Mummery, who continued to demonstrate the flexibility needed during 2023.

In 2023 activities included crafting, games, outside walks, colouring, group reading, one-on-one visits, movies, church services via YouTube, ice cream socials, patio picnics, celebration of holidays and birthdays, and a very popular car show! We have continued to offer the mobile tuck shop cart and keep it stocked with items like chocolate bars, potato chips, licorice, cards, and stationery for residents to purchase. This remains very popular with the residents in both the Long Term Care Home and Retirement Residence.

In 2023 we were grateful for the services provided by our Chaplain, Lowell Froese, who provided weekly worship services in the Long Term Care Home going floor-to-floor. In addition, Lowell also coordinated the pastoral schedule from our supporting and local churches to come and provide Wednesday afternoon services for our Retirement Residence. We were saddened when Lowell announced his resignation in the Fall of 2023, but look forward to the arrival of our new Chaplain, Anna-Lisa Salo. In the meantime, we are grateful to Linda Thiessen-Belch, who is providing some chaplaincy duties in the interim. Thank you to many of our local pastors who continue to attend the Home to provide a Wednesday afternoon worship service for our residents.

Finally, the Social and Recreation department had two summer students who split full-time hours between them. In addition to summer students, the Home hosted co-op students from Leamington District Secondary School, Cardinal Carter Catholic Secondary School, and Tilbury District High School. Generally, these co-op students are here from September to June, and over the past year we have had two to four per semester. Some of these co-op students stay on and attain part-time employment in our Social and Recreation department.

Resident Profiles as of December 2023

	LTC	RR	Homeview	Pickwick	Gardens	Townhouses
Youngest Resident	47	74	65	61	64	66
Oldest Resident	101	100	94	95	95	93
Average Age	87	90	79	81	84	82
# Residents >60	2	0	0	0	0	0
# Residents 60-69	2	0	1	4	4	2
# Residents 70-79	8	1	8	12	5	17
# Residents 80-89	31	16	6	22	36	44
# Residents 90-99	39	27	1	3	7	7
# Residents 100+	2	1	0	0	0	0
TOTAL RESIDENTS	84	45	16	41	52	70

	LTC	RR	Homeview	Pickwick	Gardens	Townhouses
--	-----	----	----------	----------	---------	------------

ADMISSIONS	27	9	1	7	6	1
DISCHARGES	2	5	1	6	6	1
DEATHS	27	2	2	2	3	0

	LTC & RR	COMPLEX	TOTAL
ADMISSIONS	36	15	51
DISCHARGES	7	14	21
DEATHS	29	7	36

Religious Affiliation	Church Affiliation	LTC	RR	Complex
Mennonite - Supporting	Deer Run Church	3	0	2
	Faith Mennonite Church	2	1	9
	Harrow Mennonite Church	2	1	0
	LUMC	10	18	57
	Meadow Brook Church	4	1	4
	NLUMC	10	6	33
	Old Colony	2	0	7
	Windsor Mennonite Fellowship	0	0	0
	TOTAL MENNONITE - SUPPORTING CHURCHES	33	27	112

Mennonite - Non-Supporting		4	1	9
TOTAL NON-SUPPORTING MENNONITE		4	1	9

Catholic		13	6	12
TOTAL CATHOLIC		13	6	12

Protestant	Anglican	0	1	1
	Baptist	4	7	11
	Christian Reformed	2	0	0
	Congregational	0	0	3
	Jehovah's Witness	0	0	1
	Lutheran	2	1	4
	Nazarene	1	0	0
	Pentecostal	2	0	1
	Presbyterian	1	0	1
	Salvation Army	2	0	1
	United	6	1	4
	Non-Denominational	5	1	4
	Universal Unitarian	0	0	2
Other / None	9	0	13	
TOTAL PROTESTANT/OTHER	34	11	46	

Conclusion

Over the past year, the Leamington Mennonite Home continued to provide services to over 300 seniors in our various facilities and entities. Our Home continues to be grateful for the support from our supporting congregations. We could not survive, much less thrive, if the Home did not have this level of support.

I want to thank the Board of Directors for its work with Administration and the continued excellent relationship between Management and the Board. A special note of thanks to our Board Chair, Helga Enns, with whom I continue to have regular communication about many things happening at the Home.

2023 had a number of new challenges, most of which involved getting the Home back to a place of functioning that was similar to pre-pandemic, while also recognizing that the pandemic years changed many things in as it relates to caring and providing for seniors overall. I continue to be grateful to the Leadership Team for their resilience and fortitude over the last year. We continue to meet weekly to discuss the post-pandemic issues, staffing, resident wellbeing, and many other projects and goals along the way. It was the incredible talent, insight, and fortitude of this dedicated group that led us through the challenges of 2023 and into 2024.

Finally, I remain very grateful to our compassionate and hard-working staff. There is a reason that our Home continues to be noted as one of the best. We continue to hear this from inspectors from the Ministry of Long Term Care, Retirement Home Regulation Authority, Ministry, Ministry of Labour, and the Windsor Essex County Public Health Unit. We're not a perfect Home – we're far from it – but we're an excellent Home and much of that lies with the staff who provide excellent care to the residents every day.

May our Home continue to be a place where God's love and kindness is always present, now and into the future.

Jeff Konrad
Administrator

Leamington Mennonite Home Retirement Residence Building Committee Report

Our present Retirement Residence was built in 1965 and has certainly served us well. My grandmother was a resident there in the early years and was always glad to go “home” after a visit with us. Unfortunately, the pandemic years taught us that it is no longer adequate for the needs of our residents – no in-room bathing facilities, cement block walls, no ability to control temperature within a unit, the list has grown longer. It is clear that new residents coming into our Retirement Residence are no longer comfortable with the status quo.

In October 2021 the Board of Directors struck a committee to plan for the future of our Retirement Residence, looking at our existing building and discussing a variety of options for the future. From this committee a Needs Assessment Committee was formed in May 2022 to determine the needs and wants of our community around a possible future renovation or build. This committee took the results from 200 surveys to gain pertinent information and visited a number of for-profit and not-for-profit residences both in Leamington and in the Kitchener-Waterloo area.

As a result of the work from these committees, the recommendation was made to the Board to form a Building Committee. This committee began working early in 2023 with their mandate to develop a plan for future housing. Members of this committee are Irene Collard, Paul Driedger, Jim Dueckman, Harry Enns, Helga Enns, Samantha Klassen, Jeff Konrad, Mariel Konrad, Charlotte Murray, Vern Penner, and Linda Thiessen-Belch.

The committee discussed a variety of approaches as to where a new building could be constructed – on the existing property (displacing our residents), purchasing property elsewhere, purchasing neighbouring properties, or building elsewhere on our property. It became very clear early on that we did not want to displace our residents and we did not want to build offsite.

In April the Board gave permission to proceed with a feasibility study. The initial plan was to demolish the north end of the existing Retirement Residence and build a six-story building in the north parking lot. The Heritage Centre would be demolished to create parking space. Through this process we learned that the Selkirk Drain runs under the adjoining park, continues under our existing buildings, and the north parking lot serves as a land overflow area. This quickly ended further discussion for this plan.

The committee then had to refocus and working together with Glos Associates, who was doing the Feasibility Study, they determined that the only other location for a possible build was to demolish the Heritage Centre and build a six-story building that would be attached to the Pickwick Apartments and Gardens Apartments. We discussed the possibility of gaining a corner of the park to enhance the build. This would involve the rerouting of a portion of the Sun Parlour Drain that runs directly behind the Gardens Apartments. Initial conversations were had with the municipality and this didn't seem to be an issue. Glos Associates presented schematic designs to the Committee early in April, which led to conversations around amenity spaces, number of units, and the make-up of the units. We were told by Glos Associates that the cost for this build would be between \$25,000,000 and \$27,000,000. The Building Committee has recommended that we now go to the Board to determine how funding will be achieved for this project.

Helga Enns
Board Chair

**Leamington Mennonite Home & Apartments
Board of Directors**

2023

Voting Members

David Belch	Faith Mennonite Church	2019-2024
Bev Brandenburg	Harrow Mennonite Church	2019-2024
John Dyck	Deer Run Church	2022-2025
Marianne Dyck	Leamington United Mennonite Church	2021-2024
Helga Enns	North Leamington United Mennonite Church	2020-2024
Henry Kroeker Jr.	Old Colony Mennonite Church	2023-2026
Jayne Latam	North Leamington United Mennonite Church	2023-2026
Marlene Teigrob	Meadow Brook Church	2019-2025
Erwin Tiessen	Leamington United Mennonite Church	2022-2025
Jim Wiebe	Leamington Unite Mennonite Church	2023-2026
n/a	Windsor Mennonite Fellowship	n/a

Church Council Representatives: Non-Voting Members

Brenda Fischer	North Leamington United Mennonite Church
Randy Lepp	Leamington United Mennonite Church
Charlotte Murray	Faith Mennonite Church

2024

Voting Members

David Belch	Faith Mennonite Church	voting to affirm	2024-2027
John Dyck	Deer Run Church		2022-2025
Helga Enns	North Leamington United Mennonite Church	voting to affirm	2024-2027
Rachel Kauffman	Leamington United Mennonite Church	voting to affirm	2024-2027
Henry Kroeker Jr.	Old Colony Mennonite Church		2023-2026
Jayne Latam	North Leamington United Mennonite Church		2023-2026
Marlene Teigrob	Meadow Brook Church		2019-2025
Erwin Tiessen	Leamington United Mennonite Church		2022-2025
Jim Wiebe	Leamington Unite Mennonite Church		2023-2026
n/a	Harrow Mennonite Church		n/a
n/a	Windsor Mennonite Fellowship		n/a

Church Council Representatives: Non-Voting Members

Brenda Fischer	North Leamington United Mennonite Church
Randy Lepp	Leamington United Mennonite Church
Charlotte Murray	Faith Mennonite Church