



L E A M I N G T O N

Mennonite Home

ANNUAL MEETING

May 27, 2025 | 7:00pm

Heritage Centre Auditorium

*Faithfully serving our
community for*

60
YEARS

**Leamington Mennonite Home
2025 MEMBERS**

All Members of the eight supporting Mennonite churches are invited to attend and participate in the discussions at the Annual Meeting on **May 27, 2025**. 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
Rudy Dyck	Hugo Tiessen
Richard Epp	Ken Tiessen

North Leamington United Mennonite Church:

Bob Cornies	Vic Martens
Len Driedger	Louise Neufeld
Linda Driedger	Susan Neufeld-Dick
Herb Enns	Mandi 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 27, 2025 | 7:00pm
Heritage Centre Auditorium

1. Opening
2. Recording of Members present and proxies
3. Minutes from the 2024 Annual Meeting
4. Audited 2024 Financial Statements
5. Proposed 2025 Budgets
6. Appointment of Auditors for 2025
7. Board of Directors Report
8. Administrator Report
9. Retirement Residence Building Committee Report
10. 2025 Board of Directors
 - a. Vote to affirm new terms for the following Directors:
 - i. Jake Wall from Deer Run Church, 2025-2028
 - ii. Erwin Tiessen from LUMC, 2025-2028
11. Celebrating 60 Years of the Leamington Mennonite Home
12. Adjournment

**Leamington Mennonite Home
2024 Annual Meeting
MINUTES
May 7, 2024 | 7:00pm**

DIRECTORS & COUNCIL CHAIR REPRESENTATIVES

Present:

David Belch (Member)	Jayne Latam
Bev Brandenburg	Randy Lepp
John Dyck	Charlotte Murray (Member)
Marianne Dyck (Member)	Marlene Teigrob
Helga Enns	Erwin Tiessen
Brenda Fischer	Jim Wiebe
Henry Kroeker Jr. (Member)	

MEMBERS

Present:

David Belch (Board)	Henry Kroeker Jr. (Board)
Bob Cornies	Vic Martens
John Dick	Charlotte Murray (Board)
Fred Driedger <i>(proxy for Susan Neufeld-Dick)</i>	Louise Neufeld <i>(also proxy for Len Driedger)</i>
Linda Driedger	Peter Neufeld
Marvin Dueck	Ed Penner
Shirley Dueckman	Harold Rempel
Jim Dyck	Carl Schartner
Marianne Dyck (Board)	Mandi Scherer-Horne
Rudy Dyck	Ernie Taves
Herb Enns	Ken Tiessen
Liz Friesen	Louise Tiessen
John Goerzen	Jake Wall
George Hildebrandt	Delores Wiens
Helen Kroeker	

Absent:

Len Driedger
(proxy present)
Barb Fischer
Susan Neufeld-Dick
(proxy present)
Hugo Tiessen

1. Call to Order

- a. The Annual Meeting of the Leamington United Mennonite Home and Apartments was called to order at 7:00pm.
- b. Introduction by Board Chair, Helga Enns, and opening and prayer provided by Linda Thiessen-Belch.
 - i. Psalm 13 – a psalm of lament, “How long?”
 - a. Many of our residents can identify with this psalm as they live each day in our Home in different types of pain
 - b. God is not angry with our honesty
 - c. The psalm ends with hope and trust in God
 - d. LMH staff are the hands and feet of Jesus to our residents
 - ii. Thanks and acknowledgement to our Leadership Team and Board of Directors

2. Recording of number of voting Members present and proxies

- a. See above list

3. Minutes from the 2023 Annual Meeting

- a. No corrections
- b. **Motion to accept minutes as printed and distributed.**
 - i. **Moved by Vic Martens**
 - ii. **Seconded by Marianne Dyck**
 - iii. **Carried**

4. Financial Statements and Proposed Budgets

a. Audited 2023 Financial Statements – Tyler Hicks

- i. Tyler Hicks of *Hicks, MacPherson, Iatonna & 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. Page 4 – Consolidated Balance Sheet (what the Home owns and owes)
 - a. Debt position of the Home
 - i. No long-term debt, only current portion of long-term debt \$385,000, which will be settled within 2024
 - b. Reserves
 - i. Bottom – \$1.6 million (surpluses set aside during the year to offset large expenditures)
 - ii. \$200,000 used to pay down the mortgage this year as the interest rate was 7% up from 4%
 - iii. \$200,000 was used to purchase the lot on the corner of Pickwick Drive and Heritage Lane
- iii. Page 5 – income and expenses of the Home
 - a. Bottom line excess of revenue (over expenses) \$959,000
 - b. \$363,000 amortization – non-cash expenditure, what they're worth over their useful life
 - c. Add these to get \$1.3 million – \$680,000 to long-term debt, \$620,000 to capital projects
 - d. \$213,000 current balance of LTC mortgage, will be paid September 30th
- iv. Page 11 note 5
 - a. George C. Hunt Family Foundation has helped with funds for significant projects over the last 5 years
 - b. Given \$105,000 to use to update the kitchens in Pickwick this year
- v. No issues with audit this year
- vi. No questions about the financial statements or audits
- vii. **Motion to accept the Audited 2023 Financial Statements**
 - a. **Moved by Bob Cornies**
 - b. **Seconded by Henry Kroeker Jr.**
 - c. **Carried**

b. Proposed Budgets 2024 – Irene Collard

- i. Budget approved by Board of Directors at January 2024 meeting
- ii. Complex budget is capital budget (extra projects, replacements of capital equipment), individual ones are operating budgets used throughout the year
- iii. 5-year forecast for projects we see coming up in the future and necessary funds, gives us a template to move forward with
- iv. **Question:** Is there interest on funds in trust in Homeview in Pickwick?
 - a. **Response:** These are rental units, they give us a last month's rent deposit that produces interest.
- v. Thanks from Irene for support and friendship over the years she has served here

5. Appointment of Auditors for 2024

- 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 2024 auditors:**
 - i. **Moved by Ernie Taves**
 - ii. **Seconded by Shirley Dueckman**
 - iii. **Carried**

6. Board of Management Report – Helga Enns

- a. A lot has happened since the writing of this report in December 2023
- b. We've made a lot of improvements to all of our facilities
- c. First in-person fundraiser since the pandemic
 - i. \$75,000 to help pay for the purchase of the vacant lot on the corner of Pickwick Drive and Heritage Lane
 - ii. Fundraiser tomorrow to raise funds for Pickwick Apartments renovations
- d. Working on replacement for the current RR
 - i. The building committee has been working on this over the last year or so
- e. Grateful for the Board of Directors, who work together to make decisions to lead the Home

7. Administration/Leadership Reports – Jeff Konrad

- a. Psalm 90:1 – Lord, you have been our dwelling place throughout all generations
- b. Thanks to the Management team for the leadership they've provided for another year
 - i. Thank you to Irene for her 30 years of service to our Home and the leadership she has provided, and welcome to Susie as she steps into the position
- c. Brittany Collard Wellness Room
 - i. In February 2023 we lost our Social Worker, Brittany Collard, who is Irene's daughter. It was difficult for all of us, especially Irene.
 - ii. Her memory will also be with the words, "Be kind."
 - iii. We had the Wellness Room prior to her passing, but it made sense to dedicate this room to her considering everything that she stood for
- d. Everything that happens at the Home isn't possible without the support of our supporting churches
 - i. Donations from the churches were used to paint and install new flooring and lighting in the hallways and stairwells in the Pickwick Apartments
- e. All 16 units of the Homeview Apartments were renovated in 2023, as well as the lounges, flooring and painting in the hallways and stairwells
 - i. A few items left to complete, but it wasn't without the many donations received that this project was possible
 - ii. Roughly \$435,000 used for this project
- f. Pickwick Apartments has 38 units needing refurbishing
 - i. We've been updating them over the last few years as units turn over
 - ii. Replacing closet doors that don't have replacement parts anymore
 - iii. Installing vinyl plank flooring instead of carpeting
 - iv. Replacing bathtubs with walk-in showers
 - v. One unit fully renovated as a demonstration
 - vi. Fundraising dollars from 2024 will be designated towards the continued renovation of the Pickwick Apartments, which will be done as funds are available
 - vii. We would like to do 4-5 of them this year
- g. Each of the department reports show concerns about staffing and the goings on within the departments throughout 2023.

8. Retirement Residence Building Committee Report

- a. We started talking about the need to replace RR in 2021 during the pandemic
- b. In October 2021 we started with a Planning Committee, which led to a Needs Assessment Committee in 2022
 - i. We surveyed current residents, the church memberships, staff, and more so that we could get the input from all generations
 - ii. Ensuite bathrooms
 - iii. Individual temperature controls
 - iv. Locks on unit doors
 - v. Visiting space in the resident rooms
 - vi. Flexible breakfast schedule
 - vii. Enhanced recreation opportunities
 - viii. Residents want independence with support as needed
- c. March 2023, Building Committee formed
 - i. Didn't want to displace residents
 - ii. Didn't want to operate 2 campuses
 - iii. We looked at existing properties
 - iv. Feasibility study showed existing municipal drains running under the park and Complex, and how the RR parking lot acts as a land overflow for these drains
 - v. The only feasible option is the space where the Heritage Centre sits
 - vi. We were looking at constructing a 6-story building with an independent kitchen, acting as a hub for the Complex
 - a. Combination of 1-bedroom and studio suites, as well as lifelease options
 - vii. Construction cost would be \$25-27 million
 - a. Part of the plan to purchase a corner of the park and moving a smaller municipal drain
 - b. Some members of Leamington council and administration were met with and we were encouraged by their response
- d. The question of funding will be taken back to the Board to make decisions
- e. Images shown in the meeting are not final images, but a concept of what we could have
 - i. Slide 1
 - a. Red line shows the Selkirk Drain – the town will not allow us to build on top of this again
 - b. Yellow is Sun Parlor Drain, almost as big as Selkirk Drain
 - i. If needed, they will let us reroute it
 - c. Only buildings that make sense to demolish are the RR and Heritage Centre
 - i. Can't do RR because we don't want to displace residents
 - ii. Slide 2
 - a. White block shows the potential new RR options
 - i. 1 – Can't do the RR parking lot because of the land overflow
 - ii. 2 – Rerouting the Selkirk Drain would destroy the park
 - iii. 3 – No drain rerouting, but would take a good piece of the park
 - iv. 4 – Would majorly disrupt residents
 - v. 5 – Minor or no disruption to the park, doesn't reroute the Selkirk Drain, some possible RR demolition to account for parking at some point, would be built where the current Heritage Centre is
 - iii. Slide 3
 - a. The red building is the concept that the building committee was/is looking at – a 6-story building between Pickwick and Gardens, rerouting the smaller Sun Parlor drain

- i. We would purchase a small piece of the park from the town, which they are open to
 - ii. The ground floor would go slightly into the park area
- iv. Slide 4
 - a. Topographical view of potential building, showing the connection between new RR, Gardens, and Pickwick on the 2nd floor, so residents could potentially walk the entirety of the Pickwick Apartment buildings without going outside if the weather isn't good
 - b. Would be a central space for the Complex
- v. Slide 5
 - a. Shows the area where the building would go, how tall it would be, where it would fit in relation to the buildings around it, etc.

f. Questions/comments/concerns

- i. **Question:** How many units?
 - a. **Response:** 48 units, only replacing the number of rooms the current RR has
- ii. **Question:** Any proportion of lifelease vs. RR rooms?
 - a. **Response:** There has been some discussion, but no final decisions, very fluid part of the equation
- iii. **Question:** Why the connection on the 2nd floor instead of the 1st floor?
 - a. **Response:** Because there would be a driveway that gives access from Pickwick Drive to the parking lot where the current RR is, that way they wouldn't have to go to Garrison Avenue to get to the parking lot
- iv. **Question:** What's happening to current RR?
 - a. **Response:** No plans about this yet
- v. **Question:** What happens to the historical data in the Heritage Centre?
 - a. **Response:** We did meet with EKHMA about this to let them know what we are contemplating, we committed that somewhere along the line we would find a new home for them to move into
- vi. **Question:** What would the size of the units be?
 - a. **Response:** Not entirely sure, but would be reflective of a modern day RR unit – different size options, would include in-room showers and a kitchenette, etc.
- vii. **Question:** For the vacant lot on the corner of Pickwick Drive and Heritage Lane, is it going to be a parking lot?
 - a. **Response:** We definitely do need more parking regardless of what we do, as it relates to this idea it isn't set in stone, just an idea, could be temporary parking
- viii. **Question:** Will there be accommodation for electric cars?
 - a. **Response:** We will keep this in mind
- ix. **Question:** Would the new build have a dining area?
 - a. **Response:** Yes, it would have separate dining services
- x. **Question:** Are there any government programs/funding available?
 - a. **Response:** That's one thing the Building Committee is asking to take to the Board, looking for government funding, this is our next step. The government is pushing home care
- xi. **Question:** With dining possibilities in the center of the Complex, would we have pay per use so it runs more like a restaurant where anyone can dine?
 - a. **Response:** This is something that we've been discussing, we are seriously considering having a dining space for all in the Complex.
- xii. **Question:** What is the flip side if we don't do anything?

- a. **Response:** As we came through the pandemic we realized how out of date our RR is. Built in 1965, doesn't offer in-room bathing, and has concrete walls. The building is structurally sound but requires significant plumbing and electrical updates, as well as heating and cooling updates. We've come to a time now where we need to do something, we just aren't 100% convinced what that something is. We can't do nothing and keep things going with RR as they are.
- xiii. **Comment:** We're paying roughly \$45,000 a month towards the mortgage, which we could maintain for a new building but it would take about 50 years to pay off. We need more specific background information about the financial side of things.
 - a. **Response:** We got a \$6.9 million mortgage in 2005 for LTC. About half of the funding provided by the Ministry for LTC, which ends at the 20 year mark in February 2025. The remainder is used from preferred accommodation from LTC beds. So basically cut the amount of funding we get in half.
- g. The Building Committee will continue working with the Board on this project, and we will provide more information as it becomes possible.

9. 2024 Board of Management Voting Directors

- a. New terms for 2024-2027:
 - i. David Belch for Faith
 - ii. Helga Enns for NLUMC
 - iii. Rachel Kauffman for LUMC
- b. **Motion to affirm the above-listed Directors for a three-year term on our Board:**
 - i. **Moved by Herb Enns**
 - ii. **Seconded by Vic Martens**
 - iii. **Carried**
- c. **2024 Board of Directors:**

Voting Directors

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

Non-Voting Church Council Representatives

Susan Boon (Harrow)
 Brenda Fischer (NLUMC)
 Randy Lepp (LUMC)
 Charlotte Murray (Faith)

Pastoral Representation

Rotation of Pastors from Supporting Churches

10. Vision/Mission/Values Committee Report

- a. We've been working since Fall 2022
- b. In November 2020 a strategic planning session held with Board and Management team
 - i. New vision statement created: *Residents first, through faith-based commitment, compassion, and community*
- c. Shortly after, a resident approached Helga about the Bible verse that represents our Home
- d. Then the Vision/Mission/Values Committee was created to look at the vision statement, mission statement, logo, values, and Bible verse
 - i. Consisted of two staff (Sharon Stasso, Samantha Klassen) and two Board

members (Helga Enns, Bev Brandenburg)

- e. In beginning 2024 we met with Speedprint about our logo
- f. Approval for these updates was given by the Board in April 2024
- g. We do not live in a static world, and as change happens at the Home we need to change with it
- h. The Bible verse reflects on the fact that no matter where we are in our lives God remains with us
- i. The values statements identify what is important to our Home's foundation
- j. The vision statement clarifies our Home's meaning and purpose, meant to inspire – what we do, why, and how we plan to do it
- k. Mission statement – call to action
- l. Booklets provided to explain the reasoning behind each change
- m. We've budgeted for the rollout over the next few years

11. Motion to adjourn the meeting

- a. **Moved by Mandi Scherer-Horne**
- b. **Seconded by Charlotte Murray**
- c. **Carried**
- d. Board Chair, Helga Enns, declared the meeting adjourned at 8:26pm



LEAMINGTON

Mennonite Home

AUDITED FINANCIAL
STATEMENTS
2024

Leamington United Mennonite Home and Apartments

**Financial Statements
Consolidated
December 31, 2024**

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, 2024
- 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, 2024, 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, 2024 and 2023, current assets as at December 31, 2024 and 2023 and net assets as at January 1 and December 31 for both the 2024 and 2023 years.

Our audit opinion on the consolidated financial statements for the years ended December 31, 2024 and December 31, 2023 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.

Leamington, Ontario
May 22, 2025

HICKS, MacPHERSON, IATONNA
& DRIEDGER LLP

Hicks, MacPherson,
Iatonna & Driedger LLP

Chartered Professional Accountants
Licensed Public Accountants

Leamington United Mennonite Home and Apartments

Consolidated Statement of Financial Position as at December 31

	2024	2023
Assets		
Current		
Cash and cash equivalents (note 1)	\$ 1,116,397	\$ 751,907
Trust funds on deposit	5,432	5,432
Accounts receivable	831,251	552,756
Inventory (note 1)	72,525	76,536
Prepaid expenses	110,416	87,009
	2,136,021	1,473,640
Restricted Cash and Deposits		
Designated replacement reserves (note 1 and 2)	1,980,182	1,686,400
Property, Plant and Equipment (note 1 and 3)	6,888,225	6,827,768
	\$ 11,004,428	\$ 9,987,808
Liabilities		
Current		
Due to replacement reserves	\$ 262,219	\$ 125,725
Accounts payable and accrued liabilities	818,533	506,768
Government remittances payable	125,610	214,356
Deferred revenue (note 13)	88,462	176,989
Due to Ministry of Health (note 11)	713,665	166,777
Deferred funding (note 13)	89,264	2,500
Trust funds on deposit	5,432	5,432
Current portion of long-term debt (note 7)	-	385,682
	2,103,185	1,584,229
Deferred Medical/Diagnostic Grants (note 4)	370,856	210,712
	2,474,041	1,794,941
Net Assets		
Net assets invested in property, plant and equipment	6,428,107	6,228,873
Designated replacement reserves (note 1 and 2)	1,980,182	1,686,400
General surplus	122,098	277,594
	8,530,387	8,192,867
	\$ 11,004,428	\$ 9,987,808

See accompanying notes to financial statements

On Behalf of the Board of Management

_____ **Director**

_____ **Director**

Leamington United Mennonite Home and Apartments

Consolidated Statement of Operations for the years ended December 31

	2024	2023
Revenue		
Ministry of Health and Long Term Care	\$ 5,352,012	\$ 5,521,078
Ministry of Health and Long Term Care construction subsidy (note 1)	318,197	317,328
Residents' fees	3,785,867	3,652,161
Rent and maintenance fees	1,229,982	1,173,470
Donations, bequests	83,281	135,608
Governing Mennonite church contributions	70,350	45,700
Healthy Communities Initiative funding	1,000	-
Fundraising revenue	220,634	101,892
Amortization of deferred grants (note 4)	47,614	26,838
Investment income	15,691	2,643
Life lease units	2,020,000	2,020,000
Emergency response and congregate dining funding - MOH	442,335	426,224
Donation in kind	5,106	13,332
George C. Hunt Family Foundation grant	138,647	11,353
Other income (note 12)	3,031,355	2,106,499
	16,762,071	15,554,126
Expenses		
Resident care	10,878,848	10,239,722
Facility overhead	2,394,795	2,041,186
Life lease units	1,853,288	1,853,288
Long-term interest	11,855	37,771
Miscellaneous	56,609	59,197
	15,195,395	14,231,164
Excess Revenue Over Expenses Before Amortization	1,566,676	1,322,962
Amortization	394,737	363,851
Ministry of Health - funding adjustment (note 11)	834,419	-
	337,520	959,111
Excess of Revenue Over Expenses	\$ 337,520	\$ 959,111

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

	Invested in Property, Plant & Equipment	Designated Replacement Reserves	General Surplus	Total 2024	Total 2023
Net Assets					
Balance, beginning of year	\$ 6,228,873	\$ 1,686,400	\$ 277,594	\$ 8,192,867	\$ 7,233,756
Excess revenue over expenses (expenses over revenue)	(641,642)	(401,220)	1,380,382	337,520	959,111
Invest in property, plant and equipment	840,876	(10,064)	(830,812)	-	-
Internal transfers	-	705,066	(705,066)	-	-
	\$ 6,428,107	\$ 1,980,182	\$ 122,098	\$ 8,530,387	\$ 8,192,867

See accompanying notes to financial statements

Leamington United Mennonite Home and Apartments

**Consolidated Statement of Funded Reserves
for the years ended December 31**

	2024	2023
Designated Facility Reserves		
Balance, beginning of year	\$ 1,686,400	\$ 2,105,365
Interest and other income	15,690	2,643
Difference on sale and repurchase	166,712	166,712
Facility equipment renewals	(244,455)	(157,689)
Transfer to Property, Plant and Equipment	(10,064)	(189,752)
	1,614,283	1,927,279
Due (to) from General	365,899	(240,879)
Balance, End of Year	\$ 1,980,182	\$ 1,686,400

See accompanying notes to financial statements

Leamington United Mennonite Home and Apartments

Consolidated Statement of Cash Flow for the years ended December 31

	2024	2023
Cash flow from operating activities		
Cash receipts from ministry, residents, etc.	\$ 16,642,093	\$ 15,141,340
Cash paid to suppliers, employees, etc.	(15,809,230)	(14,342,032)
Ministry of Health construction subsidy received	318,197	317,328
Interest received	15,691	2,643
Interest paid	(11,855)	(37,771)
	1,154,896	1,081,508
Cash flow from investing activities		
Acquisition of property, plant and equipment	(455,194)	(786,904)
Transfers to (from) reserve funds facility equipment revenues	136,494	(129,293)
Grants received for property, plant and equipment	207,758	57,343
	(110,942)	(858,854)
Cash flow from financing activities		
Principal payments on long-term debt	(385,682)	(680,942)
	658,272	(458,288)
Net Change in Cash and Cash Equivalents for Year	658,272	(458,288)
Cash and Cash Equivalents, Beginning of Year	2,438,307	2,896,595
	\$ 3,096,579	\$ 2,438,307
Cash and Cash Equivalents is comprised of:		
Cash and Cash Equivalents	\$ 1,116,397	\$ 751,907
Cash designated replacement reserves	1,980,182	1,686,400
	\$ 3,096,579	\$ 2,438,307

During the year donations in kind of \$5,106 (2023 - \$13,332) 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, 2024

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 (ASNFPPO) 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 (ASNFPPO) 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, 2024. 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 (2023 - \$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, 2024

1. Summary of Accounting Policies (Cont'd)

Revenue Recognition (Cont'd)

Fundraising and donations, and grants 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. The balance now consists of cash and short term Gauranteed Investment Certificates, with all interest earned added directly to this fund.

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, 2024

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 and trust funds on deposit.

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.

Cash and Cash Equivalents

Cash and cash equivalents include cash balances and short term guaranteed investment certificates with interest rates of 2.55% - 2.7% and maturity dates of January 2025. Subsequent to year end GIC's were reinvested with interest rates of 2.3% - 2.6% and maturity dates of May - July 2025.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2024

2. Designated Replacement Reserves

Reserve funds recorded at cost are represented by cash and cash equivalents of \$703,544 (2023 - \$689,604). During the year, funds from the reserve were moved into short term Guaranteed Investment Certificates with interest rates from 2.55% - 2.65% and maturity dates of February and April 2025. Subsequent to year end the GIC's were reinvest with interest rates of 2.3% - 2.6% and maturity dates of May - July 2025. Amounts in the general accounts of \$1,276,637 (2023 - \$996,796) are listed as follows:

	2024	2023
Pickwick Apartments	\$ 95,117	\$ 63,043
Homeview Apartments	23,285	28,333
Townhouses	403,622	327,342
Gardens Apartments	181,521	270,883
Capital Fund - Long Term Care Home	880,459	602,159
Capital Fund - Lifeline	15,378	9,604
Retirement Residence	380,800	385,036
	\$ 1,980,182	\$ 1,686,400

3. Property, Plant and Equipment

	Cost	Accum. Amort.	2024 Net	2023 Net
Land	\$ 253,748	\$ -	\$ 253,748	\$ 253,748
Building	13,559,384	7,749,058	5,810,326	5,930,463
Equipment	2,115,530	1,362,499	753,031	582,501
Construction in Progress	71,120	-	71,120	61,056
	\$ 15,999,782	\$ 9,111,557	\$ 6,888,225	\$ 6,827,768

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 memorial donations were allocated to Retirement Residence Rebuild Fund per board approval for any memorial donations that had no direction from family. Therefore the amount of \$36,481 was received during the year and is recorded in deferred revenue and will be brought into income when the project costs are incurred.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2024

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 and due to Ministry of Health. 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.

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.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2024

7. Long-Term Debt

	2024	2023
<i>First Mortgage - Kindred Credit Union</i> was fully repaid during the year.	\$ -	\$ 385,682
	-	385,682
Less: Current portion - due in next year	-	385,682
	\$ -	\$ -

8. Line of Credit

Line of credit Kindred Credit Union includes the operating bank overdraft to a maximum of \$450,000 (currently at \$nil (2023 - \$nil)) with an interest rate of Prime + 0% (currently 4.95%). The overdraft is secured by a general security agreement over the assets of Long Term Care with a net book value of \$7,301,975 (2023 - \$6,872,966).

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:

	2024	2023
Potential Revenue	\$ 492,488	\$ 480,344
Less: Vacancy adjustment	(16,213)	(26,039)
Less: Tenant subsidies	(34,712)	(38,934)
	\$ 441,563	\$ 415,371

10. Economic Dependence

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

11. Ministry of Health - Funding Adjustment

During the year, the Ministry reviewed the 2019 - 2022 year end reports. As a result \$834,419 has been recorded as an expense in these financial statements.

12. Legal proceeds

The LUMH was a member of a class action lawsuit against Kitec Plumbing. The lawsuit was successful and the LUMH has received a \$375,503 settlement.

Leamington United Mennonite Home and Apartments

Notes to the Consolidated Financial Statements for the year ended December 31, 2024

13. Deferred Revenue - Funding

Minor capital funding was underspent by \$89,264 (2023 - \$2,500) at the end of the fiscal period.

The balance has been set up as deferred revenue as management is confident they will be able to utilize the amount by the March 31, 2025 deadline.



LEAMINGTON

Mennonite Home

BUDGET REPORTS

2025

LMH: Long Term Care Home - 2025 Budget
January 1/25 - December 31/25

	2024 Budget	2025 Budget
Approved Expenditures:		
as per MOH per diem rates		
Recreation & Social Envelope	\$ 389,932	\$ 402,966
Raw Food Envelope	\$ 370,066	\$ 400,726
Other Accommodation Envelope	\$ 1,756,205	\$ 1,964,386
Nursing Envelope	\$ 4,499,986	\$ 4,669,556
Other Income	\$ 554,520	\$ 599,748
Direct Care Funding	\$ 1,382,508	\$ 2,010,228
CSS Program	\$ 387,732	\$ 426,912
Pandemic Funding	\$ -	\$ -
Note: Funding Envelopes include MOH subsidy + resident fees		
** Total Revenue	\$ 9,340,949	\$ 10,474,523
Expenditures:		
Wages and Benefits	\$ 8,484,662	\$ 9,571,575
Food and Provisions	\$ 370,066	\$ 400,726
Supplies	\$ 215,000	\$ 215,000
Repairs and Maintenance	\$ 66,221	\$ 68,221
Utilities	\$ 135,000	\$ 149,000
Office and Administration	\$ 45,000	\$ 45,000
Insurance	\$ 25,000	\$ 25,000
Total Expenditures	\$ 9,340,949	\$ 10,474,522
Surplus	\$0	\$0

The budget reflects the CMI changes to the 2024 MOH funding.

**LMH - Retirement Residence - 2025 Budget
January 1/25 - December 31/25**

	2024 Budget	2025 Budget
Revenue:		
Retirement Residency Fees	\$ 1,425,361	\$ 1,475,354
Complex Clinic Fees	\$ 16,000	\$ 16,000
Doctor Clinic Fees	\$ 30,000	\$ 30,000
Total Revenue	\$ 1,471,361	\$ 1,521,354
Expenditures:		
Wages and Benefits	\$ 998,781	\$ 1,055,556
Food and Provisions	\$ 120,000	\$ 120,000
Supplies	\$ 55,200	\$ 55,200
Repairs and Maintenance	\$ 62,780	\$ 55,798
Utilities	\$ 120,000	\$ 120,000
Insurance	\$ 13,000	\$ 13,200
RHRA License Fee	\$ 8,400	\$ 8,400
Doctor Clinic Fees/Medical Fees	\$ 43,200	\$ 43,200
Total Expenditures	\$ 1,421,361	\$ 1,471,354
Surplus	\$ 50,000	\$ 50,000

**Note: 2025 Operating Budget includes 4.0% increase
as of July 1st, 2025**

**includes projected 4% wage increase

Complex Budgets

Department	2025	2026	2027	2028
Homeview Apts.				
Rafters & Trusses		\$6,000.00		
Logo - Update	\$3,000.00			
Facia	\$ 3,000.00	\$ -	\$ -	\$ -
Heat Pumps (4)	\$ 14,000.00	\$ -	\$ -	\$ -
Heat Sensors		\$ 8,000.00		
Fire panel replacement		\$5,000.00		
Total	\$ 20,000.00	\$ 19,000.00	\$ -	\$ -
Pickwick Apts				
New Logo	\$ 3,000.00			
Unit Refurbishment	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Front Entrance Camera	\$ 14,000.00			
LED lighting - hallways				
Total	\$ 57,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Townhouses				
Brick Pointing	\$ 5,000.00			
Duct cleaning	\$ -	\$ 18,000.00		\$ 18,000.00
Garage door replacements	\$ 25,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Window/patio door replacements	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Driveway/sidewalk replacements	\$ 25,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Walkway Repairs(4)	\$ 8,000.00			
Furnace A/C repairs	\$ 25,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Total	\$ 103,000.00	\$ 77,000.00	\$ 59,000.00	\$ 77,000.00
Gardens Apts				
Patio Door/window replacements	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Furnace A/C repairs	\$ 25,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00
Ceiling insulation				\$ 20,000.00
Heritage Steps	\$ 5,000.00			
New Logo	\$ 3,000.00			
Duct cleaning	\$ -	\$ 18,000.00	\$ -	\$ 18,000.00
Fresh Air Exchange		\$ 25,000.00		
Parking Lot Replacement(north end)			\$ 40,000.00	
Awnings replacement (12)	\$ 36,000.00			
Total	\$ 79,000.00	\$ 71,000.00	\$ 68,000.00	\$ 66,000.00

LTC HOME: Budget

Department	2025	2026	2027	2028	2029
Nursing Department					
Beds & Mattresses Electric (5)	\$ 12,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	
Batteries - Walkie-Talkies (5)	\$ 325.00	\$ 500.00		\$ 500.00	
Bathtub (1)	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		
Resident Slings (3) @ \$625.00	\$ 1,900.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Transfer Slings (4) @\$400.00	\$ 1,700.00	\$ 1,700.00	\$ 1,700.00	\$ 1,700.00	
Low Air Loss Mattress @ \$4,700.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Matress Cover (2)		\$ 900.00			
Lifts with weights	\$ -	\$ 16,300.00	\$ 16,300.00	\$ 16,300.00	
Lift Batteries (2nd floor) @\$250.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Shower Trolley	\$ 8,400.00				
Treatment Carts(1)	\$ 5,000.00				
Floor Cushion (7)		\$ 4,200.00			
Fall Mats 5 @ \$400.00	\$ 2,000.00				
Sit to Stand Lift		\$ 9,000.00		\$ 9,000.00	
Total	\$62,825.00	\$80,100.00	\$65,500.00	\$50,000.00	\$0.00
Housekeeping Laundry Supplies					
Locking Cabinet Doors	200				
Laundry Hampers	2150				
Linen Cart compartments	900				
Janitor Cart	300				
Pro 20" Floor Machine	\$ 1,675.00				
Total	\$ 1,675.00	\$ -	\$ -	\$ -	\$ -
Maintenance-Building					
Parking lot Crack Repair	\$ 4,000.00				
Door Logos	\$ 2,000.00				
LED lights - Stairwells	\$ 7,000.00				
Front Entrance	\$ 15,000.00				
Major wall repair and painting	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Total	\$ 38,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Dietary Department					
LED lights-kitchen	\$ 1,200.00				
Robo Coupe	\$ 8,000.00				
paint kitchen	\$ 1,200.00				
redo dishroom floor (nonslip)	\$ 6,000.00				
Stove replacement		\$ 20,000.00			
Combi oven	\$ 20,000.00				
Total	\$ 36,400.00	\$ 20,000.00	\$ -	\$ -	\$ -
Administrative Services Department					
Technology upgrades	\$ 14,600.00	\$ 22,300.00	\$ 20,100.00	\$ 18,600.00	\$ 18,600.00
Smart TV - Chapel	\$ 2,000.00				
Total	\$ 16,600.00	\$ 22,300.00	\$ 20,100.00	\$ 18,600.00	\$ 18,600.00
GRAND TOTAL	\$ 155,500.00	\$132,400.00	\$95,600.00	\$78,600.00	\$28,600.00

RETIREMENT RESIDENCE: Budget

ULC Security Kit	\$ 1,350.00				
Cabinets with Locks (4)	\$ 1,400.00				
Med Room Renovation	\$ 6,000.00				
Water Fountain	\$ 4,000.00				
Front Door Entrance Cameras	\$ 13,000.00				
Fish Tank	\$ 2,000.00				
Total	\$ 27,750.00	\$ -	\$ -	\$ -	\$ -

**Homeview Apartments - 2025 Budget
January 1/25 - December 31/25**

	2024 Budget	2025 Budget
Revenue:		
Rent (16 units)	106426.00	109116.00
Cable TV @ \$45/mth	8640.00	8640.00
Laundry @ \$10/mth	1920.00	1920.00
Total Revenue	116986.00	119676.00
Expenses:		
Taxes	20400.00	20400.00
Insurance	7600.00	8294.00
Utilities	23400.00	23850.00
Contract Services	17980.00	19181.00
Allocated Admin	6720.00	6720.00
Replacement Reserve	18000.00	18000.00
Maintenance	9326.00	9526.00
Audit Fees	4000.00	4000.00
Interest on Funds in Trust	200.00	225.00
Cable TV	8640.00	8640.00
Telephone	720.00	840.00
Total Expenses	116986.00	119676.00
YTD Income	0.00	0.00

**Note: 2025 Operating Budget includes 2.5%
rent increase May 1/25**

**Pickwick Apartments - 2025 Budget
January 1/25 - December 31/25**

	2024 Budget	2025 Budget
Revenue:		
Rent	312849.00	320669.80
Cable TV @ \$45/mth	20520.00	20520.00
Laundry @ \$10/mth	4560.00	4560.00
Total Revenue	337929.00	345749.80
Expenses:		
Taxes	57600.00	58200.00
Insurance	20000.00	21600.00
Utilities	73200.00	74520.00
Contract Services	50660.00	56960.00
Allocated Admin	24780.00	25392.00
Replacement Reserve	45240.00	45240.00
Maintenance	25529.00	22432.80
Audit Fees	3800.00	3900.00
Doctors Clinic Fee	5000.00	5000.00
Interest on Funds in Trust	600.00	685.00
Equipment Replacements	6800.00	6800.00
Cable TV	20520.00	20520.00
Administrative Expenses	4200.00	4500.00
Total Expenses	337929.00	345749.80
YTD Income	0.00	0.00

**Note: 2025 Operating Budget includes 2.5%
rent increase May 1/25**

**Heritage Village Townhouses - 2025 Budget
January 1/25 - December 31/25**

	2024 Budget	2025 Budget
Revenue:		
Cluster 3 fees (8 units)	25121.60	26144.00
Cluster 4 fees (6 units)	18841.20	19608.00
Cluster 5 fees (8 units)	25121.60	26144.00
Cluster 6 fees (5 units)	15701.00	16340.00
North Townhouses (11 units)	34542.20	35948.00
1 Pickwick Townhouses (9 units)	43704.00	45360.00
Taxes	164900.00	171328.00
Cable TV @\$45/mth	25380.00	25380.00
Utilities	127476.00	127476.00
Total Revenue	480787.60	493728.00
Expenses:		
Insurance	44000.00	54738.00
Contract Services	42404.00	39408.00
Allocated Admin	21360.00	21360.00
Replacement Reserve	17200.00	17200.00
Maintenance/Equip Replace	25327.60	24098.00
Audit Fees	4500.00	4500.00
Doctors Clinic	6000.00	6000.00
Cable TV	25380.00	25380.00
Administrative Expenses	2240.00	2240.00
Taxes	164900.00	171328.00
Utilities	127476.00	127476.00
Total Expenses	480787.60	493728.00
YTD Income	0.00	0.00

Note: 2025 Operating Budget includes 4.0% common fee increase as of May 1st, 2025

**Gardens Apartments - 2025 Budget
January 1/25 - December 31/25**

	2024 Budget	2025 Budget
Revenue:		
Common Fees	305156.00	317104.00
Cable TV @ \$45/mth	22140.00	23220.00
Total Revenue	327296.00	340324.00
Expenses:		
Taxes	98400.00	99000.00
Insurance	35000.00	43200.00
Utilities	70800.00	74300.00
Contract Services	42307.00	42298.00
Allocated Admin	13200.00	13200.00
Replacement Reserve	10000.00	10000.00
Maintenance	20849.00	20506.00
Audit Fees	4500.00	4500.00
Doctors Clinic	5000.00	5000.00
Equipment Replacements	0.00	0.00
Cable TV	22140.00	23220.00
Administrative Expenses	5100.00	5100.00
Total Expenses	327296.00	340324.00
YTD Income	0.00	0.00

**Note: 2025 Operating Budget includes 4%
common fee increase as of May 1st, 2025**



LEAMINGTON

Mennonite Home

BOARD OF DIRECTORS
REPORT
2024

Leamington Mennonite Home Board of Directors Annual Report 2024

To prepare this report, I spent some time reading through the minutes from the previous years' Board meetings and committee reports. I wanted to get an overall understanding of what had been accomplished over the last year. There was one thing that struck me this year – and that was the evidence of change happening – less discussion of how we had done things in the past, but more discussion on who we want to be as an organization going into the future. Ecclesiastes 3:1 spoke to me – *There is a time for everything, and a season for every activity under the heavens.* Change will happen, whether we are ready for it or not.

Over the last year, at the Board level, we have had numerous conversations about how we will make decisions for the future. The Leamington Mennonite Home was founded on the premise that we care for our people without placing a huge financial burden on them. We want holistic care, without charging for absolutely every service we provide. We want facilities that are current and have the amenities which our residents want. But at what cost?

Over the last year, many improvements have been made at the Home and many changes have occurred. In terms of facilities, renovations and renewal have happened at both Pickwick Apartments and Heritage Gardens – new landscaping, driveways, common areas. Several apartments in Pickwick have been completely renovated. New security measures have been put into place at both facilities and new lifelines have been given to residents in both the retirement residence and all other housing.

We have had transitions in leadership – our CFO of over 30 years, Irene Collard, has retired and our new CFO, Susie Hildebrandt, has moved into that role. We wish Irene all the best in her retirement and welcome Susie, and we look forward to working with her. In September, our new chaplain, Anna-Lisa Salo, began her duties providing spiritual support to our residents. We thank Linda Thiessen-Belch who helped to bridge the gap until Anna-Lisa arrived.

We continue to work on replacing our current Retirement Residence. At our Annual Meeting in 2023, the Retirement Residence Building Committee presented a concept which Glos Associates had developed for us. The concept was based on the premise that we did not want to move our residents during building, and we did not want to go offsite. As a result the schematics that we shared at that time showed us replacing the Heritage Gardens auditorium facility and going up six stories. The estimated cost was 25-27 million dollars, a very substantial amount. We have had several meetings since then and we continue to study and discuss different options. We identified very early on that we do not have the funds to begin this project at the present time. In October, the Board voted to form an ad-hoc fundraising committee to begin the work of raising funds. We are in the process at the present time of putting this committee together. We are also revisiting other options for building in order to reduce costs.

The Board carries out a performance review for our administrator, Jeff Konrad annually. Board policy states that every five years we do a more substantial review. As a result, the Board decided to do an organizational review this year, with support from Rudi Kauffman. We have looked at how our leadership works together to manage all the different areas of responsibility in the Home. It has been a collaborative process, working together with Jeff, to determine what changes we will need to make to move more effectively into the future. What will our organization look like in 5 years, 10 years, 30 years? What impact will the decisions we make today have on our residents and staff in the future? We also look forward to a strategic planning session in spring of 2025 to help us determine our goals for the future.

Finally, it has become very evident that our ability to determine placements of our Mennonite community into our LTC facility has been diminished. Previously we had enjoyed a cultural designation which allowed us to

prioritize our own members for placement in our LTC. However, with the passing of Bill 7, the More Beds Better Care Act, passed by the Ontario government in September of 2022, our ability to prioritize care for our own people has been degraded. As a result, we met with Trevor Jones, our local MPP, to discuss this issue. Then on November 16, the Minister of LTC, Natalia Kusendova-Bashta, visited our Home and spent time with our staff and residents. Many other Homes in Ontario with cultural designations have been experiencing the same repercussions of Bill 7. As a result, the Ontario government has announced a limited pilot program to evaluate how changes in list prioritization for admission may improve access to cultural, ethnic, religious, and linguistically appropriate care for LTC residents. As I write this, we have received notification that we have been chosen to participate in this pilot programme. We are hopeful that this focus will help to bring about the change that is needed.

As you can see, it is important for us to keep up with the changes around us to provide the kind of care our residents need. However, there are some things that we want to hang on to – and they are the values that our Home lives by – faith, community, adaptability, dignity, care, teamwork, compassion, and trust. Regardless of where the future takes us, we want to remain true to these values so that our residents have a “home” where they are loved and cared for.

As always, I would like to thank Jeff Konrad, our Administrator, our Leadership Team, and the staff for providing excellent care for our residents. Thank you to the Board of Directors for their time, energy, and thoughtfulness as we provide governance for the Home. Thank you to our supporting churches and their pastors for providing prayerful and financial support for our mission. With all of you, we can be confident as we look to the future.



Helga Enns
Board Chair



LEAMINGTON

Mennonite Home

ADMINISTRATOR REPORT
2024

Leamington Mennonite Home & Apartments
Administrator Report 2024

*You make known to me the path of life; you will fill me with joy in your presence,
Psalm 16:11*

This passage was read by RR Resident Council Chair, Anita Janzen, during the opening of the meeting on April 21, 2025. It was followed by the following prayer by our Chaplain, Anna-Lisa Salo:

We come before You with gratitude for this opportunity to gather. We thank You for the gift of collaboration, wisdom, and the chance to make a positive impact through our work. Guide us, Lord, and grant us clarity, insight, and unity in our decision-making. Help us to approach challenges with humility and grace and to treat each other with respect and kindness. May our efforts reflect integrity and purpose. May the outcomes of our work serve your goals and the greater good.

Please consider this Bible verse and prayer as you read about the Leamington Mennonite Home's happenings in 2024.

Leadership Team

Our Leadership Team continues to be steadfast. This team goes above and beyond to ensure the Home remains a vibrant and safe place for both residents and staff. The Leadership Team in 2024 consisted of the following individuals:

- Chief Financial Officer – Irene Collard – 30 years
- Director of Nursing & Personal Care – Cheryl Alice – 29 years
- Director of Social & Recreational Services – Judy Ferrari – 23 years
- Director of Nursing Care & Seniors Services – Mariel Konrad – 13 years
- Human Resources Specialist – Jacquie Turnbull – 12 years
- Housekeeping & Laundry Supervisor – Tena Brum – 7 years
- Administrator – Jeff Konrad – 6 years
- Director of Dietary Services – Kelly Dueck – 2 years

I want to thank this team of senior staff for their tireless efforts which led to another successful year managing the Leamington Mennonite Home. A special note to Irene Collard who retired from looking after the Home's finances for over 30 years. Irene officially retired in September. Her replacement, Susie Hildebrandt, began her transition into the role in Spring 2024. Two other noteworthy Leadership Team changes coming up this year are as follows.

Jacquie Turnbull has made a decision to scale back her workload later this year. As Jacquie begins to step back, we welcome Samantha Sevo (Klassen) from the Administrative Department to our Leadership Team. Samantha will be assuming Human Resource responsibilities and Jacquie will continue part-time with payroll and scheduling services.

The Home also welcomes Alexandria Fischer-Janisse, who has joined our Leadership Team at the end of April 2025 as Director of Development and Community Engagement.

Our Supporting Churches

We continue to be thankful to our supporting churches for the continued support of the Home. Our residents value the continued pastoral support from their home congregations. In addition, the Home 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.

In 2024 our Home used the donations from our supporting congregations to continue the ongoing project of renovating the Pickwick Apartments. Specifically, these funds were used to refurbish the hallways and stairwells in Pickwick with new paint, flooring, LED lighting, and heat pumps to replace less efficient baseboard heating. Thank you, member congregations, for the continuing support of our Home.

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 across our complex over the last couple of years. We have completed major projects, improved overall curbside appeal, planned for future minor and major projects, improved all public areas, and initiated cost-saving measures. All these things have contributed to an overall improvement of all facilities.

In the **Long Term Care** Home we continue to prioritize the replacement of medical equipment. The equipment in the Long Term Care Home is currently maintained by ARJO, which includes an assessment of all medical equipment each year with a summary about when pieces of equipment are no longer safe or viable for repair. This list is reviewed during budgeting and priority given to pieces of equipment that are recommended for replacement. This ensures our staff have good equipment to work with and residents are kept safe. This year the second-floor tub was replaced, as well as a tub chair and floor lift. These are only four pieces of equipment but to put this in perspective; the cost for these four pieces of equipment is over \$60,000. Also in the Long Term Care Home, as the result of one-time funding from the Ministry of Long-Term Care, the Home was able to replace all existing fire equipment, ensuring residents continue to be as safe as possible in the event of a fire incident.

Currently we are being very judicious of projects being completed in the **Retirement Residence**. However, we also realize this residence must be kept in good operating condition for the residents who live there now. For that reason, small improvements continue to be made. In 2024 these projects included the creation of a Meeting Room, repainting the Craft Room, and the conversion of one of the existing Tub Rooms to a Shower facility.

Given the extensive renovation of the **Homeview Apartments** the year before, the projects initiated in Homeview were minor in 2024. An exterior door was replaced, minor improvements were made to the laundry facilities, and a new more secure mailbox system was installed. The Home has begun the process of replacing baseboard heating and window air conditioning units with more energy efficient and quieter running heat pumps. Currently, 9 of the 16 units have had heat pumps installed. The Home plans to install heat pumps into the remaining units over the next two years.

Given the success of complete apartment renovations in Homeview, a decision was made to trial renovation of one unit in the **Pickwick Apartments** in Fall of 2023. At this point all apartment renovations in Pickwick included everything except the kitchen. Upon completion a decision was made to move forward with full apartment renovations in Pickwick just as had been done in Homeview. In 2024, four apartment renovations were completed. In 2025 four more have been completed and two more planned by year end. The Home will continue with these renovations

as units turnover and funds allow. Pickwick renovations include removing the galley kitchen and making them open concept (which is much safer for seniors) and new closet doors as replacement parts for the current ones are no longer available. Each bathroom is getting a complete makeover with walk-in showers, new toilets, sinks, light fixtures, and vanities. Finally, each apartment gets new vinyl plank flooring, energy efficient light fixtures, and a paint job.

These renovations will be in addition to the second-floor Laundry Room, first- and third-floor Lounges previously renovated in 2022, a replacement of the fresh air exchange in 2023, and the replacement of the north entrance door. The hallways and stairwells were painted, new flooring installed and all lights replaced with LED in 2024. In 2025 the Home has installed the same facial recognition security system that was installed in the Gardens and the Long Term Care Home.

Since inception, the **Gardens Apartments** have never had a security system in place to monitor who is coming into the building. This past year we installed a facial recognition security system which makes entry to and exit from the building much more seamless, but also allows residents to view from their personal phone or tablet who is coming to visit them before they're given access into the building. Over the past year several individual heating/cooling systems were also replaced. Given the age of the original geothermal equipment, these units are replaced as needed with energy efficient heat pumps. The two existing driveways at units 221 and 228 had the asphalt replaced with concrete.

Over the past five years the Home has prioritized **Heritage Townhouse** driveways for replacement. In 2024 two townhouse driveways were replaced. A plan remains in place to continue driveway replacements over the next several years, always focusing on the driveways noted to be in the poorest condition. In 2024 the Home also removed the overhang at the south end townhouses. The removal of this structure reminiscent of late 80's architecture was beginning to sag and was slowly becoming structurally unsound.

A few years ago 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, the Townhouses, and portions of the Gardens and Long Term Care. In 2022 the park side of the Gardens was completed, as well as the street side of the Gardens except for the courtyard. In 2023 new landscaping for the Gardens courtyard included concrete driveways for the residents whose apartments face the courtyard. In 2024 the landscaping was redone at the south end townhouses.

Other projects in 2024 included parking lot maintenance, painting, Dish Room maintenance in Long Term Care, replacing the fence at the back of the south staff parking lot, replacing lighting with more efficient LED lighting, and replacement of a freezer in the Long Term Care Kitchen.

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 noted the maintenance and upkeep of our facilities will continue to be a work in progress.

2. Fundraising

The Home is pleased to confirm the fundraising total for the Leamington Mennonite Home for 2024 was \$323,000. Of this amount, \$250,000 was designated toward the renovation of the Pickwick Apartments. Another \$10,000 was designated toward the renovation of the front entrance which has now been completed. This project was made possible by donation to the Home by the family of the late Margaret Herhalt, one of our RR residents.

This amount of \$323,000 also includes memorial donations of \$63,000. It is noted that any memorial donations received after August 31, 2024 were designated toward a Retirement Residence Building Fund as approved by the Board of Directors. Prior to August 31st memorial donations were added to the capital reserve fund which exists to assist the Home to purchase equipment or make improvements to the Long Term Care Home when no other funding sources are available.

3. Trained Dedicated Staff

When this component of the strategic plan was first identified, we could not have fully anticipated how crucial it would become. As the Board of Directors is aware, recruiting and retaining a trained and dedicated workforce has remained a significant challenge over the past few years. Since the launch of the strategic plan, however, the Home has made substantial progress in this area.

We have:

- a) Become a recognized training hub for nursing staff,
- b) Modernized our annual mandatory training programs,
- c) Enhanced our new employee orientation process,
- d) Created new positions funded by direct care dollars, and
- e) Increased staffing levels to meet the Ministry's requirement of four hours of care per resident per day.

Notably, our Home is among the few across the province that maintained a stable workforce throughout the pandemic without relying on third-party agency staff. The Leadership Team continues to review on a weekly basis the Home's staffing levels to ensure resident care is never compromised. We recognize that this area will continue to demand focused attention. Ensuring a stable, well-trained workforce remains a top priority as we work toward long-term sustainability.

4. Technology

Upon 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 2024 the Home embarked on 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.

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 Residence 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 Residence 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 RR 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 complete the time has come to put one strategic plan aside and consider the possibility of what a new plan can bring.

In March of this year the Home began the development of a new strategic plan. This plan began with assistance from Carolyn Warkentin, who facilitated a joint planning session with the LMH Board of Directors and the current management team. The creation of this plan led to four new areas of concern which will become the cornerstone of what guides the Home forward over the next several years.

Departmental Reports

Finance – Susie Hildebrandt, *Chief Financial Officer*

Throughout the year, we have successfully maintained balanced operating budgets across all entities, despite ongoing fluctuations in Ministry of Health funding and Case Mix Index (CMI), particularly impacting our Long Term Care Home. We are grateful for the additional direct care funding provided by the Ministry, which allowed us to increase staffing levels. This critical investment has directly enhanced the quality of life for our residents by ensuring more hands-on care is available.

The Ministry of Long Term Care continues to require several monthly and quarterly reports to monitor our financial accountability and performance. Additionally, we submit weekly reports on Long Term Care bed occupancy, supporting the timely placement of residents in crisis and ensuring that we remain responsive to our constituent and community needs.

We would also like to express our sincere gratitude to our sponsoring churches and generous donors. Their unwavering support, combined with our own fundraising efforts, enabled us to renovate four apartments within the Pickwick Apartments. These renovations have substantially improved the living environment for our residents, contributing to a safer, more comfortable, and welcoming space. Many other enhancements over the entire LMH Complex have reinforced our commitment to creating high-quality, affordable, and sustainable living accommodations for all our residents.

This year, we were fortunate to receive one-time Ministry funding, which allowed the Home to complete a comprehensive upgrade of our fire systems within the Long Term Care facility. This critical safety enhancement ensures a higher level of safety for both our residents and staff.

In the fall of 2024, we bid farewell to Irene Collard, who retired after many years of exemplary service as Chief Financial Officer. I am honoured to have stepped into this role and have been working closely with our leadership team, staff, and external partners to ensure a smooth transition and continued financial stewardship. I am deeply grateful for the opportunity to serve in this capacity and am committed to upholding the strong financial principles that have always guided the Leamington Mennonite Home.

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

This year, the Leamington Mennonite Home was once again fortunate to receive a Canada Summer Jobs grant, which provided essential funding to support a portion of the wages for our summer students. Thanks to this grant, we were able to employ four students during the summer months. Of these, three were nursing students, while one worked as an Activity Helper, providing valuable support to our team.

In addition, we had the privilege of hosting a number of students completing their preceptor training at our Home. This year, we welcomed both Personal Support Workers (PSWs) and Registered Practical Nurses (RPNs), offering them hands-on experience in a real-world healthcare environment. We remain

committed to providing training opportunities and nurturing the interest of students who may choose to pursue long-term careers at the Home.

Staffing levels across all departments continued to improve throughout 2024. By year-end, all departments had reached adequate staffing levels. This improvement is especially significant considering the staffing challenges faced during the COVID-19 pandemic. The stabilization of our workforce has resulted in more consistent operations as we moved through the year.

<u>DECEMBER 31, 2023</u>		<u>DECEMBER 31, 2024</u>	
Total Number of Employees	193	Total Number of Employees	203
Full-Time	60	Full-Time	66
Part-Time	133	Part-Time	137
Departments		Departments	
Social & Recreation	23	Social & Recreation	26
Dietary	26	Dietary	26
Nursing	111	Nursing	116
Housekeeping & Laundry	17	Housekeeping & Laundry	18
Maintenance	2	Maintenance	2
Administrative	9	Administrative	10
Supportive Housing	5	Supportive Housing	5
Length of Employment		Length of Employment	
More than 30 years	4	More than 30 years	3
20-30 years	15	20-30 years	13
15-19 years	17	15-19 years	26
10-14 years	26	10-14 years	18
5-9 years	25	5-9 years	23
1-4 years	55	1-4 years	74
<1 year	51	<1 year	43

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

In 2024, our Nursing Department continued to grow and evolve, with Nurses and Personal Support Workers (PSWs) demonstrating exceptional dedication and pride in their work. Together, they ensure that our residents receive the highest quality of care, fostering a compassionate and supportive environment. One of the standout achievements has been the success of our Restorative Care Program, which has greatly benefited our residents. By focusing on strengthening both their physical and mental abilities, we’ve seen residents make significant improvements in their mobility and self-care participation, enhancing their overall wellbeing.

Another key initiative has been the continued offering of Gentle Persuasive Approach (GPA) training for most of our staff. This training equips staff with effective strategies for managing dementia and responsive behaviors, ensuring that all interactions with residents are conducted in a professional, kind, and respectful manner. Additionally, we have implemented RAO Clinical Pathways and Best Practice Guidelines, which allow us to create more personalized care plans for our residents. Special recognition is given to Melissa Ostrander, RN, and Angela Critchlow, RN, for their leadership in this important project. This initiative helps both our residents and staff better understand and adapt to the individual care needs of each resident.

To promote continuity of care, we’ve made improvements in our scheduling practices, ensuring that the same staff members are assigned to specific resident areas as much as possible. This consistency

fosters better relationships and trust between staff and residents, which in turn leads to more personalized care. We've also been proactive in addressing staffing needs by offering current employees in other departments the opportunity to enroll in the PSW program. The government funds these online courses, and staff are paid to complete them, allowing us to educate and retain our own team members. We have also had the privilege of hosting students from local colleges, many of whom have been recruited as PSWs after their placements.

In November 2024, Garrett Hildebrand, RN, took over as our IPAC Lead during Leslie Coppola's maternity leave. Garrett has been instrumental in maintaining strict infection control practices, focusing on audits across all departments and reinforcing proper hand hygiene protocols. His efforts, along with the commitment of our team, have been key in preventing the spread of infection within our Home. This was especially important during the two COVID-19 outbreaks we experienced in 2024. The first, in September, affected our first-floor residents for 14 days, and the second, in October, impacted our second-floor residents for 10 days. Both outbreaks were quickly contained, and all residents fully recovered. Additionally, we had an enteric outbreak in March, which lasted just 9 days and was similarly managed effectively.

Dr. Holloway continues to provide outstanding care, conducting bi-monthly rounds and remaining available 24/7 to address any urgent medical needs of our residents. He is also present regularly in the Home to ensure timely medical attention. Families who wish to speak with him can schedule appointments through the office on Tuesday afternoons. The Home is thankful for Erin Dymond, RN, as she took over as our wound nurse. Erin has excelled in this role, monitoring skin issues and preventing wounds from becoming more serious problems. Erin's efforts have been invaluable in maintaining high standards of wound care.

A highlight of 2024 was the visit of Minister of Long-Term Care, Natalia Kusendova-Bashta, and MPP Trevor Jones, who toured our Home on November 16th. It was a memorable occasion, as our staff gave a warm welcome and proudly showcased our beautiful Home. The Minister and MPP took time to speak with several residents and staff members before attending a small meet-and-greet in our Chapel. The visit was a fantastic opportunity to demonstrate the exceptional care provided by our team.

Overall, we are incredibly proud of the progress and achievements within our Nursing Department in 2024. We remain committed to continually improving the care and services we offer, ensuring that every resident receives the highest level of attention and support.

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

In 2024, we continued to observe an evolving pace of transitions across both the Complex and the Retirement Residence. We welcomed 12 new admissions into the Complex, 10 new residents into the Retirement Residence, and 4 Respite admissions. A notable trend emerging in the Retirement Residence has been the admission of more couples (four couples this year) and an increase in male residents. Additionally, we have seen a rise in residents requiring palliative care and some passing within both the Complex and the Retirement Residence.

Within the Complex, the demand for personal care, assisted support services, and Lifeline responses continues to grow. Of all Lifeline calls made, 70% required transport to Emergency, with 25% of those resulting in hospitalization—highlighting the increasing acuity of care needs.

Highlights of 2024 include a full resumption of regular programming and events in both the Complex and the Retirement Residence, including Diner's Club, exercise classes, and group outings. There was also a respiratory COVID-19 outbreak that occurred in the Retirement Residence on October 15th, affecting 8 residents. Due to high vaccination rates, symptoms were mild, and the outbreak was officially rescinded by the Windsor Essex County Public Health Unit on October 30th.

While 2024 brought with it successes and joyful reconnections, it also presented challenges that we are committed to addressing in the coming year. Our priority remains providing the highest standard of care within a safe, supportive, and engaging environment.

We are deeply grateful for the continued support from the Board, our affiliated churches, residents and their families, and our dedicated staff. Looking ahead, we aim to expand our services and enhance the care offered throughout our Home. Our staff play a vital role in sustaining the health and quality of life of every resident, and we thank them for their dedication. Together, we move forward with optimism and renewed commitment to our mission.

Dietary – Kelly Dueck, *Director of Dietary Services*

In the past year, the Dietary Department successfully implemented Synergy software, which has greatly supported the management of our Spring-Summer and Fall-Winter four-week menu cycles and standardized recipes. This software has proven to be a valuable addition to our kitchen operations. Our team is performing well with a current staff of 24 employees, contributing to a decrease in call-ins, and overall staff satisfaction remains high. In response to staffing needs, we trained one Dietary Aide to step in as a Cook during emergencies and vacation periods. This new role has been highly effective, and has become a valuable asset to the team, specializing in traditional Mennonite cuisine.

The Point of Service (POS) program in the Retirement Residence has been very successful. Feedback from residents indicates that they are pleased with the service, which has enhanced their dining experience. We hosted a Vendor Food Show featuring suppliers from Toronto. The event was a success, and as a result, we've incorporated three new items from the show into our menu, further diversifying our offerings. Additionally, Diner's Club has been relaunched and is running smoothly, receiving positive feedback from participants.

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

Housekeeping audits continue on a weekly basis, with a primary focus on high-touch surfaces such as handrails, doorknobs, light switches, and call buttons. These audits are essential for minimizing the spread of germs and infections. Rooms are checked randomly to ensure compliance with cleanliness standards and infection control protocols, and any areas requiring additional attention are addressed immediately. Special care is taken to focus on high-touch surfaces to maintain a hygienic environment.

All laundry equipment is functioning well, including the newly installed washers and dryers, which are now fully operational. These upgrades have significantly improved the efficiency of laundry services, particularly in reducing the turnaround time for resident linens and personal laundry. The new equipment meets the needs of the facility and ensures the smooth operation of the laundry services.

The scheduled floor maintenance program is ongoing, with the team continuing the process of stripping and waxing all areas throughout the facility. This maintenance is vital to ensure that floors remain clean and safe for both residents and staff. Regular floor maintenance also helps to prevent slip and fall accidents while preserving the aesthetic quality of the building.

Spring cleaning is now underway across the LTC rooms and the Retirement area, focusing on deep cleaning to ensure a fresh and sanitary living environment for residents. Beds are thoroughly wiped down, furniture is moved away from walls for detailed cleaning, and all floors are buffed to restore their shine. This deep cleaning process is carried out each spring and will be repeated in the fall to maintain a high standard of cleanliness.

Despite a few open positions, our core housekeeping staff remains dedicated and continues to work efficiently. We are actively working to fill these vacancies to ensure the ongoing quality of service and

to maintain the cleanliness and safety of the facility. Even with the staffing challenges, the team is fully committed to maintaining a high standard of care for our residents.

In conclusion, we remain focused on providing a clean, comfortable, and safe environment for our residents. The ongoing audits, equipment upgrades, and seasonal cleaning initiatives are integral to ensuring the highest quality of care and living conditions. Moving forward, we will continue to recruit for open positions, maintain our regular cleaning and maintenance schedules, and complete the spring cleaning process, which will be followed by a similar initiative in the fall.

We take great pride in our efforts to ensure that residents enjoy the best possible living environment, and we are committed to maintaining these high standards.

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

Throughout the year, residents enjoyed a wide range of activities designed to promote social interaction, physical well-being, and mental stimulation. These included bingo, crafts, sing-alongs, outdoor walks, group reading sessions, one-on-one visits, movie screenings, church streams on Sundays, ice cream socials, and patio picnics. Special celebrations were held for holidays and birthdays, and bus outings provided opportunities for residents to explore the community.

We were pleased to welcome cooperative education students from local high schools including LDSS, Cardinal Carter, and Tilbury. The Home hosted students for two semesters, running from January to June and September to January, with two to four students participating each semester. Additionally, we hired one summer student for the summer months. This full-time position not only provided valuable support but also allowed for an increase in activities and extra hands during mealtimes.

In September, we were delighted to welcome Anna-Lisa Salo as the Home's full-time Chaplain. Anna-Lisa is present Monday to Friday, from 7:30 am to 3:30 pm, and is also available after hours to support families or provide palliative care services. Her presence has been a great comfort to residents and their families.

The Ladies Auxiliary, which had paused its activities due to COVID-19, is planning to resume in 2025. A number of former members have expressed interest in revitalizing the group, and we will address the future direction of the Auxiliary in the upcoming year. We are grateful for the return of volunteers, who have been a tremendous help in various areas, including portering for the Hair Salon and supporting the Meals on Wheels program. Their contributions are invaluable to the daily operations and the overall well-being of our residents.

Weekly entertainment, including music performances and visits from church and school groups, has provided enriching experiences for our LTC and RR residents. These gatherings took place in the JC Neufeld Auditorium, fostering a vibrant community atmosphere. A heartfelt thank you to our volunteers for their dedication in decorating the Home for the holiday season. Their efforts helped create a warm, festive environment that brought joy to both residents and staff.

Resident Profiles as of December 31, 2024

	LTC	RR	Homeview	Pickwick	Gardens	Townhouses
Youngest Resident	53	79	66	62	65	67
Oldest Resident	102	99	95	96	96	94
Average Age	86	90	80	81	84	83
# Residents under 60	2	0	0	0	0	0
# Residents 60-69	4	0	1	3	3	1

# Residents 70-79	7	1	7	12	4	19
# Residents 80-89	36	18	6	20	30	38
# Residents 90-99	31	23	2	5	10	7
# Residents 100+	1	0	0	0	0	0
TOTAL RESIDENTS	81	42	16	40	47	65
VACANCIES	3	3	0	2	3	4

	LTC	RR	Homeview	Pickwick	Gardens	Townhouses
ADMISSIONS	28	10	2	3	2	4
DISCHARGES	1	6	1	1	1	4
DEATHS	27	8	0	2	1	0

	LTC & RR	COMPLEX	TOTAL
ADMISSIONS	38	11	49
DISCHARGES	7	7	14
DEATHS	35	3	38

Religious Affiliation	Church Affiliation	LTC	RR	Complex
Mennonite - Supporting	Deer Run Church	2	0	2
	Faith Mennonite Church	2	2	8
	Harrow Mennonite Church	0	1	0
	LUMC	12	16	57
	Meadow Brook Church	3	0	4
	NLUMC	8	9	25
	Old Colony	3	1	6
	Windsor Mennonite Fellowship	0	0	1
	TOTAL MENNONITE - SUPPORTING CHURCHES	30	29	103
Mennonite - Non-Supporting		3	1	11
	TOTAL NON-SUPPORTING MENNONITE	3	1	11
Catholic		17	5	13
	TOTAL CATHOLIC	17	5	13
Protestant	Anglican	0	1	2
	Baptist	3	4	9
	Christian Reformed	3	0	0
	Congregational	0	0	3
	Jehovah's Witness	0	0	1
	Lutheran	1	1	4
	Nazarene	1	0	0
	Pentecostal	2	0	0
	Presbyterian	1	0	1
	Protestant	1	1	1
Salvation Army	0	0	1	

[REDACTED]	United	7	0	3
	Non-Denominational	5	0	3
	Universal Unitarian	0	0	2
	Other / None	7	0	6
TOTAL PROTESTANT/OTHER		31	7	36

Conclusion

Over the past year, LMH continued to provide services to over 300 seniors. 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 excellent continued relationship between Leadership 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. 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 staffing, resident care, and many other projects and goals along the way as it relates to our Complex. It was the incredible talent, insight, and fortitude of this dedicated group that led through the challenges of 2024 and into 2025.

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 Health and Long-Term Care, Retirement Home Regulation Authority, Ministry of Labour, and the Windsor Essex County Public Health Unit. We're not perfect, but we're an excellent Home and much of that lies with the staff who provide 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

ADDITIONAL REPORTS
AND ENCLOSURES

March 17, 2024

Board of Management
Leamington Mennonite Home & Apartments
c/o Mr. Jeff Konrad, Administrator
35 Pickwick Drive
Leamington, Ontario
N8H 4T5

Dear Board Members:

The 2024 Annual Medical Report of the Leamington Mennonite Home & Apartments

As Medical Director of the Leamington Mennonite Home & Apartments it is my pleasure to submit the annual Medical Report for 2024. We have certainly experienced some challenges during the past 4 years. The Covid-19 pandemic brought significant burdens to the long-term care setting. In that regard with widespread vaccinations programs, Public Health measures and changes to population immunity with likely viral changes we have achieved stability at this time. Undoubtedly, it will be an issue we will continue to deal with. Public Health policies will continue to advise long-term care practices as mandates continue to change over time.

OVERVIEW

We currently provide care to a Long-Term Care population of 84 residents and to 46 residents in the Retirement Home setting. The Retirement Home residents of course have higher functional levels than residents in Long-Term Care. However, we follow very much the same protocols for care in the Retirement Home but nursing care demands are much less. In addition, we use the same electronic medical records (Point Click Care) and medication delivery systems. We have fortunately experienced stable nursing leadership with Cheryl Alice, RN, as Director of Care in Long-term Care and Mariel Konrad, RN, Director in the Residential Home. I carry out regular medical rounds with their input as well as the input from care staff. Acute intercurrent illness and health changes in the resident population necessitate frequent medical visits to the Home throughout the week. I continue to provide 24-hour on-call availability to the Long-Term Care and Retirement Home residents.

OVERVIEW (con't)

With the assistance of Cheryl Alice, RN, I have continued to offer Outpatient Clinic services at the Home which allows us to provide medical care to residents of the apartments and townhomes as needed. Cheryl Alice, RN, provides essential vaccinations, venipunctures and medication injections for the Clinic patients which is a valuable and convenient service for this population.

We continue to provide end-of-life palliative care in both the Long-Term Care and Retirement Home settings. When it is needed we also have access to Hospice Support. Experience suggests that the majority of people prefer end-of-life care in their home setting and we strive to provide this service whenever feasible.

Pressure wound prevention, monitoring and care is mandated in the Long-Term Care setting. Currently we have 3 residents experiencing pressure wounds all of which were acquired during long-term hospital stays and resulting from prolonged debility. Erin Tiessen, RN, is responsible for the weekly monitoring of these pressure wounds. Minor skin tears and fragility issues continue to be attended to by the registered nursing staff.

COMMITTEES

Pharmacy Advisory Committee: Meetings are held quarterly consisting of the Medical Director, Administrator, Pharmacist and Director of Care. Medication use, monitoring and adverse drug interactions are reviewed on an individual and statistical basis. Kim Williams, Pharmacist, Thomson Guardian Pharmacy and I carry out quarterly medication reviews for each resident. The goal is to minimize risks and maximise benefits of the use of pharmaceuticals. Notably the Ministry of Health & Long-Term Care monitors the use of psychotropic medications, narcotics and hypnotics used in each Long-Term Care facility. There are no mandated levels of usage but outlier use can lead to a Ministry inquiry.

Infection Control Committee: This Committee meets quarterly and includes the Medical Director, Administrator, Infection Control Nurse as well as a representative from Dietary/Nutrition Service, and Laboratory Service. The responsibility of this committee is the ongoing surveillance for infection control, reviewing and updating prevention and containment measures as well as the Vaccination Programs. Gareth Hildebrand, RN, has assumed the role of Infection Control Nurse at the Home.

Antibiotic resistance has been an emerging worldwide challenge for some time. This is a concern for the Long-Term resident population with advanced age and compromised immunity. Currently in Long-Term Care we have 1 case of VRE, 2 cases of MRSA, 2 cases of ESBL and one case of CPE. At this time we fortunately have no cases of C-Difficile. These increased numbers from previous years reflect long-term or multiple hospital stays, lengthy medical interventions and extensive exposure to antibiotics.

Vaccination protocols are in place and continue as per public Health guidelines. We had two limited Covid-19 outbreaks in Long-Term Care this year and a small outbreak in the Retirement Residence. The Influenza vaccination rate in Long-Term Care was 80% and 86% in the Retirement Residence. Staff vaccination rate was 80% with all unimmunized staff obtaining Tamiflu prescriptions. According to most recent data this year's influenza vaccination was quite effective with decreased risk of hospitalization or death decreased by greater than 50%.

UPDATES

I am quite appreciative of the Leamington Mennonite Home's support to me and the staff as we strive to provide the highest standard of elder care. In keeping with that aim we address the supports needed to minimize transfers to hospital Emergency Room Departments. For the long-term care resident Hospital ER visits are quite uncomfortable and stressful. In the absence of an identifiable reversible condition the visits can also be unproductive. Helping with the goal of reducing ER visits the Home has been supportive over the years in obtaining an EKG machine, Bladder Ultrasound and suturing equipment. These technologies are very helpful in assisting to provide in-house assessment and treatment which can then preclude the need for any ER visit.

NOTE OF APPRECIATION

Providing medical care in the Long-Term Care and Retirement Residence settings cannot happen without the efforts and dedication of a large number of people. I would once again like to thank the Nursing and Administrative Staff for all their hard work this year. I commend the very dedicated Care Team Staff for their diligence in providing safe, ongoing care to all the Residents in a very stressful and challenging environment. Thank you to Mr. Jeff Konrad, Administrator, for his continued support and leadership. I look forward to continuing to deliver medical care in such a supportive, caring and rewarding environment.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Randy W. Holloway". The signature is fluid and cursive, with a large initial "R" and "H".

Randy W. Holloway, M.D.
Medical Director

RWH/dh



LMH Chaplaincy Report 2024

I am grateful for the opportunity to serve as chaplain at The Leamington Mennonite Home. The fall of 2024 marked a significant transition as I said goodbye to my life in Alberta and stepped into this new role. It has been both a humbling and rewarding journey. From the outset, I felt warmly welcomed by residents, their families, and the staff, which has made the transition smoother and more meaningful than I could have hoped. In a way, it was a “homecoming.”

Joining the community earlier this year, I dedicated my time to listening, observing, learning, and building trust with residents and staff. Understanding the rhythms of life in the home and the unique spiritual needs of this community has been a priority. I’ve been continually encouraged by the openness of residents to share their stories, their faith, and their vulnerabilities.

Spiritual Care & Support

- Visited all the residents in both *Retirement* and *Long Term Care* offering emotional and spiritual support as needed for those facing grief, loneliness, health challenges, and life transitions. Of course, this is an ongoing task as residents transition in and out of the Home.
- Led weekly devotional times on each floor in *Long Term Care*, creating consistent space for prayer, reflection, and worship.
- Organized weekly Wednesday chapel services. Contacted and scheduled a rotation of pastors from the local community. Communion services were appreciated at Thanksgiving and on the first Sunday in Advent.
- Coordinated seasonal worship celebrations for Thanksgiving and Christmas, ensuring spiritual traditions remained a vibrant part of community life.
- Offered spiritual support and presence to families navigating palliative care and end-of-life decisions.
- Led morning devotions and prayer in the Retirement Residence.

Programs and Engagement

- Led a *Focus Group* each Thursday for the Retirement residents, allowing participants to share stories, engage in topics relevant to their current life situation, reflect on scripture, and build deeper connections.
- Participated in meetings of the following groups: BSO, Care Plan, Auxiliary, and a group that attends to the mental, emotional, and spiritual care of residents.
- During office hours my door was always open to staff, residents, and visitors.

It has been a privilege to begin this new chapter alongside such a caring and resilient community. I look forward to deepening these relationships and continuing to walk together in faith, compassion, and hope.

In Christ’s peace,

Anna-Lisa Salo
Chaplain

Leamington Mennonite Home & Apartments Board of Directors

2024

Voting Members

David Belch	Faith Mennonite Church	2024-2027
John Dyck	Deer Run Church	2022-2025
Helga Enns	North Leamington United Mennonite Church	2024-2027
Rachel Kauffman	Leamington United Mennonite Church	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

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

2025

Voting Members

David Belch	Faith Mennonite Church	2024-2027
Helga Enns	North Leamington United Mennonite Church	2024-2027
Rachel Kauffman	Leamington United Mennonite Church	2024-2027
Henry Kroeker Jr.	Old Colony Mennonite Church	2023-2026
Jayne Latam	North Leamington United Mennonite Church	2023-2026
Erwin Tiessen	Leamington United Mennonite Church	voting to affirm 2025-2028
Jake Wall	Deer Run Church	voting to affirm 2025-2028
Jim Wiebe	Leamington Unite Mennonite Church	2023-2026
n/a	Harrow Mennonite Church	n/a
n/a	Meadow Brook Church	n/a
n/a	Windsor Mennonite Fellowship	n/a

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