

2023-2024
ANNUAL
REPORT



IOOF
SENIORS HOMES INC.



Caring is Our Reason for Being...

The IOOF Seniors Homes Inc. has been serving the needs of seniors in Ontario for over 100 years. The organization is committed to caring for seniors through the development of new and innovative concepts in support programs, health care services, and housing initiatives.

A not-for-profit charitable organization currently operating several facilities in Barrie, Ontario, the organization provides a full continuum of care for seniors from independent living to supportive housing, rent-geared-to-income housing, and long-term care.

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STRATEGIC PRIORITIES



We are committed to the philosophy of Resident First: A culture of ongoing quality, caring, and improvements to meet the changing needs of our residents.



We recognize that “Individually we are one drop, but together, we are an ocean.”



We recognize that communities grow stronger when its citizens (residents, staff, stakeholders) regularly and persistently do a variety of simple things together that allows them to connect with each other, build trust, and get involved.



We are committed to partnering with the Ministry to renovate our facility to provide our residents with secure, safe, and comfortable surroundings.



We acknowledge the importance of addressing sustainability for an aging population and for increased demand for long term care.

MISSION

Caring is our reason for being...

VISION

To meet the demands of a changing healthcare environment and to provide exemplary resident care by:

- Caring First
- Inspiring Teamwork
- Strengthening Connections
- Building our Future
- Growing Sustainability

VALUES

We are committed to:

Compassion

Providing compassionate care and comforting support

Accountability

Acting with integrity and transparency

Respect

Upholding residents' rights and diversity

Excellence

Providing the highest quality of care and service



A MESSAGE FROM OUR CEO

As we present this year's annual report, we do so with a sense of accomplishment and an energized outlook toward the future. Reflecting on the past year, we take immense pride in how the organization has gracefully navigated the post-COVID-19 landscape - showcasing resilience and adaptability at every turn. The COVID-19 pandemic brought both challenges and opportunities for growth, and as we emerge from its shadow, we are reminded of the strength we possess when we come together.

Our commitment to serving the needs of our community will be enhanced as we continue to take concrete steps to expand our impact with the construction of 64 new long-term care beds and the redevelopment of 66 existing ones. This project is a testament to our dedication to improving the quality of life for our residents. It also reflects our commitment to be an active participant in the evolving long-term care needs in Ontario and specifically in Simcoe-Muskoka.

Looking ahead we are motivated as we set our sights on continuous growth and the realization of our goals. Our roadmap for the upcoming year is already charted as we further our mission with dedication and compassion.

At the heart of our achievements and future ambitions is the unwavering support of our magnificent management and frontline staff. Your tireless commitment is the engine behind our success.

We also extend our sincere gratitude to the Board of Directors for their steadfast guidance and support. Furthermore, we recognize and deeply value the financial backing of the public. Your continued participation in our Capital Campaign plays a critical role in our ongoing progress and impact. With hearts full of appreciation, we thank each of you for your invaluable contribution. Your trust and support fuel our continual pursuit of providing unparalleled care.

In closing, this annual report is not just a collection of numbers and analyses but a narrative of our collective triumph over challenge and a preview of the strides we intend to make. Together, we forge ahead with tenacity and purpose, ensuring that the future is a reflection of our shared vision and hard work.

Here's to reflecting on a remarkable past year and to forging ahead into an even more promising tomorrow.

Caring is our Reason for Being.

Garry C. Hopkins
CEO



A MESSAGE FROM OUR BOARD CHAIR

We have come through a few exceedingly difficult and challenging years. We are currently heading into a new and exciting period with the new addition, new beds, and the remodel of the last of our oldest beds! These are exciting times indeed!

To our staff, you ARE amazing. Never doubt just how amazing you are! You have been the front line and you continue to meet and exceed all the challenges that come with the operation of a complicated continuum of care - Thank you!

To our residents at all facilities, thank you. I am thrilled that you have chosen to call the IOOF your home and for all you do within our structure - Thank you!

To the families of our residents, I say thank you as well. You have entrusted your loved ones to us and we assure you they are receiving the absolute best care!

To Garry Hopkins, our CEO, and all of our Directors and Managers, I thank you for your leadership this past year. You have gone above and beyond and your extra special labours have not gone unnoticed. I give you my thanks and the thanks from the Board of Directors for everything you have done. I know you are as excited about our future as I am. I thank each and every one of you.

We will continue to provide the most effective services to all of our stakeholders.

We have entered an exciting time with the IOOF as we look to redevelop our Long-Term Care Home. Exciting things await us in this bright new year! This redevelopment will bring ongoing construction and give us renewed and refreshed beds, and bring our facility to being a flagship within our province.

I extend my heartiest thanks to all of you and extend my sincere thanks to our Board of Directors as well. Our Board consists of a group of enthusiastic and knowledgeable volunteers who work hard to ensure the best in governance. Thank you Board Members!

May this coming year be dynamic and energizing for all those we serve!

John Nichols
BOARD CHAIR

BOARD OF DIRECTORS



With appreciation, we thank the following individuals who served on IOOF Seniors Homes Inc. Board of Directors in 2023-2024:

FRONT:

Ian Chadwick
June Ventresca
Gene Dopp
(Vice Chair)
John Nichols
(Board Chair)
Doug Jure
Janice Marshall
June Ritchie
(Secretary)

BACK:

Garry Hopkins
(CEO)
Bob McMahon
Ian Hunter
Jim Edwards

MISSING FROM PHOTO:

Gwen Barron

OUR TEAM

MANAGEMENT

CEO	Garry C. Hopkins
Director of Finance & IT	Myles Keeble
Director of Resident Care	Veron Ash
Assistant Directors of Resident Care	Lindsey Webb & Peggy Sauve
Director of Human Resources	Valerie Bennett
Director of Facilities & Environment	Shean Wadham
Manager of Environmental Services	Lisete DaSilva
Director of Housing Accommodations	Mary MacDougall
Director of Quality, Risk & Programs	Gaja Damas
Manager of Program Support & Volunteer Services	Cara Chimienti
Director of Food Services	Darlene Lee
Property Manager	Elvis Pohl
Capital Campaign Manager	Elyse Martin

ADMINISTRATIVE STAFF

Payroll & Benefits Administrator	Barb Scott
Scheduling Administrators of Resident Care	Laurissa Rossi & Niki Campbell
Resident Care Administrative Assistant	Tracey Hanson
Resident Care Education Coordinator	Gillian Van Iderstine
Infection Prevention & Control Lead	Alicia Lewis
Administrative Assistant of Housing Accommodations	Irene Delisle
Executive Administrative Assistant	Cathie Foley
Administrative Assistant Home	Kelly Young
Resident Accounting Administrator	Bonnie Gowanlock
Accounting Administrator	Stephanie Hopkins
Human Resources Assistant	Deanna Risi
Graphic Designer / Revenue Development Assistant	Jillian Sliter
IT Support	Austin McCutcheon

EMPLOYEE RECOGNITION

The IOOF celebrated Employee Recognition with a red carpet event this year. Staff with 5 years of service or more were given a monetary gift as a token of appreciation. The following employees were recognized for years of service:

Years of Service

5 YEARS

Adorita Villaluz
Alfredo Rodriguez
Bill Van Iderstine
Christine Hindman
Deanna Risi
Irina Chuprina
Jillian Sliter
Kiethlyn Gibson
Kristin Simons
Laurie Graham
Robyn Zaba
Suzette Terry
Tracy Savoie
Vadim Raytsin

10 YEARS

Amy Gauthier
Andrea Barney
Cara Chimienti
Kristin Brough
Rafael Kolodziejczyk

15 YEARS

Ashley Hadley
Celeste Levy
Elizabeth Eakin
Gail Kennedy
Launa Cave

20 YEARS

Lorna Aucoin
Nola Degale
Mary MacDougall

25 YEARS

Cathleen Lyons
Gaylene Goodchild
Rhianna Soule
Shirley Timbers

Congratulations!

In addition to those above, 16 employees received pins for 3 years of service.



**FULL TIME
EMPLOYEES**

180

**PART TIME
EMPLOYEES**

50

**CASUAL
EMPLOYEES**

90

ODD FELLOW & REBEKAH HOME (LTC)



With a new director of resident care starting in January 2023, the Resident Care Team focused on building trust, transparency, supportive working relationships, and creating a healthy workplace environment for the residents, families, and team members.

The team of registered staff (RN/RPN) and personal support workers (PSW) are commended for their passion, compassion, and level of commitment shown to our residents. This is highly reflected in the care provided daily.

STAFFING

Following withdrawal of COVID-19 funding, it was necessary to eliminate the care support assistant (CSA) classification. A plan was devised to encourage the CSAs to transition into the role of PSWs with funding through the Ministry of Long-Term Care educational initiatives. Many of the CSAs took advantage of this educational opportunity.

The Resident Care and Human Resources Departments worked to successfully recruit care staff who would be mentored and guided to create a new, supportive, resident and family-focused workplace environment.

STATEMENT OF FINANCIAL ACTIVITIES (LTC)

TOTAL REVENUE: \$ 21,010,762

■ Ministry Funding	\$ 15,198,251	■ Miscellaneous Revenue	\$ 1,414,287
■ Resident Rental & Other Income	\$ 4,219,779	■ Amortization	\$ 178,445

TOTAL EXPENSES: \$ 20,682,330

■ Salaries & Benefits	\$ 15,775,616	■ Corporate Allocations	\$ 714,654
■ Building & Property	\$ 793,519	■ Interest on Long Term Debt	\$ 333,411
■ Supplies & Other Expenses	\$ 2,530,308	■ Amortization Expense	\$ 534,822

NET REVENUE: \$ 328,432

MEDICAL PROGRAM

The Medical Team, supported by attending physicians and a nurse practitioner, contributed to the success of the medical program. The team is also supported by the Simcoe-Muskoka District Health Unit's Mental Health Team which includes registered staff, PSWs, and two psychogeriatric physicians. Together, they continue to provide exceptional physical and emotional care to the Home's residents.

The Home is collaborating with the Royal Victoria Hospital (RVH) to implement diagnostic imaging and Nurse Practitioner-Led Outreach Team Programs - both contributing to timely and supportive care for residents in the Home.

SPECIAL PROJECTS

The Home implemented two important quality initiatives: a review and update of all resident care plans, as well as a strategy to preserve residents' quality of life by introducing a safe storage basket to house all applicable residents' dentures, glasses, and hearing aids.



The Resident Care Department is currently participating in two Information Technology projects. The first, called Project AMPLIFI, integrates residents' health records with that of the regional hospitals. The Resident Care Department can access a resident's records directly from the hospital database when they are transferred to the hospital. The hospital is also able to access the resident's records from the Home. This provides immediate access to crucial diagnostic and laboratory information to ensure timely treatment.

The second project, called Jubo VitalLink, is a virtual application with accompanying equipment which allows staff to conduct quick assessments and ensure accurate and timely documentation of residents vital signs in real time. Registered staff spend less time documenting during or at the end of their shift, which allows them to be fully engaged with residents while providing excellent direct care.

CONTINUOUS QUALITY IMPROVEMENT (CQI)

Last year, three residents' quality programs – Falls/Restraint, Palliative Care, and Continence Care – were updated. In April 2024, the Team began reviewing and reworking the Skin and Wound, Responsive Behavior, and Pain Management programs. Through collaborative efforts, the Resident Care Department was able to implement the Public Health Urinary Tract Infection Program.

The Resident Assessment Instrument (RAI) Coordinator keeps the team on track by closely monitoring and reporting the Canadian Institute for Health Information Quality Indicators, as the Home strives to outperform the provincial average.

Over the past year, significant decreases to the number of falls have been observed. The organization's fall percentage is lower than the provincial average. Residents have experienced less falls, less serious injuries, and less hospitalization related to falls associated injuries.

INFECTION PREVENTION & CONTROL (IPAC)

The Home's ongoing IPAC goal is to ensure the Resident Care Team continues to keep residents safe and protected from exposure to respiratory and enteric symptoms by reducing the number of days residents display and/or are exposed to symptoms, and therefore prevent prolonged declaration of an outbreak in the Home by Public Health.



EDUCATION & STUDENTS

The Resident Care Department continues to provide excellent support and preceptorship during all student placements – PSWs, RNs, and RPNs. The Home continues to be an active participant in the ministry funded Preceptor Resource and Education Program in Long-Term Care. A new component of the program - Role Observation Experience - was introduced to the students learning at the IOOF. This offers students the opportunity to spend time with a nurse leader in the Home, during which time the students gain valuable insight into the responsibilities of the nursing leadership team while completing their training at the Home.

The Resident Care Department has facilitated multiple staff educational opportunities, including the Registered Staff Leadership workshop, a skin and wound care seminar, and urinary tract infection education, with more planned during the fiscal year.

PALLIATIVE CARE PROGRAM

The Long-Term Care Home has revamped its Palliative Care Program. One of the new features of the program is called 'Code Dove'. When a deceased resident is leaving the Home, a 'Code Dove' is called via the Home's PA system. A procession of staff holding lit candles gather, as the deceased resident leaves what was their home for the last time. These short moments project a sense of peace and tranquility, and offer the residents, staff, and the deceased residents' family an opportunity to celebrate the resident's departure together.



The Elmvale Presbyterian Church Craft Group generously presented the IOOF Seniors Homes with beautifully crafted and handsewn Dignity Quilts and Code Dove Banners for our Palliative Care Program. The IOOF is truly grateful to the craft group for assisting in ensuring our residents are treated with dignity and compassion in their end-of-life journey.

Evolution of Care

REDEVELOPMENT CAMPAIGN

The IOOF Seniors Homes is undertaking construction projects that align with our 'Resident First' philosophy of care to address sustainability issues for an aging population and increased demand for long-term care in the community.

The IOOF has embarked on the largest capital project in our history and launched a redevelopment campaign to expand our long-term care facility (10 Brooks Street, Barrie). The project will create 64 new long-term care beds and 66 upgraded beds, with modern spaces, updated equipment, private rooms, and increased square footage. When completed, the long-term care home will be a 226-bed facility.

HELP US RAISE

\$2,000,000

TO REACH OUR GOAL!

Currently, the IOOF has raised just over \$6 million in funds towards the redevelopment project with a goal of reaching \$8 million by project completion. The remaining \$2 million will be achieved through a combination of community dollars raised and operational revenue.

Our transformative redevelopment and new space will allow the IOOF to provide for the increased acuity and complexity of care for our residents.

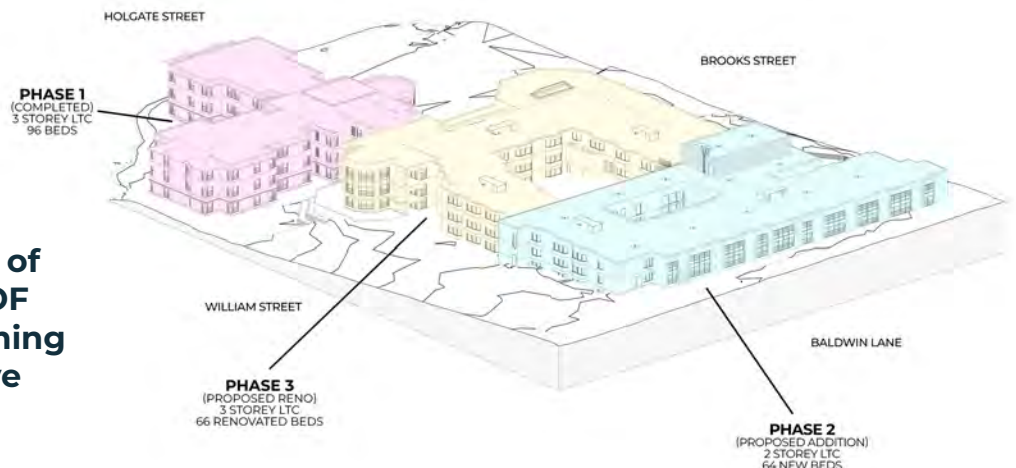
CONSTRUCTION UPDATE:

As a not-for-profit long-term care home, the IOOF is eligible for capital construction funding from the Ministry of Long-Term Care. The IOOF has submitted architectural construction drawings to the ministry for approval and we are hopeful to begin construction before the deadline of November 30th, 2024.

Help us achieve our goal of a newly redeveloped IOOF Seniors Homes by becoming part of our transformative journey.

CONTACT US

Learn how you can support our redevelopment campaign by contacting: Elyse Martin, Capital Campaign Manager at 705.728.2389 Ext. 315 or emartin@ioof.com.



2023 DONORS

January 1st to December 31st, 2023

\$500-\$999

Anonymous
 Barrie Harley-Davidson
 Barrie Mechanical Inc.
 Barrie Rent-All Inc.
 Faith Rebekah Lodge #84
 Glen Rebekah Lodge #209
 IBEW LOCAL 353
 IOOF Geneva Lodge #320
 The Leslie Group Ltd.
 Midhurst Roofing Ltd.
 Model Lodge #147
 Plumbtech Plumbing Inc.
 Sauble Lodge #227
 Spanner/Inspired Style Group
 Spirit Rock Lodge #312
 Malcolm Summers
 Surelock Homes Ltd.
 Ed & Dale Urbonavicius
 Nick Van Der Gulik
 June Ventresca

\$1,000-\$4,999

Anonymous
 Adams Funeral Home &
 Cremation Services Ltd.
 Denis & Juliette Bertrand
 Cambridge Lodge #188
 Exaltation of the Holy Cross
 Ukrainian Catholic Church
 Golden Star Lodge #101
 Robert Goodfellow
 Andrew & Linda Hachinski
 Home Care Assistance
 of Barrie / Simcoe County
 Aurora Lodge #148
 Maple Leaf Lodge #57
 LiUNA LOCAL 183
 Jack & Cindy McAllister
 Mike McKean
 Royal ProResp Inc.
 Laura Sutherland
 Vancouver Foundation

\$5,000-\$9,999

Barrie Colts Foundation
 Heritage Place Chapel Fund
 Rebekah Assembly of Ontario

\$10,000-\$14,999

Friendship, Love, & Truth
 Charitable Foundation
 Herb & June Ritchie
 Barrie Lodge #63

\$25,000-\$29,999

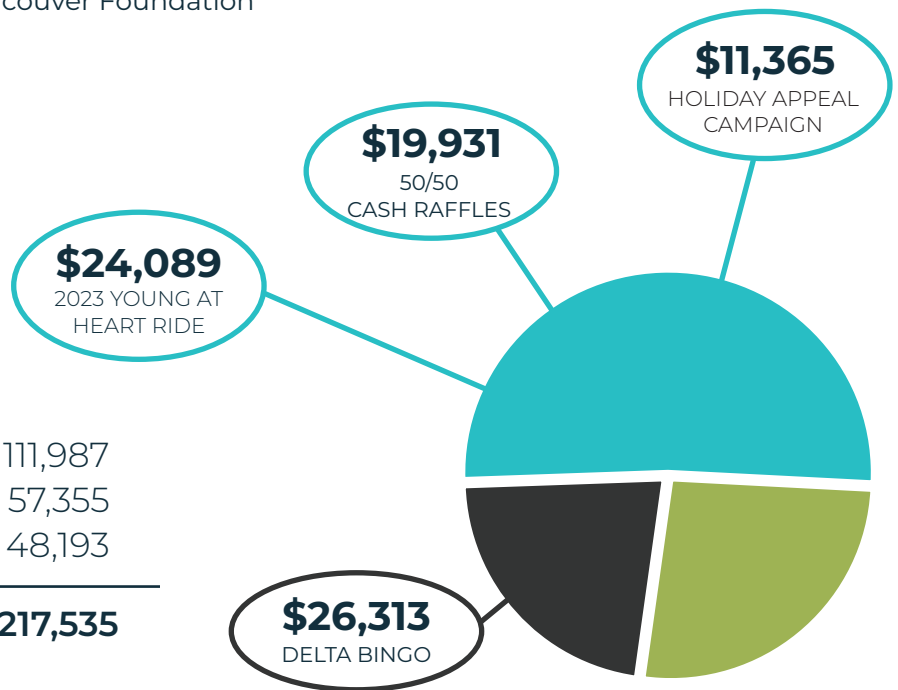
Delta Bingo & Gaming

\$50,000-\$54,999

Government of Canada Enabling
 Accessibility Fund

■ Redevelopment Fund	\$ 111,987
■ Specified Funds	\$ 57,355
■ Area of Greatest Need	\$ 48,193

TOTAL REVENUE: \$ 217,535



REVENUE DEVELOPMENT

Our sincere gratitude to our generous community supporters, who have helped the IOOF Seniors Homes raise **\$217,535** for our residents in 2023. They have helped to ensure we are able to continue our commitment to our 'Resident First' philosophy of care. We could not care for our residents without our committed donors, and we express our heartfelt thanks to our supporters who have given generously.

DELTA BINGO PARTNERSHIP

As one of our largest community partners – last year the IOOF received \$26,312 in contributions through our partnership with Delta Bingo and the Barrie Bingo Sponsors Association, which has raised over \$98,000 for the IOOF since 2018. Delta Bingo has provided an opportunity to raise funds for IOOF residents, and we can't express enough thanks to Delta Bingo and Barrie Bingo Sponsors Association for our longstanding partnership. Thank you to our dedicated Bingo volunteers who make it possible for the IOOF to raise crucial funds for the Home.



50/50 RAFFLES

The IOOF is grateful to those who participated in the 2023 50/50 Raffles that resulted in raising \$19,931 and was a lucky pay-day for our early bird and grand prize winners – congratulations! Thank you to our early bird raffle sponsors and to those who purchased tickets and continued to participate in this exciting initiative.



Adams Funeral Home
& Cremation Services



Barrie Mechanical Inc.



YOUNG AT HEART CHARITY MOTORCYCLE RIDE

Thank you to our supporters and participants in the 2023 Young at Heart Motorcycle Ride – with your help we raised over \$24,000 for the redevelopment of our long-term care facility.

We partnered once again with Barrie Harley-Davidson to host last year's event that featured a scenic country route, BBQ lunch at the IOOF with our residents and their families, entertainment, raffle prizes, and games.

With the help of our riders, sponsors, donors, and volunteers, this wonderful annual event has raised - in total - over \$290,000 for the IOOF Seniors Homes since inception. Thank you to the riders and Barrie Harley-Davidson who made this event a memorable fun day for our residents and their families.

Thank you to the generous ride sponsors and donors for your dedication to the IOOF Seniors Homes, our residents, and their families.

NEW RECOGNITION WALL AT THE IOOF

Thank you to our financial contributors who made a gift in 2023 – you will be celebrated on our newly installed donor wall located in the main entrance for our Long-Term Care Home. Recognizing our donors in a visual way is important to thank them for their commitment to the IOOF, and serves as a reminder for visitors, residents and their families, staff, and volunteers to give thanks to those who have made generous contributions.



HOLIDAY APPEAL - A CELEBRATION OF OUR RESIDENT VOLUNTEER

Our holiday mailing campaign raised **\$11,365** and profiled our Long-Term Care Home Resident Lesley Weller, who today, is an active central member of the IOOF as volunteer Vice-President of the Residents' Council providing vital insights that influence the care of our residents.

Lesley conveyed her gratitude for the IOOF Care Team's compassion, dedication and for ***“always being pleasant and not hesitating to go out of their way to help.”***

Lesley came to the IOOF nearly two years ago, after contracting the COVID-19 virus. She was hospitalized, and suffered irreparable kidney and heart damage that altered her life and took away her independence. While at the IOOF, she has continued her passion for writing poetry and is working on four books - including a family project that will be a wonderful family legacy - compiling her personal poems for her grandchildren.

Thank you to our donors who made a holiday gift in honour of Lesley and her commitment to the IOOF.



FOOD SERVICES

The mission of the Food Services Department at the IOOF Seniors Homes is centered around catering to the unique nutritional needs of residents by crafting meals that are not only nutritious and safe but also aesthetically pleasing, well-balanced, and appetizing. Menus that are inclusive of alternative options are thoughtfully put together by the director of food services and receive endorsement from a registered dietitian, ensuring compliance with the recommended daily nutrient intake for Canadians and legislative requirements. The Resident Council is consulted and kept apprised of all menu recommendations and/or changes that may occur during the menu cycle.

Through the organization's commitment to a holistic care model, an integrated approach is taken to prioritize personalized nutritional care plans for each resident.



At the IOOF, the conviction is held that nutrition care is essential in enhancing residents' quality of life and believe in a liberalized diet approach. By reducing dietary restrictions, the aim is to broaden residents' food choices, as it is believed that the adverse effects of malnutrition resulting from reduced food consumption far outweigh any advantages a restricted therapeutic diet might offer.

To promote a quality life, the IOOF engages residents in the decision-making process. This includes individual assessments, participation in food committees, acknowledgment of special occasions with alternative meal options, and fostering an enjoyable dining experience to encourage the communal aspect of meals.

QUALITY IMPROVEMENT INITIATIVES FOR 2023

ADAPTING TO DIETARY NEEDS:

Recognizing the growing need for diet texture modifications for residents post-hospitalization or upon admission, we plan to adopt policies conforming to the International Dysphagia Diet Standardization Initiative. This will enable us to accommodate various dietary needs efficiently.

ENHANCING STAFF RECRUITMENT AND RETENTION:

A key focus will be on attracting and retaining staff who not only share the IOOF values but are also committed to delivering high-quality care and services to our residents, in line with the Ministry of Long-Term Care educational standards.

REFINING ONBOARDING PROCESSES:

The IOOF aims to evaluate and update the onboarding procedures within the Food Services Department. This involves revising training protocols, orientation checklists, and implementing thorough probationary performance reviews.

Continuous efforts to improve and innovate within the Food Services Department underscores the commitment to excellence and well-being of the residents at the IOOF Seniors Homes. The organization is dedicated to creating a safe, welcoming environment where residents receive the best nutritional care possible.

ENVIRONMENTAL SERVICES

The Facilities & Environmental Services Department diligently ensures the upkeep and sanitation of the three campuses.

The past year has seen a considerable emphasis on Infection Prevention and Control to maintain a clean and secure environment, underscoring the importance of remembering that these spaces are homes to the IOOF's residents. Efforts include the utilization of an electrolyzed saline fogging system with upgraded sprayers, the adoption of new durable disinfectants, and the introduction of two new Sparx machines utilizing UVC lighting to swiftly eradicate 99.9% of pathogens.

Significant changes within the department include the addition of an overnight laundry aide, adjustments to full and part-time schedules, updated roles and responsibilities, as well as the implementation of a deep cleaning schedule to keep resident rooms to a high standard.

The HVAC systems are under constant review, with updates and replacements carried out as necessary, alongside the replacement of multiple heat pumps across all facilities.



At Heritage Place, the enhancement of apartments continues with the installation of vinyl plank flooring. Furthermore, a substantial initiative saw the replacement of 54 old refrigerators, facilitated by government grants aimed at increasing energy efficiency.

Improvements at the Terraces include interior updates at 94 Dean, along with extensive repainting and sealing of outdoor components, affirming the corporation's commitment to a safe and inviting community environment.

Similarly, numerous external projects across all campuses highlight the organization's commitment to providing enjoyable outdoor spaces for the residents.

The Environmental Services Department remains committed to exploring new advancements in resources and technology to better safeguard the well-being of our residents and staff.

HOUSING ACCOMMODATIONS

The Housing Accommodations Department is committed to providing exceptional programs and services to ensure residents 'age in place' and maintain independence.

Housing Accommodations initiatives for 2023 included: Influenza and COVID-19 vaccination clinics; maintaining an adequate supply of personal protective equipment; active screening and support; updating the Housing Brochures and Resident Handbooks; researching computerized software packages to replace the existing software that will not be supported by the end of 2024.

HERITAGE PLACE

Heritage Place Supportive Housing is a rental apartment building located at 20 Brooks Street in Barrie. There are 70 one-bedroom and 10 two-bedroom apartments.

Residents at Heritage Place pay monthly rent and for assisted-living services. This package includes a flexible meal plan and support services.

Assistance with personal care, medication monitoring, and bathing is determined based on assessed needs. Packages are customized and can be enhanced with additional services to maintain their independence. The assisted-living services are subsidized by the Ministry.

Recreational Programs, Social Services, and Spiritual and Religious Care are provided to maintain physical, cognitive, social, emotional, and spiritual functioning to improve quality of life.



STATEMENT OF FINANCIAL ACTIVITIES (Heritage Place)

TOTAL REVENUE: \$ 8,721,140

■ Ministry Funding	\$ 6,727,027	■ Miscellaneous Revenue	\$ 134,206
■ Resident Rental & Other Income	\$ 1,829,580	■ Amortization	\$ 30,327

TOTAL EXPENSES: \$ 8,733,999

■ Salaries & Benefits	\$ 1,552,002	■ Interest on Long-Term Debt	\$ 61,599
■ Building & Property	\$ 315,068	■ Property Taxes	\$ 166,338
■ Supplies & Other Expenses	\$ 5,889,576	■ Amortization Expense	\$ 393,688
■ Corporate Allocations	\$ 319,996	■ Replacement Reserves	\$ 35,732

NET REVENUE: \$ (12,859)



THE TERRACES

The Terraces at Heritage Square are located at 90, 92 and 94 Dean Avenue in Barrie. The two buildings have 161 life lease suites with a central pavilion that links the two buildings. Suites vary in size and can be purchased when resale opportunities become available.

STATEMENT OF FINANCIAL ACTIVITIES (The Terraces)



TOTAL REVENUE: \$ 2,238,947

■ Resident Rental & Other Income	\$ 1,611,143	■ Amortization	\$ 627,804
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TOTAL EXPENSES: \$ 2,238,947

■ Salaries & Benefits	\$ 286,060	■ Corporate Allocations	\$ 197,796
■ Buildings & Property	\$ 524,661	■ Property Taxes	\$ 428,348
■ Supplies & Other Expenses	\$ 191,576	■ Amortization Expense	\$ 610,506

NET REVENUE: \$ -

PROGRAM SUPPORT

The Program Support and Volunteer Services Department encompasses a wide range of expertise, including physiotherapy, restorative care, recreation and leisure, social services, spiritual and religious care, and hairdressing. Investments in additional allied health staffing have enhanced direct programming for residents, meeting their physical, spiritual, intellectual, emotional, and social needs.



Leadership changes included adding a director of quality, risk, and programs, a new manager of program support and volunteer

services, and a new social services coordinator who supports our residents, particularly during transitions at the Home, Heritage Place, and the Elston Convalescent Care Unit.

All full-time and part-time recreation staff are now certified in Smart Serve and food handlers training. Program highlights included summer BBQs, outings, concerts, pub nights, guided art, Christmas tea, Zoo To You, and Easter egg hunts.

Partnering with the North Simcoe Muskoka Specialized Geriatric Services Program and participating in their community of practice, the team has gained recognition as leaders in virtual reality, interactive app games, and 3D travel experiences. The organization has garnered significant media attention, highlighting innovative use of technology in resident programming. As a result, the organization has received donations of an additional Virtual Reality headset, complete with accessories, and three Google Nest Hub Max devices.

VOLUNTEER SERVICES

The organization's volunteers are inspiring with their dedication, passion, and engagement. This network—comprised of community members, residents, family members, staff, students, and board members—works tirelessly to build programs, support events, and share their talents and resources.

In the coming months and years, rebuilding the volunteer community remains a top priority. The IOOF is excited to restart several volunteer-run services and programs. After a four-year hiatus, the Tuck Shop at the Home is now open three days a week, and eager to welcome new volunteers to help expand its operation further. The Last Minute Store - essential for many residents at Heritage Place - continues to run smoothly thanks to its dedicated volunteers.

VOLUNTEER IMPACT

173 ACTIVE VOLUNTEERS



With the help of the Social Services Coordinator, the Pet Therapy program has been reintroduced in partnership with St. John's Ambulance Therapy Dog Program. After a year on the waitlist, the IOOF is thrilled to welcome a dedicated therapy dog who brings joy to the residents.

The organization is reconnecting with other supportive service groups and actively expresses gratitude to volunteers. A special thank you to the garden committee, whose efforts provide a peaceful oasis for everyone to enjoy. The IOOF is also delighted to see the return of high school cooperative education students and those completing their community service hours, bringing renewed energy and enthusiasm to the community.



ELSTON CONVALESCENT CARE UNIT

After reopening in the fall of 2022, the IOOF is proud to announce that the Elston Convalescent Care Unit reached full capacity of 20 beds in 2023.

The Elston Unit offers intensive physiotherapy and restorative care services for short-term stays ranging from 7 to 90 days per calendar year.



The dedicated physiotherapy team consists of full-time registered physiotherapists and physiotherapy support personnel, who collaborate with the convalescent care coordinator and Convalescent Care Team. This ensures smooth admissions, targeted goal setting, and the ultimate aim of facilitating residents' return home.

The unit boasts a custom therapy room equipped with the latest rehabilitation technology. This includes innovative tools such as a tablet for recording and playback

of resident progress, which is particularly effective for teaching gait and rehabilitation techniques. Additionally, the staff utilize Pulsed Electromagnetic Field Therapy (PEMF) to promote safe and efficient recovery. PEMF and magnetic biostimulation are advanced versions of a long-standing treatment that uses magnetic fields.

Feedback from residents and their families has been consistently positive, and this feedback has been incorporated into continually enhancing the Convalescent Care Program.

Known in the community for providing the most consistent physiotherapy opportunities—on average, twice daily—the Elston Unit is successful due to its innovative equipment, dedicated physiotherapy room, centralized client location, and committed interdisciplinary staff.





FINANCIAL HIGHLIGHTS

The corporation ended the year with a surplus of \$724,697. Part of the surplus, (\$633,821), was transferred to the Home redevelopment fund which has accumulated \$5,627,683 to be used to redevelop the long-term care facility and to provide better care to our residents.

PARTNERSHIPS

The corporation continues its partnership with the Royal Victoria Regional Health Centre by providing up to 29 alternate level of care beds to alleviate pressures on acute care beds. The corporation has partnered with Ontario Health and Bayshore Healthcare to provide temporary beds in Barrie and Wasaga Beach.

CAPITAL PROJECTS

The Ministry has approved an application for the corporation to build 64 new long term care beds and renovate 66 existing beds. The corporation has contracted with project management and construction management teams to finalize construction documents for submission to the Ministry. The Ministry has provided additional funding for the project under the 2022 agreement given the cost escalation pressures. The corporation is expecting to sign a development agreement with the Ministry during the summer with construction to commence by November 30th, 2024.

MINOR PROJECTS

The corporation completed minor projects at the Home, the Terraces, and Heritage Place. The corporation is replacing the garden pathway at Heritage Place; funded by a grant from the Federal government. The corporation is also commencing a partial roof replacement at the Home.

REDEVELOPMENT PROJECT

On November 20, 2020, the corporation was advised by the Ministry of Long Term Care that IOOF's application to construct 64 additional beds had been accepted. The additional beds will allow the corporation to then renovate 66 existing bed to the current standards. The project will be completed in phases with the cost of the project estimated at \$65 million. The next steps are to sign a development agreement with the Ministry and to send the project to tender during the summer of 2024. The expectation is that the project will take 36 months to complete.

SUMMARY FINANCIAL STATEMENTS

Consolidated Statement of Financial Position
Year ended Dec 31st

	2023	2022
	\$	\$
Assets		
Cash	2,706,416	4,418,146
Accounts Receivable & Prepaid Expenses	624,275	875,976
Restricted Cash & Investments	10,346,994	9,483,166
Property & Equipment	36,930,878	36,031,723
Total Assets	50,608,563	50,809,011
Liabilities		
Accounts Payable & Accrued Liabilities	7,524,742	7,750,608
Mortgages Payable	7,784,164	8,662,473
Deferred Contributions	22,468,723	22,602,224
Replacement Reserve Funds	1,254,995	1,042,464
Net Assets	11,475,939	10,751,242
Total Liabilities & Net Assets	50,508,563	50,809,011

This information was summarized from the audited financial statements for the year ended December 31st, 2023. The complete audited financial statement is available upon request.

Consolidated Statement of Revenue & Expenses
Year ended Dec 31st

	2023	2022
	\$	\$
Revenue		
Ministry of Health & Long-term Care	21,925,279	20,397,391
Resident Rental & Other Income	7,645,082	8,504,878
Misc. Revenue	3,673,930	1,933,070
Total Revenue	33,244,291	30,835,339
Expenses		
Salaries & Benefits	18,883,113	17,270,162
Buildings, Property & Supplies	10,946,867	10,216,186
Interest Costs	395,009	429,064
Property Taxes	632,444	614,637
Amortization Expense	1,626,429	1,544,927
Replacement Reserves	35,732	90,194
Total Expenses	32,519,594	30,165,170
Excess (Deficiency) of Revenue over Expenses	724,697	670,169



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Ministry of Health
Ministry of Long-Term Care