



# ANNUAL REPORT 2021-2022



*Caring is Our Reason for Being...*

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

We are 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.



## TABLE OF CONTENTS

|            |  |
|------------|--|
| 3.....     | Our Mission, Vision, and Values & Strategic Priorities |
| 4.....     | A Message from Our CEO                                 |
| 5.....     | A Message from Our Board Chair                         |
| 6.....     | Board of Directors                                     |
| 7.....     | Our Team   |
| 8.....     | Employee Recognition                                   |
| 9-11.....  | Odd Fellow & Rebekah Home (Long-Term Care)             |
| 11-12..... | Food Services  |
| 13.....    | Environmental Services                                 |
| 14-15..... | Community Comes Together                               |
| 16-17..... | Housing Accommodations                                 |
| 18-19..... | Revenue Development & Redevelopment                    |
| 20-21..... | Program Support & Volunteer Services                   |
| 22.....    | Financial Highlights                                   |

# 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



2020 and 2021 were truly two years like we have never experienced in Long-Term Care. None of us could have predicted what would occur over these two years. The COVID-19 pandemic happened so quickly that we had no time to plan for the devastating impact it would have. We were compelled to make decisions on a daily basis as we were bracing for the unknown. We needed to act immediately and decisively.

What a daunting challenge. All of the team, front line staff, and management rose to the occasion as we confronted this terrible pandemic; not only our leadership team and employees, but also our amazing families who were so supportive of the decisions that were taken to protect their loved ones. Our entire IOOF family has been strengthened and brought closer because of what we all experienced. We are a much better organization because of our collaborative efforts during this bleak period.

Six months into 2022, it appears hopeful. We seem to be “turning the corner...there is light at the end of the tunnel.” We are certainly dreaming of and anticipating great days to come. However, we will remain vigilant as we continue to ensure the safety and well-being of our residents, employees, families, and visitors. Our amazing IPAC team will continue to strengthen and raise awareness around Infection and Control standards.

There are many things to be excited about in 2022. We are excited for the future of our organization, particularly as it relates to our redevelopment and expansion. We continue our planning for the redevelopment of 66 existing long-term care beds and the construction of 64 new long-term care beds.

Hopefully this annual report captures some of the activities that have taken place in the last year. It is our intent that all we undertake to do aligns with our mission: “Caring is our Reason for Being.”

My deepest gratitude and appreciation goes out to the Board of Directors, the leadership team, the kind and capable employees, physicians, volunteers, and contractors for their loyalty and dedication to the residents who call the IOOF Seniors Homes Inc. their home. Your support is truly evident. It is a privilege and “sacred trust” to serve our residents and their families. To all of our heroes – thank you!

**Garry C. Hopkins**  
CEO



# A MESSAGE FROM OUR BOARD CHAIR



## **There is a light at the end of the tunnel!**

We have come through a few very difficult and challenging years. As I wrote my report last year I was thinking, “we have been through a couple of years of covid, this really can’t go on much longer.” We, together, have struggled through the grips of this pandemic. Let us hope and trust that we will be able to come back to some semblance of normal by the end of this calendar year! We will trust that the new normal will be one that is very beneficial for all of us.

To Garry Hopkins, our CEO, and all of our Directors and Managers, I thank you for your leadership in 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. You have done an outstanding job! I know that this has not been an easy year but you have shown us, once again, why we can say we have the most amazing people working at the IOOF!

To our staff, you ARE amazing. Never doubt just how amazing you are! You have been the front line in dealing with the fallout from this pandemic for coming on three years and you have been stretched and challenged. You have met and exceeded these challenges and I am so grateful for all of you. Thank you so much for your best work, your modest pride, your earnest faith and your deepest loyalty.

To our residents at all facilities, thank you for doing all you have during this pandemic. It has largely been your efforts, in the places you live, that have kept us well behind the curve. I know

it has not been easy and I can assure you that we are all quite “pandemic weary”. Thank you for all you have done and for the manner in which you have dealt with the difficulties that have presented.

To the families of our residents I say thank you as well. You have faced the difficulties of separation from your loved ones in an effort to help keep everyone safe, and you have done a wonderful job!

With the advent of vaccines, stern measures in distancing, use of personal protective equipment, and sanitizing we are seeing that light at the end of the tunnel! During the time remaining in our pandemic steps we will assure you that we are keeping abreast of what is happening, and keeping an eye to our resources to ensure quality of care for our residents and their families, staff, and our management team. We will continue to provide the most effective services to all of our stakeholders.

We have entered a very exciting time with the IOOF as well as we look to redevelop our long-term care home. Exciting things await us in this bright new year!

I extend my heartiest thanks to all of you, and extend my sincere thanks to our Board of Directors as well. We have come to a point where it is now again safe to meet face to face! As we look forward we must also keep looking back to ensure that everyone is kept safe and healthy. My sincerest thanks to our residents, families, staff, management, CEO, and Board for all you do!

**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 2021-2022:

*(left to right, front to back)*

Gene Dopp  
(Vice Chair)

Susan van Amelsvoort  
(Secretary)

George Clarke

Garry Hopkins  
(CEO)

Janice Marshall

Elayne Whitfield

John Nichols  
(Board Chair)

June Ritchie

Gwen Barron

Jim Edwards

June Ventresca

Bob McMahon

Missing from photo: Ian Chadwick, Ian Hunter

# OUR TEAM

## MANAGEMENT

|  |                  |
|--|------------------|
| CEO  | Garry C. Hopkins |
| Director of Finance & IT                         | Myles Keeble     |
| Director of Resident Care                        | Karen Jones      |
| Assistant Director of Resident Care              | Lindsey Webb     |
| Consultant - Nursing Management                  | Pat Jeffrey      |
| Director of Human Resources                      | Valerie Bennett  |
| Director of Facilities & Environment             | Shean Wadham     |
| Manager of Facilities & Environment              | Mike Franks      |
| Director of Housing Accommodations               | Mary MacDougall  |
| Director of Program Support & Volunteer Services | Gaja Damas       |
| Director of Food Services                        | Darlene Lee      |
| Property Manager                                 | Elvis Pohl       |
| Capital Campaign Manager                         | Elyse Martin     |

## ADMINISTRATIVE STAFF

|  |  |
|--|--|
| Payroll & Benefits Administrator                   | Barb Scott                                   |
| Scheduling Administrator of Resident Care          | Laurissa Rossi & Niki Campbell & Kayla Ivany |
| Resident Care Administrative Assistant             | Tracey Hanson                                |
| 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                               |



# EMPLOYEE RECOGNITION

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

## Years of Service

### 5 YEARS

Garry Hopkins  
Myles Keeble  
Lindsey Webb  
Darlene Lee  
Stacy Charles  
Cheryl Taylor  
Marianela Cruz  
Tracey Townes  
Sara Bruno  
Gloria Raycraft  
Lewelyn Villanueva  
Elenita Sacro  
Benjamin Schulz  
Ida Ong

### 10 YEARS

Kristal Townsend  
Donna Chandler  
Janice Maddigan  
Maggie Herbert  
Dawn Oliver  
Amanda Kennedy

### 15 YEARS

Wendy Enslow  
Rodney Fagan

### 20 YEARS

Kevin Spring

### 25 YEARS

Patty Malkos  
Chrissy Jensen  
Karen Greenhalgh  
Sarah Prentice  
Cathie Foley  
Kelly Raynor  
Evelyn Johnston

### 30 YEARS

Denise Smith

### 40 YEARS

June Morrison

In addition to those above, 18 employees received pins for 3 years of service.

**FULL TIME  
EMPLOYEES**

**161**

**PART TIME  
EMPLOYEES**

**72**

**CASUAL  
EMPLOYEES**

**87**

# ODD FELLOW & REBEKAH HOME (LTC)

## RESIDENT CARE SERVICES

The Resident Care department continues to be committed to the residents, staff, and family members of the home. The main goal again this past year has been to keep everyone in the Home safe from COVID-19 and other viruses in the community. The team continues to support all of the residents and family members and the care and compassion by all has been tremendous. The words on the lawn of the home - "Caring heroes work here" - is truly what is seen every day.

## MEDICAL SERVICES

This past year Dr. Zahir Poonja continued to support the Home as the Medical Director and he also took on the whole home as the attending physician, while Dr. Alan Sacksen was on a leave. Dr. Poonja continued to collaborate with the Barrie Family Health Team who assisted him in providing coverage on weekends and while on vacation.

The Home's Nurse Practitioner, Sarah Bremner, continues to provide care and services to the residents. The Home has also hired a new Nurse Practitioner, Heather Breault, who joined the team in April 2022 and is at the home to assist Dr. Poonja and Sarah with the medical needs of the residents.

## CONTINENCE CARE

During the beginning of 2022, the Home was able to increase the staff participants in its continence care team. The nursing team typically does continent care rounds which entails waking sleeping residents during the night, often leading to responsive behaviors and restless nights for many residents.



## STATEMENT OF FINANCIAL ACTIVITIES (LTC)



### TOTAL REVENUE: \$ 18,530,084

|                                  |               |                           |            |
|----------------------------------|---------------|---------------------------|------------|
| ■ Ministry Funding               | \$ 12,951,416 | ■ Amortization            | \$ 130,450 |
| ■ Resident Rental & Other Income | \$ 4,034,518  | ■ Donations & Trust Funds | \$ 113,509 |
| ■ Miscellaneous Revenue          | \$ 1,300,191  |                           |            |



### TOTAL EXPENSES: \$ 17,897,026

|                             |               |                              |            |
|-----------------------------|---------------|------------------------------|------------|
| ■ Salaries & Benefits       | \$ 12,998,558 | ■ Interest on Long Term Debt | \$ 376,267 |
| ■ Building & Property       | \$ 670,942    | ■ Amortization Expense       | \$ 162,200 |
| ■ Supplies & Other Expenses | \$ 2,727,012  | ■ Replacement Reserves       | \$ 178,394 |
| ■ Corporate Allocations     | \$ 783,653    |                              |            |

**NET REVENUE: \$ 633,058**

A program called “Silent Rounds” was introduced in an effort to promote restful sleep for all residents, unless they have a reason to be woken, such as a pressure ulcer that requires turning and repositioning during the night.

The Resident’s Council was approached with the initiative and all residents in attendance were in agreement with Silent Rounds, and many could not understand why it would be necessary to wake anyone who is enjoying a good sleep.

One of the Nurses on the night shift stated, “last night instead of hearing call bells ring throughout the night, I only heard snoring!” This initiative will assist with ensuring quality care when it comes to comfort and restful sleep.



## FALL REDUCTION & PREVENTION

This is an initiative that will continue to be a goal for the team in 2022. Our nursing team is using purposeful rounds to decrease the number of falls that our residents experience. A team member will go around hourly to see that resident’s needs are met; from toileting to having items at hand that they require or even just a drink. By ensuring that the Resident’s needs are met we are confident that falls will decrease. We have begun sharing the weekly falls report on each home area to ensure that staff are aware of the residents who are at risk. Our Nurse Practitioners are now completing a Fall Assessment to look at any other factors that may contribute to a resident’s fall.

## INFECTION PREVENTION & CONTROL

The pandemic continues to be a priority for the Resident Care team. The Nursing team has vaccinated 149 residents with their 4th booster shot for COVID-19. 93% of our residents are up to date with the COVID-19 vaccines. The Nursing team continued to support the annual influenza vaccine as well and 93% of residents received this.

Since the start of the Pandemic in March of 2020, the Home has experienced one COVID-19 outbreak that affected fifty-five residents and sixty-four staff in December of 2021 to January 31<sup>st</sup> of 2022. Unfortunately six residents were lost during or after this outbreak. The team at the IOOF Seniors Homes has done an amazing job throughout the last two years and they are definitely heroes.

We continue to work closely with the North Simcoe Muskoka Public Health department when it comes to reviewing any suspect cases or tracking of infections. We have formed a close partnership with the Royal Victoria Regional Health Centre’s infection control team and the infection prevention and control hub in the province to continue to ensure best practices are in place.

The Ministry is providing funding for an infection prevention and control nurse in the Home and our resource nurse has taken on this role and has applied to take additional education to help the Home improve our infection control practices.







We would like to thank everyone who has been involved with the Home in the past two years with helping to protect the residents. Many visitors have been instrumental in helping us to keep safe during these past two years.

## STAFF RETENTION

The Ministry of Health and Long Term Care has increased the wages for Personal Support Workers and is offering a retention bonus for registered staff who continue to support the residents in the home. This increase by the Ministry, as well as additional funding for increased hours, is much needed and has been welcomed to ensure continued best care for the residents.

The team has added a second day of departmental orientation to our on boarding of new staff. This day assists the new staff to learn more of our policies and protocols in the home. Our goal is to ensure that all new staff have the information they need to be successful in their new role.

## FOOD SERVICES

The Food Services department strives to offer the best service to residents and continues seeking out ways to improve through best practices.

The Dietitians of Canada and the Canadian Society of Nutrition Management has identified the need in Long Term Care to enhance therapeutic diets to increase Resident satisfaction and enjoyment of their meals. As a result, various changes have been made to diets to manage diabetes and renal and lactose intolerance.

### TRENDS IDENTIFIED IN 2021/2022:

- ▶ Increase in residents requiring swallowing assessments completed by Speech Language Pathologists.
- ▶ Increase in the need for texture modification due to the increase of residents experiencing some level of Dysphagia.
- ▶ Increase in the number of residents requiring physical assistance and/or encouragement at meal times.

- ▶ Need for increased supplement usage as residents are coming into long-term care with intake, wound and weight challenges.



*June Morrison celebrated 40 years in the Food Services Department! Congratulations on this incredible milestone, June!*



# COVID-19 AND FOOD SERVICES

## LONG TERM CARE HOME

The department continues to separate the main dining room, which usually seats residents from several Home areas, in an effort to reduce the risk of an outbreak spreading. A dining room was set up in the long-term care auditorium in 2020. This area continues to serve as the dining room area for the residents on Simcoe Lodge. The main dining room continues to serve as the dining room for the Allandale Village residents.

Additional service areas have been established on Baldwin Lane, Georgian Way and Kempenfelt Court to allow residents to social distance. The setup is such that only two residents are at a table which provides additional space, as recommended.

During times of heightened surveillance and outbreak we have provided room to room tray service for residents, as directed by Public Health.

Regardless of the type of service that is provided, it is the goal of the Food Services department to meet the nutritional requirements of each individual resident in order to ensure that they receive optimal nutritional care.



## HERITAGE PLACE

The fourth floor dining room has remained open during the pandemic and Food Services has continued to provide meals to the residents in Heritage Place. In an effort to ensure social distancing, it was decided that only twenty eight residents could attend the dining room for meals. Other residents would receive their meals through the takeout system. There have been as high as seventy five attendees for meal sign ups.

Through the pandemic, the dedication and support of the Food Services staff has been unwavering. They have taken on all of the above and have proven their genuine compassion and support to the residents and the team.



# ENVIRONMENTAL SERVICES

The Facilities & Environmental Services department is responsible for the daily building maintenance, cleaning, and resident laundry requirements.

In 2021, the focus was on enhanced infection prevention and control while maintaining a pleasant home atmosphere for the residents.

Through financial support of the Ministry, floor air conditioning units were installed in every resident room on Simcoe Lodge, Allandale and Elston floors. Additional roof mounted units were installed to provide better air conditioning to the corridors. This project provides greater comfort for our residents in the summer months.

We continue to disinfect using an electrolyzed saline fogging system with enhanced and more effective sprayers. In addition, the Ministry provided thirty two HEPA filter units which have been strategically placed to clean the air within the Home.

Security of the building and the safety of residents and staff has been improved by the upgrade and the placement of security cameras at each exit door and throughout the parking lot.

At Heritage Place, we continue to upgrade apartments with vinyl plank flooring. A project to replace the decking on the fifth floor was delayed but commenced in 2022.

At the Terraces, various projects were completed using reserve funds including: the replacement of boilers; new make-up air units on 94 Dean as well as a complete roof replacement; and the installation of an emergency back-up generator.

Through the generous support of a family at the Terraces, a new elevator was installed in 92 Dean to allow better access to the pavilion.

Finally, numerous outdoor projects were undertaken to keep the grounds well maintained for the enjoyment of the residents.



*Irene Lowry and her son, David, were joined by Garry Hopkins, CEO, IOOF Seniors Homes and George Clarke, Board of Directors, to celebrate the installation of the new elevator at the Terraces.*

*Contributions by the Lowry family and the Painswick United Church, along with community members and friends, together donated over \$86,000, making it possible for the IOOF to install a new elevator for residents at the Terraces at Heritage Square.*



# In Uncertain Times...





# Our Community Comes Together





# HOUSING ACCOMMODATIONS

The Housing Accommodations department is committed to providing exceptional programs and services to ensure our residents' retirement years are thoroughly enjoyable.

**Housing Accommodations initiatives for 2021 included:** influenza and Covid-19 vaccination clinics; securing an adequate supply of personal protective equipment; active screening and support; flexible dining room services; improved communications with residents and families; and re-opening of amenities and enhanced programs through additional funding from the Ministry and the Red Cross.



## 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.

## STATEMENT OF FINANCIAL ACTIVITIES (Heritage Place)



**TOTAL REVENUE: \$ 8,728,688**

|                                  |              |                         |            |
|----------------------------------|--------------|-------------------------|------------|
| ■ Ministry Funding               | \$ 6,906,525 | ■ Miscellaneous Revenue | \$ 126,083 |
| ■ Resident Rental & Other Income | \$ 1,671,740 | ■ Amortization          | \$ 24,340  |



**TOTAL EXPENSES: \$ 8,996,719**

|                             |              |                              |            |
|-----------------------------|--------------|------------------------------|------------|
| ■ Salaries & Benefits       | \$ 1,520,090 | ■ Interest on Long-Term Debt | \$ 81,360  |
| ■ Building & Property       | \$ 444,787   | ■ Property Taxes             | \$ 159,638 |
| ■ Supplies & Other Expenses | \$ 5,884,596 | ■ Amortization Expense       | \$ 374,707 |
| ■ Corporate Allocations     | \$ 421,966   | ■ Replacement Reserves       | \$ 109,575 |

**NET REVENUE: \$ (268,031)**



## THE MANOR

The Odd Fellow and Rebekah Manor located at 10A Brooks Street is scheduled for demolition once plans are finalized for the Long-Term Care Home redevelopment. The IOOF Seniors Homes successfully secured housing for the Manor residents, five of whom were relocated to the Barrie Community and the remaining seventeen were moved to Heritage Place as vacancies became available.



## STATEMENT OF FINANCIAL ACTIVITIES (The Manor)



### TOTAL REVENUE: \$ 193,183

|  |    |         |
|--|----|---------|
| <span style="color: teal;">■</span> Resident Rental & Other Income | \$ | 141,071 |
| <span style="color: green;">■</span> Miscellaneous Revenue         | \$ | 52,112  |



### TOTAL EXPENSES: \$ 214,807

|   |    |        |
|---|----|--------|
| <span style="color: black;">■</span> Salaries & Benefits      | \$ | 5,775  |
| <span style="color: green;">■</span> Buildings & Property     | \$ | 72,808 |
| <span style="color: blue;">■</span> Supplies & Other Expenses | \$ | 19,032 |
| <span style="color: darkteal;">■</span> Corporate Allocations | \$ | 81,215 |
| <span style="color: lightbrown;">■</span> Property Taxes      | \$ | 35,977 |

**NET REVENUE: \$ (21,624)**

## STATEMENT OF FINANCIAL ACTIVITIES (The Terraces)



### TOTAL REVENUE: \$ 2,052,095

|  |    |           |
|--|----|-----------|
| <span style="color: teal;">■</span> Resident Rental & Other Income | \$ | 1,418,324 |
| <span style="color: darkteal;">■</span> Amortization               | \$ | 633,771   |



### TOTAL EXPENSES: \$ 2,038,504

|   |    |         |
|---|----|---------|
| <span style="color: black;">■</span> Salaries & Benefits      | \$ | 240,824 |
| <span style="color: green;">■</span> Buildings & Property     | \$ | 368,319 |
| <span style="color: blue;">■</span> Supplies & Other Expenses | \$ | 172,890 |
| <span style="color: darkteal;">■</span> Corporate Allocations | \$ | 225,973 |
| <span style="color: lightbrown;">■</span> Property Taxes      | \$ | 404,390 |
| <span style="color: brown;">■</span> Amortization Expense     | \$ | 596,341 |
| <span style="color: darkgreen;">■</span> Replacement Reserves | \$ | 29,767  |

**NET REVENUE: \$ 13,591**

## THE TERRACES

The Terraces at Heritage Square is 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.



# REVENUE DEVELOPMENT

*Caring is our reason for being...*

A heartfelt thank you to our generous donors who contributed \$84,066 to the IOOF Seniors Homes.

## 2021 DONORS

January 1<sup>st</sup> to December 31<sup>st</sup>, 2021

### \$500-\$999

|                     |                    |
|---------------------|--------------------|
| Anonymous           | Mike McKean        |
| Lynn Brown          | Princess Elizabeth |
| David & Bill Friend | Rebekah Lodge #358 |
| Roger LeBlanc       | Malcolm Summers    |
|                     | June Ventresca     |

### \$1,000-\$4,999

|                           |                            |
|---------------------------|----------------------------|
| Anonymous                 | LiUNA LOCAL 183            |
| BDO Canada                | Jack & Cindy McAllister    |
| Marlene Goddard           | Midhurst Roofing Ltd.      |
| Grant Hartley Sr.         | Parry Sound Lodge #189     |
| IOOF Aurora Lodge #148    | Herb & June Ritchie        |
| IOOF Maple Leaf Lodge #57 | Royal ProResp Inc.         |
| IOOF Warriner Lodge #75   | Supreme Rebekah Lodge #251 |

### \$5,000-\$9,999

Delta Bingo & Gaming

### \$10,000-\$14,999

Anonymous  
Friendship, Love & Truth Charitable Foundation

## THANK YOU FOR SUPPORTING OUR HEROES!

Last year was challenging, and the IOOF team worked tirelessly to navigate the COVID-19 pandemic and its impact on long-term care. We are grateful to our community supporters who took the time to donate treats, coffee, and meals to raise the spirits of our staff.

## 2021 YOUNG AT HEART VIRTUAL RIDE

The 2021 Young at Heart Virtual Ride raised \$14,395 for the IOOF. Riders were able to participate independently, and enjoyed riding 200km through Ontario's scenic countryside. Thank you to all the registrants and sponsors who took part in the 2021 event.



## THANK YOU MONTHLY DONORS

A special thank you to our monthly donors, who have made a lasting commitment to the IOOF. With your support the IOOF can continue to provide compassionate and enhanced care. Monthly giving is a wonderful and easy way to make a contribution that is significant and sustainable. To become a monthly donor, contact Jillian Sliter at [jsliter@ioof.com](mailto:jsliter@ioof.com) or 705-725-4614.

## HONOURING A LOVED ONE

Making a gift to acknowledge a loved one is a heartfelt way to honour their legacy. We thank all those who made a gift in memory or honour of a beloved spouse, family member or friend.

Acknowledgement cards are sent to recipient families, and is a thoughtful way to show a loved one that you care during a difficult time. To make a gift in memory or honour, contact Jillian Sliter at [jsliter@ioof.com](mailto:jsliter@ioof.com) or 705-725-4614.

## LEGACY PLANNING

Planning a meaningful gift is a lasting way to leave a legacy. Contributions through bequests, estates, and wills ensures that you will have a continuing impact on the future of the IOOF. To learn more, contact Elyse Martin at [emartin@ioof.com](mailto:emartin@ioof.com) or 705-725-4610.

# Evolution of Care

## REDEVELOPMENT CAMPAIGN

The IOOF has embarked on the largest capital project in our history, with the launch of our \$1.2 million redevelopment campaign to expand the facility to a 226-bed long-term care home.

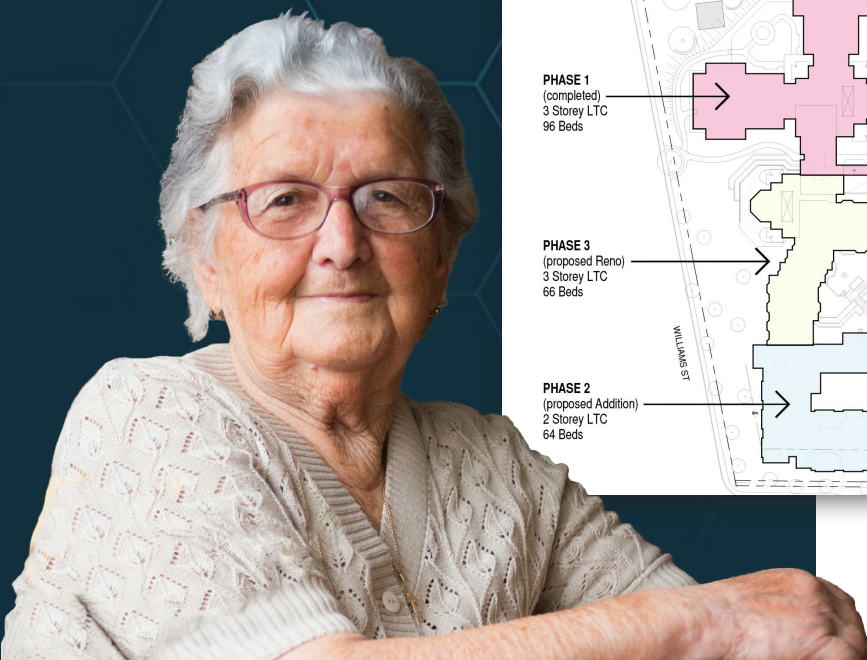
To meet the increased acuity (level of care) needs in our community, the IOOF must undergo a transformative revitalization that will create 64 new long-term care beds and 66 upgraded beds, modern spaces, updated equipment, private rooms, and increased square footage.

The redevelopment of the IOOF has been divided into three key phases, which began in 2009 with the completion of a newly constructed 96 long-term care bed unit.

Currently, the IOOF is in the planning stages of Phase 2 & 3 of redevelopment, with a projected start date of 2023 to begin construction.

By making a contribution, you will help ensure the IOOF continues to provide essential, compassionate care for our residents and their families.

To learn how you can support our transformative redevelopment campaign, contact Elyse Martin, Capital Campaign Manager at [emartin@ioof.com](mailto:emartin@ioof.com) or 705-725-4610.

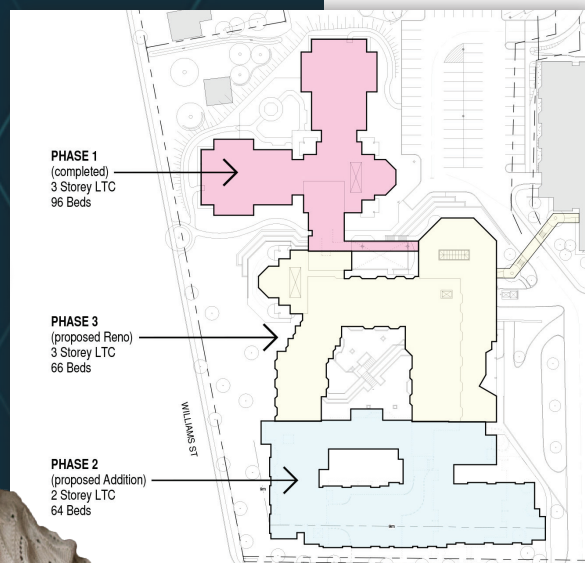


### PHASE 2 - Projected Start Date 2023

- ▶ Two-storey design;
- ▶ Construction of 47,366 sq. ft. of Resident Home Areas (RHAs) (4,400 sq. m.);
- ▶ 64 new long-term care beds;
- ▶ Private rooms with private washrooms for improved infection control and privacy;
- ▶ All units will have modernized heating and air conditioning;
- ▶ Enclosed courtyard for secure resident access;
- ▶ Modernized equipment including beds, baths, furniture, lifts, etc.

### PHASE 3 - Projected Completion 2025

- ▶ Three-storey design;
- ▶ Revitalization of existing 40,935 sq. ft. of Resident Home Areas (RHAs) (3,802 sq. m.);
- ▶ 66 upgraded long-term care beds;
- ▶ Rooms will have updated heating and air conditioning;
- ▶ Private bedrooms with shared washrooms;
- ▶ Enlarged doorways to ensure wheelchair accessibility;
- ▶ Modernized equipment including beds, baths, furniture, lifts, etc.





## PROGRAM SUPPORT

The Program Support & Volunteer Services department has a wide range of expertise which includes Physiotherapy, Restorative Care, Recreation & Leisure, Social Services, Spiritual & Religious Care and other contracted services such as Hairdressing.

Programs offered meet the physical, spiritual, intellectual, emotional and social needs of the residents. Throughout the Covid-19 pandemic, large group gatherings and social recreational activity programs including special events, festive celebration and live entertainment had to be cancelled or significantly modified during various lock-downs.

The department's focus shifted to providing one-on-one programming, small group visits, and virtual visits in order for the residents to maintain social connections along with physical and emotional well-being. The Home's Social Services Coordinator continues to provide emotional support to the residents with routine check-ins and to share information and to comfort those that are struggling.

Under Public Health direction, small group programs resumed with a small ratio. The Chaplain conducted small group Church Services at the Home and Heritage Place. The Home continued to persevere and was able to have seasonal celebrations and uphold traditions.

With high resident vaccination rates, social outings and excursions resumed with limited numbers on the bus. With the definitions of outbreaks evolving, residents are experiencing less interruption in their programs.

### CYBER SENIORS STUDY

The Cyber Seniors Program was re-introduced in the summer of 2021 at Heritage Place and will be ongoing throughout 2022. Ontario Health reached out to the Home to participate in the Long-Term Care Home Connectivity Study. This study was conducted in partnership with Telus who donated new Samsung Galaxy tablets to the residents. It was amazing to assist residents in learning to surf the web, listen to music, connect with family and watch current events and news.



### VIRTUAL STORY TIME

The new “Virtual Storytime” program at the IOOF Seniors Homes began in March and has been well received by both the residents and the students and teachers that participate. This inter-generational program is in partnership with several schools in the area.

A resident will read a children's story book to a classroom virtually; using a platform like Google Meet or Zoom. After the reading, the students are asked a series of age-appropriate questions relating to the story. The students then get an opportunity to ask the resident about their lives. Residents have been very forthcoming with stories and words of wisdom for the children.

The program has since expanded to four school boards throughout Ontario and includes students from junior kindergarten to grade three. The senior participants live at either the Odd Fellow & Rebekah Home or at Heritage Place.

During the last few weeks the students have begun to read to residents as well.

The Home looks forward to expanding the program throughout the coming school year.

## 2021 VISITING STATS:

TOTAL # OF VISITORS = 1,129

VIRTUAL VISITS

964

OUTDOOR VISITS

165

REGISTERED ESSENTIAL  
DESIGNATED CAREGIVERS

360

## VOLUNTEER SERVICES

Many of the programs and services offered at the Home, Heritage Place, Manor, and the Terraces at Heritage Square, could not occur without the assistance of the organization's generous volunteers. Committed, qualified and enthusiastic individuals work together and play an integral part in delivering quality programming and services for the residents of the IOOF Seniors Homes.

The Home's network of volunteers, comprised of community members, residents, family, staff, students, and board members, work diligently to build programs, volunteer at events, and share their talents and resources.

In keeping with Ministry directives the Home has had to restrict visitors, promote social distancing, and change most of the services that volunteers provide. The Tuck Shop at the Odd Fellow & Rebekah Long-Term Care Home was closed.

The Home's community based volunteers, most of whom are healthy seniors, are considered at higher risk and could not continue to volunteer at the Home. Under normal circumstances, our service groups would provide visitation, birthday celebrations, entertainment and spiritual care. Although National Volunteer Week was not celebrated in traditional IOOF Homes' fashion, the Home was able to reach out, connect and thank dedicated volunteers.

College and university partnerships with students enable them to complete their placements. As a result of the high vaccination rates and community based openings, volunteer based services will cautiously resume and allow the organization to rebuild its volunteer base throughout the coming months and years.

Dedicated groups of resident and community based volunteers continue their spirit of generosity, acts of kindness and selflessness. The Last Minute Store, run solely by volunteers, remains open and is an essential service for many of our residents at Heritage Place.

Thanks to the tremendous outpouring of support from community partners and staff, all Home residents received a Christmas gift. Those in greater need received custom items, including one resident's wish to receive a TV for his room.



Others from the community have offered assistance and willingness to volunteer to grocery shop for the residents. Terraces volunteers regularly check in on each other and help to keep spirits high. Community, service groups, business partners and family members have donated and dropped off special treats as a BIG Thank You to staff. Students along with supportive school administration have written cards and Pen Pal letters for the residents.

Family members have donated gardening supplies and assisted on the Kempenfelt Court Dementia Care Courtyard. The list of generous acts goes on and on. These difficult times bring out the best in the human spirit - to serve others!



## VOLUNTEER IMPACT

142

ACTIVE VOLUNTEERS

## FINANCIAL HIGHLIGHTS

The Corporation ended the year with a surplus of \$806,827. Part of the surplus, (\$600,144), was transferred to the Home redevelopment fund which has accumulated \$4,380,782 to be used to renovate the long-term care facilities and to provide better care to residents.

### PARTNERSHIPS

- ▶ The Corporation continues its partnership with the Royal Victoria Regional Health Centre by providing use of 27 alternate level of care beds to alleviate pressures on acute care beds.
- ▶ The Corporation continues to partner 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 continues to work with its architects and the Ministry to sign a development agreement to commence construction. The architects have completed preliminary drawings and a class C costing

has been prepared. Cost escalation remains a concern and the Corporation is moving forward quickly to mitigate cost increases.

### MINOR PROJECTS

- ▶ The Ministry of Long Term Care and Ontario Health provided funding to upgrade and replace air conditioning units to improve air quality and the living and working conditions of residents and staff.

### REDEVELOPMENT PROJECT

On November 20<sup>th</sup>, 2020, the Corporation was advised by the Ministry of Long Term Care that the IOOF's application to construct 64 additional beds had been accepted. The additional beds will allow the Corporation to then renovate 66 existing beds to the current standards. The project will be completed in phases with the cost of the project estimated at \$42 million. The architectural firm of Salter Pilon has been engaged and preliminary drawings have been prepared. The Corporation appreciates the support of the Ministry and is engaged in on-going discussions to commence the project as quickly as possible.



# SUMMARY FINANCIAL STATEMENTS

Consolidated Statement of Financial Position  
Year ended Dec 31<sup>st</sup>

|   | 2021              | 2020              |
|---|-------------------|-------------------|
|   | \$                | \$                |
| Assets                                    |                   |                   |
| Cash                                      | 6,526,792         | 5,470,016         |
| Accounts Receivable & Prepaid Expenses    | 4,480,241         | 3,449,771         |
| Restricted Cash & Investments             | 3,490,016         | 3,543,269         |
| Property & Equipment                      | 36,615,935        | 37,237,552        |
| <b>Total Assets</b>                       | <b>51,112,984</b> | <b>49,700,608</b> |
| Liabilities                               |                   |                   |
| Accounts Payable & Accrued Liabilities    | 7,448,739         | 5,849,567         |
| Mortgages Payable                         | 9,408,998         | 10,124,933        |
| Deferred Contributions                    | 23,252,723        | 23,616,840        |
| Replacement Reserve Funds                 | 921,451           | 835,022           |
| Net Assets                                | 10,081,073        | 9,274,246         |
| <b>Total Liabilities &amp; Net Assets</b> | <b>51,112,984</b> | <b>49,700,608</b> |

Consolidated Statement of Revenue & Expenses  
Year ended Dec 31<sup>st</sup>

|  | 2021              | 2020              |
|--|-------------------|-------------------|
|  | \$                | \$                |
| Revenue                                      |                   |                   |
| Ministry of Health & Long-term Care          | 20,134,265        | 17,602,959        |
| Resident Rental & Other Income               | 8,233,992         | 8,299,912         |
| Misc. Revenue                                | 1,695,653         | 1,803,591         |
| <b>Total Revenue</b>                         | <b>30,063,910</b> | <b>27,706,462</b> |
| Expenses                                     |                   |                   |
| Salaries & Benefits                          | 15,888,682        | 15,421,571        |
| Buildings, Property & Supplies               | 10,484,528        | 8,376,527         |
| Interest Costs                               | 457,627           | 486,454           |
| Property Taxes                               | 600,264           | 596,212           |
| Amortization Expense                         | 1,508,246         | 1,462,952         |
| Replacement Reserves                         | 317,736           | 174,763           |
| <b>Total Expenses</b>                        | <b>29,257,083</b> | <b>26,518,479</b> |
| Excess (Deficiency) of Revenue over Expenses | 806,827           | 1,187,983         |

This information was summarized from the audited financial statements for the year ended December 31<sup>st</sup>, 2021. The complete audited financial statement is available upon request.



**IOOF**  
**SENIORS HOMES INC.**

**IOOF SENIORS HOMES INC.**

20 Brooks Street  
Barrie, ON L4N 7X2  
T. (705) - 728 - 2389  
[www.ioof.com](http://www.ioof.com)

**STAY CONNECTED WITH US:**



Facebook



Instagram



LinkedIn

[@ioofseniorshomes](https://www.instagram.com/ioofseniorshomes)



An Agency of the Government of Ontario  
Un organisme du gouvernement de l'Ontario



**Ontario**  
North Simcoe Muskoka Local  
Health Integration Network  
Réseau local d'intégration  
des services de santé de  
Simcoe Nord Muskoka



**Ontario  
Health**