



Trinity Village

Owned and Operated by
Lutheran Homes Kitchener - Waterloo

Building Community

2018 Annual Report

Our Mission

A Caring Community Which Values and Fosters the Worth and Lifestyle of All.

Our Vision

Trinity Village will be a dynamic community leader, fostering a compassionate and engaging holistic lifestyle in an eco-friendly environment, through best practices, partnerships, and research and innovation.

Our Values

People • Integrity • Excellence • Partnerships

Who We Are

Trinity Village is a not-for-profit, charitable organization owned and operated by Lutheran Homes Kitchener – Waterloo (LHKW), a ministry of the Eastern Synod of the Evangelical Lutheran Church in Canada (ELCIC). Comprised of the Terraces, the Studios, the Care Centre, and an Adult Day Program (ADP) – Trinity Village is designed to offer progressive stages of living and specialized care.

At Trinity Village, we embrace the Eden Alternative Philosophy of Care, which asserts that no matter what stage of life you are at, life is about continuing to grow. Having a purpose and value as an individual is imperative for a healthy mind, body and spirit. We focus on connectedness, relationships, and finding joy in everyday life.

Those We Serve

4,194

Residents since inception

330

ADP Clients since inception

85

Average age served

Those Who Serve

280

Staff

112

Volunteers

119

Students

19

Gardeners

Total Hours

5,900

Volunteers

6,654

Students



The Trinity Village Extended Management team at Camp Ki-Wa-Y for a Strategic Planning session



A Message from Our COO

We at Trinity Village, owned and operated by LHKW, would like to acknowledge that we are on the traditional territory of the Haudenosaunee, Anishnaabeg, and Neutral Peoples. Trinity Village is situated on the Haldimand Tract, land promised to the Six Nations, which includes six miles on each side of the Grand River.

The Pantone Colour of the Year for 2018 – Ultra Violet – once again describes our Village. Ultra Violet communicates originality, ingenuity, and visionary thinking that points us toward the future. This year has been particularly visionary; whether through nurturing the environment with our community garden and bee hive initiatives, building intergenerational relationships between volunteers, students, and our elders, educating staff and students on the importance of a positive approach to those living with dementia, improving worker well-being and compliance with our innovative DOCit app, 2018 has surely been a year to remember.

Violet is also the colour of the elderberry plant. The elderberry plant grows in large clusters from small white coloured flowers in late spring, to clusters of small dark variegated violet berries. Just like Trinity Village, we gather in clusters and celebrate the past, present, and future.

On behalf of the management team, we thank the Board of Directors for their leadership, our Councils and Associations for their involvement in making Trinity Village a good place to live and a good place to work! Enjoy our story of 2018...

Debby Riepert

Chief Operating Officer
Lutheran Homes Kitchener - Waterloo





A Message from Our Board Chair

Once again, I am delighted to be able to offer greetings from the Board of Directors of LHKW. 2018 has proven to be a very ambitious time for the Board, with much good committee work being done, as well as the transitioning of the Strategic Development Committee (SIC) pilot program to the ELCIC. This was a wonderful partnership, and I would direct your attention to the article "And good things continue", found in this Annual Report, which highlights the good news of the work that was done these past 5 years. Many thanks to the committee members, and especially Geoff Bellew and Chuck Burt, for their leadership and talents in doing this ground-breaking work.

Lastly, I would like to offer my thanks to the dedicated LHKW staff who continue to make the Trinity Village campus a great place to work and live. It is a pleasure to serve alongside you as we continue to build community together.

Randy Gondosch

Board Chair
Lutheran Homes Kitchener - Waterloo



The LHKW Board of Directors

- Randy Gondosch - Chair
- Geoff Bellew - Vice-Chair
- Bill Hett - Treasurer
- Glenn Smith - Secretary
- Rev. Riitta Hepomaki - Bishop's Rep.
- Julie Dopko
- John Neufeld
- Peter Winkler
- Absent from photo:
 - David McKee
 - Chris Pillitteri

And good things continue....

Over the past four years, LHKW, a ministry of the ELCIC, has played an instrumental role in piloting a critically important program to help income-poor congregations in the Synod transform their assets into tools to support renewed ministry, while strengthening the local communities they serve.

Similar to what is being experienced by denominations across Canada, many congregations served by the ELCIC have been struggling. Membership levels, leadership capacity and financial resources have been falling to the point where some congregations are no longer sustainable under their current ministry and economic models. It is estimated that over the next decade up to 1/3 of congregations in Canada will be forced to face a transformational decision regarding their future.

How the Journey Began

In November, 2014, LHKW's Strategic Initiative Committee (SIC) partnered with the ELCIC to design, develop and test a new initiative in the KW area to help struggling congregations rethink the use of their property assets to renew ministry and serve the community. The premise was that if successful, the initiative would be considered for expansion geographically.

To date, LHKW's SIC has worked with 13 congregations (two outside of the Waterloo Region) by facilitating phased deliverables, including asset valuations, missional re-evaluation, property design briefs, identification of real estate and community service partners, screening governance plans, drafting financial models, and completing risk assessments. Among the four congregations who have already made the decision to sell assets and/or redevelop properties, more than \$5 million in capital has been released for repurposing - an aggregate amount that is far greater than congregations would have anticipated by simply selling their properties on their own.

While money supports ministry, mission is at the heart of the matter. Here are two examples of the transformations three congregations in the Waterloo Region have experienced under the guidance of LHKW and the experts they brought into the change management process.

However, in sharp contrast to declining churches, there has been a significant increase in the value of individual church assets, especially in urban settings. That increase often coincides with the heart's desire of congregational members to redouble their efforts toward being the church in places where God is calling them to be. The result is a very real opportunity for individual congregations to unlock the asset value of their property and buildings to support transformational decisions.

LHKW has been the go-to organization within the ELCIC to help Lutheran congregations in the Waterloo region.

"It has been an inspiration to witness the missional zeal that was rekindled within these congregations when accompanied by competent and professional supports from the wider church. These congregations have exhibited more life and spirit than most would have imagined. All they needed was some help in unlocking it!"

Bishop Michael Pryse

13

congregations rethought their mission, vision and future options with the guidance of LHKW

Over \$5 Million

in capital released for transformational decisions

8 out of 10

engaged churches would recommend LHKW's services to other churches

St. Paul's Church, Bridgeport

St. Paul's was in the process of planting a "For Sale" sign on the church property when Chuck Burt, LHKW's Chief Strategic Officer, dropped by for a visit to talk about property redevelopment opportunities. What he found was a congregation with open-minded leaders who were ready to rethink options to continue service to their church and surrounding community, albeit in a new and different way. After many months of discovery, deliberation and consultation with LHKW, St. Paul's made the bold move to partner with MennoHomes to build affordable housing on the church property - 45 units in the first phase, followed by an additional 36 in Phase Two. While the church building will not stand in the future, the new facility will include a worship area and meeting rooms for St. Paul's. The congregation will have a cash reserve for the future and title to the new property (in partnership with MennoHomes). Their ministry has expanded beyond anything they could have conceived in the past, helping to close the gap on an affordable housing waiting list of 4,500 people in Waterloo Region.



St Paul's Transition Team: Left to Right: Chuck Burt (LHKW), Dan Sheffield (LHKW Consultant), Denise Biehler (St. Paul's), Pastor Monica Wiesner (St. Paul's), Katherine Loveys (Parents for Community Living), Judy Bowyer (St. Paul's), Dale Kennedy (St. Paul's), Dan Dreiger (MennoHomes)

St. Philip's and St. Luke's, Kitchener

It takes courage to face the reality of closing a church, but the members of St. Philip's weren't ready to do so without leaving an impact. With the support of LHKW, St. Philip's sold its property to Anishnabeg Outreach, which is the first organization in the KW area to provide a hub of services to the indigenous community through employment, youth support and wellness services. LHKW helped St. Philip's find a buyer who could provide much-needed community services and also successfully thwarted a developer's potential flipping of the property.

But that's not the end of the story. There is a new beginning. It took place through the merger of St. Philip's with St. Luke's Lutheran Church in Kitchener. The long-term sustainability of both congregations has been enhanced by combining the strength of their people and financial resources.

From LHKW Outreach Services to the Synod's Property Redevelopment Advisory Committee

A recent survey of churches which had engaged with the LHKW initiative identified that 8 out of 10 congregations would recommend LHKW's mission renewal and property redevelopment services to other congregations. With this kind of success in the KW area, the Synod made the decision to expand the LHKW pilot to serve all congregations in the Eastern Synod. To ensure continuity of learning and service, the staff, volunteer team and the experience they bring with them were transferred intact from LHKW to the Synod earlier this year.

Chuck Burt, LHKW's Chief Strategic Officer will be retiring from his role in the coming months. Karen Bjerland has been appointed as his successor. She comes to the role with many years of leadership as a volunteer in the Lutheran community and as former CEO of FaithLife Financial. She is ideally suited to continue to expand both the initiative and the team. She is most eager to work with congregations who are interested in exploring their ministry and property redevelopment options. Any interested congregation will receive support to assist them in discerning their future mission, and when congregations determine it is appropriate, she will provide the expertise they need to establish new partnerships and/or transform, redevelop or sell physical assets.

And good things continue.

The Gift of Community

At Trinity Village, we believe in building a community that reduces feelings of loneliness, helplessness, and boredom. We aim to provide meaningful and innovative services, programs, and experiences to our clients, residents, and staff - making Trinity Village a good place to live, and a good place to work.

Our focus is on Well-Being: Mind, Body, and Soul, and your donations continue to support our community gardens, facility and program enhancement, our mobility bus, the Opening Minds through Art (OMA) program, the Gathering Place, therapeutic grounds development, well-being initiatives, and much more. By supporting Trinity Village, you are giving the gift of community to those who need it the most!



Pictured: Life around the Village



How Your Gift Builds Community

- Mobility Bus
- Opening Minds through Art (OMA) program
- Community Gardens
- The Chapel
- The Gathering Place
- Unique and Spontaneous Recreation Activities
- Well-being Initiatives
- Outdoor Haven, Raised Beds, Green Roof, and more



To make a donation to Trinity Village, owned and operated by Lutheran Homes Kitchener - Waterloo, go to:

www.trinityvillage.com/donate



Pictured above: Lucy and Fatima on their way to San Diego. Pictured below: Lucy with her family in San Diego.

“I was in shock.”

In August 2018, Lucy Carayannis, a Care Centre resident, received some unexpected news from the Chief Operating Officer, Debby Riepert. She was told that she would be going on a trip. Because of an anonymous donor, Lucy was given the opportunity to travel to San Diego to visit her family.

“I had never been there and I had wanted to go for a long time – I was in shock – It would also be my first time in a plane.” She was also able to pick a staff member to accompany her for the week-long trip. “I picked Fatima because she is the first person I met at Trinity when I moved here three years ago.”

We asked Lucy what her favourite part of the trip was – “It was nice to see my family.”

Our People: “A good place to work and a good place to live.”

LHKW Management

Debby Riepert, Chief Operating Officer
Richard Chabot, Finance Manager
Beth Jones, Human Resources Manager
Eleanor Caruana, Chaplain
Hedi Lee, Horticulture Manager
Steve Kovacevic, EHS Facility Manager

Trinity Village Care Centre Management

Miller Longanilla, Director of Resident Care
Maria Menounos, Program Manager
Krista McParland, Nutrition Manager



Jayne, Erin and Sookie pose for a picture at the Festive Gathering

Trinity Village Care Centre Resident Council

Neil Roul, Chairperson
Lucy Carayannis
Margaret “Fanny” Ferguson
Catherine Herzog
Lindo “Lyn” Bortolin
John Koegler
Wilma Goetz
Elva Duff
Lillian Smith
John Boehm
Mary Bergamin
Donald “Sam” Bochner
Arthur “Roger” Cann

Werner Oswald
Lucy Davlut
Williamina “Wilma” McArthur
Jeannette Blais
Winnifred Yardley
Harold Whitelaw
Richard Knapp
Cyril Harper
Dorothy Dobie
Stanley Smith
Jacob Smit
Norma “Geraldine” Bryant
Juergen Walther

Theo Alexandropoulos
Merle Koegler
Frances Smit
Fortunat “Tino” Poirier
Irene Leis
Abraham “Abe” Thiessen
James “Jim” McWhinney
Siegfried Bulla
David Iveson
James “Jim” Temple
Caroline Hicknell
Jane McIntyre
Blanche Teahen



ADP getting their hands dirty

Trinity Village Studios Management

Susan Box, General Manager, Retirement Living
Mihaela Carapcea, Director of Care
Steve Clendenning, Activities Director
Virginia Steeves, Interim Nutrition Manager

Adult Day Program Management

Mary-Kay Chomitz, ADP Coordinator



Dancing at Oktoberfest



Buzzing bees at The Grand Parade 2018



Embracing the spirit of Halloween

Trinity Village Studios Resident Council

Marilyn Murphy
Carole Seifert
Phyllis Guitar
Roy Selig

Trinity Village Terraces Resident Association

Beth Hobson
David Merrick
Bill Cutler
Sheila Etmanski
Gisela Wachter
Ron Desrocher
Richard Voisin
Gloria Gore

Trinity Village Care Centre Family Council

Marcia Schmidt
Larry Rose
Carolyn Snyder Milke
Riitta Mc Carthy
Gary Keller
Jane Schertzer
Mida Lecocq
Dan Girardi
Lise Grimberg
Neil Rout

Volunteering is My Reward; It Fills the Needs in My Life

Trinity Village continues to foster relationships with our highly dedicated volunteers.

Lucy Carayannis, a Care Centre resident, received palliative care training through the Hospice of Waterloo Region, and joined our Forget-Me-Not Palliative Care volunteers team.

Ron Desrocher, a Terraces resident, received the Ministry of Seniors' Ontario Senior Achievement Award for his outstanding volunteering in the Trinity Village community. Ron's contributions include: carpentry, landscaping, designing, building, and maintaining projects with the help of his peers.



Pictured: Ron receiving his Senior Achievement Award with other recipients. Our volunteers baking pies for the Christmas Craft & Bake Sale. Lucy receiving her palliative care training certificate.

Music Therapy: Trinity Gave Me the Chance to Be a Part of the Resident's Golden Moments

In 2018, we welcomed Kezia Putri and Irene Yong – two Music Therapy students from Wilfred Laurier University. During their time at Trinity, they were focused on Palliative & End of Life care, as well as dementia care. Music Therapy covers a wide range of interventions, such as: singing, music listening, song-lyric discussions, song writing, and improvisation/musical dialogue.

"My connection with each resident and family member was formed differently – every connection was very special and profound," Kezia says, "My colleague

[Irene] and I would see residents come in with flat affect, or fair mood. Through creating a musical dialogue, those same residents would be touched to tears. Music Therapy helps family members reconnect with their loved ones, as dementia can disrupt relationships. Music can remind the resident of their relationships and connections."

We continue to partner with Wilfred Laurier University to provide Music Therapy to our residents in both the Care Centre and the Studios.

Pictured: Kezia and Irene performing music with the residents.



Opening Minds through Art 2018

The Opening Minds through Art (OMA) program is an intergenerational art program for people living with dementia. Introduced to Trinity Village in 2015, OMA celebrated its third year by serving more high school students within the Waterloo region, and even providing a pick-up service with our very own Trinity Bus.

In November 2018, the OMA program had a visit from Kitchener MP Raj Saini and Rev. Riitta Hepomaki from the Eastern Synod. To fundraise for the program, we sold OMA greeting card packs featuring the art of the program participants and hosted an art auction to celebrate the relationships that were formed during the year.

2,025 Hours

spent building bridges across age and cognitive barriers through art.

45 Students

learned skills for effective communication and facilitation of the creative process for people with dementia



Pictured: Students building relationships with their elder partner. MP Raj Saini and Rev. Riitta Hepomaki visiting the OMA program.

Adult Day Program: “I look forward to coming!”

Dancing, exercise, great food, and crafts; the Adult Day Program (ADP) at Trinity Village continued to thrive in 2018. 81 people attended a total of 3,577 days of service. With a highlight on wellness, participants flourished through active games and cognitive activities.

By allowing each individual to maintain the skills and interests they already have, ADP promotes engagement and offers opportunities for growth. Since 2008, ADP has continued to serve older adults experiencing social isolation, loneliness, or depression.

This time also benefits a caregiver, with some much needed respite hours.

“Without the Day Program, Mom's quality of life would suffer. She is not happy the days she doesn't go. She looks forward to seeing the staff members, and she starts to dance when the PSW greets her at the door. We are so grateful for this program.”



Behavioural Supports Ontario: The Difference is Respect

Improving lives this is the aim of the Behavioural Supports Ontario BSO team at Trinity Village. Laura Edwards, BSO PSW received her Coach Certification for the Teepa Snow Positive Approach to Care PAC, thus enabling her to assist Sharon Jackson, BSO RN Lead and Heather Jackson, Social Worker in facilitating PAC workshops for Trinity Village employees.

In 2018, 83 PSWs completed the PAC training under Laura, Sharon, and Heather completing workshops such as Normal vs. Not Normal Aging, Positive Physical Approach and Hand Under

Hand, and Teepa's Gems. Teepa's Gems recognizes the dynamic nature of the human brain and its abilities, and just as gemstones need different settings and care to show their best characteristics, so do people. The Teepa's Gems poster is now displayed in each house area for staff, family members, and residents to see.

In December 2018, Sharon published an article in the Online Dementia Journal. She shared Harold's story a resident with a history of aggressive behaviours, trips to the hospital, and fights with other residents. Through the

use of PAC techniques, Sharon and the BSO team were able to help Harold thrive in his new home. By treating him with dignity and respect, regardless of his past, he was able to feel important and cared for.



Pictured: Laura Edwards and Sharon Jackson with Teepa Snow.



The Chapel: The Value of Sweat Equity

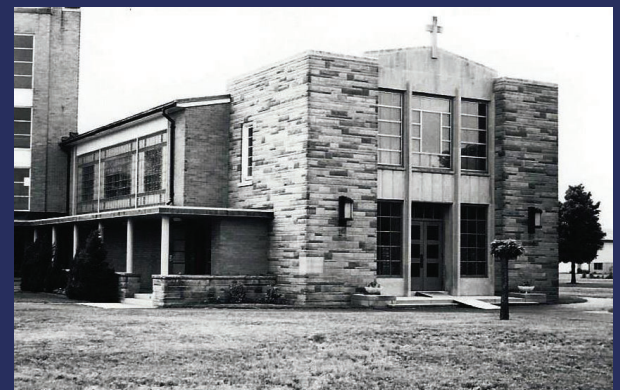
2018 marked the end of the Chapel Task Force the volunteer committee in charge of the Chapel restoration project. Through hard work, passion, and dedication, the task force completed the kitchen renovation accompanied by new dishes and appliances, revamped the outdoor flower beds, and more. The change is invaluable, and the Chapel continues to be used as a space for large community gatherings and events.



Left to right: Len Henhoeffler, Bill Cutler, Beth Hobson, Ron Desrocher, Merle Henhoeffler. Absent: Richard Voisin, Don Martindale



The kitchen, before (left) and after (right).



The Chapel, 1952

Buzzing Bees and Flourishing Gardens

The B.E.E. Friendly group formed in January 2018. Made up of Terrace residents and Trinity Village staff, the group is responsible for holding honey tastings, educational events for the Trinity community, and sharing the importance of supporting and protecting all of our pollinators, particularly our many native and introduced bee populations. Trinity is the host of two honey bee hives – owned by YIMBY Honey – and the honey is sold in our Community Garden Market.

The Floral Art Cart was a collaborative effort from Horticultural Manager Hedi Lee, Volunteer Coordinator Judy McKnight, and several volunteers. The cart provides residents, families, and visitors with the tools to create their own bouquets from flowers in the Trinity gardens. The Ontario Long Term Care Association (OLTCA) featured an article about the cart in their Good News online publication.

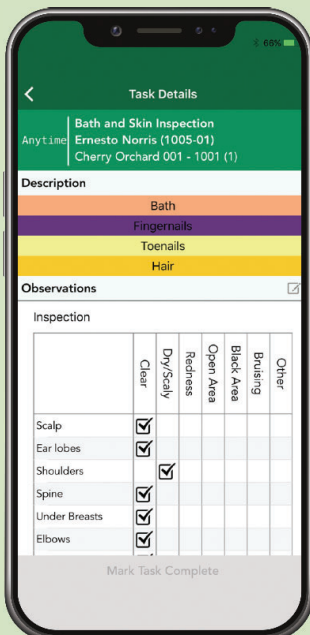
The Floral Art Cart also acts as a mobile Community Garden Market. On Fridays during the summer months, Studios residents sell vegetables grown right here in the Trinity gardens, and fresh baked goods. The cart makes its way from the Studios, to the Care Centre, and to the Adult Day Program, sharing its plentiful produce and delicious treats with everyone it passes.



Pictured: The B.E.E. Friendly group standing with the hives. Buzzing bees in their habitat. Katie and a student selling vegetables from the Community Gardens.

Technology: DOCit continues to transform the way we provide care.

DOCit is an innovative, cloud-based, forms and task management mobile application that helps our long-term care staff be more efficient. Created in partnership with VitalHub, the app continues to record data in real-time, and transforms the way we provide care.



The Trinity Village team in the VitalHub booth (2018 OLTCA Awards Gala)

Key Benefits:

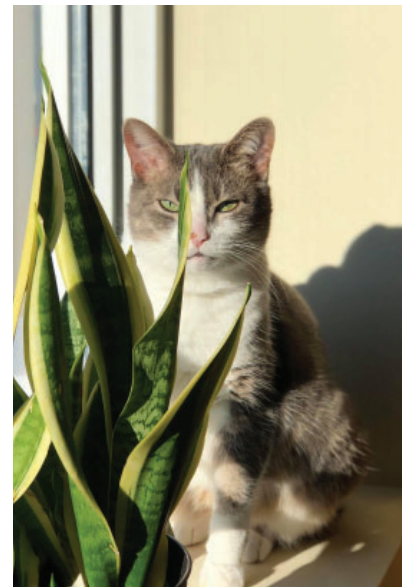
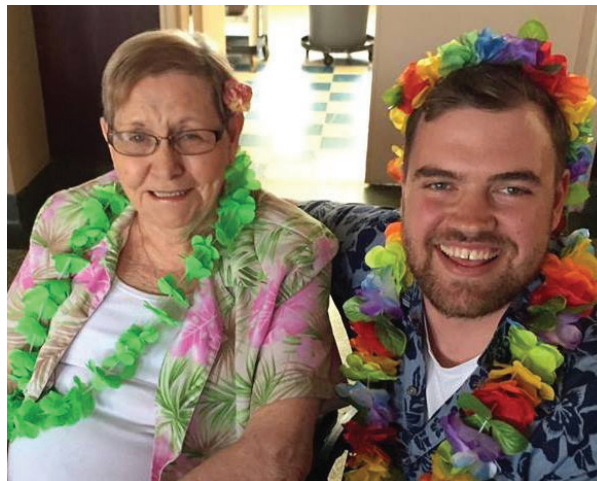
1. Time and cost savings
2. Improved staff satisfaction and well-being
3. Improved data quality
4. Better workload planning and analytics



- Now being used in three other long-term care homes in the Waterloo Region
- Recognized as a 2018 Minister's Medal Honour Roll recipient in the "Team-based" category (Ministry of Health and Long-Term Care)
- Nominated for the Innovation of the Year Award

Financial Stats Summary: 2018

Trinity Village	2018	2017
Revenues	%	%
LTC	78%	80%
Retirement	13%	14%
Adult Day	2%	2%
Other	7%	4%
Total per Audited Statements	100%	100%
Revenue Sources	%	%
MOH	52%	54%
Residents & Program Fees	38%	40%
Donations, Grants, Fundraising, Other	10%	6%
Total per Audited Statements	100%	100%
Total Expenses	%	%
Direct Care	47%	49%
Nutrition & Food	14%	14%
Facilities	18%	19%
Programs & Services	7%	7%
Other	14%	11%
Total per Audited Statements	100%	100%



Pictured: Summer fun at the Studios. Visiting with Onkel Hans. Bella in her natural habitat. Enjoying coffee and conversation at Baden Coffee.

Trinity Village had an operating revenue in excess of \$15 million and total assets in excess of \$32 million.

Partnerships

Partnerships are a critical part of Trinity Village's overall success as we can achieve so much more together than on our own. Organizations we partner with on a consistent basis are listed below.

- Canadian College of Massage and Hydro Therapy
- Community Support Connections
- Conestoga College
- Eastwood Collegiate Institute
- Evangelical Lutheran Church in Canada
- Forest Heights Collegiate
- Health Quality Ontario
- Miami University
- Mitchell Animal Hospital
- St. Louis Adult Learning and Continuing Education Centre



- St. Mary's Hospital
- University of Guelph
- University of Waterloo
- VitalHub
- Wilfred Laurier University
- YIMBY Honey

Trinity Village is an active member of



Accredited by



Trinity Village Care Centre is funded by





Trinity Village

Owned and Operated by
Lutheran Homes Kitchener - Waterloo

2727 Kingsway Drive
Kitchener, ON N2C 1A7
(519) 893-6320
www.trinityvillage.com

Media Contact

Debby Riepert
Chief Operating Officer
(519) 893-6320. ext. 250
driepert@trinityvillage.com

Credits

Direction

Jayme Noordermeer

Layout and Design

William Wallace, www.thebrandarchitect.ca

Printing

Westmount Printing

Text

Jayme Noordermeer

Debby Riepert

Randy Gondosch

Karen Bjerland

Art Images

Elder artists from the Opening Minds through Art (OMA) program