



Trinity Village

Resilience

ANNUAL REPORT
2020



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

Our Mission

To be a caring community that 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, research, and innovation.

Our Values

We Value People.

We are a family of caring individuals, committed to serving our residents, their families, our staff, our volunteers, and our communities.

We Value Excellence.

We embrace change to delight those we serve.

We Value Integrity.

We practice honest and ethical leadership and management.

We Value Partnerships.

Co-operation and collaboration are intrinsic to the way we grow and manage risk.

Our Philosophy

The Eden Alternative.

Trinity Village has adopted The Eden Alternative as the guiding philosophy of care. The Eden philosophy is based on 10 principles that, when followed, provide guidance on how we can support persons in living meaningful lives when they become too frail to live independently. It creates an environment that reduces feelings of loneliness, helplessness, and boredom.

Trinity Village Holds CARF Accreditation in Five Areas

Trinity Village enjoys the distinction of being the first seniors' living organization in Canada awarded a Three-Year Term of Accreditation by CARF in five areas:

- 1 Adult Day Services;
- 2 Assisted Living;
- 3 Independent Senior Living;
- 4 Person-Centred Long-Term Care Community; and the additional recognition;
- 5 Dementia Care Specialty Program



This wide-ranging accreditation is a public statement that Trinity Village has made a specific commitment to put the needs of our residents and staff at the center of everything we do and opened its service delivery and business processes to outside scrutiny to ensure they are of the highest possible quality.

A Message from our COO

Trinity Village is typically a vibrant community environment that is buzzing with the activities of residents, staff, family, volunteers, and students coming and going. Usually you will find larger group programs happening, café gatherings, people touching one another, hugging each other, and kissing hello and goodbye. 2020 brought stark changes that included wearing a mask, a face shield, and keeping socially distant. So very different. Who could imagine that we would experience a worldwide pandemic? It was an invisible threat where a person could be a carrier and not show any symptoms. We learned that we are stronger together, that our Philosophy of Care, The Eden Alternative, keeps us strong and resilient by looking to our residents for support and a sense of strength. While there may be seasons of frost and death, growth will come again and has in more ways than not. We are grateful for the vaccine, support of families, residents, and partnerships. Trinity Village Studios strongly weathered the storm and showed us the strength and hope to keep the virus at bay. The Care Centre did hit a bump in the road before all was known about the virus and how it worked, but with the commitment and support of staff, family, residents, and community members, we made it through the winter season of this global pandemic. We are also grateful to the Anishnabeg Outreach Centre for offering spirit building sessions for staff and management in outbreak areas. We look for hope in the buds and new growth of spring, and expectedly pray for peace and guidance during troubled times. Thank you all for your support more than ever in 2020.



Debby Riepert
Chief Operating Officer
Lutheran Homes Kitchener - Waterloo

Land Acknowledgment

We would like to acknowledge that we are on the traditional territory of the Haudenosaunee (ho-din-a-son-ni), Anishnabeg (u-nish-a-nah-bey), 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.

A Message from Our Board Chair

The onset of a global pandemic and extraordinary world events made 2020 a year unlike others. There are a variety of emotions that rise when I think back on our journey over the year, and while I would not wish to minimize the difficult and tragic year that was, I am humbled by the resilience of the Trinity Village community in the face of constant change. On behalf of the Board, I would like to thank our dedicated and resilient staff, residents and families, advisory councils, volunteers, donors, and community partners that make up and serve the Trinity Village community. Everything we achieved this past year would not be possible without their support. We look forward to brighter days ahead! Wishing you God's blessings,

Glenn Smith – Board Chair
Lutheran Homes Kitchener – Waterloo

The LHKW Board of Directors:



Glenn Smith
Chair



David McKee
Vice-Chair



Chris Pillitteri
Treasurer



Peter Winkler
Secretary



Rev. Douglas Reble
Bishop's Rep.



Brent Heard



Michelle Scott



Scott Murphy



Behind COVID-19

Helen

“The most challenging and difficult time during COVID-19 was losing my husband due to COVID-19. He was a resident of the Care Centre. What has brought me hope and joy during this challenging season has been my neighbours – the help from them has increased happiness for me... those people help anyone that is struggling.”

“I would also say that the Horticulture Manager and the Retirement Program Manager have extended extra help by keeping me busy through programs over Zoom and lending their iPad to help me connect with family members and other residents within Trinity Village. I have found that people within Trinity Village are amazing and care about helping out the newer members of Trinity Village too.”

Helen has been a resident of Trinity Village Terraces since 2016.

Rooted & Strong

Written by Beth Jones

At the beginning of the pandemic there was uncertainty and many questions. Working in healthcare felt a lot like experiencing a tornado warning. We knew that there was a chance it could go around us, but we also knew that we could be right in its path. So we prepared, planned, boarded up, and hoped....

Then it happened, the Care Centre got hit. A storm that ripped through the home and community we love. The noise of this invisible enemy seemed deafening at the time. We battled an invisible and destructive force to try to protect the most vulnerable in our care, and each other. The high winds of that storm threatened to take us down.

In 2019 we introduced the Team Trinity Tree. At that time, we did not know how significant that symbol would come to be. The strength of a tree is not in the trunk or one branch over another. The strength of a tree is in the roots. The depth of them, and the ground in which they are planted.

On the day the storm hit, most of the staff at Trinity Village chose to stay and fight. We had different jobs, we fought different battles, experienced different things, and we learned more than ever before that we are better together. We learned that OUR tree was rooted deep in the Values that we hold every day.

Integrity: to be selfless and show up despite our fear because that is what people of integrity do

Excellence: to still provide the best care we could in very challenging circumstances

People: to put the needs of others before our own because people are what matter most

Partnerships: to work alongside agency and emergency workers to get the job done, to hold each other up, and fill in when one of us fell

We honour and remember those residents we lost to this disease.

We acknowledge the staff and residents that got sick and recovered and are recovering. We hold up with deep gratitude the teammates that stood by us and helped us make it through.

As individuals, you showed your true colours and the depth of your own courage, commitment, and selflessness to care for the most vulnerable.

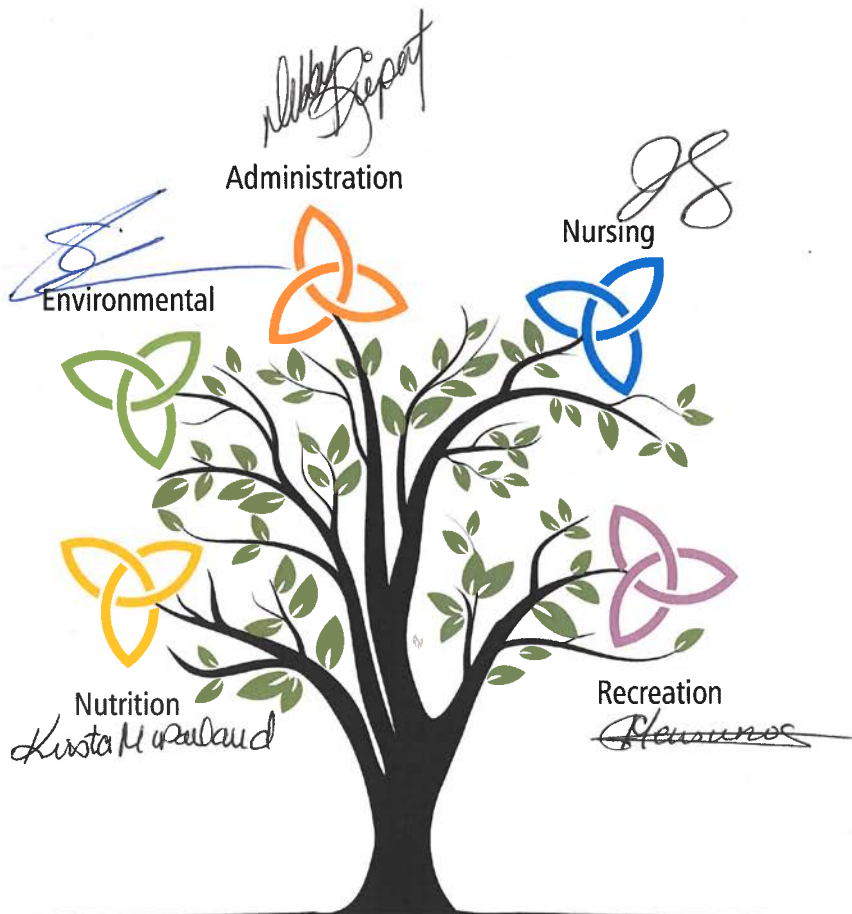
As a team we showed our roots are deep - and the strongest wind was not going to knock us down.

The wind is still strong and the fight is not over. We have committed ourselves to seeing this

pandemic through to the end together. It is through individuals making the right choices, and coming together as a team, that we will continue to succeed at keeping our residents, each other, and our extended community and families safe.

We thank the staff on behalf of the board, residents, and their families for showing up then and now. Thank you for choosing to continue to serve with us.

We are Team Trinity and we are Better Together.



C VID-19

COVID response



January 15 began our pandemic preparations. Unfortunately, on April 14 an outbreak occurred at Trinity Village Care Centre. This was after two years of them having no infectious disease outbreaks. But COVID-19 was a unique virus that could be transmitted without symptoms. Initially we lost almost 30 staff to the government's one-workplace rule. Despite the challenges, we were able to not only maintain our staffing levels, but we also exceeded them. We hired 30 emergency workers in the first 10 days of the outbreak. The Lutheran church advocated for us to members. There was no shortages or neglect despite the challenges. The staff just came through. Administration staff was redeployed to help frontline workers. Everyone wanted to be part of the solution.



During this challenging time, we had staff live in hotels up to 6 weeks in order to not infect their families, while several other staff self-isolated in basements, separate rooms, and even in a camper to keep safe. Board members supported staff with supplies, furnishings, making shields, and delivering extra nourishment to help us stay strong in caring for residents.



Staff felt like family for many residents due to the restrictions on visiting. The trauma around grieving for affected families during these difficult times was significant.

Residents' daily lives changed to having periods of time of being confined to their rooms, limited dining, small group activities, window entertainment, virtual celebrations, visits, and palliative care.

The outbreak was 47 days long but thanks to the dedication of the entire team, it came to an end. But the impact of COVID-19 on the programs, activities, and operations at Trinity Village Care Centre was significant.



Behind COVID-19

Irene & Louise

Louise is a resident of the Care Centre at Trinity Village. At the age of ninety-five, she contracted COVID-19. When asked if she remembers how sick she was, Louise replies “oh, well, one time my leg hurt.”

Irene is Louise’s daughter. Irene recalls how their family was out in the parking area every lunch hour, everyday for two months. Sometimes her siblings, nieces and nephews would come too and Louise would wave. All they could see at that time was Louise’s hand waving because she lived on the third floor, making window visits limited.

Irene remembers, “My mother was feeling so bad for a few weeks that I had little hope. Louise required assistance to eat and an oxygen supply. For me, hope came when I heard Louise started to eat more and I could see her improving over FaceTime visits. God was there. Mom always said that, ‘God did it.’”

“Trinity staff were so caring that they would reach out to me to FaceTime with Mom even when it was not scheduled. When I’d see Trinity pop up on my phone it was like ‘Trinity! Holy smokes! YES! Trinity!’” I really felt the staff were rooting for Louise. They wanted to see her come through this, it showed they cared.”

In thinking back to that time, Irene says, “I felt traumatised, I can only imagine what it was like for the people that worked at Trinity during that time. I feel gratitude for having this year to spend with her, it was a year I genuinely and honestly thought I wouldn’t have with her.”

When asked about what she looks forward to, Louise replies, “3 more years and I’ll be 100!”

Impact to Operations & Residents

- **Virtual Shift** – visits, meetings - palliative care
- **Dining** – from one to two sittings, at times eating in room
- **Programs & Activities** – large group programs changed to small groups, decrease in visitors therefore increase in programs, hallway and window programs, individualized program scheduling, increase in residents directed spontaneous activities, hairdresser and barbers restricted, decrease from five to zero outings per week, resident external food and gift restrictions
- **Visiting** – window visits, visitor applications and prior to visit education required, visiting scheduling system created, on-going visitor restrictions, all who enter now screened
- **Communications** – emails, ZOOM meetings, Town Halls and care conferences, website regular updates, Fireside Chats, staff memos from monthly to daily
- **Volunteers/Students** – all restricted to no admission – significantly changing the environment
- **Staff** – cohorted to work area, resident program room converted to staff room, one-workplace rule, designated social distance seating locations, mask and eye protection at all times



25
External Users



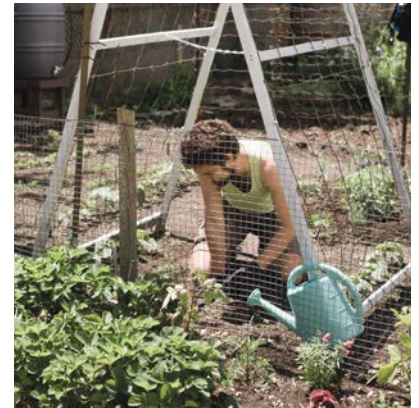
17
Gardeners



87
Average Age



4,388
Residents
Cumulative since inception.



Beekeeper + 2
Assistants + 1 Mentor



280
Staff



402
Adult Day Program
Cumulative since inception.

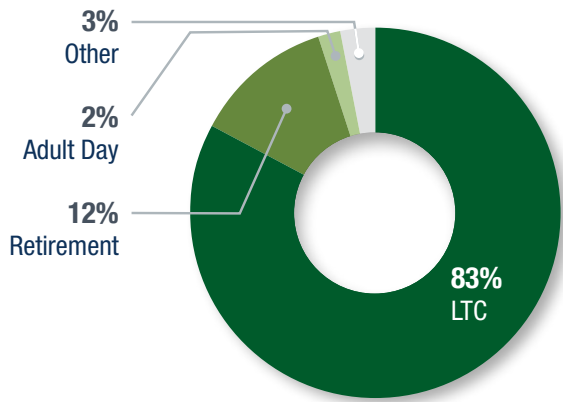


47% Increase
in Resident Directed
Spontaneous
Programs

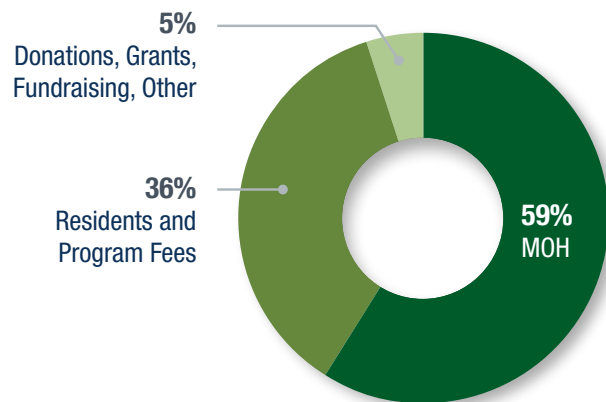


57% Increase
in Resident
Programming

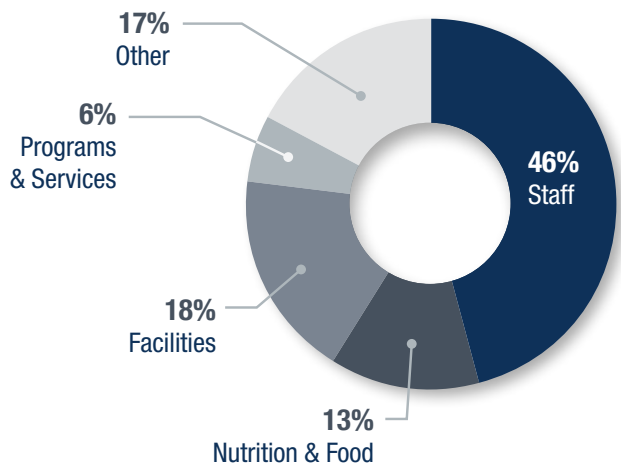
REVENUES 2020



REVENUE SOURCES 2020



TOTAL EXPENSES 2020



Operating revenue in excess of: **\$15 million**
 Total assets in excess of: **\$33 million**

Your Donations At Work

Trinity Village

We believe in building a community that provides 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.



Valentine's Day Afternoon in Paris

A pleasant afternoon was enjoyed during Valentine's Day in our Paris themed event celebrating the most romantic city in the world! Spouses and partners were invited to come and provide us with a wedding day photo that we framed and used as part of the decorations. We had French inspired desserts and drinks as well as a photo booth. This was our last large event where families were involved before the global pandemic lockdown.



Grand Parade

We were blessed with a bright and sunny Saturday for our Grand Parade walk or cycle event. There were some sore muscles for those who completed the 19 km trek from Paris, Ontario to Cambridge, but happy, weary smiles nonetheless!

CTV News visited the event and broadcast a brief one-minute story as part of their newscast. Our intention was to remember those who have passed from our Trinity Village community during COVID-19, to celebrate our community of seniors, and to honour our incredibly devoted staff who kept on caring and working through this challenging time. We are so grateful for the generous support to help fund improved virtual visiting technology and an enhanced communication system to better connect our residents and families, inform staff, and build an even stronger community.



Behind COVID-19

Shannon

“When the outbreak occurred it sometimes felt there were just not enough hands to provide the comfort that was needed for everyone who needed it - residents, family, and staff. You really want to make sure everyone is comfortable and as a staff member you can feel a bit hopeless when you can’t take their pain away, because with COVID-19 there was only so much you could do to comfort them.”

“I admire all the staff that were away from their families to take care of other people’s family members. I went back and forth from home to work but I had to tell my kids they couldn’t hug or kiss me. How do you tell an 8 and 5 year old that they can’t hug their Mom when they come home? But our focus is clear, we work with what we have and we make the best out of it everyday because we truly care for the residents.”

Shannon has been a Personal Support Worker (PSW) for 17.5 years at Trinity Village.



Behind COVID-19

Andrea

“During the pandemic, I would miss doing the programs that were known for their excitement and socialization, having entertainers in, doing our OMA, opening minds through art. I would miss even the simple things like holding bingo in the gathering place with all 5 houses coming down. These were the opportunities for socialization and social interactions for the residents that were missing and these were activities that would bring them such joy.”

“What got me through the tough times was not wanting to let my team or the residents down. The residents needed us, the family members needed us. My coworkers were relying on me, especially as staff was getting sick and had to be off. We were all there was. That was the push. What gave me hope during those days was that the staff room became a sanctuary, where you could go in and someone would lift you up while you’re tearing up. Trinity Village made us real coworkers through having to cohort, but COVID-19 made us feel like family.”

For 11 years Andrea has been a part of the Recreation Staff at Trinity Village.

A Collection of Trinity Family Reflections

“With COVID-19 I couldn’t be more pleased with the way Trinity is managing the care. Thank you for the devotion to the residents.”

“I am satisfied with the care (name) receives. The staff are doing their best under the circumstances.”

“Our Family is very grateful that our Mother was able to reside here. The staff is excellent. All staff in this home are kind, well trained, caring and always cheerful and respectful of the Residents.”

“I am pleased with the care by the great care givers and phone communication has been very helpful and the only way to be updated.”

“Thank you to all the Nurses and People that are caring for (name), you are doing an amazing job!”

“Big thanks to all the staff for doing a great job!”

“I thank all the staff for being so devoted to the care and needs of their residents. Please take care and stay healthy. You are very much appreciated!”





Community Support

There was an amazing outpouring of support and compassion from the outside community towards our staff during the challenges of 2020.

These outside connections offered encouragement and emotional strength to cope and motivate staff to be persistent in their care for Trinity residents while also ensuring diligence with following all Public Health and MOH guidelines.

A sample of some of the support received:

- 'Ear Savers' provided the knitted devices for holding masks on that the 'Wool Gatherers' group from All Saints Anglican Church, Waterloo donated.
- Volunteers sewed and donated scrub caps
- Volunteers sewed and donated gowns
- Super Heroes group – gave us box lunches and encouraging notes in them
- Board members delivered supplies to staff in hotels
- Board members assembled 100's of face shields



Poetic Art

In the fall of 2020, Trinity Village residents wrote poems in response to artwork provided by high school students at Forest Heights. These were collected into a book available for purchase. These are a sample from the book.



The Day of the Fox by Dennis S.

*The chorus of the Red Fox
out in the woods,*

*Sings his song to all the
creatures he sees.*

*His song reminds me of
the days*

in the woods.

*His song makes me feel
that everything is right.*

*When I hear his foxy noise,
I feel content.*

Artwork by:
Jaime Armstrong



My Love for All! by Marjorie P.

*The chorus of the heart
of love,*

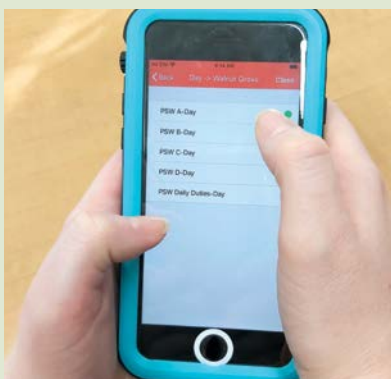
*sings her song to her family,
school friends and coworkers.*

*Her song reminds me of
my love for all.*

*Her song makes me feel
loved.*

*When I hear her singing heart,
I want to express love to all!*

Artwork by:
Shaelah Burnett



DocIT Expands

We continue to expand the features and there are over 25 long term care homes in Ontario using DocIT to streamline tasks, assessments, and processes at the bed side, freeing staff to focus more time on resident care.



Give the Gift of Community

Help build a community that reduces feelings of loneliness, helplessness, and boredom. **Your support expands programs & services and creates new, meaningful, and innovative opportunities for clients, residents, families, and staff.**

Ways in which you can support Trinity Village:

- Cash/Cheque
- Gift-in-Kind
- Online through CanadaHelps
- Sponsorships
- Bequest
- Memorial Donations
- Life Insurance
- Appreciated Securities
- Charitable Trust
- Scan our QR Code →



Behind COVID-19

Mihaela

“Our home faced three significant challenges during the pandemic. The first challenge was the staff shortages due to the one-workplace rule or as a result of staff having to stay at home for COVID-19 exposure or looking after sick family members. The second challenge was the pandemic impact on residents and families. The diminished social interaction increased stress, depression, and anxiety for some. Understandably family members were sometimes frustrated at the home management for the provincially mandated restrictions and lock down orders. The third challenge was the constant changing and sometimes conflicting regulation and restrictions by the Ontario government and by Public Health.”

“For me hope means helping others explore every opportunity. I genuinely care about other people and I use interdependence to build strength. By having internal resources and external support, I am able to maintain hope and resilience and pass this onto others.”

Mihaela is the Retirement Manager at Trinity Village Studios where she has worked for 17 years.



Behind COVID-19

Michelle

“As a board member I think we’re balancing what our hearts are telling us that we need to do and what we know has to be done. We focused on freeing up the resources for the necessary, day-to-day things and making sure people have what they need in order to be safe on the front lines.”

“I have been so impressed with our staff! I have seen other institutions not respond in the same way. The positivity and the amazing dedication of what people are willing to do, in order to make sure that the residents are safe. There is a heart brokenness when something goes wrong or due to the effects of the disease or because there is nothing more to do. We hear the good news, we hear the bad news and I think it’s easy to focus on the bad because we always wish there was more that we could do, but in this case I think the staff are giving their all. I stand in awe, if I could, I would clap for them every single day when they were coming into work.”

Michelle serves on the Board of Directors.

Partnerships

Thank-you to our partners and everyone who has helped make Trinity Village a positive place to be.

- Anishnabeg Outreach – Centre for Indigenous Healing
- Robert Hopkins Professional Corporation WSIB Consulting
- Human Resource Professional Association
- Public Services Health and Safety Association
- Community Support Services Network
- IPAC West Environmental Services
- Public Services Health and Safety Association
- Ontario Health Care Housekeepers Association
- St. Mary’s - Geriatrician
- Teepa Snow Network
- Opening Minds Art (OMA) Network
- Eden Alternative Network
- Waterloo Region Infection Prevention and Control (IPAC) Waterloo Region
- Activity Directors on the Move (ADOM)
- Therapeutic Recreationists Ontario
- TV Employee Council
- WWLHIN
- LTC & RH IPAC Community of Practice
- Wilfred Laurier Music Therapy, Social Work Program
- Dietitians of Canada
- Recreation Professionals Ontario
- Behavioural Support Ontario Waterloo Wellington Network
- Garden Club of Kitchener Waterloo
- Beekeepers Assoc. of Ontario
- St. Matthew’s Outreach
- ViatalHub
- Conestoga College – Nursing and Recreation Program
- Eastwood Collegiate Institute & Forest Heights Collegiate Institute – Opening Minds through Art Program
- Health Quality Ontario
- Mitchell Animal Hospital
- St. Louis Adult Learning and Continuing Education Centre
- St. Mary’s Hospital – Geriatrician, Outbreak Partnership Agreement
- Trios College – Personal Support Worker Program
- University of Guelph – Nutrition Manager, and Dietitian Program
- Incident Management System Team



Trinity Village Teams

LHKW Management

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

Care Centre Management

- Jasmina Sabani, Acting Director of Resident Care
- Maria Menounos, Program Manager
- Krista McParland, Nutrition Manager

Studios Management

- Mihaela Carapcea, Retirement Manager
- Abigail Flatt, Health and Wellness Manager
- Jennifer May, Retirement Program Manager
- Kofi Ansah-Dei, Nutrition Manager

Adult Day Program

- Mary-Kay Chomitz, ADP Coordinator

Employee Council

- Beth Jones
- Maria Menounos
- Trevor Fortune
- Bonnie Dugan
- Lora Ryan
- Shar Nikaein
- Emily Coulter
- Cindy Snell
- Heather Harbaruk
- Julie Maglicic-Jarnevic

Studios Resident Council

- Carole Seifert
- Erik Westermann
- Edgar Reinhart
- Roy Selig
- Esther Harding

Care Centre Family Council

- Marcia Schmidt
- Ritta McCarthy
- Gary Keller
- Jane Schertzer
- Mida Lecocq
- Lise Grimberg
- Carolyn Snyder Milke

Care Centre Resident Council

- Neil Roul
- Doris Rochford
- Catherine Herzog
- Werner Oswald
- Roger Cann
- Mary Bergamin
- Camilla Duggan
- Stanley Smith
- Mary Gartner
- Dorothy McCleak
- Lillian Smith
- Lucy Carayannis
- Wilma Goetz
- Cyril Harper
- Catherine Tokarczyk
- Fanny Ferguson
- Ron Feick
- Katie Ruetz
- Lyn Bortolin
- Brian Haskins
- Sam Bochner
- Rosemarie Gillies
- Rosina Lichty
- Werner Oswald
- Maria Cardoso
- Anny Vinandy

Memberships





Trinity Village

This logo presents a trefoil interlaced with a triangle surrounding a garden to symbolize the loving relationship between the Holy Trinity and the Creation. It celebrates the life-affirming relationship between those who give and those who receive the care offered by the Trinity Village community.

Trinity Village is owned and operated by Lutheran Homes Kitchener - Waterloo

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www.trinityvillage.com

Front cover artwork by Lina Pharaon.