



# Innovation: 2017 Annual Report

Trinity  Village

Owned and Operated by  
Lutheran Homes Kitchener-Waterloo



## Table of contents

04	COO Message
06	Message from the Board Chair
08	Our Philosophy of Care
10	Our People
12	Our Values
14	DOCIt
16	Gardening Invites Participation
18	Opening Minds Through Art
20	Partnerships
22	Financial Stewardship
24	Credits

# Trinity Village 2017 Annual Report



## Our Mission

“A Caring Community Which Fosters and Values 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

- ▣ People
- ▣ Integrity
- ▣ Excellence
- ▣ Partnerships

# Together we can do far more than on our own



**Debby Riepert**  
Chief Operating Officer

In 2017, we celebrated a number of accomplishments, both as an organization and as a community of dedicated staff, volunteers, and family members. We continue to be guided by our mission, vision, and values, and are committed to creating a sense of belonging for our residents and clients. We are truly blessed and honored to be recognized as one of the Waterloo Region's Top Employers for 2017.

Innovative technology was a highlight this year for our organization, as we won the top award for the MaRs "Procurement by Co-Design Challenge". In association with VitalHub, we were able to create an innovative mobile application called "DOCit" that integrates all of our paper schedules, software programs and hardware systems onto one handheld device.

In keeping with our motto, "A good place to live and work", DOCit allows us to improve our workers' well-being and the quality of care they provide our residents, while also providing better (more accurate) data for better outcomes. Little did we know, this solution to a complex healthcare challenge would be a solution for the long-term care industry.

We also explored and increased the number of resident-directed spontaneous programs in support of our Philosophy of Care, "The Eden Alternative". In following this philosophy, we work towards alleviating loneliness, helplessness, and boredom.

# Message from the COO



This year we celebrate the theme of ‘Innovation’.

The Opening Minds Through Art (OMA) program – an intergenerational program for those living with dementia – continued for our second consecutive year and expanded to include another rural long-term care facility and local high school, allowing us to continue bridging the gap between seniors living with dementia and local youth within the Kitchener-Waterloo area.

Through donations and fundraising efforts, our historic Chapel continues to be restored and updated, providing a beautiful space for Trinity events and gatherings. Our outdoor spaces have grown and now include the “Whispers of Hope” garden feature.

Corporately, we are committed to continually improving our services, balancing the needs of residents and staff with good stewardship and accountability. Individually, we serve in an honourable manner, by saying what we mean and meaning what we say. We are accountable for our decisions and choices.

We continue to be grateful and appreciative to the Board of Directors of Lutheran Homes Kitchener-Waterloo, Board committee members, staff, volunteers, donors, and community partners for their pivotal role in Trinity Village’s accomplishments. Together, we can do far more than on our own.

Debby Riepert  
Chief Operating Officer

# Message from the Board Chair

What, to us, does  
Innovation look like?

## Board of Directors



Geoff Bellew  
Vice-Chair



Bill Hett  
Treasurer



Glenn Smith  
Secretary



Rev. Ritta Hepomaki  
Bishop's Rep.



Julie Dopko



John Neufeld



Peter Winkler



Jeffrey Wong



David McKee

Thanks as well to the many individuals and groups who donate their time and resources to make us who we are

“



Randy Gondosch  
Chair, Board of Directors

Once again it has been a year of blessings and good works for Lutheran Homes Kitchener-Waterloo, its dedicated staff, residents and many volunteers. Some of our notable achievements include being one of the Waterloo Region's Top Employers for 2017, continuing our good work with OMA, WLU Music Therapy, and the DOCit Innovation. We continue to build community through our various fun events like the Golf Tournament, Murder Mystery Dinner, Fashion Show, Iron Chef, as well as onsite areas such as our Community Gardens and new Whispers of Hope garden feature.

In addition, since the start of 2015, LHKW has been engaged in Project Outreach, which is a partnership with the Eastern Synod (ELCIC). In this role, we have been involved in the life of 15 congregations within the Grand River and Two River Ministry areas conducting property studies and assessments, as well as Missional studies and reviews, with the intent of assisting congregations in re-visioning their future mission and role as the church. On behalf of the LHKW board, I would like to thank Chuck Burt, Chief Strategic Officer, and the SIC committee for their dedicated work in this Ministry.

Thanks as well to the many individuals and groups who donate their time and resources to make us who we are: A Caring Community that values People, Excellence, Integrity, and Partnerships. Wishing you God's blessings,

A handwritten signature in blue ink that reads "Randy Gondosch".

Randy Gondosch  
Chair, Board of Directors

# Our Philosophy of Care



## Value-Added Services

- Mobility bus for outings
- Café and catering services
- Hall rentals
- Patio with barbecue
- Exercise room and classes
- Onsite hair salons
- Community Gardens and greenhouse
- Activities room
- Meeting rooms for family occasions
- Dental services
- Orthopedist/Foot care
- Parlour room for special occasions
- Optometrist
- Chiropodist/Foot care nurse
- Audiologist/Hearing aid clinic
- Massage Therapy
- Psychiatrist clinics
- Geriatrician clinics
- Meals on Wheels
- Social work services
- Chaplain



# It Takes a Village to Support a Senior.

Throughout our organization, 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.

## **Trinity Village Builds Community**

Trinity Village is a supportive and caring retirement community, situated on 11.5 acres and close to amenities, including shops, restaurants and churches. Our village is designed to offer progressive stages of living and specialized care.

The Terraces comprise 60 life-lease, bungalow style townhomes designed for active, self-sufficient and autonomous seniors. Additional services are available as needed to support aging at home.

The Studios includes 74 assisted-living spaces, offering residents an informal and relaxed environment with extra care available to support aging at home.

The Care Centre facility offers long-term care accommodation for 150 residents admitted through the local Waterloo-Wellington Community Care Access Centre (WWLHIN).

Professional recreationists and support workers oversee the 90 spaces in the Adult Day Program which offers a variety of therapeutic recreation programs in small and large-group settings designed for the abilities and interests of participants.

At Trinity Village, you can interact with Mother Nature by putting your skillful green thumbs to work in the Community Garden which has 12 plots, including three wheelchair accessible raised beds, rain barrels and a shed to store tools. Individual garden plots may be rented May to October.

Shaded walkways and pergolas on Trinity Village's grounds provide an idyllic retreat for strolls, sitting comfortably with friends or family get-togethers, while the grandchildren have fun in the playground area.

# Our People



## Management

Together, we collectively empower Trinity Village to be a caring community which values and fosters the worth and lifestyle of all. One team, one vision, one goal, making Trinity Village a good place to live and a good place to work.



a good place to work... and a good place to live



### LHKW Management

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

### Trinity Village Care Centre Management

Miller Longanilla, Director of Resident Care  
 Jasmina Sabani, Assistant Director of Resident Care  
 Maria Menounos, Program Director  
 Krista McParland, Nutrition Manager  
 Steve Kovacevic, EHS Facility Manager

### Trinity Village Studios Management

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

### Trinity Village Care Centre Resident Council

Dieter Freitag	Chairperson
Kenneth Robbins	Caroline Hicknell
John Christensen	Abraham "Abe" Thiessen
Neil Roul	Tino Poirier
Mary Bergamin	Wilma Goetz
Jim McWhinney	Catherine Herzog
Irene Leis	Elva Duff
Bob Goetz	Merle Koegler
Lillian Smith	John Koegler
Lucy Carayannis	Cyril Harper
Siegfried Bulla	Roger Cann
Frances Smit	John Boehm

### TVS Resident Council

Carole Seifert	Carrie Fillier
Roy Selig	Marilyn Murphy
Phyllis Guitar	Steve Clendenning
Marg Rigg	



### Trinity Village Terraces Resident Association

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

### Adult Day Program Management

Mary-Kay Chomitz, ADP Coordinator

### Trinity Village Care Centre Family Council

Marcia Schmidt	Larry Rose
Carolyn Snyder Milke	Jane Schertzer
Mida Lecocq	Gary Keller
Riitta McCarthy	Julie Dougherty
Dianne Helliwell	

to  
good

# Our Values



**“Mom  
looks great  
every time  
we see  
her”**

“My mother-in-law was recently moved into Trinity Village long term care. We are so impressed with the staff. Erin walked us throughout the entire process and was so helpful. The nurses and PSW caregivers are kind and gentle. The receptionists are always so welcoming. Mom looks great every time we see her and she is very happy in her new environment. The staff makes a real effort to make her transition as easy as possible. Thank you Trinity!” – Family Member



# Trinity Village Named One of the Top Employers in Waterloo Region



Trinity Village was among the 15 Waterloo Region organizations and companies on the 2017 list of top employers as compiled by Toronto-based publisher Mediacorp.

Employers are evaluated using eight criteria: physical workplace; work atmosphere; health; financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement. This honour would not be possible without our staff, and we are grateful for the recognition.



## The Challenge

How can we gain efficiencies for care workers within a highly-regulated field for complex multi-diagnosed individuals, currently supported by multiple paper-based and electronic documentation systems and locations?

# DOCit

## A Co-Designed Solution to a Complex Health Care Problem



DOCit is a mobile application born out of a community hub initiative from MaRS Innovation called “Innovation Partnership - Procurement by Co-Design”: a unique program that offers healthcare service providers a rare opportunity to participate in the development of innovative solutions. This opportunity aligned perfectly with our strategic direction - Healthy Services, Healthy Business and our values “Excellence and Partnerships”. We evaluated areas of most concern within our organization and created our challenge statement: “How can we gain efficiencies for care workers within a highly-regulated field for complex multi-diagnosed individuals, currently supported by multiple paper-based and electronic documentation systems and locations?”

Our submission received several innovator responses - we chose VitalHub based on their understanding of this challenge and long term care challenges in general. Together, we created a mobile application that allows front-line staff to have access to documentation in the palm of their hands, and provide better quality care. The project was eventually named a winner of the Procurement by Co-Design challenge, and we received grants totalling \$50,000.

During the six-week pilot of DOCit, PSWs saved an average of 23 minutes per shift and house managers (RPNs) saved an average of 1.5 hours per shift. Twenty-three minutes of saved time means that a PSW can give one extra bath, complete five extra transfers, or simply spend more one-on-one time with a resident. Moreover, that 23 minutes saved was for one staff member only. There are four PSWs working at a time in one house area, which means 460 minutes saved per shift. DOCit also demonstrated fewer errors in recording and reporting data, improving data quality and accuracy by 30%. Furthermore, staff members are more consistently taking their breaks, improving their work life and allowing them to dedicate more time to resident care. What started as a dream, has evolved into sector-wide innovation, and we are looking forward to the future possibilities of DOCit in the coming years.

### Palliative Care Volunteer Program

In partnership with the Hospice of Waterloo Region, along with Judy McKnight, Volunteer Coordinator, and Eleanor Caruana, Chaplain, Trinity Village now offers two types of palliative support with our Forget-Me-Not Volunteer Program. Our Palliative Volunteers – Leslie Macredie, Eileen Niall, and Pat Gunn – were trained and certified by the Hospice of Waterloo Region to support palliative residents and perform end of life vigils. The team – under the guidance of social worker Heather Jackson – provides our residents and families with support while they are on this journey. The Palliative Volunteer establishes a supportive relationship with the resident and their family/friends to promote and enhance a meaningful quality of life for all residents by providing emotional and practical support. (Below left to right: Leslie Macredie, Eileen Niall, Pat Gunn)



### Trinity Village Volunteers Recognized for their Years of Service

Trinity Village volunteers Nick Geisler, Edward and Ladona Riegert, Lisa and Pauline Sichewski, and Gail Wittich were recognized by the Minister of Citizenship and Immigration for their years of dedication and volunteer service to Trinity Village.

Name of Recipient	Award
Nick Geisler	15 Years
Edward Riegert	20 Years
Ladona Riegert	20 Years
Lisa Sichewski	10 Years
Pauline Sichewski	10 Years
Gail Wittich	15 Years



# Gardening Invites Participation & Togetherness

## How does horticulture fit in at a retirement community?



Horticulture Manager Hedi Lee states, “When people come to live at Trinity Village, we want them to come home. Part of home is the garden. The more we can keep that vital connection to the outdoors the more like home this place becomes. The joyful discovery of a budding crocus from the bare earth, a bouquet of summer blooms, or the burst of flavours in a sun-ripened tomato – these are tangible connections that move one day to the next, one season to another. It’s a rhythm of life that we continue to live by, even as our strength wains and our outer vitality fades.”

“At Trinity we seek to understand that connection and bring it close to the hands and hearts of those who live here.”

Spring starts in December at Trinity Village, with seed catalogues and dreams of flowers and fruit to come. The beauty of the seed is in the potential it holds. The entire genetic information to grow, bloom and reproduce is perfectly packaged in each little capsule.



In February, March and April, that encapsulated life bursts forth from the earth with such promise. All our grow lights begin to blink on and off with the timers. We sow and transplant intensely for about eight weeks.

May and June are filled with digging, planting, pots and soil. And then comes the tending and care, the hoeing, weeding and watering. We pick flowers and make arrangements, munch on pea pods while considering the cucumber flowers, watch tomatoes grow from yellow flowers to red succulent fruit. We grumble at the end rot, glare at the Japanese beetles, and endlessly discuss the weather.

Then comes autumn with the quiet recession of life settling back down into the earth. The compost pile grows by leaps and bounds. The cornucopia comes out to decorate for Thanksgiving, then the snows, December and the dreams of spring again.

Recently I brought some geranium cuttings into the recreation room. Three elders were there with their care partners; two of the three elders had gardened extensively in the past. And so we started. We, the helpers, began by showing how to transplant. And then the elders ran their fingers through the soil and showed us how it's done. Their joy in the earth, in the seedlings' large root systems, of being there in that moment was so evident on their faces. It truly was a beautiful moment of connection with each other, with the past, with the garden and all the promise it holds. These are precious moments we want to continually foster with our elders here in our midst.

### Whispers of Hope – The Alcove Garden

The Alcove Garden in front of the Care Centre received a makeover made possible by a generous donation from Mike and Maria Gondosch and the hard work of the Dream Team – a team of residents and staff tasked with dreaming about outdoor spaces and making those dreams a reality. “Whispers of Hope” became a reality, and the opening of the garden was celebrated on a sunny, warm September 6th. We look forward to many more outdoor projects pioneered by the Dream Team and partnered by those special donors; whose generous spirit defines so much within the life of our Trinity Village Community.

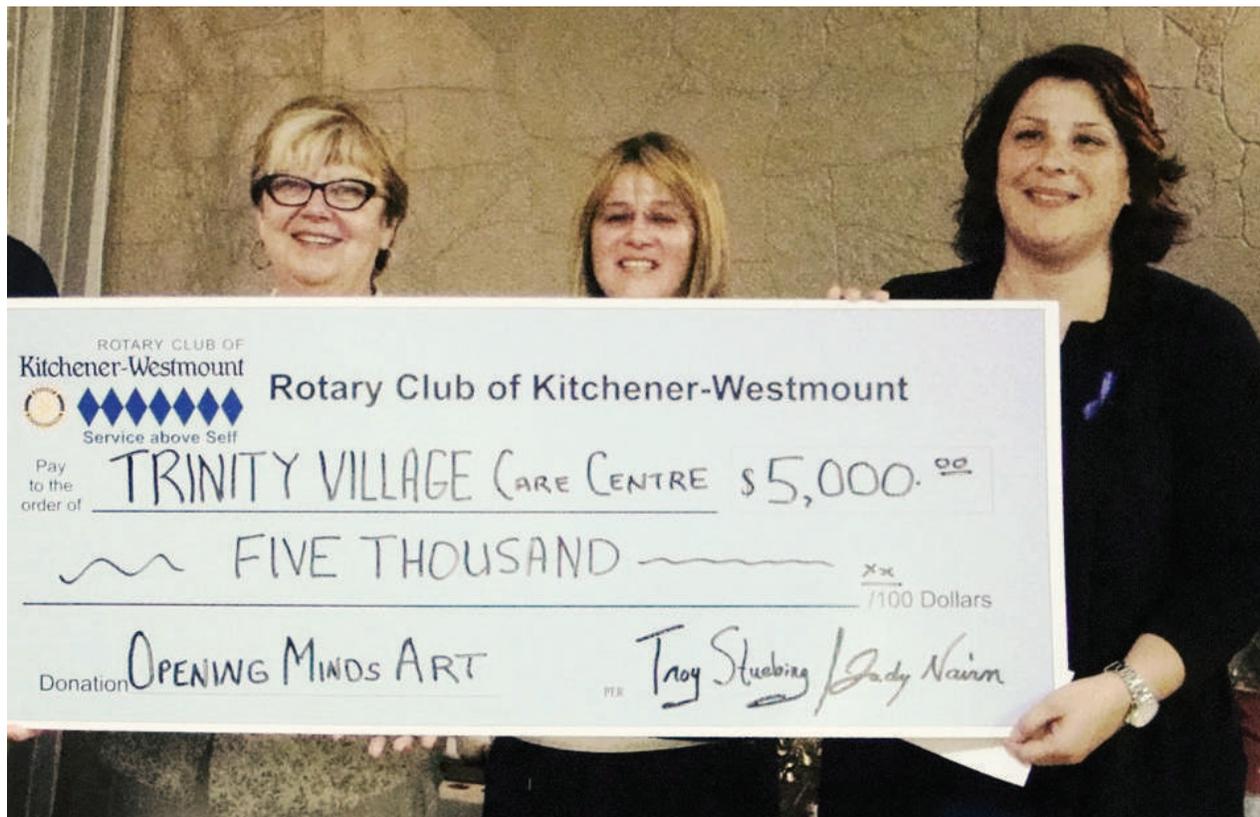


# Opening Minds Through Art (OMA)



Opening Minds Through Art (OMA) is a program specifically designed for those living with dementia. With the number of Canadians living with dementia rising sharply, this requires an increase in care and education – both in healthcare facilities and the community. OMA is bridging the gap between seniors living with dementia and youth, and 2017 marks the second year where over 40 high school students and volunteers have participated in the program.

OMA educates students to understand what it means to live with dementia, communication techniques, and that meaningful relationships with persons living with dementia is possible. Our feature partner in bridging the gap – and a key player in the success of the program – is Eastwood Collegiate Institute, where students are recognized and receive credit for the program.



OMA continues to draw attention and recognition by our community. From being featured in an exhibit in the Kitchener City Hall Rotunda, to facilitating a program session at Nithview Long Term Care in partnership with Waterloo-Oxford District Secondary School students, OMA continues to bridge the gap and break the barriers between youth and those living with dementia.

We are grateful for the donations from the Rotary Club of Kitchener-Westmount and their financial support, and we continue to share our OMA journey through speaking requests and conference workshops.



# 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 and we also work with many other groups on a project-by-project basis.

- **Canadian College of Massage and Hydro Therapy**  
(onsite massage program)
- **Community Support Connections**
- **Conestoga College**  
(student placements)
- **Eastwood Collegiate Institute**  
(Opening Minds Through Art program)
- **Evangelical Lutheran Church in Canada** (ELCIC aging survey, workshops and grants)
- **Health Quality Ontario**
- **The Kitchener and Waterloo Community Foundation** (grants)
- **MaRS**  
(Procurement by Co-Design Challenge)
- **Miami University**  
(Opening Minds Through Art program)
- **Mitchell Animal Hospital**
- **Ontario Long Term Care Association**  
(Quality and Innovation Committee)
- **Region of Waterloo Community Homelessness Prevention Initiative** (CHPI)
- **St. Louis Adult Learning and Continuing Education Centre**  
(student placements)
- **St. Mary's Hospital**  
(bi-monthly geriatrician site visits)
- **Trios College** (nursing placements)
- **University of Guelph**  
(nutrition/dietitian research and student placements)
- **University of Waterloo**  
(recreation placements and nutrition research)
- **VitalHub** (mobile application development, DOCit)
- **Wilfred Laurier University**  
(social work and music therapy placements)

Trinity Village Accreditation:



Trinity Village is funded by:



Trinity Village is an active member of:



**ONTARIO  
LONG TERM CARE  
ASSOCIATION**



**GREATER KITCHENER WATERLOO  
CHAMBER OF COMMERCE**  
BUSINESS BUILDING COMMUNITY



**“We can  
achieve so  
much more  
together  
than on  
our own.”**

# Financial Stewardship

## 2017 Condensed Financial Report

### Those We Serve

Residents ..... 3889\*  
 Adult Day Program ..... 75\*  
 Average Age ..... 85  
 \*Cumulative since inception

### Those Who Serve

Staff ..... 280  
 Volunteers ..... 102  
 Students ..... 31  
 Gardeners ..... 18

### Volunteer Hours

Volunteer Hours ..... 5,445  
 Student Hours ..... 6,825

Trinity Village	2017	2016
<b>Revenues</b>	%	%
LTC	80%	80%
Retirement	14%	14%
Adult Day	2%	2%
Other	4%	4%
<b>Total per Audited Statements</b>	<b>100%</b>	<b>100%</b>
<b>Revenues Sources</b>	%	%
MOH	54%	55%
Residents & Program Fees	40%	40%
Donations, Fundraising, Grants, Other	6%	5%
One-Time Funding	0%	0%
<b>Total per Audited Statements</b>	<b>100%</b>	<b>100%</b>
<b>Total Expenses</b>	%	%
Direct Care	49%	49%
Nutrition & Food	14%	14%
Facilities	19%	19%
Programs & Services	7%	8%
Other	11%	10%
<b>Total per Audited Statements</b>	<b>100%</b>	<b>100%</b>

Trinity Village had annual operating revenues in excess of \$14 million and total assets in excess of \$33 million.

## Donations

At Trinity Village, we believe in creating an environment that reduces feelings of loneliness, helplessness, and boredom. Since 1972, we have strived to build a community for our clients, residents and staff by providing innovative and meaningful programs, services and experiences, and making Trinity Village a good place to live, and a good place to work. While government funding covers the day-to-day operational costs of care and staff, we require generous contributions from the community to create “A Caring Community Which Fosters and Values the Worth and Lifestyle of All”.

There are several ways to give to Trinity Village. As a donor, you can choose the type of donation that best meets your financial needs and personal wishes.

Your gift:

- Individual
- Corporation
- Community Organization
- Family
- Business



### Gift options:

**Cash:** You can make a gift of cash or other assets. Your gift qualifies for maximum charitable benefit under federal law.

**Online:** Donate at [www.trinityvillage.com/donate-today](http://www.trinityvillage.com/donate-today)

**Life Insurance:** You can designate Trinity Village to receive a portion or all of the proceeds from your life insurance, reducing your estate taxes, or you can transfer the policy to the Trinity Village name and receive an immediate tax receipt for the cash surrender value.

**Bequest:** You can designate a gift or portion of your estate to Trinity Village and, in some cases, receive a substantial reduction in federal gift and estate taxes.

**Appreciated Securities:** You can give appreciated securities to Trinity Village to eliminate capital gains tax and get an immediate tax receipt for the market value of those securities.

**Charitable Trust:** You can place cash or property in a trust that pays annual income to you (or another named beneficiary) for life. After your death, the remainder of the trust transfers to Trinity Village and is placed in a charitable fund you have selected.

For more information about the types of gifts that you can make to Trinity Village and how you can support the causes you care about the most, contact:

Jayne Noordermeer, Community & Donor  
Development Coordinator  
(519) 893-6320, ext. 303  
[jnoordermeer@trinityvillage.com](mailto:jnoordermeer@trinityvillage.com)  
Charitable Registration #: 136781937 RR0001

## Credits

**Direction:** Jayme Noordermeer,  
Community & Donor Development Coordinator

**Design:** William Wallace, The Brand Architect

**Printing:** Minuteman Press, Waterloo

**Text:** Debby Riepert, Jayme Noordermeer



## The Trefoil

The Trinity Village and Lutheran Homes Kitchener-Waterloo logo presents a trefoil 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. The logo was designed in 1995 by Nancy-Lou Patterson.



Trinity Village  
2727 Kingsway Drive  
Kitchener, ON N2C 1A7  
(519) 893-6320  
[www.trinityvillage.com](http://www.trinityvillage.com)