

2019 ANNUAL REPORT

Leading Choice



Leading Care

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Dedicated to the Well-being of Seniors

Shepherd Village is Toronto's largest not-for-profit seniors community on a single site and has been dedicated to the well-being of seniors since 1961.

We're committed to meeting the changing physical, spiritual and social needs of seniors through quality care and compassionate service. Everything we offer is designed to enhance the quality of life and peace-of-mind of our residents, and their family and friends.

Sitting on immaculately maintained grounds, Shepherd Village offers an array of healthcare, retail, recreational, and spiritual services and four choices of accommodation.

Cover photos starting from the top row: Volunteer Appreciation, Chef Michael Smith, staff at Summerfest, Housekeeping staff, residents exercising, volunteer spotlight Lloyd Hale, and CABHI brainstorming illustration.



Residents enjoying Carnival.





John Tory Luncheon.

Message from the President & CEO and the Board Chair

Honoured to be a Leading Choice

2019 was another busy and dynamic year at Shepherd Village. We continued to expand our communications across the Village and build new external connections. We saw a remarkable average occupancy rate that exceeded 98% for the year. We achieved excellent results in a comprehensive facilities and operations audit, while maintaining the standards of the Commission on Accreditation of Rehabilitation Facilities.

Our staff, residents, and family satisfaction and engagement survey results continue to be very impressive with satisfaction levels well above other seniors' homes in the province.

At Shepherd Village we serve our residents by building healthy trust and engagement with our staff and residents' families. When done well, even in a crisis staff will step up and in partnership with leadership

do their very best, recognizing how important they are in serving our seniors to provide for their social, spiritual, and physical needs.

In all our achievements, one theme shines through: Shepherd Village remains quality driven to exceed the expectations of those we serve. Health sector leaders like Sodexo and the Centre for Aging and Brain Health Innovation (at Baycrest) choose to partner with us.

As a continuum of care within a Christian community, it's about walking the talk. Shepherd Village is blessed to be a place where people choose to live, work, volunteer, and partner. And we can all be thankful to God for this shared accomplishment.



Staff enjoying Multicultural Cook-off.



Wendy Beckles
CEO & President

Jonathan Kulathungam
Board Chair



In all our achievements, one theme shines through: Shepherd Village remains quality driven to exceed the expectations of those we serve. This achievement belongs to each and every one of us at Shepherd Village.



Staff at
Summerfest.

This report is a snapshot of some of our newest and rewarding achievements of 2019, none of which could be accomplished without all of us working together in sync as a team. Thank you for the part you play in making Shepherd Village a leading choice for all of us.



Introducing our 2019 Highlights

Shepherd Village is always buzzing with activity.

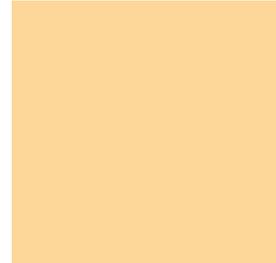
Our residents, staff, volunteers, partners, and community friends are always busy with services and events to keep us happy, healthy, and vibrant.

In 2019 we enjoyed all our favourites, including our Village-wide Town Hall meetings, i-Connect iPad training, Strawberry Social, fundraising Golf Tournament, and our Remembrance Day Ceremony, which is often attended by our local MP and MPP. Newer initiatives are quickly becoming favourites too, such as our Carnival Social Events and our Residents Milestone Celebrations.

Every year, new ideas and projects emerge, keeping Shepherd Village an ever-evolving and enriching place.



Staff at Summerfest.





2019 Highlights

With so much on the go, we cannot possibly cover everything we did this year in one report. The following pages focus on some of our newest activities and successes of 2019.



Residents Highlights

Milestone Celebration – Honouring significant milestone birthdays and weddings



To honour and celebrate the fact that our residents are living long and active lives, we created the Milestone Celebration. We fêted 82 residents who marked 95 years of age and beyond and those who marked 60+ years of marriage. One of our honourees was Olive Myhre who is the oldest Pentecostal Assemblies of Canada pastor and credential holder at 107 years old. The Shepherd Village community came together to celebrate. Families and friends of the honourees attended the ceremony with joy and pride, special guests Norm Kelly, former City of Toronto Councillor for Scarborough-Agincourt, and Jean Yip, Member of Parliament for Scarborough Agincourt, joined us. Congratulatory letters from Prime Minister Justin Trudeau and Governor General Julie Payette were received, and the event was covered by CBC television. (You can see the video on our website.).

Olive Myhre celebrates her 107 years old milestone birthday.



Milestone Celebration.





SV Takes the (Radio) Stage – Shepherd Village goes “On Air”

Community Players was a Residents’ Council initiative that grew into an organization-wide acting program. A group of residents from the Gardens, Manor, and Terrace, in collaboration with staff, launched Shepherd Village Takes the Stage – a 1940s’ style radio play. Residents took acting classes with a professional acting coach and, together, they wrote the play. Its themes included a newcomer’s experience of Canada and day-to-day observations of retirement living such as finances, friendships, romance, and reflections on past and present roles in life. The play was performed at Shepherd Village. Then it hit the road, performing to a delighted audience at multiple venues across the GTA including the WoodGreen Community Services, Rayoak Place Retirement Residence, and the Church of Incarnation.



Residents from the Gardens, Manor, and Terrace, in collaboration with staff, Take the Stage – a 1940s’ style radio play.

Meg’s Hope Deferred – The drama of dealing with dementia

Coping with dementia and Alzheimer’s disease is a very real and lonely scenario for many residents and their families and friends. Longtime Lodge resident, Donna Greaves created a play called Meg’s Hope Deferred to inspire more understanding and hope regarding residents living in long term care. Donna wrote, directed, and acted in the play yet it was far from a one-person show. Residents, staff, and volunteers helped with designing the set, lighting, costumes, makeup, and much more. Over 200 people attended the play in the Community Hall and it was filmed so it could live on as a teaching tool, as well as a moving source of entertainment.

Cast and crew of Meg’s Hope Deferred.





Our staff felt a high level of commitment from Shepherd Village and in turn felt extremely or very strongly committed to the organization themselves – numbers outpacing the industry and Canadian benchmarks.

Leading Engagement

Staff Highlights

Employee survey – Investing in engagement

This year Shepherd Village chose to go beyond the regular annual staff satisfaction survey and we invested time and money to significantly enhance staff engagement. Research shows that the most engaged staff teams are the most effective and they drive many measurable benefits, including improved productivity, performance, company culture, and customer service.

We commissioned *Insightlink Communications* to conduct an anonymous employee survey. We wanted to learn about the overall climate of the organization, assess which factors are contributing to and detracting from employee satisfaction, and what could be improved.

From the survey we learned that the majority of staff agree that Shepherd Village is: a favorable work environment with a number of key strengths to build on for the future;

progressing in a positive direction, with an improved staff experience over the past 12 months; and fulfilling its mission, vision, and values – all very important in this mission-driven setting. Staff also felt a high level of commitment from Shepherd Village and in turn felt extremely or very strongly committed to the organization themselves – both at numbers outpacing the industry and Canadian benchmarks

StandOut – Fostering staff communication

Based on the vital information from the employee survey, we launched *StandOut*: a strengths-based, web-based platform that allows employees and supervisors to communicate with each other on an ongoing basis. This platform allows employees and supervisors to better understand staff members' strengths and what they are doing and feeling. It also helps foster and facilitate open communication and coaching, enhancing staff performance, and employee relationships overall.



Corporate Office
Tree Trimming.



Volunteer Highlights

L.E.A.D. – Educating generations with high school student leaders

14 high school students representing 9 schools graduated from the L.E.A.D. (Leadership, Empowerment, Achievement, Determination) program at Shepherd Village. L.E.A.D. is offered by the Canadian Multicultural LEAD Organization for Mentoring and Training. This strength-based program helps students in grades 11 and 12 as they prepare to transition out of high school and into post-secondary endeavours. The 5-week program provides students with opportunities for self-exploration, skill development, and team-building. In just our second year of offering the program at Shepherd Village, we tripled the number of participants, giving more students access to this incredible program and bringing even more energy and new experiences and skills to Shepherd Village. In 2019, three of the students chose to become regular, active volunteers with us supporting our residents with educational, recreational, and social activities.

OLTCA Circle of Excellence – Exceptional volunteers win provincial awards

Three Shepherd Village volunteers received the prestigious Ontario Long Term Care Association’s (OLTCA) Circle of Excellence award. The award recognizes volunteers across the province who contribute their time and caring services to residents within long term care residences. We are so proud that these exceptional volunteers choose to dedicate their time, energy, and care to Shepherd Village. Congratulations to John Bernard, Clytie Samuel-Hope, and Bob Stoddart!

Our exceptional L.E.A.D volunteers with Wendy Beckles.

Wendy Beckles with our exceptional volunteers, Bob Stoddart, Clytie Samuel-Hope, and John Bernard.





Spiritual Life Services Highlights

Spirituality is the foundation of Shepherd Village. Residents tell us that the time, ministry, and inspiration given by our Spiritual Life Services staff and volunteers is a blessing to their lives.

Palliative Care Program – Devoted to care and comfort

In 2019 we introduced a program within the Lodge, our long term care residence, to formally integrate spiritual and palliative care. It includes recruiting and training volunteers to aid residents facing imminent death and to provide grief support to the family and staff members who have been devoted to their care and comfort.

This new program complements our existing Spiritual Life Services accessible onsite to all Lodge residents, such as full time Chaplaincy and worship services. Through one-on-one visits, our Chaplains develop genuine relationships with residents, giving them an empathetic space to navigate life's difficulties in a way that nurtures hope and meaning and reinforces their spiritual values. With community churches, various denominational services, special events, and hymn sings are held regularly in the Community Hall and on individual residence floors.



The Church In The Village is centrally located to provide easy access as part of everyday life at Shepherd Village.

Leading
the way

Church In the Village – A place to celebrate and remember

Our Church In The Village is a place where residents, family, volunteers, and community members gather to celebrate Christian life as well as many special events and occasions.

Some of the special guests that favoured us this year include: former District Superintendent Rev. Gordon Upton, now a resident, performing sacred Gospel concerts on the piano; the Master Four quartet, Ruth Anne Onley, Lloyd Knight, and John and Deb Willoughby; the Singing Pilgrims Men's Choir; and, at both Easter and Christmas, a wonderful cantata was presented by Christ Almighty Baptist Church.

With local city councillors and members of provincial and federal parliament, in particular MP Jean Yip, we host a moving Remembrance Day Service to honour the military, past and present. Equally moving is our quarterly Service of Remembrance, where we honour and celebrate the lives of those in our Shepherd Village community who have passed away. Special musical groups and choirs, including the Salvation Army Heritage Brass, graced us with their presence and performed on our spacious patio overlooking the beautiful gardens.





*“I want to be social, to volunteer...
Shepherd Village has been lovely
and I couldn't think of a much
nicer place to live.” – Lloyd Hale*

Leading Volunteers



Volunteer Spotlight: Lloyd Hale

Soon after moving to Shepherd Village to be near his wife Grace, Lloyd saw that some of his neighbours needed extra help. He didn't wait for others to step up. Lloyd was instrumental in establishing the Buddy System with the residents in the Gardens and Manor. He also served for 7 years on the Gardens Residents' Council.

"I thought it was important to have somebody in the Gardens and Manor that could assist people to and from their rooms and help them remember appointments," Lloyd explained. *"I would also visit new residents and welcome them, and let them know we're here to help if they need it."*

The concept of service isn't new to Lloyd. At 20 he travelled from his birthplace of Jamaica to England to enlist in the British Royal Air Force. He served for 9 years, including in Singapore where he met Grace. Together they moved to Canada in 1958 and had two children,

Stephen and Sharon. Lloyd worked in communications and Grace was a music teacher. When Grace required long term care, she moved into the Lodge. Lloyd moved into the Gardens to be near her. Lloyd and Grace were married for 58 years, until her death in 2012.

Lloyd continues to serve others. In addition to keeping an eye out for his neighbours, he is always holding doors open for people and ready with a positive and kind comment to put a smile on someone's face and perk up their mood. Several days a week Lloyd volunteers his time driving residents to medical appointments and escorting them to programs and activities in the Village.

"There are so many good things that have happened to me. I have had a fortunate life. Firstly, I was blessed with a long marriage and children. Secondly, there have been many people who have helped me and I am thankful to them... It is important to visit with our fellow Shepherd Villagers and care for others."



In every area audited, we exceeded the 90% best practices Gold Standard. It is a demonstration of our commitment to our values of accountability and excellence.

Leading Standards

Facilities & Operations Highlights

Sodexo Gold Check Audit – Our standards and values earn gold

We proactively initiated a comprehensive audit of our facilities and operations. We commissioned Sodexo to develop a custom audit program with third-party subject matter experts. The purpose of the audit was to objectively evaluate our adherence and level of compliance to the Legislative requirements as defined in the Long-Term Care Homes Act, 2007, the Retirement Homes Act, 2010, and Sodexo's Gold Check management and operations audit.

The audit is a significant demonstration of our commitment to our values of accountability and excellence, striving to hold ourselves to the highest of standards and quality to exceed the expectations of our residents, co-workers, partners, and community.



Red Seal Chef,
Evan Morrison
and Executive
Chef Bo Silva.



*In every area, we exceeded the 90% best practices
Gold Standard:*

- *Residents Dining and Nutrition Services (97%)*
- *Environmental, Housekeeping, and Laundry Services (94%)*
- *Facilities Management Services (93%)*





Our 24th Annual Charity Golf Tournament was another fundraising success, we thank our staff, volunteers, partners, and friends.

Leading Generosity

Partnerships & Fund Development Highlights

CABHI Baycrest – Partnering for aging and brain health innovation

We launched an exciting new partnership with the Centre for Aging and Brain Health Innovation (by Baycrest) (CABHI). CABHI is a research organization that collaborates with health care, science, industry, not-for-profit, and government partners to help innovators develop, test, and disseminate their solutions. Simply by the fact that we have lived experience, Shepherd Village residents and staff are experts on aging. CABHI and a combined group of our staff and residents, representing a cross section of departments and buildings, met to share our opinions on the challenges seniors’ face, hopes for the future, and advice for the younger



generations who are developing the innovations. The partnership gives Shepherd Village the opportunity to learn more about the latest research and innovations in aging and brain health while allowing us to influence and contribute to its advancements in prevention, treatment, and care.

Centre for Aging and Brain Health Innovation, graphic illustration.



Annual Staff Bowling Tournament Fundraiser.



“I’m no diva. I’m here to work”. Chef Michael dined around the table with some of our seniors for “family time”. The event raised over \$15,000 to go toward the purchase of beds and lifts for the Lodge.

Leading Funding



An Evening of Taste – Showcasing Shepherd Village with Chef Michael

With thanks to our partner Sodexo, we were thrilled to host An Evening of Taste with Chef Michael Smith, one of Canada’s best-known chefs, authors, and TV personalities. In the words of one delighted foodie who attended: “it was a dream come true!”

The fundraising event featured an elaborate dinner, entertainment, and live auction all stationed throughout the main floors of our Lodge, Manor, and Terrace buildings, allowing us to showcase Shepherd Village to the 200+ people, VIPs, and media in attendance.

As a special treat, Chef Michael spent several hours before the event meeting with and holding a special lunch for residents. It was not just the sushi bar and oysters that were a hit. Chef Michael, sometimes referred



**Chef Micheal
and the
Shepherd
Village staff.**

to as the “friendly giant” at 6’7”, got five stars for his engaging and down-to-earth personality, letting everyone know when he arrived: “I’m no diva. I’m here to work”.

The event raised over \$15,000 to go toward the purchase of beds and lifts for the Lodge. Although vital to keep residents safe and comfortable, equipment and other capital needs for the Lodge are not covered by government funding (and no government funding is available for the Manor, Terrace, or Gardens), which is why fund development is critical at Shepherd Village.



Scarborough Ontario Health Team – Partnering for patient care

In 2019 Shepherd Village joined more than 40 health service providers to create an Ontario Health Team (OHT). An initiative of the provincial government, OHT replaces the Local Health Integrated Network to provide more integrated health services for patients.

Shepherd Village is a formal alliance partner of the Scarborough OHT, and it is a true partnership we can all be proud of.

The team established a steering committee and several working groups to design an integrated system of care.

We completed the self-assessment and the Ministry of Health has identified our OHT as ‘In Development’. We are now preparing for the full application stage.

Building on our long history of collaboration, we are confident that together we can and will transform how care is provided for the people of Scarborough.



Scarborough Ontario Health Team.

Leadership Teams

Board of Directors

Jonathan Kulathungam, Chair
Christine Arsenault, Vice-Chair
Jan Pedder, Treasurer
Maureen Russell, Secretary
Scott Doggart, Director
Raymund S. Guiste, Director
Tricia Lam, Director
Ubanna Okebugwu, Director
Hugo Sonnenberg, Director
Craig Winsor, Director

Resident/Family Council Chairs

Lorraine Bernard, President,
Lodge Family Council
Judith Combdon, President,
Manor Tenants' Council
Catherine Dunlop, President,
Terrace Residents' Council
Donna Greaves, President,
Lodge Residents' Council
Jacobus (Koos) Le Roux,
President, Gardens Residents'
Council

Senior Leadership Team

Wendy Beckles, President & CEO
Farhad Sethna, VP Corporate Services
Cathy Fiore, Director Client Care
Services
Mario Gugliotta, Director Facility
Services
Ron Matheson, Director Fund
Development and Spiritual Life

Leadership Teams

Financial Summary

Summary Statement of Financial Position

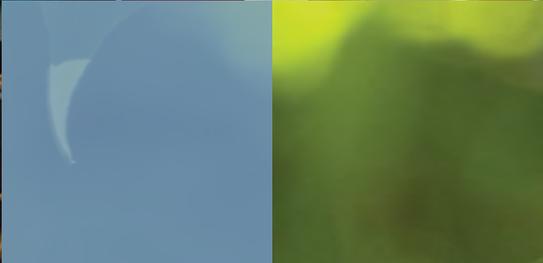
As at December 31	2019	2018 Restated
Assets		
Cash and cash equivalents	\$4,209,855	\$4,216,230
Other current assets	\$669,944	\$816,892
Current Assets	\$4,879,799	\$5,033,122
Capital Assets	\$67,700,397	\$68,081,697
	\$72,580,196	\$73,114,819
Liabilities		
Current liabilities	\$6,770,357	\$6,202,708
Non-current liabilities	\$32,189,382	\$34,288,199
Fund Balances		
Restricted & Non-restricted	\$33,620,457	\$32,623,912
	\$72,580,196	\$73,114,819

Summary Statement of Changes in Fund Balances

Year Ended December 31	2019	2018 Restated
Balances – Beginning of year	\$32,623,912	\$32,106,030
Excess revenue over expenses for the year	\$996,545	\$517,882
Balance – End of year	\$33,620,457	\$32,623,912

Summary Statement of Operations

Year Ended December 31	2019	2018 Restated
Revenue		
Resident care and accommodation	\$17,089,801	\$16,502,188
Government subsidies and grants	\$13,068,750	\$12,798,165
Donations and other income	\$2,745,519	\$2,656,150
	\$32,904,070	\$31,956,503
Expenditures		
Salaries and benefits	\$19,982,871	\$19,768,363
Administrative expenses	\$1,513,501	\$1,495,592
Utilities and other expenses	\$6,022,000	\$5,665,400
	\$27,518,372	\$26,929,355
Excess Revenue over Expenses before undernoted items	\$5,385,698	\$5,027,148
Interest expense	\$2,417,915	\$2,521,318
Amortization	\$1,971,238	\$1,987,948
Excess of revenue over expenses	\$996,545	\$517,882



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