

Respect

Annual Report 2020-2021

Perseverance

Spirit

Resilience

Integrity

Care

Diligence

Trust

Generosity

Team effort

Accountability

Innovate

Courage





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Who We Are

Shepherd Village Inc. is a caring, not-for-profit Christian-based seniors community, dedicated to the well-being of seniors since 1961.

Shepherd Village provides an array of healthcare, retail, recreational and spiritual services. We offer four choices of accommodation, from fully independent to full-care, all in one location on beautiful grounds in north-east Toronto.

- Gardens (115 life lease suites for independent, active seniors)
- Manor (263 one- and two-bedroom apartments for fully independent living)
- Terrace (144 private full-service suites)
- Lodge (252-bed long-term care facility).

COVID-19 changed much of our day-to-day lives, but it did not change our fundamental promise of quality care and compassionate service. We're committed to meeting the changing physical, spiritual and social needs of seniors. Everything we offer is designed to enhance the quality of life and peace-of-mind of our residents and their family and friends.

During the pandemic, we demonstrated that it takes a Village.



Resident and teddy bear all masked up.



Message from the President & CEO and the Board Chair

So much has happened since 2019. COVID-19 has tested us to the limit through three distinct waves, and we are entering a fourth. Yet with resilience, determination and faith, we at Shepherd Village are getting through this pandemic together.

Limiting the spread of the virus and protecting our staff and residents came down to how quickly we acted, and the intensity and consistency of our vigilance. By the time Ontario declared a state of emergency on March 17, 2020, Shepherd Village was already implementing our pandemic plan. We remained stable thanks to vigorous infection prevention and control. By 2021, we also offered vaccines and COVID-19 testing for all our residents, staff and essential visitors.

Feelings throughout this time ranged from uncertainty and overwhelm to hopefulness and gratitude.



Staff stretches.



Shepherd Village reception desk.

This report covers the changes we made and how we tried to counteract the loneliness and isolation caused by pandemic restrictions. We faced the challenges each day, trusting God to guide and protect us.

We thank the heroes of Shepherd Village, our frontline workers, for your efforts throughout the pandemic. You stepped up, working long hours to protect and meet the needs of our seniors.



Wendy Beckles
President & CEO

Jonathan Kulathungam
Board Chair

Remarkably in 2020, Shepherd Village earned another CARF Accreditation for 2020-2023. We worked hard for this “*Continued Accreditation through a Pandemic*,” an outstanding high-level award recognizing our commitment to improving the quality of the lives of our seniors.

2020-2021 has been truly a testament of two key principles: *whatever your hands find to do, you must do with all your might*; and *but by God’s grace we continue to walk*.



It has taken a Village working in sync to get through this pandemic. Let’s continue to work together to deliver quality care for our seniors.



Morale boosting included a daily 11 a.m. WAVE.

Life looked very different at Shepherd Village in 2020 and 2021, but we provided pockets of joy and celebration where we could.



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2020-2021 Highlights

COVID-19 protocols affected all of our lives, but they could not dim the compassion and kindness of Shepherd Village staff and the resilience of our residents.

During the disruption to our usual lives, our Spiritual Life, nursing and recreation staff embraced innovative ideas to combat isolation and restriction.

Staff helped residents see and communicate with family members using technology. Even residents who hadn't touched a computer before loved this!



Resident promoting words of wisdom.



Grandparent video chat.



Resident Violet Clay makes cloth masks early in the pandemic. She and others made about 200 masks and visors before PPE became readily available.

2020-2021 Highlights—continued



We introduced cart programming, where staff delivered meals, treats and surprises to residents in their rooms. Staff also provided a morale boost with hair care and manicures.

During the pandemic, our memorial and Sunday morning church services went online, televised throughout the Village through Rogers Cable and our YouTube channel. Church services in our chapel resumed in spring 2021, open by reservation only to masked and vaccinated residents.

Of course, screening, social distancing and hand sanitizing apply. Quarterly in-person townhall meetings and volunteer appreciation events also went virtual.

Vaccination success

We've hosted multiple vaccination clinics for all 900+ residents and



Staff making PPE.



Vaccination clinic inside the Community Hall.



Vaccination success



Eugene is the first of about 360 residents and caregivers to get a COVID-19 vaccination at our clinic on March 19, 2021. A second clinic immunized another 370 people.

400+ staff across our long-term care, retirement living and congregate independent living facilities, with the help of Scarborough Health Network and Michael Garron Hospital. Now, over 90% of our residents and staff are vaccinated. We also made sure our retirement building and long-term care residents received booster shots.

Our diligent infection prevention controls and screening continue, which includes testing of all staff and visitors. As a result, we've only had one active COVID-19 outbreak on-site since the pandemic began in March 2020, and no active cases since February 2021.



Additional vaccination clinic.



Screening desk.



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Residents

Village life was considerably different at the height of the pandemic. No more in-person group activities or dining together. Recreation programs were cancelled or modified to an online or physically distanced, masked experience. Residents experienced loneliness and cabin fever, and found it difficult to keep distanced. Those with dementia or Alzheimer's had a hard time understanding what was happening. New programs emphasized exercise to keep residents healthy. Staff worked hard on ways to boost morale and give residents something to look forward to.

Staff delivered three meals a day to residents' rooms, including boxed Christmas dinners, complete with dessert and Christmas cards. A room-service barbecue lunch replaced an annual group dinner.

"For 10 to 12 months, we provided room service with three meals a day, plus beverages and snacks...we delivered an average of 2,200 meals per month directly to residents in their rooms." – Bo Silva, Chef and head of the Terrace dietary staff



Treat Cart at the Terrace.

Resident calendar.



We didn't let COVID-19 get in the way of our physical fitness.

Recreation staff and residents enjoy our beautiful Memorial Gardens.



In 2021, we couldn't celebrate the 88 residents marking birthdays of 95+ years in person.

That made an in-person Village-wide milestone celebration in 2020 all the sweeter. In addition to birthdays, we celebrated 16 couples who have been married more than 60 years.



We celebrated Olive Myhre's 109th birthday in spring 2021. The oldest Pentecostal Assemblies of Canada pastor, Olive inspires us with her words, "Every day I get up with a purpose."



Village life was considerably different at the height of the pandemic. Staff worked hard on ways to engage residents and lift spirits.



Eating our way through COVID-19, we embarked on our own bread baking and cinnamon bun adventures.



Our first Milestone Anniversary, February 14, 2020—Robert and Joyce Walker celebrating 60 years of marriage with Shepherd Village friends and former Deputy Mayor Norm Kelly and his wife Charlotte.



Shepherd Village residents Sam and Maureen Rodgers, renew their vows with Reverend Linferd Albrecht. The ceremony took place at a Milestone Celebration on Valentine's Day 2020.



Our robot, PAL, gets around. He lifts spirits by singing, telling jokes, giving weather reports, sharing the lunch menu and giving program updates.



Residents enjoy creative writing and art therapy.





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Values

Staff

The entire Village across all buildings pulled together to overcome COVID-19. We redeployed staff to places of highest need, and brought more than 100 new people on staff in a short space of time. The result was a stronger team, with a clear perspective on the value of collaboration.

During the entire challenging time, residents continued to receive the unfailing support and care from personal support workers, nurses, therapists and staff. Staff volunteered their services to cut residents' hair, to help them look their best. Seniors and co-workers checked in with each other, asking, *"Are you OK? How can I help you?"*

We also ensured residents could get to two vaccination clinics on-site in March and June 2021. Nurses from Scarborough Health Network hospital delivered first and second

doses of the COVID-19 vaccine for some 364 residents and caregivers at the first clinic and 370 at the second.

During the pandemic, we started *"Cheerful Fridays"* to boost staff morale and show our appreciation for all their hard work and care. We played music on the floors and presented small treats (popcorn, ice cream, hot chocolate) at the elevators as day shift was ending and evening shift began. We also held a staff appreciation day on August 12, 2020, featuring good food, good music and much laughter. And we hosted a motorcade celebrating front-line workers.



Staff appreciation day.

"Cheerful Fridays" included popcorn to boost staff morale.



Scarborough Health Network hospital delivers first and second doses of COVID-19 vaccine.



Staff Social Committee.

“I love what I do. I am grateful for the opportunity. It changed the outlook of my career. This is something that I see myself doing until I’m ready to retire.”

– Christina Branch



“Teamwork makes the dream work, I only truly understood this due to COVID-19.”

– Diana Morales



“After being redeployed, I had the opportunity to meet a lot of new and different staff compared to being part of a very small team. We built stronger work relationships.” – Jennifer Peister



A street party in August 2020 recognized everyone’s efforts to comply with Ministry regulations. Our Social Committee distributed a ‘to go’ chicken and rib lunch to residents, and Mike McConnell entertained outdoors.

“We are here for the residents. It is very important to take care of them together.”

– Wendy Smith

“Shepherd Village teams are stronger than ever due to the pandemic. A bond has been created among the staff that will stay into the future. This will enhance productivity and be a motivation to come in and do your best.” – Nicole McGale



*“I’ve never cut hair before but I learned some tips from a niece who is a hairdresser. I wanted the people I was responsible for to look their best.”
– Lauralyn Lalsingh*

*“COVID-19 changed the view on teamwork for the better. Working as a team was so important to make sure we followed all the directives and did what we could to protect residents and staff.”
– Coseta Ricketts*





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Family & Resident Councils

When we opened Shepherd Village, we invited family members and friends of residents of our long-term care building, the Lodge, to be part of a Family Council. The group elects representatives to meet, to support and to improve the experiences of those in our care.

We also introduced Resident Councils for all of our buildings. These are made up of people elected by the tenants to be their collective voice and form a relationship between the residents and Shepherd Village management.

During the pandemic, keeping COVID-19 out of the buildings was the main priority for our Councils and remains our ongoing concern.

Resident/Family Council Chairs

Lorraine Bernard

President,
Lodge Family Council

George Nakamura

President,
Terrace Residents'
Council

Donna Greaves

President,
Lodge Residents' Council

Jacobus (Koos) Le Roux

President,
Gardens Residents'
Council

Judith Combdon

President
Manor Tenants' Council



Mentos donation
from Family
Council.



Christmas Carols sung
by the Family Council.

“I found it hardest to adjust to not being able to move around freely, but in the course of life, you learn to endure and adapt to many different situations.” – George Nakamura, Terrace Residents’ Council President



George Nakamura



Koos Le Roux



“Asking people not to bring relatives into the building was the hardest change for a lot of the residents. They weren’t able to see their loved ones, especially their grandkids.” – Koos Le Roux, Gardens Residents’ Council President

“COVID-19 was hardest for the new people. We tried to fix them up with ‘buddies’ and gave personal contact in case they needed help.” – Judith Combdon, Manor Tenants’ Council President



Judith Combdon

Donna Greaves



“I was concerned that residents would be on their own and their concerns could go unnoticed and unaddressed, but everyone has been super compassionate.” – Donna Greaves, Lodge Residents’ Council President



Spiritual Life

Our Christian heritage and spiritual life programming are an important part of Shepherd Village life. This, too, underwent radical change during the pandemic.

Our Church in the Village congregation is made up of residents and community members from some 20 denominations. We had to close the chapel doors in the spring of 2020 to comply with safety measures to prevent the spread of COVID-19, requiring innovative ways to provide spiritual care and to celebrate Easter. We streamed a Facebook Live concert in the chapel, broadcasting it for

residents through YouTube/Channel 988, and conducted 12 mini Easter services using portable speakers and Spotify during the residents' lunch time. Sunday

morning services are now televised throughout the Village via Rogers Cable and on our YouTube channel.



Zoom Ladies Bible Study.



Reverend John Stewart.

At Christmas, staff on each floor decorated and drove a Christmas-on-the-Cart room to room, sharing a mini Christmas sermon with each resident. They also used YouTube/Spotify to play Christmas carols in the resident's language. iPads allowed residents to view devotionals, with Google Translate and Notes helping create spiritual dialogue with the residents in their language or communicate with those who had hearing challenges.

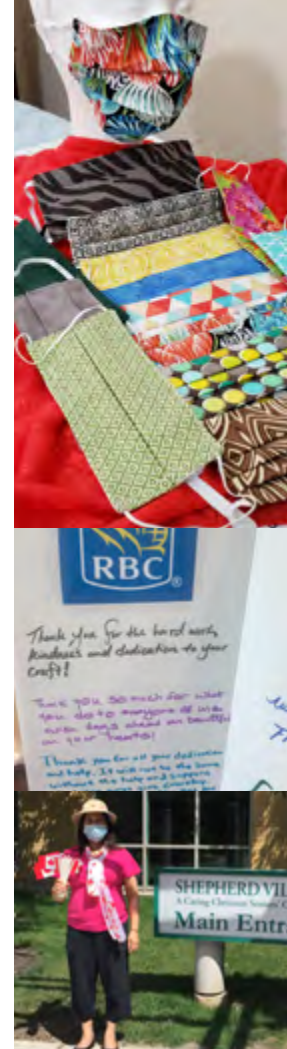
Recognizing not only the need for but also the tremendous power of prayer, the Shepherd Village Spiritual Life Team has created a Prayer Network to pray for the needs of Shepherd Village residents and staff.

Community Partnerships

Shepherd Village works together with partners within the community and the healthcare industry. For nearly two years, our fundraising efforts have been focused on dealing with the pandemic, including acquiring thousands of pieces of personal protective equipment (PPE).

We're grateful to the many partners who stepped forward with donations of PPE early in

the pandemic, including MPP Aris Babikian, MP Jean Yip and City Councillor Jim Karygiannis. We were able to share these with residents as well as others in the community. We also appreciated gifts of coffee, doughnuts, shawarma, pizza and other goodies from multiple generous donors, which helped brighten the days of both residents and staff.



A heartfelt thank you to all of our generous community supporters.





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Leadership Teams

Managing in a crisis is not easy. Our senior leadership team and pandemic working group worked tirelessly to follow the direction provided by the government and the Toronto Public Health Unit. We celebrate keeping the virus at bay, as well as renewed accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). This shows our commitment to continually improving services, encouraging feedback and serving the community.

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
David Porter, Director

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 & Spiritual Life

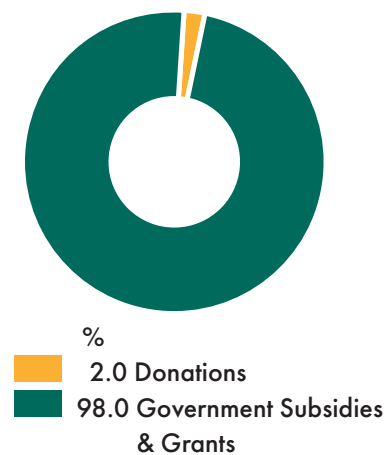


Board of Directors.

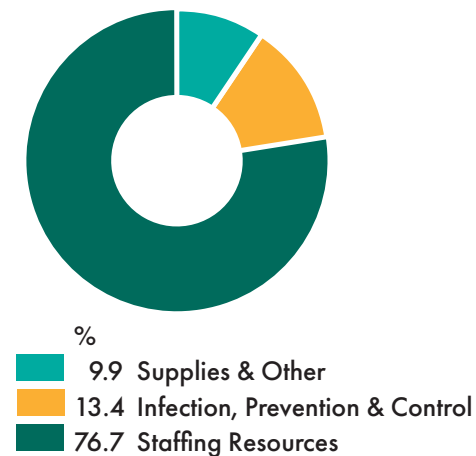
Financial Summary

Accountability is one of Shepherd Village's key values. We hold ourselves to a higher standard, with responsibility to our residents, co-workers, partners and our community.

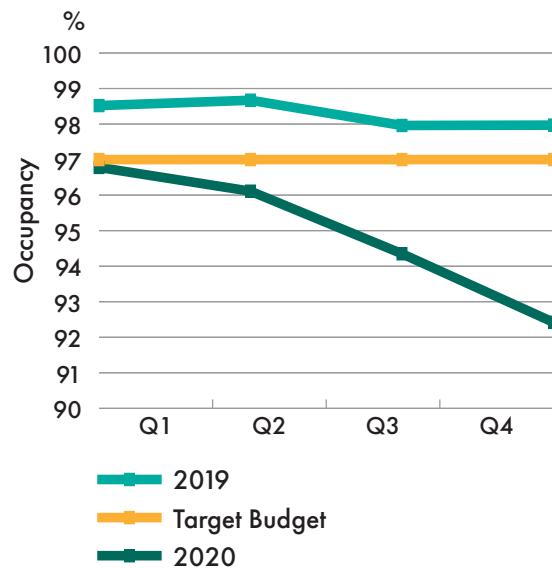
Pandemic Funding



Pandemic Expenses



Quarterly Occupancy



Of note this year is the overall effect of the pandemic. Our quarterly occupancy rate and therefore revenue dropped during 2020 because we couldn't admit new people during COVID-19 restrictions. Expenses were higher, covering extra costs for personal protective equipment, more costly disposable cutlery (some 14,000 packages have already been used), extra cleaning and additional staff to support the physical and emotional well-being of residents.

Summary Statement of Financial Position

As at December 31	2020	2019 Restated
Assets		
Cash and cash equivalents	\$4,989,285	\$4,209,855
Other current assets	\$623,377	\$669,944
Current Assets	\$5,612,662	\$4,879,799
Capital Assets	\$66,866,592	\$67,700,397
	\$72,479,254	\$72,580,196
Liabilities		
Current liabilities	\$7,749,195	\$6,770,357
Non-current liabilities	\$30,148,293	\$32,189,382
Fund Balances		
Restricted & Non-restricted	\$34,581,766	\$33,620,457
	\$72,479,254	\$72,580,196

Summary Statement of Changes in Fund Balances

Year Ended December 31	2020	2019 Restated
Balances – Beginning of year	\$33,620,457	\$32,623,912
Excess revenue over expenses for the year	\$961,309	\$996,545
Balance – End of year	\$34,581,766	\$33,620,457

Summary Statement of Operations

Year Ended December 31	2020	2019 Restated
Revenue		
Resident care and accommodation	\$16,791,430	\$17,089,801
Government subsidies and grants	\$16,276,193	\$13,068,750
Donations and other income	\$2,494,671	\$2,745,519
	\$35,562,294	\$32,904,070
Expenditures		
Salaries and benefits	\$22,279,065	\$19,982,871
Administrative expenses	\$1,371,214	\$1,513,501
Utilities and other expenses	\$6,651,907	\$6,022,000
	\$30,302,186	\$27,518,372
Excess Revenue over Expenses before undernoted items	\$5,260,108	\$5,385,698
Interest expense	\$2,275,143	\$2,417,915
Amortization	\$2,023,656	\$1,971,238
Excess of revenue over expenses	\$961,309	\$996,545



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