

Proposal for An Integrated Partnership between Tri-County Mennonite Homes and Craigwiell Gardens

The Entities

Tri-County Mennonites Homes (TCMH) is a charitable non-profit corporation.

In 1968, the original sponsoring body, the Western Ontario Mennonite Conference (now part of the Mennonite Church Eastern Canada) formed a separate chartered organization to assume responsibility for operation of facilities to serve the needs of seniors and the developmentally challenged. The twelve member volunteer Board of Directors is elected by the voting delegates of the sponsoring constituency.

TCMH operates three divisions.

Aldaview Services (New Hamburg) is organized to provide facilitation and support for persons with developmental disabilities. Services and activities are geared to promote community involvement and participation at the level desired by the individual. Clients are encouraged to participate in daily activities that are similar to others within the community include opportunities for physical and emotional wellness, social and spiritual growth, and leisure and recreational activities. Services include: 7 houses with group living, supported independent living, community participation and respite services.

Greenwood Court (Stratford) is designed as a 'Continuum of Care' where seniors are able to age in place. As the needs of seniors change, they have access to additional services and supports without having to leave familiar surroundings or newly developed friendships. Greenwood offers Independent Living Apartments (85 units both life lease and rentals with various service options), Retirement Living (18 units) and Long Term Care (45 MOHLTC licensed beds).

Nithview Community (New Hamburg) is a seniors' community designed to provide several kinds of accommodation and services. Residents are able to choose the kind of accommodation that is most appropriate for their needs and continue to live within the continuum of care as their needs change. Emphasis is placed on assisting residents to live life to the fullest in this dynamic residential setting. Nithview offers Independent Living Garden Homes (10 Units life lease) and Apartments (42 units lifelease and rentals); Independent and Retirement Living (70 units both life lease and rentals with various service options) and Long Term Care (97 MOHLTC licensed beds).

Craigwiel Gardens Corporation (CWG) is a charitable non-profit corporation.

Nairn Mennonite Church has a long-standing history in this community of providing housing and services for those in need. The incorporation of Craigwiel Gardens was a natural progression in the provision of these services. In 1974, Nairn Mennonite Church formed a separate corporation; Craigwiel Gardens to continue to provide services to seniors and their care givers in our community.

Craigwiel Gardens currently operates a “Community of Care” involving three business lines all on the same site in Ailsa Craig.

The Craigwiel Gardens Adult Day Program provides an environment for individuals living in North Middlesex County to attend a day of socialization and activation that will assist in their ability to remain in their own homes, as well as providing relief for caregivers. The Adult Day Programs consist of the Alzheimer's and Special Needs Program on Monday and Wednesday and the integrated program that runs Tuesday, Thursday and Friday. A day at the program includes a meal and activities with options for spa baths, foot care and hair salon visits. Funding is provided by the Ministry of Health and Long Term Care, through an agreement with the Southwest Local Health Integration Network, as well as client fees.

Craigwiel Gardens Apartments offers 47 ground floor units equipped with their own kitchen, full bathroom, patio access to the courtyard or road and free parking. The complex has laundry facilities, a games room and a gathering room with kitchen facilities. Craigwiel Gardens has a partnership with the VON, who is on-site to provide support and services to our eligible apartment tenants as needed. Options for the tenants also include purchasing noon meals through the nursing home kitchen, attending the adult day program, accessing the hairdresser/barber and foot care services. There is an operating agreement with the City of London Housing Department for the apartments and they are considered social housing. The rent is set at the lower-end market rate to remain affordable and there are a specific number of units available for rent geared to income for qualifying tenants.

Craigholme is an eighty-three bed, long term care facility licensed by the Ministry of Health and Long Term Care and funded through a service agreement with the Southwest Local Health Integration Network. There are 82 long stay beds and 1 short stay bed approved by the Southwest LHIN.

Community services include our Rose Room, a mini “hotel room” available for use by seniors, visitors and Ailsa Craig residents for a nominal fee. The Day Center facilities and the Craigwiel Gardens Auditorium are also available for the community to rent.

Governance

Tri-County Mennonite Homes

Voting members of TCMH Corporation are selected by the nineteen constituent churches. Each church congregation is entitled to appoint voting members in equal number as represented by delegates to the Mennonite Church Eastern Canada conference sessions.

The delegates elect the twelve members of the Board of Directors. Each board member is elected for a four year term and may serve up to two consecutive terms (for a total of eight years). As such, there is normally the election of three directors at each annual meeting. Some may be entering their second term of four years.

The only employee reporting directly to the Board of Directors is the Chief Executive Officer. However, it is normal practice that the Chief Financial Officer and the Executive Directors of each Division attend and participate in board meetings. At the end of each board meeting there is an "in camera" session with the Directors and only the Chief Executive Officer followed by an "in camera" session with only the Directors.

The nineteen constituent churches and number of delegates are:

Church	Delegates
Avon Mennonite Church	3
Cassel Mennonite Church	4
Crosshill Mennonite Church	4
East Zorra Mennonite Church	8
Hillcrest Mennonite Church	5
Living Water Comm. Christian Fellowship	3
Maple View Mennonite Church	6
Milverton Mennonite Fellowship	3
Nith Valley Mennonite Church	3
Petitcodiac Mennonite Church	3
Poole Mennonite Church	6
Riverdale Mennonite Church	4
Shantz Mennonite Church	3
St. Agatha Mennonite Church	3
Steinmann Mennonite Church	9
Tavistock Mennonite Church	7
Wellesley Mennonite Church	5

West Hills Mennonite Fellowship	3
Wilmot Mennonite Church	3

Craigwiel Gardens Corporation

The Board of Directors consists of eight (8) members, six (6) of whom must come from the membership of the corporation, namely members of Nairn Mennonite Church. The corporation members of the board are voted on annually at the corporation general meeting in June.

Two (2) members of the Board of Directors are community members which are recruited as determined by the board.

The only employee reporting directly to the Board of Directors is the Executive Director; however, the director of each department prepares a monthly written report to the board.

Operations

Tri-County Mennonite Homes

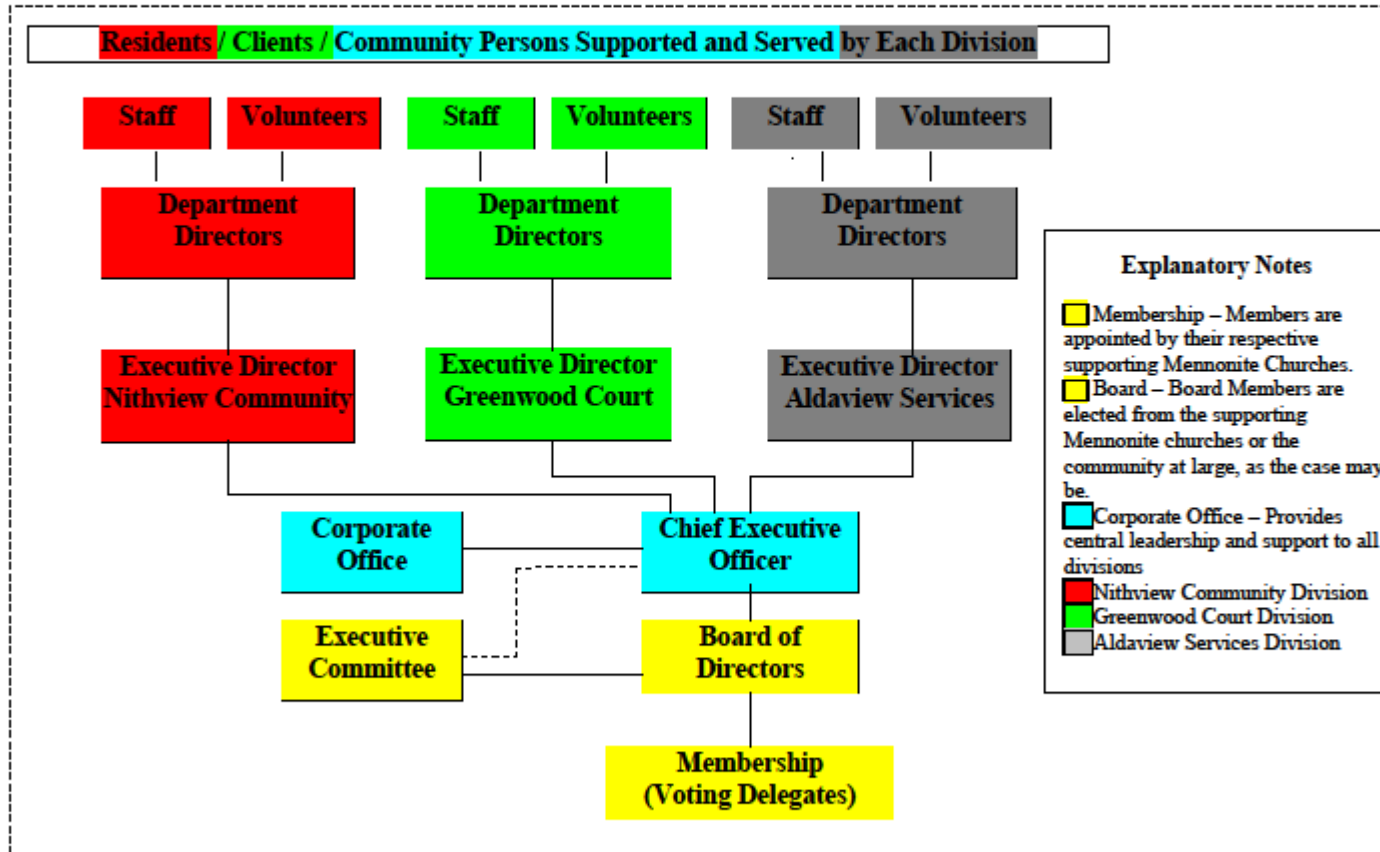
Each of the divisions of TCMH operates with operational oversight provided by the Chief Executive Officer. Many functions at TCMH are centralized in the Corporate Office. These include payroll, accounting, maintenance supervision, human resources and information technology. The budgeting process is done cooperatively with inputs from the divisions and from corporate office.

Specific functions that are decentralized include – scheduling, purchasing, invoice processing and accounts receivable collections. Each division has its own action plan for marketing, quality assurance, risk management and legislative compliance.

Strategic direction for the organization is set by the Board of Directors with the senior leadership team, primarily the Chief Executive Officer, acting as a resource for the process.

The organizational chart for TCMH is below:

Tri-County Mennonite Homes Organizational Chart



Craigwiel Gardens

The business operations of the three divisions of Craigwiel Gardens are carried out by a management team led by the Executive Director. The management team is comprised of the following: Director of Resident Care, Director of Food Services, Director of Environmental Services, Director of Life Enrichment, Director of Finance and Day Program Manager. Each director is responsible for human resource management, physical resource management including equipment, supplies and budget for their specific department as well as meeting all legislative requirements. Each director reports to the Executive Director.

Rental of the Craigwiel Gardens Apartments is arranged through the Office Manager with oversight by the Executive Director. A part-time maintenance man is available to the apartments for repairs and upkeep.

The Craigwiel Gardens Adult Day Program operations are managed by the Day Program Manager. She is responsible for the day to day needs of the program, marketing and client recruitment.

In the Craigholme Nursing Home, there is a director for each department:

Director of Resident Care – is responsible for all resident care needs. She is also the Quality Improvement Facilitator.

Director of Food Services – is responsible for all the nutritional needs of the residents in the nursing home and arranges for food provision to the day program and the apartments as needed.

Director of Life Enrichment – is responsible for all programming activities for the nursing home residents as well as volunteer coordination and contracted services for physiotherapy, social work and spiritual care. The Director of Life Enrichment also is responsible for facilitating the mandatory and required education for all staff.

Director of Environmental Services – is responsible for housekeeping, laundry and maintenance, as well as contract services for snow removal, grounds keeping and equipment maintenance and repairs.

Director of Finance – is responsible for payroll for all employees, accounts receivable and accounts payable for all divisions of the corporation. She is also responsible for all bank transactions and reconciliations and works with our contracted accounting firm to complete all required reporting to the Ministry of Health and Long Term Care.

The Executive Director provides support, coaching and mentoring to the department Directors. The Executive Director also is responsible to ensure that the organization is moving in the direction of the strategic priorities and achieving its stated goals. The Executive Director is ultimately responsible for ensuring that the organization meets legislative requirements, manages risk and provides quality services.

Strategic planning is conducted with input from staff, management team and board to determine our strategic priorities, goals and objectives for the organization and for each department.

The budgets are created with input from each department director and finalized by the Executive Director and Director of Finance for Board approval.

Synergies

The goal of the integrated partnership is to strengthen both organizations such that the whole is greater than the sum of the parts.

Several areas are immediately obvious. In these areas Craigweil Gardens will benefit from increased expertise. There may also be cost savings. For TCMH these areas will provide a broader base to distribute some corporate costs.

- Corporate support – Chief Executive Officer, Chief Financial Officer, Director of Maintenance
- Centralization creates efficiency – accounting, payroll, human resource administration.
- Increased purchasing power due to greater volumes

Equally important and potentially of greater value to both organizations are additional areas of sharing.

- Networking among Executive Directors and Department Managers
- Unifying of practices such as risk assessment tools, computer software, building maintenance programs, etc.
- Diverse of programs such as seniors community program, developmental services programs, life lease tenure,
- A greater voice with Ministry of Health and Long Term Care particularly in South West LHIN
- Potential for economies of scale and in rebuilding of Class B (Nithview) and Class C (Craigweil) beds.

Most important in examining the relationship is the alignment of mission, vision, values and history.

Our organizations share Christian values that come from strong roots in the Mennonite community. Both are not for profit charitable organizations. Our two mission statements resonate with similar themes.

Tri-County Mennonite Homes

Rooted in faith Tri-County Mennonite Homes provides leadership in service to seniors and developmentally disabled individuals by dedicate staff and volunteers.

Craigwiel Gardens

Craigwiel Gardens Corporation is a not-for-profit, charitable organization founded on Christian values. We are committed to providing quality care and services that enrich the lives of individuals, both those receiving and offering care.

Challenges

Entering into a new relationship is never without its challenges. However, when agreement is strong the challenges can be overcome with hard work and tenacity that comes from sharing a vision for a better future.

Culture

Each organization has developed its own corporate culture and neither will want to lose the positive aspects of its culture. Within TCMH there is already a distinct corporate culture at each division. Within the framework of TCMH this diversity is celebrated as a way to ensure continued creativity and robust discussions at the senior leadership team level.

Governance

As noted above the Board of Directors structure is different in each organization. It is suggested that the TCMH structure be adopted with some modifications.

1. Nairn Mennonite Church would join the TCMH organization with the same rights and obligations as the other constituent churches except as noted below.
2. As long as the Nairn Mennonite Church remains as a corporate entity, it would have the right but not the obligation to select two Board members for one four year term and one Board member for additional four year terms in perpetuity.
3. In the event that the Nairn Mennonite Church dissolves, the rights to the selection of Board members would also dissolve.

Financial

Both organizations are financially healthy so there is no undue advantage or disadvantage to combining our assets and liabilities.

We will need to seek legal and accounting advice on the best structure to preserve a non-profit charitable status. TCMH has structured its charitable accounts such that donations may be designated to a division. All receipts and reporting are at the corporate level.

Process

Governance

It is anticipated that the approval process for the integrated partnership will involve approval and recommendation by each Board of Directors and approval by the constituency of each organization. CWG holds its Annual General meeting in June and TCMH holds its Annual General Meeting in September.

Following all the final approvals the operational integration would proceed.

As such the following time table is proposed:

Approval in Principle

Board of Directors CWG and TCMH	April 2012
CWG Membership Annual General Meeting	June 2012
TCMH Annual General Meeting	September 2012

Final Approval Anticipated in 2013

CWG Special Meeting	TBA
TCMH Special Meeting	TBA
Submit Integration Project Charter to SWLHIN	TBA

Legal, Accounting and Tax

Once there is approval by the two constituencies in principle in June 2012 and September 2012 respectively, we will commence discussions with legal counsel and accounting / tax advisors to develop the strategy and process for the integration. The legal and accounting issues will be finalized and presented for approval at the Special Meetings to be held in 2013.

Operations

Operational integration planning will commence following approval in principle by the two constituencies in June 2012 and September 2012, respectively. This planning will be completed and ready for approval at the Special Meetings to be held in 2013. Implementation will start following this final approval by both constituencies.

South West Local Health Integration Network

Our proposed integration would qualify as an integration under the legislation that governs the LHIN. It is proposed that the LHIN be advised and a Project Charter be completed as soon as we have approval in principle by the two constituencies. In the past the LHIN has provided funding to assist with integration projects but this is not an ongoing funding source.

Additional Dates

It is anticipated that the two Boards of Directors will meet together and see the operating sites. This will occur in May and June 2012.

Costs

There will be certain costs incurred during this process. Each organization will pay for its own independent professionals. There will be certain professionals who will work for both organizations together. Management of each organization will agree in advance on these individuals and their costs will be shared equally.