

The  
**JARLETTE**  
Journal

DECEMBER 2023



**CARING COMMUNITIES**

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COVER: Thomas (centre), a team member at Meadow Park London, celebrates his Roberta Jarlette Award with colleagues Shelley and Tansy (left), Julie (right) and Thomas' partner, Romeo.



## VALUES, PURPOSE AND VISION 2023 and Beyond



Embracing today, while envisioning the future of senior living, we recently had the opportunity to bring Team Members together in-person for our annual goal planning days. Although I say annual, this was actually the first time in our post-COVID era that we were able to come together in person versus using a virtual option to re-evaluate our Strategic Plan, set objectives for our divisions, and identify key results. What an amazing opportunity to think big picture and ambitiously dream big, while clearly defining realistic deliverables!

The last few years have repeatedly taught us to expect the unexpected. Not unlike other organizations, we have faced a variety of challenges and obstacles, but in turn each and every one of our Team Members have tackled these challenges and obstacles with grace, dignity and perseverance. Throughout 2023, the hurdles of previous years, while still present, truly are stabilizing. While we are still seeing labour force shortages, our staffing levels are stronger. Supply chain challenges continue to be seen at times, although infrequent. As always, we still need to remain diligent and not let our guard down, while promoting Jarlette Health Services' unwavering commitment to our core values:

- Everything we do is with commitment and passion;
- We treat people with respect;
- We are proactively innovative, accountable and responsible;
- We strive to do the right thing.

This doesn't mean that we are perfect, but in ensuring our actions are in alignment with our values, we will achieve our core purpose of making an outstanding difference in the lives of others.

2023 has also continued to be a year of grounding. In other words, we are setting a priority on re-establishing our foundational success factors to continue to drive success. Building upon this mindset in 2024, and remaining consistent with our Strategic Plan's pillars of Quality of Life; High-Performing Teams; Engaged relationships; and Business Stewardship, as organization, we will:

- Redefine the Model of Care for each division (based on the current landscape)
- Develop a documented Human Resources Strategy (addressing the current and future labour force shortages)
- Develop a documented Advocacy Strategy (with a focus on building enhanced relationships and partnerships with funders and regulators to advocate for our Residents, Families and Team Members)
- Develop a documented Business Innovation Strategy (with a focus on technology, automation and modernization)

Some of the specific measures developed at our goal planning session for our Long Term Care Operations and Retirement Communities divisions, which will continue to be refined as they near their implementation, may be found in the directors' updates in the pages ahead, so please read on!

Each of these will build upon pre-existing initiatives as we continue to advance our vision: to inspire a lifestyle that delivers the BEST today and tomorrow! I truly do hope that you are enjoying and embracing your BEST today and tomorrow and on behalf of each of us at Jarlette Health Services, thank you for being a part of our family!

*Julia King*

Chief Operating Officer

# David Jarlette: A LIFE OF SERVICE AND ADVOCACY



**David Jarlette, President of Jarlette Health Services, being interviewed by Jane Taber at ORCACON 2023, in Huntsville, ON.**

David Jarlette has been active in the family business from the very beginning, working his way up from an entry level position to his current role as president of an organization which now includes 14 long-term care homes and 8 retirement lodges throughout Ontario!

As a young person, he worked in the family's first care home, a 23-room farmhouse in Midland, as a house-keeping, dietary and laundry aide. While he valued those work experiences, and many others he was exposed to, he knew he needed additional skills in order to be successful and so he completed his education in nursing at George Brown College, as well as the Long-Term Care Organization and Management program. He fulfilled other roles on his journey, learning trades for building new homes to being a home administrator.

Like his father, David's growing role in the family organization meant becoming busier in volunteer roles

with the Ontario Long Term Care Association (OLTCA) and the Ontario Retirement Communities Association (ORCA), where he continues to share his decades of experience and professional leadership, as well as advocacy for the seniors served by Jarlette Health Services.

David was interviewed at ORCACON 2023 to explore his 53 years of experience in the senior living sector. As anyone who has met David will remark, his authenticity and sense of humour are two strong traits which permeate the wisdom he shares with team members and associates. From that interview, here are some of his thoughts on leadership, integrity and the importance of relationships:

*"If I go back in our family, part of our strength came from my parents. My parents set the example of having a strong commitment to caring for our residents. It was the ethics that they brought to our work in being truthful. Leaders have to do that by example."*

*"If I make a mistake, there's nothing wrong with saying that. It does develop trust with your team because we're all human. We all make mistakes. And how we work together as a team to fix those mistakes is a great example of being truthful."*

*"Another great example is just showing up for work on time. If you're the leader...and you have an expectation for your staff to show up on time, we have to do what we do by example. And make sure we do those things that we're expecting of others."*

*"My children were very lucky. They got started at the bottom. Any of them will roll up their sleeves and pitch in, no matter what it is. We're not too good for any job and I think that's really important."*

*"Diversity and learning lots of different jobs and different things are so important."*

*"When we're recruiting, I'm looking for candidates that have people skills. What I learned from working all these different jobs is the importance of people skills. Those with people skills work hard. They are an important part of the function of our homes. And we have to support and work with them and ensure that they understand the value to the organization."*

*"As leaders, we need to make sure we advocate on behalf of our residents. If we don't advocate for the right things to happen for our residents as a sector, then it's not going to improve."*

*"What's good at Jarlette Health Services is that we have a mission, values and vision. (Our team members) know that they're working with an organization that wants to move things in the right direction."*

*"Trust comes from so many different things. Trust doesn't happen in one day; it's built up over days, months, years and decades. Trust means accepting that (your team) is going to make mistakes. Trust also means that (your team) is going to challenge you as a leader."*

## LONG-TERM CARE COMMUNITIES



Our Long-Term Care (LTC) homes were very busy in 2023, with many new initiatives around culture change projects and the planning and opening of new LTC homes. Our Butterfly Approach to Care has expanded to Alexander Place (Waterdown, ON), Avalon Care Centre (Orangeville, ON) and Temiskaming Lodge, with plans for

Royal Rose Place (Welland, ON), Roberta Place (Barrie, ON) and the Villa Care Centre (Midland, ON) to begin their journeys in 2024. The hearts and minds of many team members were also focused on successfully completing the redevelopment of the new Temiskaming Lodge, which is proudly the first full Butterfly Home in Ontario!

In the coming year, we will be actively working on the redevelopment and growth of four homes: Stayner Care Centre, Avalon Care Centre, Southampton Care Centre, and St. Angela's Meadow Care Centre (which is currently known as Meadow Park Chatham), all scheduled to open in 2025. Each home will welcome new residents and team members to the Butterfly Approach of Care. Thank you to our dedicated team members, partners and the Jarlette Family, who continue to be leaders in creating new and cozy homes of colour and love to ensure all our residents have a great place to call home!

We will of course also be further developing and implementing specific measures from Jarlette Health Services' goal planning session to drive our success in 2024. In particular, we will focus on leadership development, capacity and readiness through succession planning in our growing LTC homes, and find innovative ways to support our redevelopment/rejuvenation projects, which require significant knowledge, expertise and responsibility by our managers.

*Jill Knowlton*

*Director,  
Long Term Care  
Operations*

## RETIREMENT COMMUNITIES



The Retirement Communities division's priorities and goals for 2023 were directly informed by Jarlette Health Services' Strategic Plan, which itself was unveiled in 2022.

The third pillar of the Strategic Plan is "Engaged Relationships" where we strive to gather ongoing feedback from our stakeholders. We knew we had to re-imagine the way we conduct our resident satisfaction surveys this year, and so we have done just that! We partnered with OMBEA to be able to implement feedback terminals in our retirement lodges that utilize 'happy faces' to collect instant responses. This will allow residents, visitors and team members, on a real-time and all-day-long basis, to share what they are feeling about their experience, wherever the terminal is located. That feedback can be shared with managers and team members as soon as it is received to let them know how our teams are doing. We will continue to explore creative ways to use technology to generate quality feedback that will drive immediate improvements to our services, day-in and day-out!

A second focus for the Retirement Division in 2023, which comes from the second pillar of the Strategic Plan, "High Performing Teams", is to formalize and expand our Champion Program. We know we have amazing team members and they can help to lead their departments to the next level. We have already seen immense progress being made just in formalizing this process.

2023 was an outstanding year for our division, and as we look to 2024, we are excited to provide future updates on the progress we are making!

*Jenna Green*

*Director,  
Retirement Communities  
Operations*

# UPDATE ON OUR

## INTERNATIONALLY EDUCATED NURSES

Even prior to the COVID-19 pandemic, recruiting and retaining qualified health care team members was a challenge in Ontario's long-term care and retirement living sectors. As a partial remedy, Jarlette Health Services **embarked in 2021 on a recruiting campaign with Allison Jones Consulting to attract Internationally Educated Nurses (IENs)** to three of our long-term care homes. By March 2022, Leacock Care Centre (Orillia, ON), Muskoka Landing (Huntsville, ON), and Villa Care Centre (Midland, ON) began welcoming their first IENs as team members!

These young professionals are qualified to work as nurses in their countries of practice, and come to us with impressive nursing experience, but due to Ontario's own standard for licensing they must work to re-qualify as a nurse, or work in roles without the same requirements. They come from as faraway as The Philippines, Saudi Arabia and the United Arab Emirates, and in many cases have left family, friends and support systems to pursue a better future for their loved ones.

**We are thrilled to accept them into our ranks as they work as highly qualified Personal Support Workers (PSWs) on their road to qualification as nurses through the College of Nurses of Ontario (CNO). We hope they remain with us as valued team members when they achieve this!**

To date 55 nurses have arrived and are working at Leacock Care Centre (Orillia, ON), Muskoka Landing (Huntsville, ON), and Villa Care Centre (Midland, ON), as well as Southampton Care Centre and Manitoulin Lodge (Gore Bay, ON). There are more headed to our newly redeveloped Temiskaming Lodge (Temiskaming Shores, ON) and Muskoka Landing (Huntsville, ON)! Please welcome them as community members when you meet them!



**Tahany, Cherie, Vanessa, Skokie (the bear!), Tim, Erwin and Jenette of Muskoka Landing (Huntsville, ON).**



**Nur-Aisa, Rodalyn, Rema, Ethel and Sheena of Southampton Care Centre.**

### ***In Nur-Aisa's own words...***

*"Moving to Canada was not easy; I had my fair share of ups and downs. While I cannot work as a nurse now, I find my job as a PSW is as fulfilling as a nurse. In both roles, we tend to connect with our residents at a personal level. It is satisfying to know that our residents feel more at ease after they experience the care we provide. I have (been) a nurse for 16 years!"*

*"Being part of the Jarlette Health Services team gives me the opportunity to experience something meaningful and to explore what more I can achieve. Being a PSW may be physically demanding, however you'll end the day with satisfaction and pride!"*

## ***In Kim's own words...***

*"Looking back, moving to Canada was just a passing thought. I had been working in Saudi Arabia for around 14 years. I was in my comfort zone and living a comfortable life. The day our baby was born, the very moment that I held her tiny little hands, my priorities changed!*

*I wanted the best for her. I believe Canada is the best place to raise my daughter. She will grow with the opportunity to achieve the best education and access to healthcare, grow up with an abundance of wildlife and scenery, and be among the friendliest people.*

*I almost gave up until hired by Jarlette Health Services. That's half of my Canadian journey. The other half will be fulfilled when my family joins me in this beautiful country. I am patiently looking forward for to the day I can hold her hand again."*



**(STANDING) Kim, Myrll, Elizabeth, Neil and Roshni; (SITTING) Lisa, Sheila, Jenifer, Lolito, Ailene, Anju and Janice of The Villa Care Centre (Midland, ON).**

## **What The Heck Are The**

# **THE MAKING A DIFFERENCE AWARDS?**

Each year, Jarlette Health Services recognizes an extraordinary resident from each of our long-term care and retirement communities to receive the prestigious **Making A Difference Award** in honour of their significant contributions throughout their lives or during their time living in the community. They are residents who exemplify our organization's purpose: to make an outstanding difference in the lives of others!

During the same celebrations, we also recognize a frontline team member who is exceptionally compassionate, dedicated to the community in which they work, and a role model to their peers with the equally significant **Roberta Jarlette Award**. This honour was named for one of the founders of our organization, Roberta "Bobbie" Jarlette, whose example continues to inspire our philosophy of care even today.

While there are many deserving candidates for these awards, only under the most exceptional circumstances is more than one person nominated in each community per year. That makes the award and the community celebration which is held all the more special!

Making A Difference Award and Roberta Jarlette Award recipients are feted at a special ceremony, where their life story is shared with their special guests and the entire community, along with the specific reason they were chosen for the award.

In addition to the ceremony, residents receive a personalized certificate from the President of Jarlette Health Services, a unique pin, special meal of their choice, and a donation in their name to the charity of their choice.

Team members who receive the Roberta Jarlette Award are also invited to the ceremony, presented with a special certificate, and invited to attend a unique part of the Jarlette Education Days conference where they are again celebrated for their unique contributions to their care community.

**Check out our Facebook and Instagram feeds during the first week of each October, to find out who from each community was the deserving recipient of these awards!**

*Congratulations To Our 2023 Recipients!*

## THE MAKING A DIFFERENCE AWARD

**CORINE CUMMING**  
Alexander Place

**MABEL GORDON**  
Avalon Care Centre

**GEORGE GIBSON**  
Avalon Retirement Lodge

**DONNA ROWLANDSON**  
Bayfield House Retirement

**RICHARD HUNEAULT**  
Elizabeth Centre

**BARLOW PATTEN**  
Leacock Care Centre

**GEORGE FERGUSON**  
Leacock Retirement Lodge

**MYRTLE MARKNETTE**  
Manitoulin Lodge

**SIMONNE O'NEIL**  
Meadow Park Chatham

**MARION MADDOX**  
Meadow Park London

**GEORGE SUTHERLAND**  
Muskoka Landing

**ANN HUTLEY**  
Muskoka Landing Retirement

**PAM EICHLER**  
Roberta Place Long Term Care

**TOM PENRICE**  
Roberta Place Retirement

**RON LEGERE**  
Royal Rose Place

**JANE MCDUGALL**  
Southampton Care Centre

**MARILYN GOW**  
Stayner Care Centre

**CLAYTON & BETTY LEACH**  
St. Angela's Meadow Retirement

**KAROL MORRISON**  
Temiskaming Lodge

**BRIAN WALSER**  
The Villa Care Centre

**STEVE CZOVEK**  
The Villa Retirement Lodge

**ANN MORRISON**  
Waterside Retirement Lodge

## THE ROBERTA JARLETTE AWARD

**AYREN REGAN**  
Alexander Place

**LINDA DOLSON**  
Avalon Care Centre

**ALLISON CLARE**  
Avalon Retirement Lodge

**BONNIE SWAN**  
Bayfield House Retirement

**JULIA MOORE**  
Elizabeth Centre

**BRENDA GIVENS**  
Leacock Care Centre

**LAURA SCHOLTE**  
Leacock Retirement Lodge

**LEO ORFORD**  
Manitoulin Lodge

**SALLY CARON**  
Meadow Park Chatham

**THOMAS FRANK**  
Meadow Park London

**BEVERLY WARE**  
Muskoka Landing

**ALICE CAMPBELL**  
Muskoka Landing Retirement

**KENNEDY GROVES**  
Roberta Place Long Term Care

**GABBY RODRIGUES**  
Roberta Place Retirement

**CHRISSY MCFADYEN**  
Royal Rose Place

**JESSICA SARGEANT**  
Southampton Care Centre

**BALJIT SANDHU**  
Stayner Care Centre

**RHIANNON DEWAAL**  
St. Angela's Meadow Retirement

**ANDREE COXON**  
Temiskaming Lodge

**CINDY COTE**  
The Villa Care Centre

**MARY BRUNEAU**  
The Villa Retirement Lodge

**NICOLE MCMILLAN**  
Waterside Retirement Lodge



*Thank you for making an  
outstanding difference  
in the lives of others!*



# Celebrations Across Our Care Communities!

At the heart of each of our long-term care and retirement communities *are people!* Our dear residents, their family members, and our valued team members. And where there are people there is reason to celebrate. Birthdays, achievements, community holidays and milestones. And there were lots of celebrations in 2023!

Take a look at just some of our biggest celebrations! If you want to see more celebration photos as soon as they are captured, **search for Jarlette on Facebook and Instagram!**



**Leacock Retirement Lodge's 10th Anniversary!**



**Avalon Retirement Lodge's and Avalon Care Centre's 40th Anniversary!**

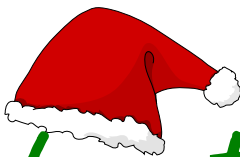


**Roberta Place Retirement Lodge's Making A Difference Awards Celebration!**

**FIRST ROW: (1st Photo) Bill, (2nd Photo) Julie (General Manager) and residents, (3rd Photo) long-time team members Robert, Jenny and Nenita. SECOND ROW: (1st Photo) Avalon Care Centre team members Pam, Christina and Dawn, (2nd Photo) Janine (General Manager, Avalon Retirement Lodge) and Lisa Post (Mayor of Orangeville), (3rd Photo) Antonia and Norma (residents), Denise (Butterfly Lead) and Stephanie (Co-Director of Care). THIRD ROW: (1st Photo) Evelyn, (2nd Photo) Tom, the Making A Difference Award recipient for 2023, and Jack.**

## Introducing Corine!

# Friend and Advocate



Alexander Place

Corine (Cory) is a daughter, a sister, an aunt and friend and through her presence at Alexander Place (Waterdown, ON), a teacher and advocate for her community members.

Growing up, she was active in all aspects of school: academics and extracurricular activities, family and her community. She won academic awards, excelling in math, English, geography and physical education, and she was a member of the volleyball team. Outside of school, she enjoyed dancing and was known as “the #1 babysitter” on her street! And like any young person, she continues to enjoy visiting the mall, spending time with friends, family trips to the cottage and reading good books. Cory has dreams, of course, which include becoming a lawyer in order to help others.

Cory dreams of growing up to be a changemaker and inspiration to others. While her life positively impacts others, she looks to her mother as the source of her own passion for life, positive outlook and sense of humour, and to her grandmother for her compassion for others, including being an advocate for animals. And despite suffering a tragic accident as a teenager, leaving her with a brain injury and quadriplegic, she has not given up on her journey to help others in their own lives, even if the path to get there has changed! Through her example in action and voice, even though she does not verbalize, she is helping to change the way others view her and their own worlds.

Being so much younger than most of her community members at Alexander Place, Cory’s influence in the home is unique. While she may be silent, she makes herself heard through other means of communication! She demonstrates a youthful spirit and resilience in these ways, letting everyone know, “I am here!” It is no surprise then that she enthusiastically accepted the opportunity to be in an instructional video for staff that shares what it is to be someone who depends



on others for assistance in their daily activities, and also has so much to give to others in her community.

The video “Through Our Eyes” shares Cory’s story: who she was prior to her tragic injury, who she is and who she dreams of being, allowing team members to see the person behind her diagnosis, including through the use of hand gestures and facial expressions to communicate – which she developed on her own.

She will also be teaching nurses alternative therapies – electrical stimulation adjunct therapy – which can be used to complement conventional means of treating pressure injuries. While this will be used to treat herself, she will be allowing her nurses to develop new skills that can be used to help other residents with similar injuries.

Cory is an inspiration to residents and team members at Alexander Place, all of whom are able to see her smiling positivity, sense of humour, personal strength and self advocacy. She teaches team members ways to think outside of conventional care and communication and encourages them to always strive to do the right thing, even in the face of adversity.

As the Making A Difference Award recipient this year at Alexander Place, Cory nominated the Humane Society as the charity to receive a donation in her name as part of her award.

SAY HELLO TO...

# Christina!

# Royal Rose Place

COOK TEAMMATE MENTOR FRIEND



Christina (or Chrissy, as her friends call her!) has been a vital part of the culinary team at Royal Rose Place (Welland, ON) since the long-term care home opened in 2016. She helped set-up the first kitchen, has trained many cooks over the years to her own high standard, and loves to make food interesting for our residents. She ensures that meals are nutritious, but also to residents' particular tastes, and she enjoys creating themed meals around holidays and celebrations in the community.

Chrissy is a team player, often standing-in for other kitchen staff and culinary managers during transitional times. She arrives early for work whenever needed, picks-up shifts when her colleagues are ill or away, and stays late to help others complete their work. Having been there since Royal Rose Place's beginning, she knows the importance of staying on task, even when it comes to ensuring residents enjoy their meals in a timely manner. Food is an incredibly important part of enjoying life!

Chrissy pushes herself and others around her not only meet standards, but to go over and beyond expectations. She is known for her 'tell it like it is' approach, though she also makes a point of receiving feedback. She is known to speak with residents after each meal to ensure they were pleased with it, and when offered takes any suggestions for improvement directly to the culinary manager. She is willing to assume responsibility when needed, and also helps others when they are struggling. That attitude has made her popular in other departments, including nursing, life enrichment and housekeeping. She exemplifies a Jarlette Health Services motto, that "Our residents do not live in our workplace; we work in their home," and puts their best interests first in everything that she does, along with her heart.

In 2022, during the holidays, the weather was forecasted to be a blizzard. Chrissy was scheduled to work and wanted to make sure that the residents received the holiday meal that they deserved. While other team members called in, she understood the magic and importance of a traditional turkey dinner. So she arrived to work early on December 23 with an overnight bag packed for the long haul of the weekend. She stayed onsite for the entire time of the winter storm, worked around the clock to ensure meals were provided on schedule, and even ensured she picked up 'final touches' that would make the holiday meals memorable.

If you visit Royal Rose Place, it is likely you will experience first hand the energy she brings into the home! She has created a wall of team members from over the years to make them feel included and to recognize those who have made an especially positive impact on residents. She is known for bringing in treats as a pick-me-up for team members and loves to celebrate the fun of holidays by dressing up as the Grinch, a holiday elf, or as a referee, and even in costume for the home's Chinese New Year Dragon parade.

Thank you, Christina, for sharing so much of your energy and passion with our residents and team members, and congratulations on receiving the Roberta Jarlette Award!



## George's Extraordinary Story!

Since George and his late wife moved to Leacock Retirement Lodge (Orillia, ON) in 2014, he has been a big part of the community! He is an active leader and participant in the lodge's recreational activities and shares his fondness for people, sports and model building, to name a few of his passions, with his fellow community members!

His story begins in Scotland, where he was born. He moved to Canada at the young age of two, where his siblings were born. As a young man he undertook a plumbing apprenticeship, but as it happened for so many young people, the Second World War intervened and he was called to Base Borden (near Barrie, Ontario) to complete basic training for the army. He deployed to France just 14 days after the Allied D-Day invasion. After 45 days in active battle, he and his comrades were injured by an artillery shell that exploded nearby. Shrapnell and debris fell everywhere, injuring him and those in his group. He still suffers from those injuries.

When he was pulled from the debris, he recalls a nurse handing him the harmonica that was in his back pocket. It had been flattened by the force of his body landing on it when the shell struck nearby. However, he claims the harmonica works perfectly even still and he continues to play it to this day at the lodge's music jams!

Upon returning from the war, George attended Ryerson Institute of Technology (now Toronto Metropolitan University) to upgrade his trade certification. That launched him into a rewarding 35-year career with the same company. He became foreman at the building site of some of the largest buildings at the time in London, Ontario and Kitchener-Waterloo and he remains part of the same union, all these years later!



Much of his free time as an adult was spent volunteering, including at Kipling Acres Long Term Care, where his second wife was being cared for. (This is where he also met his third wife and together they moved to Orillia.)

Those who visit Leacock Retirement Lodge today may see George's handiwork as some of his models are on display there. His interest in model making began in 1952, starting with small lamps that required special certification to prove they were not a fire hazard! The hassle of needing permits for his models put a damper on his pursuit of the hobby for a time, however he eventually returned to it in the basement of his home. You can also find some of George's creations on display at the nearby Coldwater Museum.

George's easy conversation, friendly smiles and positive attitude are greatly appreciated by his friends at Leacock Retirement Lodge. He enjoys sharing his love of billiards and still breaks out his harmonica for the lively jam sessions which he helps to organize at the lodge.

It is no wonder that George, for his fascinating life story and day-to-day contributions to community life at Leacock Retirement Lodge, led to his being honoured with this year's Making A Difference Award! George generously nominated The Salvation Army and The War Amps to receive a donation in his name as part of his award.





## NICOLE'S UNIQUE TOUCH

Nicole has been part of the Waterside Retirement Lodge family since 2016, when she was fresh from her Personal Support Worker (PSW) program, and many years and experiences later, she continues to treat every day as a new one! She has seen many residents through some of their hardest moments, but she shines like a light in that darkness, seemingly without even realizing the difference she is making to them!

There may be many examples, but an especially powerful one involved a resident Nicole 'had a gut feeling' about. Trusting her intuition, Nicole arranged with her team members to cover her duties in order that she could focus her attention on what the resident needed in their final hours. She provided tender, dignified care, helping the resident to bathe, dress and settle them comfortably, even turning on their favorite twinkle lights and playing soothing spa music. They urged family to visit in the limited time available, ensuring they were able to spend precious time together in a beautiful and meaningful way. Nicole had shone a light for both the resident and their family members.

Nicole exemplifies the quality of respect, including in each of her interactions with residents and team members. And she takes her outlook of each day being a new one into her work with our seniors. Each shift, she strives to do the right thing for Waterside Retirement Lodge's residents and her team members, which is a core value celebrated by Jarlette Health Services. She goes out of her way to truly get to know residents and always goes that extra mile to set them for success. That means that no task is too big or too small. From setting up tea and coffee service in the dining room to lending a hand to her managers when needed, to providing daily care to residents to something as serious as palliative care, she is a passionate and dedicated team



member! Nicole is a genuine role model for new members: sharing her knowledge, experience and compassion for residents.

Nicole is a true champion and advocate for the quality of life for our residents, continually looking for ways in which to improve processes to ensure the seniors moving to Waterside Retirement Lodge retain their independence. Whether the resident is looking for an independent lifestyle or requires some assistance, she will help find an option that works best for everyone's needs.

Despite her busy life at Waterside Retirement Lodge, and as a mother, Nicole manages to find time to volunteer with the Wasaga Beach Embers (formally known as Brownies), sometimes bringing these important aspects of her life together, such as through craft and baking sessions with youth members of Embers, her son Toby, and Waterside Retirement Lodge's residents!

Thank you Nicole for sharing your passion for person-centered care and for being an inspiration to others! Your Roberta Jarlette Award is much deserved!



**(TOP) Nicole, a Resident Attendant, and Sheila enjoy a crafting activity together. (BOTTOM) Nicole and her son, Toby, who enjoys spending time with his mother at Waterside!**

# RETIREMENT COMMUNITIES **CHAMPIONS!**

This year, our Retirement Communities division completed an overhaul of its **Champions Program** to ensure team members and our retirement lodges are positioned for success! The goal was to help current and future champions of the division's various departments understand what they are signing up for as proactive leaders among their peers, and also share the benefits and professional growth they gain by participating in the program.

Duties, as well as criteria to participate in the program, are now carefully outlined. Champions are able to reapply to remain in the role each year, or choose to mentor new champions as advisors, which was also finalized to ensure that ideas and information continue to flow and that challenges are identified and addressed.

A huge thank you goes out to our champions for 2022-2023, who shared their passion and led our teams through the pandemic and other unexpected challenges! They include: **Jennifer**, Wellness Manager (Avalon Retirement Lodge); **Colleen**, Admin. Assistant (Waterside Retirement Lodge); **Nicole**, Recreation Coordinator (Avalon Retirement Lodge); and **Allie**, General Manager (The Villa Retirement Lodge).

We want to introduce our 2023-24 champions and their areas of focus! We are excited to see where you are able to lead your departments over the next year! Thank you for putting your names forward!



**ADMINISTRATION**  
*Natasha, Administrative Assistant (Leacock RL) with Ellen, Admin. Assistant (Home Office), as Advisor*



**CULINARY**  
*Larry, Culinary Manager, (Leacock RL) with Gary, Regional Manager, as Advisor*



**ENVIRONMENTAL**  
*Matt, Environmental Services Manager, (Waterside RL) with Gary, Regional Manager, as Advisor*



**RECREATION**  
*Cassie, Recreation Coordinator, (Muskoka Landing RL) with Allie, General Manager (The Villa RL), as Advisor*



**SALES**  
*Cathy, General Manager (St. Angela's Meadow RL) with Eric, Regional Manager, as Advisor*



**WELLNESS**  
*Josephine, Wellness Manager (The Villa RL) with Renee, Regional Manager, as Advisor*

# BREAKING NEW GROUND IN 2023!

In 2023, we celebrated the completion of the brand new Muskoka Landing Retirement Lodge (Huntsville, ON) and the redeveloped Temiskaming Lodge long-term care home (Temiskaming Shores, ON) – and the groundbreaking of not one, not two, but *three*, long-term care redevelopment projects! (And don't forget that in 2022 we undertook Stayner Care Centre's redevelopment, as well as The Villa Retirement Lodge's, in Midland, ON!) These projects, which create employment opportunities and trade for local communities, would not be possible without the support of our residents, their families, our team members, the broader communities, and our supply and government partners. While it takes many months to complete such projects, the payoff is worth the wait. **State-of-the-art, yet still cozy and comfortable homes, built around a community model** that will suit the unique needs of residents for generations to come. What's more, these long-term care homes will open as Butterfly homes!

**Meadow Park Chatham (to become St. Angela's Meadow Care Centre), Southampton Care Centre and Avalon Care Centre (Orangeville, ON) each celebrated groundbreakings in July 2023** with splashy parties for their residents and team members, with VIPs that included Ontario's then-Minister of Long-Term Care, the Hon. Paul Calandra, and local elected officials. Each of these homes is expected to open in 2025!

While we always appreciate hosting guests, our groundbreaking celebrations are big community events first, with music, games and treats for our residents and plenty of company with friends and family. **After all, "our residents do not live in our workplace, we work in their homes!"**



*1st Photo: Hon. Paul Calandra (Minister of Long-Term Care at the time), Darrin Canniff (Mayor of Chatham-Kent), Harrison Jarlette (Director), Trevor Jones (MPP), Dave Epp (MP) and Anne-Marie Rumble (Administrator of Meadow Park Chatham). 2nd Photo: Hon. Paul Calandra chatting with Simonne, who worked as a Registered Nurse at the LTC, and was also this year's MADA recipient. They are joined by Wally, who helped greet Minister Calandra at the groundbreaking event.*

*1st Photo: Luke Charbonneau (Mayor of Saugeen Shores) chats with residents Joan and Janice and team member Andrea.*

*2nd Photo: Chief Conrad Ritchie (Saugeen First Nation) at podium, with Ben Lobb (MP) to left, Harrison Jarlette (Director) behind, the Hon. Paul Calandra and Brenda Ohm (Administrator, Southampton Care Centre).*



*1st Photo: Mabel, Avalon Care Centre's recipient of the Making A Difference Award this year, celebrates at the LTC home's groundbreaking event.*

*2nd Photo: Team members Harpreet, Sherry (Administrator), Rachel, Marites and Dawn having fun at the residents' celebration.*

# Our Butterfly Corner

In July of 2022, Avalon Care Centre (Orangeville, ON) became the first of Jarlette Health Services' long-term care homes to embark on its journey to become a Butterfly Home. Over the last year and a half, the changes from the Butterfly Approach to Care have been incredible to see!

The home looks and feels like a true home, where team members and residents spend time together like they are family. From an outcome perspective, we are also seeing some pretty amazing things: a reduction in the use of antipsychotic medications, reduced levels of depression, higher levels of staff satisfaction, a reduction in unintended weight loss, and we are just beginning to see better sleep patterns for those in the middle stage of dementia. This has truly been a game changer for those living and working at Avalon Care Centre! We expect to hear some very positive feedback from Meaningful Care Matters, the organization that pioneered the Butterfly Approach to Care, with regard to the LTC home's accreditation assessment!

With the knowledge gained from this very positive change for our residents and team members, we are moving forward with the implementation of the Butterfly Approach in each of our long-term care homes. In November, our redeveloped Temiskaming Lodge (Temiskaming Shores, ON) opened as the first full Butterfly Home in Canada; the implementation of the Butterfly Approach is expected to be complete by Summer 2024. Alexander Place (Waterdown, ON) has also begun their implementation and will undertake their accreditation assessment in the summer of 2024. That year, both Royal Rose Place (Welland, ON) and Muskoka Landing (Huntsville, ON) will begin their Butterfly journeys with an overall plan to implement the model in each of our 14 long-term care homes over the next few years. This represents a huge undertaking and commitment, but we know based on the positive outcomes that it's worth it!



*Stacey (Butterfly Lead) and Gerry enjoy a resident activity at Alexander Place (Waterdown, ON).*

*Alicia (Butterfly Lead) and Wally take in the bright new spaces of the re-developed Temiskaming Lodge.*



*Denise, as our Butterfly Lead at Avalon Care Centre (Orangeville, ON), was featured in the July 2023 Edition of the Jarlette Journal. Her story is a great read!*

If you have any questions about the implementation of the Butterfly Approach in our homes, you are invited to reach out to **Mary Connell** at [mconnell@jarlette.com](mailto:mconnell@jarlette.com)!

And for more general information on the progress of the Butterfly Model in our long-term care homes, please visit our Butterfly Approach webpage at [Jarlette.com](http://Jarlette.com)!





Our Newest Butterfly Home At A Glance!

# *A Case Study Into What Makes The Butterfly Person:* **MEET MARY!**



As Mary will tell you, the people we are today can only truly be understood if we reflect on our journeys through life. That goes for our long-term care and retirement community residents too, of course! As we continue to transform our homes as places which focus on emotion-based care for our residents, in addition to tending to their health care needs, we wanted to introduce you to the change leader overseeing Jarlette Health Services' implementation of the Butterfly Approach to Care across our organization.



***Mary and her father, Thomas, in 2018.***

Mary was the first of her family to be born in Canada after her parents moved from a small town northwest of Glasgow, Scotland. Her father was a language teacher at the local high school, and her mother was a homemaker; no small job when you have nine children! With their thick Scottish accents, colloquialisms, traditions, and rosy cheeks. Mary feels that her family must have been a novelty to the locals in their adopted community. This experience was the beginning of her life-long interest in what defines people and how to recognize and retain their identity over the years.

Mary graduated from Nursing at Ryerson University (now Toronto Metropolitan University) and while her area of clinical focus had been seniors, she did not work extensively with seniors until 2017. Most of her career was spent in critical care and public health with a mixture of both frontline and administration work. Regardless of her role, her absolute favourite part has been spending time with patients! She loves to talk with them and learn more about them.

She and her husband, Julian, have two sons: Peter and James, who themselves are just two of 27 grandchildren! Mary jokes that she got off lightly by only having two children, but that she didn't inherit her mother's skill at managing domestic life. Still, she reflects on the size of her family and fond memories of busy conversations around the family dining table and knows these are why she finds people and large groups so energizing.

A couple of life events in particular truly shaped who Mary is today and what is important to her. The first was the sudden death of her brother, Nicholas, in 2010. His loss taught her the meaning of vulnerability and how it can make you a better nurse, friend, partner, and parent – if you allow it! The second was her father's diagnosis of dementia. That journey of loving and supporting him through his illness allowed her to see that dementia does not rob you of the person you love, it just transforms the relationship. Everything she knows about dementia today was learned from her father and she feels honoured to have been with him through those 16 years.

Mary is grateful for every experience she has had; these have made her who she is today! An advocate and change leader. The people she has the pleasure of supporting and working with – residents and team members alike – add more essential pieces to that puzzle!

Since January 2022, after successfully leading Peel Region's implementation of the Butterfly Approach to Care at their homes, Mary has been leading Jarlette Health Services' long-term care homes on their journeys to become Butterfly homes. She trains Butterfly Leads, team members, residents and their families on the change in perspective and culture that is needed to become a Butterfly home. She is also directly involved in more tangible aspects of change, such as the bright Butterfly colours, the personalized furnishings and routines in our Butterfly homes. There's so much to the Butterfly Approach to Care and Mary's touch can be seen in each of our Butterfly home's journeys!

# A Life of Building MEET BOB!

We are proud of the seniors communities the Jarlette Health Services team has built over the years and of the residents and team members who come together to make these communities thrive! Building places our residents can call their home, however, is no small task. As structures, they have become larger and more complex and many trades and skill sets are needed to bring them to completion. How to manage all this?

Enter Bob, our Construction Project Manager! Affectionately known as Bob the Builder, he has a lot on his professional plate with four long-term care homes and a retirement lodge actively under redevelopment. Drawing on years of experience in the building and contracting sectors, he has already delivered many major projects for the organization, including Royal Rose Place's (Welland, ON) third floor addition, Roberta Place's (Barrie, ON) rejuvenation, The Villa Care Centre's redevelopment and our Home Office (Midland, ON), and this year alone, Muskoka Landing Retirement Lodge (Huntsville) and Temiskaming Lodge (Temiskaming Shores, ON)!

Bob's busy career reflects a life full of experiences. He was born in Vancouver, though at the time his parents were living in Mexico and made the journey to Canada for his birth and later for his four siblings' births. He completed primary and secondary schooling in Montreal and graduated from post-secondary school in Peterborough. While he has called the southern Georgian Bay region home for over 30 years now, he has lived in Mexico, England and throughout Canada and continues to travel frequently.

Bob began his career in contracting as a teenager, contracting lawn mowing jobs (subcontracting these to a younger brother!), and he has also worked in construction sales, in addition to his current project management role. He describes the appeal of his job as leaving a permanent mark through the projects he completes, and in the case of Jarlette Health Services, building homes for the residents of the long-term care and retirement divisions.

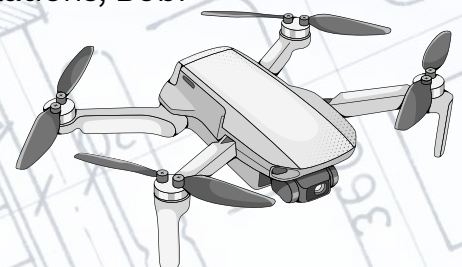
Despite career successes and life abroad, he continues to value learning something new each day through his work and makes a point of acknowledging this! His love of learning extends into talking with French and Spanish speaking tradespeople on the worksites, bridging the language gap, building a stronger team and gaining an understanding their own experiences.

It is no surprise that Bob is a people person! He deeply values family and close connections with friends and enjoys traveling to visit them, sometimes driving across Canada's provinces to do so. In addition to his love of learning from experiences and other people, which he says make his daily work tasks easier and more enjoyable, Bob is known for his sense of humour, which helps to make the day go easier for those who work around him.



In acknowledgement of his significant contributions to the organization, Bob was honoured in 2023 with the prestigious Dragon Award. Congratulations, Bob!

**Bob (second from left) receives his Dragon Award from Julia, Sharon and Harrison at Jarlette Education Days in June 2023.**



# Making An Outstanding Difference IN THE LIVES OF OUR RESIDENTS!

Chatham, ON – Nancy went to school to become a geriatric technician, which at the time was the fancy name for a nurse who specialized in senior care. Nancy finished her course at St. Clair College in Chatham, Ontario, however the course was unfortunately canceled shortly afterwards and instead of having the graduation ceremony, caps and pins were mailed out to the graduates.

Nancy received her much deserved cap and pin in the mail without due fanfare. To help make these special for her, and to fix the shape of the hat which became squashed, her husband built a form.

This year, St. Angela's Meadow Retirement Lodge had the honour of hosting the Cap and Pin Ceremony for St. Clair College's Registered Practical Nurse (RPN) graduating class. However, due to an unforeseen circumstance, it was uncertain that a faculty member would be able to attend the ceremony and distribute the caps and pins. Cathy, the general manager, knowing her residents well and thinking quickly on her feet, suggested that Nancy – a retired nurse and a resident of the Lodge, after all – could assume that honour. She was only too thrilled to accept the role!

That's when Nancy's story of disappointment over her own ill-fated ceremony came to be known by Cathy. She reached out to the ceremony organizers for an extra cap and pin and for permission to have these given to Nancy at the very ceremony she was herself going to preside over for the new graduates. Fortunately, they were only too happy to be included in Cathy's plan, which was certain to make an incredible difference to Nancy.

Once each graduate had received their cap and pin, attention turned to Nancy. She was astounded when the College representative acknowledged her and her story, and offered her the honour of receiving a cap and pin in-person. The moment was exceptional! The graduates were thrilled to share their special night with Nancy and everyone applauded while Nancy burst into tears!

Nancy shone in the spotlight she was able to share with the graduating class and Cathy was thrilled to have been able to make an outstanding difference in the life of her resident.



*TOP: Nancy receives the honour of her Cap and Pin from Ashley, a graduating Registered Practical Nurse.*

*BOTTOM: Nancy and Cathy share a moment at the ceremony.*

# WISH GRANTED: LEACOCK CARE SENDS RESIDENT TO BLUEJAY BASEBALL GAME IN TORONTO!

ORILLIA, ON – For residents and their family, moving to a long-term care community can mean answering plenty of questions about the resident's care needs and other personal matters. Questions about a resident's preferences and interests, however, help team members to ensure that residents are well cared for and live as comfortably as possible.

Since 2009, as part of a wish granting program now known as the Better Late Than Never program, residents at Leacock Care Centre have also been asked a simple question that can lead to their wishes – big or small! – being fulfilled. What is the thing you most wish you could do? It may be a favourite meal at a restaurant or a private flight in a small aircraft or a visit to another city to attend a family wedding. It could be anything a resident wishes! While not every wish can be fulfilled, our team members do their best to make these wishes come true.

Jack moved to Leacock Care Centre in August 2021. When asked what he most wanted to do, he said it was to attend a Blue Jays ball game with his family and to enjoy hotdogs and popcorn! The home's team members started to think and plan with his family about how they could make this happen and sure enough, they were able to make his wish come true! At 91, with some visual impairment and requiring the assistance of a wheelchair, he and his daughter and a personal support worker from Leacock Care Centre were able to travel to Toronto in an accessible van to take in a Jays game against the Minnesota Twins, on June 10th!

While the Blue Jays lost that game, Jack felt like a big winner. He had the full experience of a professional baseball game, complete with hotdogs, popcorn, and soft drinks – even participating in the 7th inning stretch with thousands of others and tracking the progress of runs, fowl balls and strikes. His daughter and Leacock Care Centre team member, Tracey, enjoyed the game also and ensured Jack was kept company and well cared for on his trip.

“It seems like a small thing to ask someone what they want to do once they move into a long-term care home,” said Tracey, the personal support worker who attended to Jack on his trip to the baseball game. “That takes on a whole new dimension when our team starts to explore ways to make their wish come true. There are logistics, expenses and of course care and safety needs to be handled and coordinated. But we're proud to do it because it makes an extraordinary difference in the lives of our residents and they deserve it.”

Leacock Care Centre actively seeks ways to enrich residents' lives to allow them to live life to the fullest as part of its person-centred approach to care.



*TOP: Jack and daughter, Jeannine, take in the game. BOTTOM: Tracey ensured Jack was kept comfortable throughout his trip!*

# NEXT EDITION: A LOOK INSIDE OUR NEWEST RETIREMENT COMMUNITY!



SCAN ME

"Happiness is here in this beautiful new home and my comfortable suite overlooking Fairy Lake.

The team members are so friendly, and the food, with those extra touches, is truly amazing.

I am so happy and content!"

**Ann (Resident)**



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“I was raised around residents of Meadow Park (Chatham)! Helping people has always been something that has come naturally to me so choosing a career in nursing was actually a very organic decision. **My mother, who has worked for Jarlette Health Services for years, shared with me that there was an opportunity to apply for the Tuition Reimbursement for Dependants program.** Knowing that a portion of my tuition would be covered and that I had employment upon graduation was definitely enticing! This allowed me to focus more on my studies and less on the financial stress that post-secondary education often comes with it.”

“I have been employed for 7 years and am working in the capacity of a full-time RPN. The opportunities that Jarlette Health Services has provided me have been many and for the past 4 years I have been working on my BScN, which I will have completed in early December of this year. I look forward to seeing what my career as a BScN RN has to offer as I continue to strive to always make a difference in the lives of others!”

**MEGAN, Registered Practical Nurse**



***Simmone (resident), who was once a nurse at Meadow Park Chatham, celebrates her Making A Difference Award with Megan.***



**“The transition from PSA to PSW has been a great experience. It took long days and lots of work to complete the program but I would tell anyone it is totally worth it! It’s a very fulfilling job. You can see the impact you are making in residents’ lives, day-to-day, and you build a strong connection with the residents along the way. My peers and managers have been extremely supportive and helpful along the way and I can say with complete confidence that without them I would not be where I am today. It has been a pleasure working at the Villa Care Centre I truly look forward to going to work every day.”**

**GARY, Personal Support Worker**

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