



Enriching the lives of seniors since 1886

Annual Report 2025-26



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About The Glebe Centre

Mission

The Glebe Centre is a non-profit organization dedicated to providing compassionate Long-Term Care and meaningful community programs and services for adults. Inspired by a long history of excellence, we support our residents and the broader community through a continuum of care that prioritizes trust, respect, and industry best-practices.

Vision

To maintain a mandate of compassionate Long-Term Care and community services, delivering excellence in care both today and into the future.

Values



Accountability

We uphold the highest standards of integrity, transparency, and quality of care, taking responsibility for our actions and setting an example of leadership within our organization and community.



Compassion

We approach every interaction with empathy and respect, fostering meaningful connections and trust with residents, families, the community, and one another.



Well-Being

We prioritize the physical, emotional, and mental well-being of those we serve and those we work with, creating a collaborative, supportive and caring environment.



Commitment

We are dedicated to delivering exceptional care and services through an unwavering focus on operational excellence, continuous improvement, and meeting the evolving needs of our residents and community.

Message from our CEO - Emma Tibbo

2025 has been a year of Change. As an organization we committed to our vision “To maintain a mandate of compassionate Long-Term Care and community services, delivering excellence in care both today and into the future” and our multi year campaign to “Refresh, Renew and Rejuvenate” the Glebe Centre.



We refreshed our website ensuring it met all accessibility requirements and giving it a new more modern look. We have seen a significant increase in community engagement through the site and will continue to improve its functionality throughout 2026. We have also initiated a complete rejuvenation of our outdoor spaces. The gardens and central courtyard are vital for our residents' wellbeing and so we have partnered with a local garden centre to remove tenacious weeds and plant low maintenance, colourful shrubs and plants to keep the gardens looking their best through the summer months.

2025 resulted in a balanced budget for The Glebe Centre. This was despite the ongoing challenges that have faced both the long-term care services and community support programming. We continue to advocate at the provincial level for more funding and were pleased to receive a slight increase in 2025. The province's commitment to achieving 4 hours per resident per day has enabled the Glebe Centre to increase staffing hours and create more full-time positions in the nursing and personal care departments.

The much-needed enhancement of Monk Street was completed, and we continue to see additions to the street scape through tree planting and increased green space enhancement. I would like to give a huge shoutout to our maintenance team who work tirelessly to keep our home looking its best throughout all weathers. We have tried to address the ongoing issues of litter and smoking at the main entrance and ask for your support in keeping these areas free of unwanted garbage as it is a home to residents and staff.

Lansdowne 2.0 approval has caused a lot of concern among our residents, staff, families and members. Parking continues to be a challenge, and we are working closely with the City of Ottawa to identify areas for short-term parking and loading areas. The province has committed to adding 30,000 new long-term care beds by 2028 and the redevelopment of 28,000 existing beds. In 2025 we began the planning phase of a multiyear project to expand our number of long-term care beds and upgrade our current facility. This will be the largest capital project that The Glebe Centre has ever undertaken and will require support from not only the government but the community to secure the funds necessary to complete this exciting initiative.

I would like to take the opportunity to thank the Resident and Family Council who advocate for all who call the Glebe Centre home and for supporting the management team to maintain a high level of care and service provision. A very special thank you to the members of the Glebe Centre Board of Directors for their guidance, strength, and commitment to meeting the needs of our community today, and into the future. The many hours they have committed are greatly appreciated.

The Glebe Centre is committed to the continuum of care model, supporting older adults and seniors in the community to remain at home and providing 24/7 care to those who need it. This would not be possible without the hard work of our employees, physicians, and volunteers. We extend heartfelt gratitude to them all for ensuring that the Glebe Centre is the best home in Ottawa.



Message from the Board of Directors

The Glebe Centre Board of Directors remains deeply committed to providing a safe, compassionate, and engaging environment where our residents can live with the dignity and respect they deserve and where older adults living in the community can access the programs and services needed to live healthy and fulfilling lives. It is our privilege to present our Annual Report for 2025, a year defined by strong governance, continuous quality improvement, and an unwavering focus on the people who call our home their community.

Elevating Resident Care & Quality, and Community Support & Programming

The well-being of our residents and members is at the heart of everything we do. Over the past year, the Board has actively supported our leadership and care teams in advancing our Continuous Quality Improvement (CQI) plan. By closely reviewing feedback from our annual resident and family surveys, we have successfully implemented targeted enhancements that directly improve the daily lives and care experiences of our residents. In addition, the Board continues to support our staff at Abbotsford House in providing strong programs and services for the older adults living in our community.

Supporting Our Dedicated Team

We recognize that the high quality of care we provide relies entirely on the ecosystem of people who support our home—from our front-line nurses and personal support workers (PSWs) to our dining, recreation, housekeeping, laundry, maintenance and administrative staff. The Board extends its profound gratitude to our staff and volunteers. Your resilience, compassion, and professionalism—particularly in adapting to an ever-changing healthcare landscape—have been the cornerstone of our success.

Strategic Vision & Infrastructure

Looking forward, the Board remains focused on ensuring our home, programs and services are well-positioned for the future. We have continued to work closely with the Ministry of Health, The Ministry of Long-Term Care and our many community partners to modernize our facilities, upgrade our technology and expand our community programs. These investments ensure we can sustainably meet the evolving health and social needs of seniors in our region.

As a volunteer Board with varied experiences in our professional and personal lives, we do our best to offer The Glebe Centre strategic guidance, strong governance, and effective oversight. Together with our leadership team, led by Emma Tibbo, we are building a stronger, more resilient organization.

Thank you to our residents, families, members and caregivers for your continued trust in The Glebe Centre. We look forward to another year of excellence, compassion, and meaningful impact.



Nursing Programs

Throughout the year, several key initiatives were undertaken to enhance nursing care delivery, improve communication among staff, and ensure safer and more effective clinical practices. These changes focused on strengthening collaboration between Registered Nurses (RNs) and Registered Practical Nurses (RPNs), improving emergency response protocols, enhancing documentation practices, and promoting staff development and education.

Key Initiatives and Improvements

Emergency Preparedness and Response

Code White and Code Yellow processes were revised to improve emergency preparedness and enhance staff response. Key updates to the process include:

- Designation of Code White assignments for each shift.
- Assignments are clearly indicated on whiteboards across all floors, in accordance with organizational policy.

To support implementation, education sessions were delivered through floor huddles across all home areas on both day and evening shifts. Topics included:

- Code White and Code Yellow procedures and checklists
- Clarification of roles and responsibilities for Personal Support Workers (PSWs) and registered staff during emergency situations

Transition to INTERRAI

In October 2025, the home transitioned from RAI-MDS to the new INTERRAI system, as required by the Ministry of Long-Term Care. This transition included updates to resident assessments, care planning processes, staff education, and nursing management audits to ensure care plan compliance and accuracy.

Medline Incontinence Product Rollout

In November 2025, the home implemented new Medline incontinence products, beginning with a pilot project on Lindenwood. The initiative received positive feedback from residents, families, and staff. Following the successful pilot, implementation expanded to the rest of the home, with Bankwood and Glebewood scheduled for rollout by the end of 2026.

ChartPic Wound Documentation Application

On January 20, 2026, the home went live with the ChartPic application to support wound documentation. The application assists staff with wound measurements, wound progression tracking, improving assessment accuracy, and strengthening clinical documentation practices.

Evoke Family Communication Platform

The home implemented Engage+ by Evoke Health - an application integrated with the Point Click Care healthcare platform, to enhance communication with families and improve access to resident-related information. The platform was initially launched in September 2025 for financial communication, with the expansion into selected clinical documentation features planned for June 2026.

Nursing and PSW Communication Enhancements

The home successfully implemented bi-monthly meetings for PSWs and night staff as well as monthly nursing meeting. These meetings support communication, staff engagement, education, and operational consistency across all shifts.

Medication and Clinical Safety Improvements

Several additional safety and operational improvements were implemented, including:

- A med cart lock system for spare keys to medication carts, medication rooms, and narcotic boxes, with processes posted on all floors for nursing reference
- A new Medication Care Review (MCR) process for new admissions and readmissions with support from Medisystem
- Replacement of all medication fridges across all home areas

Equipment and Resident Care Enhancements

In December 2025, the home purchased additional clinical and resident care equipment, including:

- Stools
- Suction machines
- New lifts
- Reclining chairs
- New shower chairs
- Regular and bariatric air mattresses
- Weight scales
- Fall prevention equipment's, bed and chair alarms



Internal Promotions and Leadership Growth within the Nursing Department

Several internal leadership and specialized positions were developed to strengthen operations and clinical oversight:

- In April 2025, Freddy Vazquez was promoted internally to the role of PSW Supervisor in recognition of his exemplary work as a PSW, dedication to resident care, leadership abilities, and commitment to supporting staff and residents.
- In September 2025 Vrujal Patel, RN, was promoted to Manager of Nursing and Personal Support Services and serves as delegate to the Director of Care. This promotion recognized her strong knowledge of long-term care, leadership abilities, and problem-solving skills.
- At the end of 2025 Suhkjinder Kaur, RPN, was promoted to an IPAC personnel role to support the IPAC team with audits and strengthening infection prevention and control practices throughout the home.
- In January 2026, the home hired Jessica McGrath as an in-house Nurse Practitioner to further support resident care, clinical assessments, follow-up, and interdisciplinary collaboration.

Focused Care PSW Positions

The home also created two focused care PSW positions to assist with showers and meal support during morning care routines, helping improve workflow and support the nursing team.

Clinical Extern Pilot Program

The home was selected as one of the few homes in Ottawa to receive funding for a pilot program supporting three clinical extern positions beginning June 2026. The candidates are nursing students who will work as unregulated care providers under the supervision of registered staff.

Education and staff development

Throughout the year, a wide range of education and training sessions were provided to staff through short team huddles, hands-on learning activities, meetings, and teaching sessions. These were led by the education team, nursing managers, and clinical leaders.

Topics covered included safe handling of medications, preventing falls, infection prevention, wound care, proper documentation and mandatory ministry reporting, as well as the use of specialized equipment. Staff also received training on care planning, supporting residents with daily activities, responding to emergency situations, and providing comfort at end of life.

Additional sessions focused on areas such as dementia care, use of call bell systems, and recognizing and responding to changes in a resident's health condition.

Infection prevention and control education was also provided throughout the year, including guidance on preventing and managing common infections such as urinary tract infections.

These ongoing training efforts helped ensure staff have the knowledge and skills they need to provide safe, high-quality care, while supporting a consistent and confident approach across the home.

Incredibly, there was a total of 171 staff educational huddles for the year!

Infection Prevention and Control (IPAC)

Throughout 2025–2026, our Infection Prevention and Control (IPAC) program remained focused on maintaining a safe and healthy environment for residents, staff, families, and visitors. We continued to strengthen infection prevention practices through education, audits, staff engagement, vaccination programs, and effective outbreak management.

Education and Training

Our team benefited from ongoing education and support provided by the IPAC Hub; a provincially funded group of infection prevention specialists that help long term care homes prevent and manage infections. Throughout the year, staff participated in regular training sessions and discussions on leading practices. These opportunities strengthened infection prevention knowledge, supported consistent practices and helped ensure compliance with current standards and guidelines.

Vaccination Program

The home continued to support and promote seasonal and routine vaccination programs for residents, staff, and family and friends of The Glebe Centre. In Fall 2025, several community vaccination clinics were held at Abbotsford Community Programs, helping to improve access for seniors in the community. These initiatives supported resident safety and contributed to the prevention of vaccine-preventable illness and outbreaks within the community.

Outbreak Management

During the year, the home successfully managed and responded to outbreaks in a timely and effective manner. Collaboration between leadership, staff, residents, families, and public health partners supported quick implementation of infection control measures, helping to minimize transmission and maintain resident safety.

Audits and Quality Improvement

IPAC audits were completed throughout the year, including hand hygiene, environmental cleaning, personal protective equipment (PPE), and infection control practices. Audit findings were reviewed regularly, and follow-up actions supported continuous quality improvement across the home.

Hand Hygiene Hero Initiative

To encourage and recognize excellence in hand hygiene practices, the home continued its “Hand Hygiene Hero” initiative. Each month, a different home area selected a Hand Hygiene Hero nominated by coworkers. Staff members were recognized for consistently demonstrating proper hand hygiene practices while caring for themselves, residents, and others. This initiative promoted teamwork, accountability, and a positive culture of infection prevention throughout the organization.

Looking Ahead

As we move forward, we remain committed to strengthening our IPAC program through ongoing education, staff engagement, monitoring, and continuous improvement initiatives to ensure the highest standards of resident care and safety.

Resident Services

Therapeutic Recreation and Activities

In 2025, we continued to enhance resident well-being through innovative and engaging programming.

- The Pixie interactive gaming system, a mobile platform that supports mobility, cognitive stimulation, and social connection. We also launched Club House and Movie Night for younger residents, which has received very positive feedback.
- The Poetry and Music Group launched its first session in 2025, bringing together 12 residents over eight weeks to collaboratively create poetry inspired by music. Centered on the theme Tapestry, participants reflected on personal memories through songs and produced nine original poems. These were compiled into a commemorative zine and shared during a poetry reading, offering residents a lasting memento of their work and a unique opportunity for creative expression. This initiative will be presented at a Music Therapy Conference in fall 2026.

We are grateful for the continued support of Smiles for Seniors, in partnership with the Department of National Defence, who provided holiday gifts to over 30 residents who have no family or friend support.

The Residents' Council remained an important forum for feedback, advocacy, and peer connection with ongoing support from our Social Work team.

Residents again participated in the Road World Race for Seniors, a global, annual indoor cycling championship for older adults, particularly those living in long term care or living with dementia. This year over 25 residents participated in using Motiview cycling technology to improve physical and mental well-being and proudly earning medals to celebrate their achievements.

The Glebe Centre Choir continued to thrive in 2025, regularly engaging over 35 residents from across all home areas. Participants practiced and performed four themed concerts—Love Songs, Showtunes, Country Music, and War Tunes for Remembrance Day—along with their annual Christmas sing-along. The choir provides residents with meaningful opportunities to explore new interests or reconnect with past musical experiences.

Looking ahead, 2026 choir themes will include Scottish music, Songs of Friendship, Rock and Roll, and seasonal selections. The Poetry Group will explore themes related to the seasons and their meaning in art and everyday life.

Recreation and Activities at The Glebe Centre

The Recreation Team, of 8 full-time program facilitators, supported by a full-time Music Therapist and Coordinator of Spiritual Care, facilitate and support a range of specialized recreational activities and programs to meet the individual needs and abilities of residents. Some examples include....

- Snoezelen Program
- Java Music Program
- Art Program
- Spiritual care support & programs
- Virtual reality & interactive sensory games

- Music Circle, 1:1 Music Therapy & Choir
- Wheelchair accessible touring bike
- Home Wide Music Programs
- Special events and seasonal activities

Total # Programs offered (2025)	12,403
Home-Wide Programs offered	436
Weekend/Evening Programs offered	2,198
Worship Services offered	76

Physiotherapy, Occupational Therapy and Social Work

Our Physiotherapy team consists of 1 full-time and 1 part-time physiotherapist, supported by 3 part-time Physiotherapy Aides. The Team focuses on enhancing residents' quality of life by maximizing functional independence, restoring mobility, and managing pain.

Our Social Service Team includes 2 full-time Social Workers, supporting and advocating for residents and families, to enhance quality of life, provide psychosocial care, mediate conflict, and facilitate care planning, including admission transitions.

Our Occupational Therapy Team includes 1 full-time Occupational Therapist and their role is to support a restorative, resident-focused approach to maximize independence, safety, and quality of life for residents, including assessing and managing seating and mobility (wheelchairs/walkers), and recommending environmental modifications (e.g., grab bars).

Total admissions (2025)	70
Tour Attendance	326
Physiotherapy – Resident visits	1421
Social Services – Family & Resident supported	517
Occupational Therapy - Resident visits	301

Volunteering

In 2025, our volunteer program maintained strong retention among long term volunteers. A volunteer survey reflected high satisfaction, with a rating of 4.3/5, emphasizing a strong sense of purpose and community connection as key motivators. We look forward to celebrating our volunteers throughout the International Volunteer Year 2026.



Preceptor Resource and Education Program in Long-Term Care (PREP LTC)

The Glebe Centre continued to participate in the PREP LTC program, enhancing the quality of and capacity for clinical student placements in Ontario. Through strong provincial collaboration led by our Manager of Recreation and Volunteer Services, we improved placement experiences and used \$20,000 in funding to support staff education and appreciation initiatives.

Total registered volunteers (2025)	76
Volunteer Hours	3,782 (~504 shifts)
Recreational Student Hours	1,042 (~138 shifts)
Nursing/PSW Student Hours	10,297 (~1,372 shifts)

PSW Living Classroom

In March 2024, The Glebe Centre along with our partners from Algonquin Careers Academy were accepted through an application with the Research Institute for Aging (RAI) to host our first PSW Living Classroom. In 2026, the program was successfully renewed through 2029.

The Living Classroom is a partnership model that integrates education into long term care to support workforce development. Students, teachers, and those living, visiting and working at The Glebe Centre engage in a culture of shared learning. To date 26 students have completed the program with an additional 16 enrolled in the February 2026 semester. Nine graduates have been hired.

Results of PSW Living Classroom Survey were overwhelmingly positive again this year. Some comments include:

“

Being in a long-term care home and seeing some of the residents, how the home is set up and hearing from current PSW's working at The Glebe was very helpful and insightful, as to what we would have to do and be to become a great PSW

”

— PSW student

“

The most rewarding aspect, is interacting with the residents and seeing how the work I do makes life better for them.

”

— PSW student

Emotion-Based Care and Person-Centred Approach

This model focuses on delivering emotion-focused, person-centred care that transforms clinical environments into homelike, colorful, and engaging spaces. It supports the reduction of “them and us” barriers between staff and residents, enhancing quality of life, engagement, and emotional well-being.

We are pleased to announce that Bankwood received another successful accreditation from Meaningful Care Matters in April 2025, its third successful accreditation to date. The Bankwood team achieved an Excellent rating, reflecting consistent demonstration of meaningful engagement and high-quality care. Congratulations to the entire Bankwood Care Team. We look forward to working toward a fourth accreditation in October 2026.

The Glebe Centre was also successful in receiving funding from Ontario Health for the Improving Dementia Care Program. This was the first year the program was offered, and we were honoured to be selected. As a result, we have expanded opportunities for ongoing education and full-day refresher training for our care teams. To date in 2026, training has been completed in six of our eight home areas, reaching approximately 180 staff across all disciplines.

Key learning objectives included:

- Reinforcing understanding of person-centred, emotion-focused care
- Exploring the lived experience of people in care environments
- Strengthening awareness of communication styles and their impact
- Identifying opportunities to create meaningful moments throughout the day
- Encouraging reflection on current practices and areas for growth

Team Recognition and Welcome

We are pleased to welcome new members to the Resident Services Team: Program Facilitator Mawleed Jama and Social Worker Elli MacDonnell.

We would like to extend our sincere thanks to all members of the Resident Services team for your ongoing dedication to residents and families. Your hard work, compassion, and commitment to going beyond are truly appreciated and recognized.

Special thanks and acknowledgement to Manager of Recreation and Volunteer Services, Bridget MacInnis, for your continued support and invaluable assistance.

On behalf of the Resident Services team, we would also like to thank residents, families, and friends for entrusting us in providing a safe and caring place to call home.

Nutrition Services

After a very long winter, it is exciting to finally see the snow melt away and welcome a much-needed spring. This seasonal shift offers a natural moment to pause and reflect on the past year—on what we have accomplished, what we have learned, and what we hope to continue planting and growing as we move forward. The 2025–2026 year in Food Services was marked by resilience, collaboration, and meaningful progress, all in support of providing consistent, high-quality care to our residents.

Operationally, the year brought both successes and challenges. During the hot summer months, we experienced an above-average heat wave, which required additional planning and responsiveness to ensure resident safety and comfort. Hydration became a central focus, and we increased access to frozen treats, such as popsicles, to help residents stay cool. Fortunately, our freezer renovation had been completed earlier in 2025, allowing us to accommodate these needs without disruption. While the extreme heat created challenges for hosting traditional summer barbecues, staff remained attentive to minimizing risks such as dehydration and heat-related illness, ensuring the continuum of care remained intact throughout the season.

In August, the department undertook a significant kitchen floor renovation using one-time funding. This upgrade improved both the safety and appearance of the workspace, reflecting our ongoing commitment to maintaining a functional and welcoming environment. Although the renovation resulted in a temporary loss of equipment for one evening meal, the situation was met with flexibility and good spirits. Residents enjoyed a pizza party kindly provided by Colonnade Pizza, and thanks to a strong team effort, all equipment was restored and operational in time for breakfast the following morning. The experience highlighted the adaptability and teamwork that define the Food Services department.

This year also marked substantial progress in addressing aging infrastructure and equipment. Much of our existing equipment had been in service since the opening of the tower in 2004, making reinvestment both timely and necessary. We were fortunate to purchase two steamers, a new oven, multiple hot holding carts, two ice machines, eight transport carts, and eight snack carts. In addition, seven commercial refrigerators and six residential refrigerators were installed and are now operating on the home areas. These upgrades play a critical role in maintaining food quality by ensuring meals are held at appropriate temperatures, directly contributing to resident satisfaction and safety. These investments will support meal service operations well into the future.

Rising food costs and tariffs continued to present budgeting challenges throughout the year, with raw food per diem increasing to \$13.89 per resident/per day. Despite these pressures, the department remained committed to providing fresh, high-quality ingredients. A successful Fall and Winter menu change was implemented, incorporating resident requests gathered through monthly Food Committee meetings. Notably, a daily garden salad option continues to be offered year-round, even during winter months, supporting residents' interest in healthier eating. Resident survey feedback reflected positive improvements, reinforcing the value of listening to resident voices and striving for continuous improvement.

Professional development remained an important focus. As a member of the Canadian Society of Nutrition Management, Victoria, our Director of Food Services, attended the annual conference in beautiful Richmond, British Columbia, in June. Representing The Glebe Centre at this national event was both an honour and a valuable learning opportunity. The conference included educational sessions as well as an off-site tour of a local smoked salmon facility, offering insight into food production processes and industry practices. While the educational content was valuable, the opportunity to build relationships with like-minded professionals remains the most meaningful aspect of attending these events.

In September, the department welcomed a second Registered Dietitian, enhancing our capacity to support residents through admissions, assessments, and ongoing nutrition care planning. This addition has been a significant asset in strengthening resident-centred care. We also continued our commitment to education by hosting a Food Service Management student from the University Ottawa as they complete their placement toward becoming a Registered Dietitian. Providing exposure to long-term care operations remains a rewarding way to support future professionals entering the field.

Staff recognition and engagement were also key priorities throughout the year. A new internal recognition initiative, the “Top Banana Award,” was developed to celebrate staff who consistently go above and beyond daily expectations. With such a dedicated and hardworking team, opportunities to recognize excellence arise frequently. We also hosted our third annual Food Services Christmas party across the street at Craft Beer Market. To support this, bake sales were held throughout the year, with all funds raised supporting staff recognition and appreciation activities.



In collaboration with Bridget, Manager of Recreation and Volunteer Services, and her team, a new resident dining initiative was launched in September - the Pop-Up Dinner Event. These smaller, intimate gatherings were designed to provide residents with an experience outside the daily routine. The first event, Steak Night, featured a fully in-house prepared menu served in the Gathering Place for twenty residents, complete with mocktails and dessert.

The concept was well received, prompting a second event in November with an Italian theme, offering chicken parmesan. Meaningful conversations and positive feedback highlighted the success of these evenings, and plans are in place to continue offering these events quarterly throughout 2026.

Each year, reflecting on these moments allows us to recognize how far we have come and where we hope to grow. The achievements of the past year—driven by teamwork, resident engagement, and thoughtful investment—give the Food Services department a strong foundation as we look ahead with optimism and purpose.



Environmental Services

Environmental Services plays a vital role in supporting the daily operations of The Glebe Centre. The department encompasses building maintenance, housekeeping and cleaning services, shipping and receiving, supply distribution, and laundry services. Every day, our team works diligently to provide a safe, clean, comfortable, and welcoming environment for residents, families, members, staff, volunteers, and visitors.

Guided by The Glebe Centre's Mission, Vision, Values, and Strategic Plan, Environmental Services remains committed to continuous improvement, operational excellence, and enhancing the quality of life for those we serve.

Major Capital Improvements

Main Kitchen Flooring Renewal

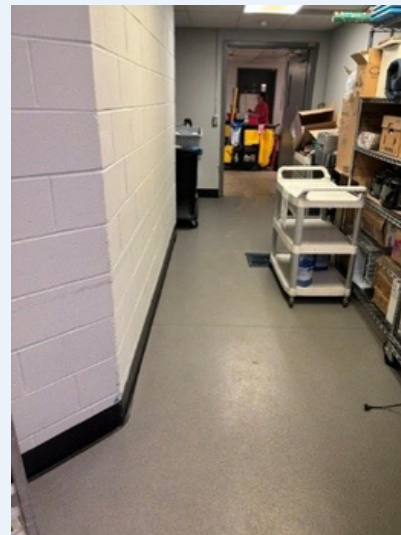
One of the most significant projects completed in 2025 was the resurfacing of the main kitchen floor. This week-long project required extensive planning and teamwork to ensure uninterrupted meal service. Staff and contractors worked overnight to relocate equipment and complete the installation safely and efficiently.

The result is a modern, durable, and food-safe flooring system that improves both workplace safety and sanitation standards while supporting the kitchen teams' daily operations.

Before



After

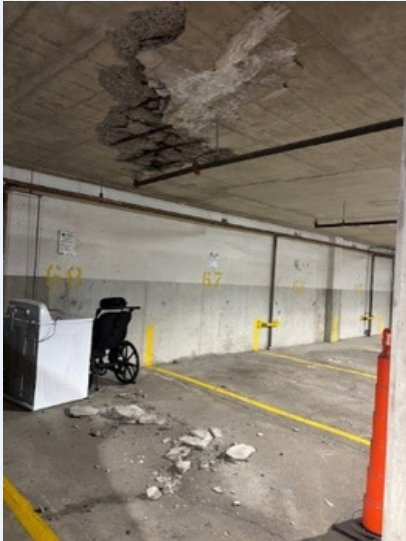


Underground Parking Garage Restoration

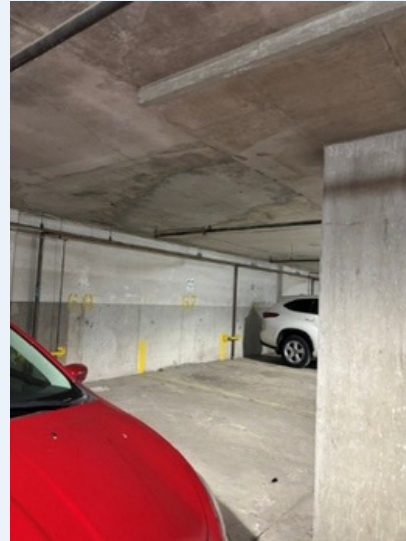
Another major accomplishment in 2025 was the restoration of our shared underground parking garage. Years of wear had resulted in deteriorating concrete that required significant repairs.

Following months of planning and coordination, the project successfully addressed structural concerns and improved the overall safety and longevity of the facility. Staff, contractors, and visitors now benefit from a safer and more reliable parking environment.

Before



After



Pest Control Improvements

In 2025, The Glebe Centre partnered with BioChem as its new pest management provider. The results have been highly encouraging.

Since implementing the new program, pest sightings have decreased significantly throughout the facility. Through proactive monitoring, treatment, and prevention strategies, BioChem has helped create a healthier and more comfortable environment for residents, staff, and visitors.

Laundry Services

Laundry Services also experienced significant improvements in 2025 through the transition to EcoLab as our laundry chemical and service provider. This partnership has delivered several benefits, including:

- Improved quality and appearance of resident clothing and linens
- Reduced water consumption, supporting environmental sustainability
- Increased equipment reliability and fewer service disruptions
- Enhanced overall efficiency within the laundry operation

These improvements have contributed to a better experience for residents while supporting responsible resource management and operational effectiveness.

Projects Underway in 2026

Environmental Services continues to lead several important facility improvement projects that will enhance resident comfort, accessibility, and operational efficiency.

Sixth Floor Balcony Redevelopment

The sixth-floor balcony is undergoing a significant transformation to create a more enjoyable and accessible outdoor space for residents and families. Planned improvements include:

- Removal of the existing pergola
- Installation of improved drainage systems to direct water away from building entrances
- A new awning to provide shade and weather protection
- Automatic sliding doors to improve accessibility
- New outdoor furnishings designed for comfort and enjoyment

Upon completion, this space will offer residents and visitors an inviting outdoor area to gather, relax, and enjoy the warmer months.

Bronson Place Roof Renewal

After more than three decades of service, the Bronson Place roof has reached the end of its expected lifecycle. Environmental Services is currently working with engineering consultants and contractors to determine the most effective long-term solution.

Roof restoration work is scheduled to begin during the summer months and will help protect the building infrastructure for years to come.

Finance Area Office Expansion

Planning is underway to create additional office space within the basement Finance area. This project will improve workspace functionality and support the evolving operational needs of the organization.

Looking Ahead

Environmental Services remains focused on maintaining safe, clean, and efficient facilities while continuing to invest in improvements that enhance resident comfort, staff productivity, and the overall quality of care provided at The Glebe Centre.

The department is proud of the progress achieved over the past year and looks forward to continuing its work in creating environments where residents can thrive and staff can perform at their best.

Human Resources

In 2025, Human Resources focused on strengthening workforce capacity while fostering a culture grounded in respect, compassion, and inclusion. This work was undertaken within a challenging environment as long-term care continues to experience significant health human resource pressures.

Sector Context

The long-term care sector continues to face staffing shortages and retention challenges. Demand for nurses and personal support workers remains high due to an aging population and increasingly complex resident needs. In Ontario, the shortage is expected to intensify. Projections indicate the province will require over 86,000 additional nurses and personal support workers by 2027–2028, with a significant shortfall still anticipated.

Workforce Growth

The Glebe Centre grew its workforce to over 450 employees and successfully hired 90 new staff in 2025, averaging approximately 7 hires per month. Recruitment strategies included partnerships with educational institutions and targeted outreach through job boards and social media.

Retention and Stability

Retention remained a key priority. Through enhanced onboarding, internal career progression, equitable hiring practices, and employee engagement initiatives, the organization continued to support workforce stability.

Despite sector-wide challenges, The Glebe Centre maintained an overall employee turnover rate of less than 10% in 2025 - below the national average across industries. This reflects sustained investment in employee well-being, leadership support, and a positive workplace culture.

Workforce Modernization

Human Resources advanced its digital transformation through the implementation of new time, scheduling, and hiring modules. These enhancements improved efficiency, accuracy and an enhanced employee experience along with:

- Improved access to real-time workforce data
- Reduced payroll adjustments
- Strengthened accountability and system controls
- Eliminated paper-based processes and forms



Labour Relations

Successful negotiations with the union in 2025 resulted in improved wages and benefits, supporting recruitment and retention while reinforcing collaborative labour relations.

Learning and Health and Well-being

Employees accessed training and development through internal and external programs, including the SURGE learning platform. The ongoing partnership with the Canadian Mental Health Association included monthly on-site visits to the Glebe Centre, providing resources and delivering micro training huddles to employees. More than 50% of employees working on those days participate and taking time to support their health and well-being.

Recognition and Engagement

In 2025, 58 employees were recognized with long service awards working at the Glebe Centre for 5, 10, 15, 20, 25, 30, 35, and 45 years of service.



The Glebe Centre also maintains two formal recognition programs that support a culture of appreciation and excellence. The Guardian Angel Program celebrates employees who consistently demonstrate the Glebe Centre's values and positively contribute to resident care, teamwork, and workplace culture. The Safety Star Program recognizes employees who actively contribute to building and sustaining a strong culture of safety in the workplace. Both programs recognize an Employee of the Month.

Looking Ahead

Human Resources priorities and trends for 2025-2026 in Ontario's long-term care sector reflect ongoing transformation and workforce pressures.

Key areas of focus include:

- Strengthening recruitment pipelines and partnerships with training institutions
- Enhancing retention through workload support and employee well-being initiatives
- Expanding full-time employment opportunities and stabilizing staffing models in alignment with provincial staffing targets
- Investing in training and succession planning
- Increasing the use of digital tools and workforce analytics
- Supporting ongoing skills development to meet the rising acuity of resident care

We remain committed to building a skilled, resilient workforce that delivers high quality resident care.

Building Infrastructure

The Building Infrastructure Department plays a vital role in supporting organizational operations through the management of both facility systems and information technology. In 2025, the department advanced key priorities in growth, sustainability, and long-range planning, including the development of a five-year capital plan and targeted upgrades to HVAC, nurse call, and camera systems. Through special ministry funding, the department also expanded and modernized its technology inventory, strengthening operational efficiency, compliance, and service delivery.

2025 Completed Projects

Capital Projects 2025	Information Technology Projects 2025
Boiler System Replacement – Bronson Place	Organization-Wide Staff Email Implementation
Hot Water Tank Replacement – LTC Tower	Website Redevelopment
Main Kitchen Equipment Renewal	Nurse Call Technology Enhancements
Tunnel Lighting Upgrades	Workstation Replacement Program
Phone System Modernization (Desktop and Handheld)	Salto Security System Upgrade
Intercom System Replacement	Magnetic Locking Power Supply Upgrade

Looking Ahead

Building Operations will continue to advance priority capital initiatives with a disciplined focus on financial oversight and alignment with the approved capital plan. Key projects include the full replacement of the Tower boiler system, the cooling tower replacement at Abbotsford House, and the launch of the Tower rooftop unit refurbishment program.

Information Technology will advance several strategic initiatives, including the implementation of SharePoint as the organization's platform for document management and internal communications, upgrades to the camera system, and enhancements to boardroom technology to better support meetings and video conferencing.

Community Programs

Glebe Centre Community Programs at Abbotsford continued to grow, adapt, and respond to the needs of older adults and adults with disabilities throughout 2025–26. Building on the strong foundation of the Seniors Active Living Centre (SALC) and Community Support Services (CSS), our programs remained focused on helping older adults stay connected, maintain independence, access meaningful supports, and continue living safely at home.

Abbotsford continues to be a welcoming and vibrant community hub, while Glebe Centre Community Programs provide the services, partnerships, and supports that allow members and clients to remain active, engaged, and connected. Across both SALC and CSS Programs, staff, instructors, volunteers, members, clients, caregivers, funders, donors, and community partners continue to work together strengthening the impact of our programs.

The Seniors Active Living Centre offered a diverse range of programs that support physical health, lifelong learning, and social engagement. Activities included:

- Fitness classes promoting strength, balance, and overall wellness
- Educational lectures and discussion groups
- Creative and recreational programs such as art, music, language, and pottery
- Social clubs including bridge, scrabble, and ping pong plus other member-led activities

These programs continue to reflect the spirit of Abbotsford - a place where older adults can build friendships, share their talents, volunteer, and remain active in community.

Community Support Services continued to provide essential supports to older adults and adults with disabilities living in the community. Services included:

- Adult day programming
- Transportation services
- Friendly visiting and telephone reassurance
- Caregiver support and service coordination

These programs play a key role in reducing isolation, supporting caregivers, and enabling clients to remain safely at home.

One of the major highlights of the year was the continued growth of preventative health and wellness initiatives. In the fall, with the support of the Glebe Centre's Infection Prevention and Control team, community programs hosted a flu clinic for older adults living in the community. Close to 200 flu shots were provided, improving access to preventative health care and helping protect some of the most vulnerable in our neighbourhood. This initiative demonstrated the value of bringing together the expertise of the long-term care home and the reach of community programs to support older adults beyond the walls of the Glebe Centre.

At the start of 2025, Glebe Centre Community Programs introduced a much-loved new initiative - the grocery bus. Serving both the Glebe and Hunt Club communities, the grocery bus picks up older adults from their homes, brings them to the grocery store, and returns them safely to their door.

More than a transportation service, the grocery bus has become a lifeline for participants by supporting food access, independence, and meaningful social interaction.



For many older adults, the program offers not only practical support with groceries, but also the opportunity to get out, connect with others, and remain engaged in daily community life.

Community Support Services also expanded its Adult Day Program by adding an additional program day. This expansion helped reduce the large waitlist of people waiting to access dementia day-away programming and provided much-needed respite for caregivers. The additional day reflects the growing need for community-based dementia supports and the importance of creating programs that help older adults remain at home for as long as possible while giving caregivers time, relief, and confidence.

Glebe Centre Community Programs also continued to invest in lifelong learning and evening programming. Through a partnership with Friends of Lifelong Learning, connected to Carleton University, we launched the monthly Learned Lecture Series at Abbotsford. This wonderful initiative engages retired university professors to present their knowledge, experience and passion to older adults committed to lifelong learning in retirement. The series has created a meaningful opportunity for intellectual engagement, social connection, and community participation in the evening hours.

Fundraising and community partnerships remained essential to the success of community programs. As a not-for-profit organization that is not fully funded, Glebe Centre Community Programs relies on the support of funders, donors, sponsors, volunteers, and local businesses to sustain and grow services. Fundraising events, sponsorships, and generous donations helped ensure that older adults could continue accessing affordable programs, community supports, social opportunities, and services that promote independence and well-being. Maybe add this to the fundraising and thank the donors at the same time.

The strength of community programs continues to come from the people who make them possible. Staff, volunteers, instructors, members, clients, caregivers, partners, and donors all contributed to a year of growth and impact. Together, they helped ensure that Abbotsford remained a welcoming home for community connection, while Glebe Centre Community Programs continued to deliver meaningful services that help older adults live with dignity, purpose, independence, and joy.

As we look ahead, Glebe Centre Community Programs at Abbotsford will continue to build on this momentum by strengthening partnerships, expanding access, growing evening and lifelong learning opportunities, supporting caregivers, and responding to the changing needs of older adults in our community.

Fundraising, Community Engagement and Communications

This past year has been one of meaningful growth and connection across both our fundraising and communications efforts. Thanks to the continued generosity of our donors, sponsors, and community partners, we have strengthened our ability to support residents and expand our programs.

Fundraising Highlights

In 2025, we were grateful to receive \$1,462,610.99 in donations. These contributions provide us with essential, reliable funding that allows us to sustain and enhance our long-term care home and community programs.

Community engagement events also played an important role in our success. The French Riviera event that took place in September 2025 was a success in fostering meaningful connections and strengthening relationships within our community. It was heartwarming to connect with our neighbours who came to this event to learn more about how The Glebe Centre is supporting the community.

In March of 2026, we hosted a Trivia afternoon event at Irene's Pub. The enthusiasm around this event was unique and allowed us to engage with a new and diverse audience. It was encouraging to see volunteers, staff and members from the local businesses gather for a great cause – to help seniors in our community stay connected, engaged and supported.



Our direct mail campaigns have proven to be highly effective, with the 2026 Spring Appeal letter generating approximately \$10,000 in support. We will build on this momentum, by continuing to invest in targeted mail campaigns as a core fundraising strategy.

Communication & Digital Growth

We have significantly expanded our communications reach over the past year. Our weekly newsletters for families and friends have improved transparency and engagement, while the rollout of over 450 individual staff email accounts has streamlined internal communications and increased efficiency across departments.

On the digital front, we continue to showcase our work and community impact through Facebook and Instagram, sharing stories, events, and accomplishments with our performance growing over 22% compared to this time last year.

In January 2026, we successfully launched a newly refreshed website, providing a more user-friendly experience and better highlighting our programs, services, and impact.

Another highlight was the successful implementation of Engage+ by EVOKE Health, with the Financial module launched in September 2025 and the Clinical module launched in June 2026. This platform has received positive feedback and is already delivering measurable benefits. On the financial side, we have seen improvements in efficiency, time savings, and resource allocation. Notably, 91% of families now receive monthly statements electronically, reducing administrative burden, costs and paper.

We anticipate the clinical module of EVOKE Health will further enhance care delivery and provide peace of mind to authorized families, offering improved access to information about their loved ones' care, real-time communications as well as a more streamlined process for scheduling annual care conferences.

Looking Ahead

We are pleased to continue our partnership with the Sprott School of Business. This year, master's students are working on how we can clarify and strengthen our overall brand identity. This work will help better reflect the full scope of our organization, including our Long-Term Care Home and Community Programs at Abbotsford.

As we move forward, we will continue to:

- Build on the success of our fundraising campaigns and direct mail appeals
- Strengthen community partnerships and donor relationships
- Expand our social media presence by sharing meaningful, real-life experiences of our residents and community members

We are grateful to our donors, sponsors, volunteers and community partners for their continuous support. With your contributions, we can go beyond basic care and create moments of joy, connection and dignity for those we serve. Together, we are making a difference in the lives of seniors, and we thank you for helping us along this important journey.



Financial Report

With the collaboration of Human Resources Department, a scheduling software was successfully implemented to help with better finance-related internal controls. Namely payroll accuracy, real-time costs, better audit trails and improved financial forecasting.

Administrative and interest cost ratios declined, indicating efficiency gains. Profitability improved significantly, supported by cost control and reduced interest expenses. Operational efficiency improved while maintaining service quality.

Operating Results		2025		2024	
Revenue		31,643,019.00		29,721,056.00	
Expenses		30,271,504.00		28,532,762.00	
Surplus (deficit)		1,371,515.00		1,188,294.00	

Expenses	2025	% of Program	% of Total Expenses	2024	% of Program	% of Total Expenses
Nursing & Personal Care Programs	17,513,565	60.09%	57.85%	16,448,000	59.92%	57.65%
Dietary Services	1,762,478	6.05%	5.82%	1,753,849	6.39%	6.15%
Building & Property	3,204,183	10.99%	10.58%	3,119,120	11.36%	10.93%
General & Admin	3,360,053	11.53%	11.10%	3,146,542	11.46%	11.03%
Interest on long term debt and other intere	1,751,754	6.01%	5.79%	1,678,243	6.11%	5.88%
Amortization of Capital assets & deferred financing co	382,364	1.31%	1.26%	533,056	1.94%	1.87%
	1,171,149	4.02%	3.87%	772,533	2.81%	2.71%
Total	29,145,547	100.00%	96.28%	27,451,343	100.00%	96.21%

Community Support Service						
Program	403,567.00	60.35%	1.33%	383,578.00	61.21%	1.34%
Building & Property	65,513.00	9.80%	0.22%	51,550.00	8.23%	0.18%
General & Administration	182,260.00	27.25%	0.60%	172,356.00	27.50%	0.60%
Amortization of Capital Assets	17,394.00	2.60%	0.06%	19,161.00	3.06%	0.07%
Total	668,734.00	100.00%	2.21%	626,645.00	100.00%	2.20%

Seniors Active Living Centre						
Program	154,109.00	42.84%	0.51%	160,471.00	0.43	0.56%
Building & Property	73,986.00	20.57%	0.24%	66,348.00	0.18	0.23%
General & Administration	113,089.00	31.44%	0.37%	121,390.00	0.33	0.43%
Amortization of Capital Assets	18,556.00	5.16%	0.06%	21,125.00	0.06	0.07%
Total	359,740.00	100.00%	1.19%	369,334.00	1.00	1.29%

Acknowledgements and Closing Message

This past year has been defined by connection, compassion, and community. From the many meaningful moments with our residents to celebrations with staff, volunteers, donors, and partners, each experience has helped bring our mission to life.

Here is just a glimpse of the joy, dedication, and generosity that make our organization so special. These images reflect the people and moments at the heart of our work and the collective impact we continue to build together.



