

A close-up photograph of several hands of different skin tones and ages, including a child's hand, coming together to hold a small globe. The globe is positioned in the center, with its continents and oceans visible. The hands are resting on a dark, textured surface, possibly a wooden table. The lighting is soft and natural, creating a warm and inclusive atmosphere.

2024-25

ANNUAL  
REPORT



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# MISSION, VISION & VALUES

The Glebe Centre is a CARF accredited, not for profit, community-based organization dedicated to providing the highest quality of programs and services. Programs and services are designed to respond to the individual's physical, emotional, social, cultural, and spiritual needs while encouraging and facilitating the maximum degree of independence possible.

## MISSION

The Glebe Centre is a charitable organization that provides Long-Term Care and Community Services. We are committed to caring for 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.

## OUR CORE 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

I became an official member of the Glebe Centre family in September 2023 and what a journey it has been. The Glebe Centre encompasses our long-term care home which provides 24/7 care to 254 residents and a Seniors Centre located in Abbotsford House which provides much needed support services and active living programming to older adults in the Ottawa community.

At the latter end of 2024 we finalized our 3-year Strategic Plan. During the strategic planning process, we took the opportunity to thoughtfully update and strengthen our mission, vision, and core values to better align with the evolving needs of those we serve.

At its heart, this Strategic Plan reaffirms our mission: to provide compassionate Long-Term Care and meaningful community services for adults. It reflects our vision of being an enduring leader in care and service, now and into the future. Guided by our core values of accountability, compassion, well-being, and commitment, this plan ensures that every decision we make aligns with our purpose of enhancing lives with dignity, respect, and purpose.

### THIS PLAN IS BUILT ON 4 STRATEGIC AREAS

#### INFRASTRUCTURE

Ensuring we have the physical and technological resources to meet the evolving needs of our organization and those we serve.

#### PEOPLE, ORGANIZATION & CULTURE

Focusing on fostering a high-performing and inclusive culture that supports our staff, volunteers, and community.

#### KNOWLEDGE, POLICIES & PROCEDURES

Strengthening our organizational framework to promote consistency, compliance, and excellence in every area of our work.

#### COMMUNITY ENGAGEMENT & RELATIONSHIPS

Building stronger connections with our community, enhancing volunteer and donor impact, and nurturing partnerships.

## MESSAGE FROM OUR CEO

We have seen our team grow and succeed in various initiatives meeting most of the targets we had set for ourselves in 2024. We had several internal promotions throughout the year; Emily Osewe became the Director of Personal Care and Nursing, Pat VanBregt took the role of Manager Personal Care and Nursing and Heidi Fluegel assumed the position of Change and Communications Lead for the organization.

**On a financial level, 2024 resulted in a balanced budget for the Glebe Centre. The province's continued commitment to achieving 4 hours per resident per day resulted in funding that was utilized to increase staffing hours and create more full-time positions.**

The maximum impact of the enhanced funding in conjunction with the partially implemented new model of care will be fully realized in 2025.

I would like to take the opportunity to thank the Resident Council and the Family Council who advocate for all who call the Glebe Centre home and for supporting the management team to maintain our high level of care and service. 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 offers vital services and programs to many older adults, and 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 it can be.

I am so honored to be charged with the duty of care for such an amazing organization alongside the residents, families and staff that make the Glebe Centre such a special place.



**Emma Tibbo, Chief Executive Officer**





## MESSAGE FROM THE CHAIR OF THE BOARD

**This past year has been exceptionally fulfilling for the Board of Directors. Following the 2024 AGM where we approved the Bylaws which govern our work going forward , we have strengthened the Committee structure put in place in the Fall of 2023 and now rely on a robust discussion by the respective committees for items brought to the Board.**

That has made our work easier and Board meetings more efficient. We met almost every month and committee meetings usually preceded the Board meetings. The Treasurer Elizabeth Buckingham and the Vice-Chair and Chair of the Governance Committee Susan Chibuk, deserve most of the credit for the conscientious work they did on the development of the Bylaws and the process of approval to put them in place. Without their leadership and perseverance we could not have completed all the steps required to update decades-old Articles of Incorporation and legal documentation required to ensure our healthy governance.

Both Susan and Elizabeth have continued to serve as officers this year and ably chaired two key committees, Governance and Finance and Audit respectively, throughout the year. With a new Board member taking over as Chair of Fundraising and Community Engagement, Nicholas Beaudin, the work of raising funds and priority setting for using donations has linked with the new coordinator and advisor to give us a forward looking plan for the coming year. Donations to the Glebe Centre surged ahead and exceeded our target in the last year. As we bid farewell to a number of Directors on the Board whose jobs and personal lives meant they could not commit to the Glebe Centre any longer, we welcomed several new Board members who brought with them a variety of skills which included legal, finance, governance and fundraising expertise. With a fresh focus and participation from Board members and staff of the Glebe Centre, we completed our three year Strategic Plan. The Plan established key priorities, guided departmental action plans and targets, and called for attention to performance metrics that will ensure we monitor our progress. The Strategic Plan is available on our website.



## MESSAGE FROM THE CHAIR OF THE BOARD

As we continue our work together, the Plan supports a comprehensive Continuum of Care model. This model encompasses our 254 resident long term care home which provides round the clock care, and our community support services and senior active living programming provided in the historic Abbotsford House building. There, the continued integration of activities and services for older adults in the community led by dedicated volunteers and staff enriches the lives of many. Many of those services allows those that are able to remain safe and healthy in their own homes. This multi-faceted approach differentiates us from the standard approach for seniors in the Ottawa community and has been adopted -or adapted - by many other organizations in Ontario.

We had many visits to the home from Ontario Ministry officials to ensure that quality of care meets Ontario standards and to investigate complaints or incidents that were reported. In all cases the Board was informed of compliance measures in place and the need for improvements if any. Going forward the Board has asked for regular updates on compliance and mitigation measures and the CEO will continue to provide that information on a regular basis at meetings of the Board.

As well, we have expanded our emotion-based care philosophy across the long-term care home, providing compressive education and inspiration to all employees, residents and families. The home areas

have been spruced up with bright colours which lift the spirits of residents and visitors as well as those working daily on the floors. I have seen new artwork and decorative touches, interactive games and a home-like feel which contributes to the emotional as well as physical well being of residents in their home. After two years of preparation, sadly delayed by COVID, we acknowledged and rewarded long serving nurses and personal support workers and employees at Abbotsford in a celebratory ceremony that included colleagues from all areas of the Glebe Centre.



## MESSAGE FROM THE CHAIR OF THE BOARD

In 2024 we balanced our budget again, and we are pleased that the Ontario government continues to provide funding to cover some of the operational costs associated with the home and senior's centre. We are collaborating with Advantage Ontario and other peer organizations to advocate for additional funding to meet the increasingly complex care that is required and the increasing costs for the day to day needs of the home. The ongoing demand for services in the community and programming at Abbotsford House has made the financing of those activities an increasing concern. Vital support services such as Information Technology, maintenance, housekeeping and other key departments that contribute to the smooth running of our facilities are a continuing draw on limited resources and the renewal of infrastructure – repairs and renovations – as well as the renewal of mortgage arrangements in the coming year are preoccupying the Board and the Chief Executive Officer. We will continue to face these challenges with grace, cooperation and kindness guided by our focus on providing exceptional care. I would like to thank you for placing your trust in us, and to our staff and volunteers for going above and beyond every day.



Anne Scotton  
Chair, Board of Directors



# OUR IMPACT

**At the Glebe Centre, impact is at the heart of everything we do. Over the past year, our work has driven measurable progress through our commitment to caring for our residents and the broader community through a continuum of care that focuses on dignity, trust and respect.**

Through strategic partnerships, new care models and continued education, we have turned challenges into opportunities- delivering real results to those we serve. We prioritize lasting solutions over temporary fixes.

We're fostering resilience, compassion and self-sufficiency across our focus areas.



**Infrastructure:** Ensuring we have the physical and technological resources to meet the evolving needs of our organization and those we serve.



**People, Organization & Culture:** Focusing on fostering a high-performing and inclusive culture that supports our staff, volunteers, and community.



**Knowledge, Policies & Procedures:** Strengthening our organizational framework to promote consistency, compliance, and excellence in every area of our work.



**Community Engagement & Relationships:** Building stronger connections with our community, enhancing volunteer and donor impact, and nurturing partnerships



# COMMUNITY PROGRAMMING AT ABBOTSFORD

The community services and programs serving older adults and adults with disabilities at Abbotsford Seniors Centre was a busy place in 2024-25. Starting in the spring of 2024, leadership and staff took assertive measures to ensure our finances would be managed without reducing community impact. As a result of our strategies, including requests for more funding to the major funders, increased in prices, increased fundraising and generous donations, we continued to flourish as a community centre.

**In both the Seniors Active Living Centre and Community Support Services we offered innovative programs and continued our legacy programs to ensure older adults remain living at home and engaged with their community.**

Abbotsford's programs and services are supported by 11 professional staff members, 184 incredible volunteers and 26 capable instructors whose efforts positively impacted those we serve. Together, we strive to make living the golden years event better! Three new fundraisers occurred: The Garden Tour, The Womensong Collective and the Birthday Circle.

The organizing teams were commended for their efforts as the fundraisers were successful in acquiring the funds to operate Abbotsford and the events captured the essence of what our Seniors Centre is all about: engaging older adults with our vibrant community spirit. Throughout 2024 the Seniors Active Living Centre offered members' classes, clubs, and services through in-person, online and telephone. On a daily/weekly basis, members participated in fitness classes to improve or maintain physical health; they enrolled in lectures and clubs to learn and support themselves and one another; volunteered in various areas including at Dorothy's boutique where we sell gently used women's clothing to raise vital funds; and members dined and socialized in the dining room. Affordable lunches were offered two days per week and utilizing grants we were also able to offer some free lunches on occasion. A registered nurse provided footcare. Caregivers gathered to support each other. Art, language, pottery, and music classes continued to be popular among our members, while ping pong, bridge, and scrabble clubs continued to draw interest as well.

## COMMUNITY PROGRAMMING AT ABBOTSFORD

**Community Support Services offered 2 Adult Day Programs, one for those living with dementia and the other for those at risk of isolation. Programs run 4 days per week with a van service on 3 of those days.**

We offered transportation to essential medical appointments using paid staff and volunteers. With the funds from Ontario Health, we met and exceeded our targets of impact. Pong, bridge, and scrabble clubs continued to draw interest as well.

Staff supported clients by securing care and other support services offered in the clients' home so that older adults could remain safely at home and living with dignity. Volunteers provided friendly visits and telephone calls to vulnerable seniors as these connections are important to combat social isolation and if trouble is suspected, staff intervene in the best interests of the client.

We served 47 clients in the Snow Go and Snow Go Assist program which provides information on companies and subsidies for snow removal for low-income older adults. We carried out the Seniors Centre Without Walls grant that ended in Sept of 2024. However, we continue to offer a meditation class run by a volunteer and we offer a social gathering by telephone on Thursdays for those who are interested in low-tech programming from the comfort of their homes.

We were funded by the Older Adults Centre Association of Ontario to host a Seniors Active Living fair in January. All events and activities, including lunch, were free for the participants. In the afternoon we held a trade fair for senior serving businesses. The day showcased so much of what we do at Abbotsford and the fair connected people to services that they may require to stay at home in the future.

The 3-wheeled powered passenger bike is proving to be an asset as over 25 older adults participated, and the number of volunteers interested in piloting the bike is increasing. We offered rides to Abbotsford clients, members and residents of Amica and Colonel By retirement homes.

# COMMUNITY PROGRAMMING AT ABBOTSFORD



As a neighbourhood senior community centre, Abbotsford is thriving due to the investment made by our major funders, participation of those who sign up for classes and services, generous donors and collective vision with our partners to ensure older adults have access to programs and services as they age, provide meaningful connections and a place to spend quality time with community.

In May 2025, Karen Anne Blakely retired after 11 years as the Director of Community Programs. Friends of Abbotsford gathered at her retirement party to honour her leadership and service.

David O'Neill is the new lead at Abbotsford and started on May 1, 2025. October 2025 marks 50 years of Abbotsford Seniors Centre serving older adults living in community. Many lovely tributes and celebrations are occurring throughout the year including articles by Julie Ireton on the history of community services.

## **2024 FACILITY IMPROVEMENTS:**

A repair of the HVAC system, a repair of the ceiling in the dining room, repairs of the heating and cooling units.

## **2024 OPERATION IMPROVEMENTS:**

We trained 2 staff on Indigenous cultural awareness at the Wabano Centre. Two staff attended the Ontario Community Support Association conference in Toronto. One staff member attended the OACAO conference and 2 staff attended the Community Based Seniors Summit conference. We offered members free lunches in February and March and a free art class in alcohol painting on canvas and light switch plates. We hosted many free events including volunteer appreciation, Valentines, St Patrick's Day, butterfly releases, nature walks, and a festive seasonal event in December. We have Sonia's foot care services and a dental care company at Abbotsford. For the last quarter of 2024 of CSS, we had funding for foot care and caregiver support from the provincial government.

# COMMUNITY PROGRAMMING AT ABBOTSFORD

## Partnerships/Investments:

- **Ontario Health Team in Ottawa** for Community Support Services (css)
- **Ministry of Seniors and Accessibility for the Seniors Active Living Centre (SALC).**
- **City of Ottawa** – CSS and SALC, Snow Go, Snow Go Assist programs
- **The Seniors Community Grant** funded the “Seniors Connect 2024” project and this fostered a partnership with Somerset West Community Health Centre and Jewish Family Services.
- **Older Adult Centre’s Association of Ontario** sponsored the Social Prescribing project, the Seniors Fairs in 2024 and 2025 and the Nature-based Seniors Programs in 2024.
- **Chartwell’s Lord Lansdowne Residence is Abbotsford’s Sustainable Sponsor** for 2025-2027. We were most thankful for their ongoing support.
- **Jack Uppal Heather Lafleur Realty** was a sponsor for the Womensong Collective and is doing a free bingo program for members throughout the year.



- **Amica the Glebe Retirement Residence** sponsored the lecture series, a volunteer lunch, a seniors' lunch, holiday gifts for isolated seniors in December and the food for The Womensong Collective.
- **Sonia's Foot Care services** were secured for members.
- **Dental services** were secured for members in 2025.
- **Council on Aging** for Intergenerational Programming and corporate membership.
- **Champlain Dementia Network** sponsored 2 staff to attend dementia training.

# COMMUNITY PROGRAMMING AT ABBOTSFORD

## Continued partnerships at Abbotsford

- **Harry Ward Foundation** sponsored food items for members and clients.
- **Local businesses supported** our fundraising events.
- **The City of Ottawa** provided \$30K due to the financial pressures of the repealing of Bill 124.
- **20 articles in The Glebe Report and OSCAR** – Ottawa South Community Area Report.
- **Champlain Community Support Network**; Ontario Community Support Association; Older Adult Centre's Association of Ontario.
- **Dementia Strategy** supported the adult day program and transportation.
- **Ottawa Regional Transportations Working Group** and Champlain Community Transportation Collaborative.
- **Adult Day Program Association**– staff attended an adult day conference.
- **Geriatric Emergency Management**– funds 1 spot in a day program.
- **Council of Aging membership** and shared promotion of events.
- **The Good Companions** partnered with us on the Senior Centre Without Walls project for a second year until 2024.
- **The local Home Hardware** sponsored the Garden Tour.
- **The Womensong Collective**, local singer songwriters, offered free music for fundraisers.
- **Gigspace** and The Blue Pearl Foundation sponsored The Womensong Collective in 2024.
- **David Burns and Associates**, DBA, sponsored the Great Glebe Garage Sale and The Womensong Collective in 2024 and 2025.
- **Wholehealth Compounding Pharmacy** sponsored The Womensong Collective and the Garden Tour in 2024.
- **Many local businesses** gave products and services for silent auction items.
- **Abbotsford Members Council** provides a strong voice at leadership tables for those we serve.



# NURSING PROGRAM

Throughout the year, several key initiatives were undertaken to enhance nursing care delivery, improve communication among staff, and ensure safer, more effective clinical practices. These changes focused on optimizing teamwork between Registered Nurses (RNs) and Registered Practical Nurses (RPNs), strengthening emergency response protocols, and promoting staff development and education. Highlights of these improvements include the following:

## **REVISION AND IMPLEMENTATION**

of a new model of care, with RNs and RPNs working collaboratively.

## **IMPLEMENTATION**

of a 24-hour shift report (placed in the green binder), printed by the night shift and used throughout the day to help nurses identify, assess, and document residents in PCC who may be experiencing significant changes.

## **REVISION**

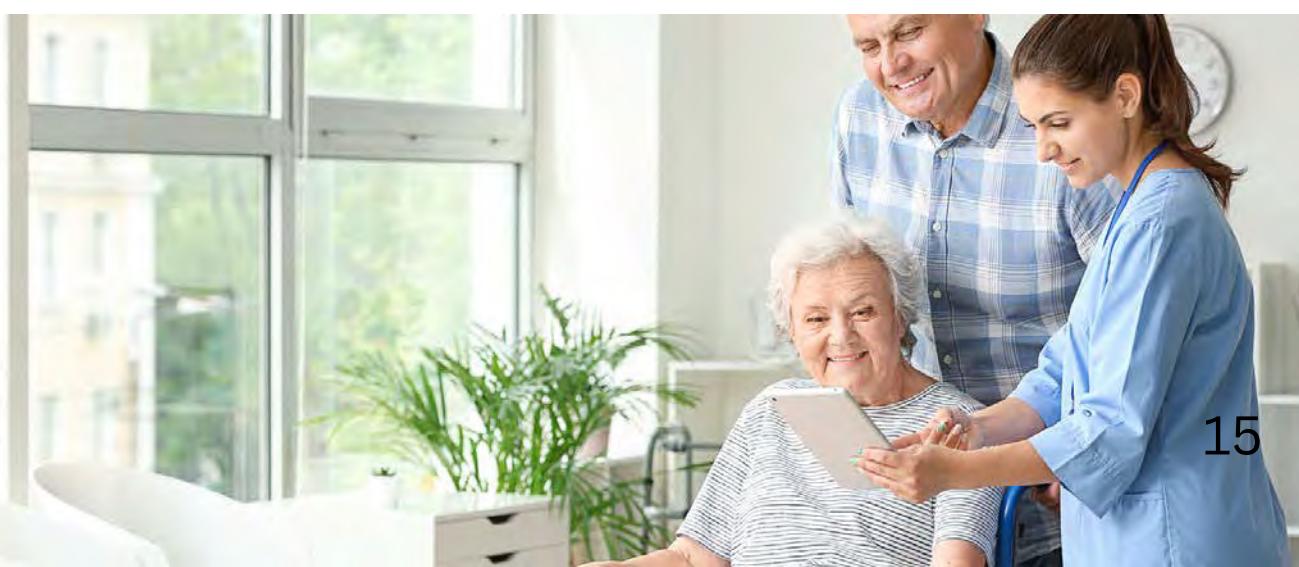
of the Code Blue protocol and checklist, now placed in the purple binder located on all units.

## **EDUCATION**

on Code Blue policy, checklist, and clinical staff roles (PSWs and registered staff) reviewed during unit huddles on each unit (day and evening shifts – 16 huddles total).

## **EDUCATION**

on Safe mealtime practices education provided to PSWs and registered staff during unit huddles (day and evening shifts – 16 huddles total).



## NURSING PROGRAM

In April, Emily Osewe was hired as the Manager of Nursing Care and Operations. Later in November, she was promoted to Director of Care, recognizing her contributions and leadership within the organization. In June, Patricia VanBregt joined the team as the Manager of Nursing and Personal Care, bringing additional support and expertise to the care department.

That same November, Lucinda Burklen was hired as the Manager of Education and Staff Development, enhancing the organization's focus on professional growth and staff training.

**Emily Osewe,  
Director of Care**



# RESIDENT SERVICES

## THERAPEUTIC RECREATION AND ACTIVITIES:

- As part of our ongoing commitment to enhancing resident well-being and quality of life, we've introduced new programming this year.
- One addition is an innovative **interactive gaming system called Obie**. It promotes mobility through active games, encourages social interaction, and supports cognitive stimulation through interactive technology. The mobile Obie system is accessible throughout the home.
- **Thanks to a grant from the Ottawa Community Foundation**, we've also acquired a tri-shaw wheelchair bike. This program helps residents stay active and connected to their community, regardless of mobility challenges. The Recreation team will launch this initiative in May 2025.
- The Glebe Centre Choir now includes up to 45 regular members. Meeting every Friday morning, they've performed four successful concerts this year.
- Through our long-standing partnership with **Smiles for Seniors** and the Justice Department, we provided Christmas gifts to over 60 residents. We sincerely thank both organizations for their ongoing kindness and support.



- The Residents' Council meets monthly to offer input on care and quality of life at The Glebe Centre and to provide peer support. Thank you to our Social Work staff liaisons for their continued support.
- **A generous donation from a former resident and family** has allowed the recreation team to expand music programming, including monthly Health Arts Ontario concerts, Music on Sundays, and more musical entertainment across home areas.
- **The Glebe Centre hosted resident polling stations** for both provincial and federal elections, with over 80 residents voting provincially.
- Our recreation team continues to offer a wide range of innovative and meaningful activities, including Snoezelen, Music Therapy, Art, Virtual Reality, and the Java Music Program. In 2024, we delivered 587 unique programs and 500 home-wide events.
- Spiritual Care remains essential. This year, we welcomed our new Coordinator, Louise Rathier. Services include church and mass, 1:1 support, hymn sing, grief support, and end-of-life care.

## RESIDENT SERVICES

### Physiotherapy, Occupational Therapy and Social Work

Physiotherapy Services	Numbers
Average # of Residents per month	131
Total PT/PTA Visits	16,843
Total Therapy Minutes	25,3371

### Physiotherapy, Occupational Therapy and Social Work

Social Services	Numbers
Admissions	71
Tour Attendance	302
Family Support/ Served	176/247
Resident Support/Served	259/329

## VOLUNTEERING AT THE GLEBE CENTRE

4677 hours of volunteer and student hours were completed.  
Hosted 105 student placements in LTC and Abbotsford.  
Steady trend of volunteers, on par with other sectors related to volunteer support.  
Student Satisfaction Surveys indicate students feel high level of satisfaction with their placement with a many students indicating they would seek employment in Long Term Care after graduation

# RESIDENT SERVICES

## PREPLTC 2024/2025

The Preceptor Resource and Education Program in Long-Term Care (PREP LTC) provides long-term care (LTC) homes funding to help increase the quality of and capacity for clinical student placements in Ontario. The Glebe Centre continues to participate in the PREPLTC program in order to provide a positive, high-quality experience for students and preceptors. Our Coordinator of Volunteer Services is instrumental in the success of this program. She meets regularly with other coordinators across the province to share ideas on how to improve placements for students and staff at The Glebe Centre and across Ontario.

The Glebe Centre has been actively participating in PREPLTC since 2023 and to date we have provided preceptorship training to 59 nursing and PSW staff. This year, April 2024–March 2025, we have trained 15 nursing and PSW staff.

In a recent preceptor survey, 95% of respondents indicated they felt supported as a preceptor in our home.

We were able to utilize \$56,000 in funding to provide education to our preceptors, host celebratory events for all staff and provide gifts of appreciation to those who were preceptors during the past year.

## PSW LIVING CLASSROOM:

In March 2024, The Glebe Centre and Algonquin Careers Academy partnered with the Research Institute for Aging to launch a PSW Living Classroom — a model that brings education into long-term care settings to support workforce development. Students learn alongside staff and residents, creating a culture of shared learning.

### Outcomes:

- First Class (July 2024–Jan 2025): 12 students enrolled, 11 completed, all invited for interviews, 4 hired so far.
- Second Class (Feb–July 2025): 14 students enrolled, all will be offered interviews.

### Student Feedback:

Students praised the hands-on experience and resident interaction, noting it helped them better understand the role and impact of a PSW.

# RESIDENT SERVICES

## EMOTIONS BASED CARE: THE BUTTERFLY APPROACH TO CARE

The Butterfly Model focuses on delivering emotion-focused care that connects with people in a dignified, human way. It addresses the holistic needs of individuals and supports quality of life for each person living with dementia across the whole of their lived experience. We are happy to announce that Bankwood has received another successful accreditation from Meaningful Care Matters in April 2025, this is the third successful accreditation to date. The team on Bankwood score was determined to be Excellent, which indicates a team that demonstrate consistent meaningful engagement and care. Congratulations to the entire Bankwood Care Team.

### Staff Training:

Understanding what a feelings and emotion-based framework looks, sounds and feels like in action.

Creating a meaningful dining experience.

The impact of story – focusing on meaningfulness with people, places and things

### Staff Training Days for Emotion Based Care

Home Area	Training Day 1	Training Day 2
6 <sup>th</sup> Floor	October 2024	November 2024
5 <sup>th</sup> Floor	January 2025	February 2025
4 <sup>th</sup> Floor	March 2025	April 2025
3 <sup>rd</sup> Floor	May 2025	June 2025
2 <sup>nd</sup> Floor	September 2025	October 2025
1 <sup>st</sup> Floor	November 2025	December 2025

## RESIDENT SERVICES

### TO DATE WE HAVE TRAINED

Nursing – 114  
Housekeeping – 5  
Food Service – 10  
Resident Services – 10  
Leadership-20

### MONTHLY OBSERVATION

AVERAGE OUTCOMES BASED ON THE TYPE OF CARE OBSERVED IN 4 HOME AREAS:

70% Positive & Meaningful Engagement and Care  
21% Neutral Care (task focused care)  
9% Controlling Protective/Restrictive Care

Welcome to new members of the Resident Services Team, Elena Scharr, Lu Chen, Louise Rathier and Khanjan Vaidya. I would like to thank all the members of the Resident Services team for their continuous dedication to residents and families; your hard work, compassion and willingness to go above and beyond is appreciated and acknowledged.

Special thanks and acknowledgement must go to Becky Helmer and Bridget MacInnis for your support and assistance with all things. On behalf of the Resident Services team, I would like to thank residents, families and friends for entrusting us to provide a safe and loving place to call home.



**Susan Zorz**  
**Director of Resident Operations and Compliance**

## ENVIRONMENTAL SERVICES

Environmental Services is dedicated to maintaining a safe and healthy environment for residents, staff, and families at the Glebe Centre. This department encompasses various essential functions including:

- Building maintenance
- Housekeeping and cleaning services
- Shipping and receiving
- Delivery of cleaning and nursing supplies
- Laundry services

**Our daily operations align with the facility's Mission, Vision, Values, and Strategic Plan to ensure the well-being of all within our community.**

**Our maintenance team works tirelessly, seven days a week, to uphold the quality of living for our residents.** In 2024, the team faced budget constraints that led to a reduction in staff from four full time maintenance technicians to three. We are optimistic about restoring our team size in the coming months to enhance efficiency.

Our housekeeping team is dedicated to providing a safe and enjoyable environment. They engage in daily cleaning and deep cleaning, utilizing knowledgeable techniques for effective disinfection. Operating seven days a week, our laundry team ensures that residents have access to clean laundry and that nursing staff have the necessary linens for personal care.



**Rod Way,  
Director of Environmental  
Services**

# KEY CHANGES IN THE ENVIRONMENTAL SERVICES DEPARTMENT FOR 2025

## Eco-Friendly Products

In our commitment to environmental change, we have transitioned to eco friendly laundry supplies that are safe for city waste systems and residents' skin. This innovative program aims to reduce water usage and minimize harmful chemicals in our waste systems.

## New Cleaning Chemicals

In 2025 we will introduce new cleaning products designed for effective cleaning, disinfection, and odour elimination.

## Chemical Dispensers

We are installing new chemical dispensers in resident showers to improve cleaning, disinfection, and odour controls.

## New Ware Washing Machines

Our ware washing program will feature new machines that consume significantly less water – approximately 900,000 gallons less annually across all machines – while eliminating the need for harsh liquid chemicals like chlorine.

## Pest Control Partnership

Through a recent RFP process, we have partnered with a new pest control company that employs a more proactive approach to pest management, focusing on prevention and elimination of insects.

## Work requests completed by our Maintenance team

**2,586**

**Amount of water less consumed annually**

**900,000**

# CHALLENGES AND SOLUTIONS

## Infrastructure Improvements

In 2024, road and infrastructure improvements on Monk Street posed challenges such as parking and walkability issues for our residents. We collaborated with city engineers to minimize disruptions and ensure emergency vehicle access. Upcoming landscaping, a crosswalk, speed humps, and a seating area for residents, are all planned to enhance the area.

## Aging Infrastructure

As we mark the 20th anniversary of our six-story building and the 30th anniversary of Bronson Place, maintaining our aging infrastructure remains critical.

### **Key challenges include:**

- Flooring and Roofing Repairs: Ongoing repairs are necessary, with the main kitchen set to receive new flooring and floor drains. Roof repairs have been conducted on an as-needed basis, with larger scale improvements in the works.

- **Parking Garage Deterioration: Significant concrete deterioration has been identified; a repair plan is underway.**

- **Waste Piping Issues:**

Replacing aging cast iron waste piping is a priority due to frequent floods. Proactive monitoring and replacement plans are in effect.

## Glebe Centre Green Team Initiative Goals

- Meet quarterly to discuss strategies
- Engage residents, staff, and the community in environmental stewardship
- Focus on collaboration and exploring innovative solutions for sustainability

## NUTRITION SERVICES

**Food is an important part of everyone's day, whether it's giving you energy to thrive, or providing comfort on a rainy day. The food services department recognizes the importance of each meal to those we serve.**

A good meal is essential to healthy living; we were fortunate that again this year the government invested in an increase in per diem funding which brought us to \$13.51 per resident per day. This is an increase of \$1.00/ or 8% per day from 2023 and supported the procurement of quality and variety of food for our residents.

This year we successfully managed our food budget, our funding spent for raw food costs totaled \$1,230,166.11 which was slightly under budget and it doesn't get closer than that! As part of our emergency planning, we successfully gained Colonnade Pizza (bank street location) for a service level agreement and community partner. We've had a few pizza parties with their pizza over the last year which were well received and a nice treat!



## NUTRITION SERVICES

We were so grateful to have access to use one time funding to renovate our kitchen freezer which was at the end of its life. With execution from REF WORKS team in collaboration with Jake, our Director of Building Infrastructure, the deconstruction and renovations went flawless.

This project took over a month and we had one of our walk-in fridges converted into a freezer in the interim. Although it was challenging to lose some storage space over that time, we couldn't be happier with the results. We also purchased one new hot cart and 3 steam tables for the neighborhood floors. This equipment is crucial to ensuring meal satisfaction by keeping food hot for service and meeting food safety requirements for holding temperatures.

The food services team gathered across the street at Milestone's Lansdowne for our second annual Christmas party in December. We had hosted 3 bake sales over the year in which the monies raised were used to purchase gifts for the staff. We had a large turn out and we anticipate continuing this tradition as it's a pleasure to see each other outside our regular duties of caring for our residents. Memories were made as we got to spend time laughing as it's not often we get to be the ones being served.

Our Food Committee continues to meet on the last Monday of the month. We've welcomed some new members and are looking forward to making our meetings more fun and engaging. In May we plan on having a guest speaker attend from Apetito to do a taste panel of products with the residents. These meetings continue to give us feedback to make necessary adjustments where needed and are essential for menu planning.

## NUTRITION SERVICES

We anticipate some challenges with the new procurement restriction policy that became effective March 4th, 2025, which is part of the Ontario Governments response to the tariffs imposed on Canada by the United States. The policy is designed to restrict U.S. businesses from accessing public sector procurements in Ontario by restricting public sector buyers from procuring from U.S. businesses. Our partners over at Sysco and Complete Purchasing are working hard to familiarize everyone with "Made in Canada" products and are changing the process in which we acquire goods to support more local production as we navigate these changes.

As we look forward to next year, we are eager to be innovative and proactive in how we perform operations. We will be conducting a scan of our kitchen and serveries to determine our equipment's health span and determine which areas need improvement to make our home vision a reality. We are keen to return to socializing as we did prior to the pandemic so one of this year's goals is for the food services team to host an eccentric event for friends and family- stay tuned!

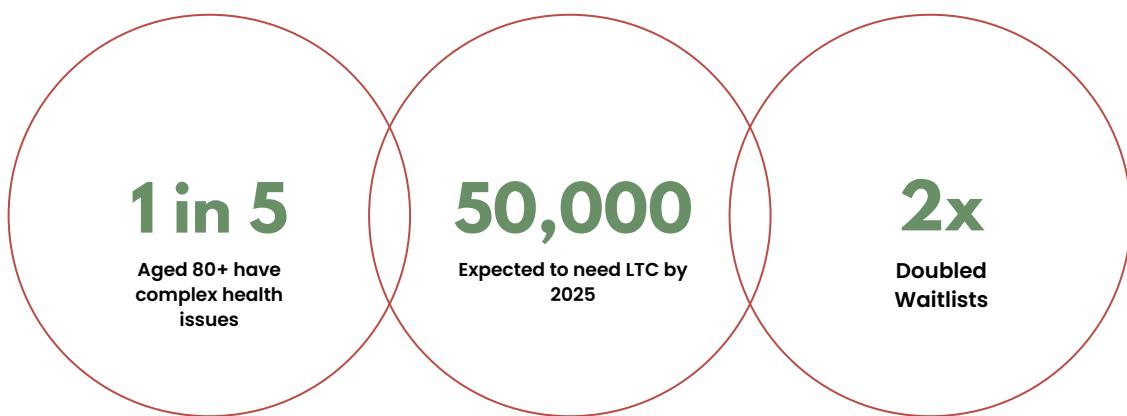
**Victoria Ucer**  
**Director of Food Services**



# HUMAN RESOURCES

In 2024, Human Resources at the Glebe Centre focused on changes and improvements while continuing our commitment to provide guidance and support for our employees. We focused on working together as a team to ensure all residents, employees, volunteers, and resident's families are treated with respect, compassion and kindness, and that everyone feels they are valued, respected and feel safe and secure in our long-term care home.

## Health Human Resources



Long-term homes experience staffing shortages due to the health human resources issues happening across the broader health system.

**In 2024, the Human Resources department continued to develop practices for continuous improvements on our recruitment and retention program to attract and retain new employees. With over 400 employees, we have hired 90 new employees in all departments.**

Leveraging our partnerships with Algonquin Career Academy, Advantage Ontario, Ontario Colleges and Universities, and direct networking through social media and job boards and utilizing the temporary workers through IRCC to hire experienced employees on work permits, we averaged a monthly hire rate of 7 employees per month.

## HUMAN RESOURCES

Funded recruitment and incentive bonus programs were leveraged and paid to support retention for 25 nursing employees. New opportunities and career progression opportunities were made available, prioritizing promotion from within the Glebe Centre. Practices and policies were improved to support workforce planning and management and to meet legislative requirements. In 2024, union negotiations with the Ontario Nurses Association (ONA) provided enhanced wages and benefits for employees.

We increased hiring underrepresented candidates, and we continued to put in place improvements in our onboarding and orientation practices to support retention. To improve retention initiatives, we use recruitment and retention initiatives supported by Ontario Health and provided incentive payment for eligible new graduates under this funded program.

Human Resources' focus continues to develop best practices and policies to attract, recognize, and retain skilled and experienced employees across all the Glebe Centre departments and to improve the workplace by providing the tools to support employee engagement, professional development and training, and well-being.

Our employee training continued with internal and external training resources and education available for all employees leveraging our internal SURGE training software and providing in home training through our partnerships with organizations.

We continued our partnership with the Canadian Mental Health Association (CMHA) who facilitate and provide monthly training and on-site support for our employee's health and well-being averaging between 50-75 employees joining these on-site huddles.

## HUMAN RESOURCES

- **Funded recruitment and incentive bonus programs** were leveraged and paid to support retention for 25 nursing employees.
- **New opportunities** and career progression opportunities were made available, prioritizing promotion from within the Glebe Centre.
- Practices and policies were improved to support workforce planning and management and to meet legislative requirements.
- In 2024, union negotiations with **the Ontario Nurses Association** (ONA) provided enhanced wages and benefits for employees.
- In 2024, 131 employees received recognition for their long service and contribution. The Long Service Recognition Program will continue to evolve and implement appreciation initiatives to recognize employees' contributions.
- **In 2024, the Annual Staff Engagement Survey** was implemented.
- 
- **Based on the results**, we will focus on implementing more robust recognition and appreciation programs, provide leadership education and training, and create an inclusive EDI strategy and plan.
- 



HR continues with our recognition programs whereby employees nominate their colleagues who exemplify the Glebe Centre Values and who bring forward ideas to build a safety culture in the Glebe Centre. Employees are nominated by their colleagues.

*Diane Giusto*

**Diane Giusto**  
**Director of Human Resources**

# COMMUNICATIONS

**The year 2024 has been a transformative period, therefore the introduction of a Lead in Change Management was ever so fitting. Thanks to the foresight of our CEO, I am honored to be able to take on this new role.**

We have undertaken several key initiatives aimed at enhancing our digital presence, fostering collaboration, and improving communication processes. Below is a summary of the major accomplishments over the past year and what is in the works for 2025.

## **PROSCI Health Care Focus Change Management Practitioner Certificate**

With the completion of this training, three team members now have the skills and methodologies to manage change more effectively within the home. The knowledge gained from this course has already been applied to some of our projects, resulting in a smoother transition and better outcomes.

## **Family and Friends Newsletter**

In September 2024, we sent our first weekly Family and Friends Newsletter. With these newsletters the goal is to improve the flow of information, ensuring Family and Friends stay informed and connected by providing important updates and highlighting the events that are happening at both the home and in our Seniors Centre, Abbotsford House. Our data base now includes over 800 recipients with an open average rate so far of 67%. Families and Friends are encouraged to respond to our newsletters with their feedback, allowing for valuable insights that will help us improve our services and better meet the needs of our residents, clients and families.

## **TV screen**

In the winter of 2024, we installed a new communications television in the main reception areas of the Long Term Care home. This screen keeps everyone informed on real-time updates within the home including outbreak status and any events that are taking place. We encourage you all to take a peek!

# COMMUNICATIONS

## **Website Redesign**

We're excited to share that our website has been undergoing a well needed upgrade that will ensure accessibility, ease of use and refreshed visible appeal. With a brand-new colour pallet being created along with modern graphics and a more intuitive layout, family, friends, staff and community members are sure to have a better overall experience navigating the site. As part of our launch, we will be introducing our Senior Leadership Team in a dedicated section, highlighting the individuals driving our mission forward on delivering compassionate care as well as meaningful community service experiences.

Stay tuned for our official launch day—we can't wait to welcome you to the new look and experience!

## **Dayforce online scheduling system**

The DayForce journey began in February 2024. It has not been without its challenges, but we are happy to report we went live on April 26th, 2025. With this digital scheduling software being linked to our current payroll, we can streamline our scheduling processes, improving efficiency and enhancing overall staff experience.

## **Collaboration with Sprott Students**

We had the pleasure of working closely with students from the Sprott School of Business. This collaboration provided valuable insights and innovative ideas with a focus on The Glebe Centre's current position, strength and challenges as well as looking at the evolving market, environmental pressures and trends. The wealth of information collected, and the time spent on these presentations is invaluable insights that will be used to shape our thinking and decision-making in so many ways moving forward. We look forward to continuing this partnership in the future.

# COMMUNICATIONS

## Looking ahead

Glebe Centre email addresses for all employees: We are excited to announce the rollout of email addresses to all staff. This initiative, in collaboration with our small but mighty IT department, marks a significant step forward in our communication capabilities.

## EVOKE Health

Through a connecting at the AdvantAge Ontario annual conference, we had the opportunity to meet with the CEO and Chief Marketing Officer of Evoke Health. This clinical portal was created to enhance the accessibility to the health and wellness of loved ones in the home, enabling health care providers to better serve their residents and family members. When families (Power of Attorneys) enroll on this platform, they will have access to messages from nurses and other medical professionals, monthly invoices and statements, calendar of recreational events, consent forms, menus and much more.



What some families are saying about EVOKE Health:

**"Having access to most of his records brings me much peace of mind and I don't have to keep calling and insisting on information on husband's care."**

As we grow, learn and change, we anticipate more advancements in our communication strategies and tools to ensure we adapt to the needs of all who make up The Glebe Centre Family.

*Heidi Fluegel*

**Heidi Fluegel,  
Manager of Communications &  
Administration**

# FUNDRAISING & COMMUNITY ENGAGEMENT

2024 was an eventful year in fundraising. Bruce Hill, our previous fundraiser for the Glebe Centre, retired in late spring of 2024. As part of the Glebe Centre's new fundraising plan as part of a broader strategic plan, a new fundraiser was hired in late October.

Our fundraising efforts in 2024 closed with \$342,246.24 representing a 45.7% decrease from 2023.

Operational costs in 2024 were \$85,440.00 representing a decrease of 55.07% from 2023.

## Your Impact

Donations received in 2024 included LTC resident family members, Abbotsford House clients, staff and volunteers, Glebe Centre staff and volunteers, the board, vendors, foundations, sponsorships, grants and event proceeds.

There were 845 total donors with a donation averaging \$428.31.

## Thanks to our donors generosity, we were able to:

- Continue to support residents through a wide variety of innovative and meaningful programs and activities. Some of these include Snoezelen, Music Therapy, Art, Virtual Reality, Java Music Program plus many more.
- Keep Abbotsford House thriving and continue to provide programs and services for older adults, keeping them engaged in their community.
- Recognize our dedicated staff and volunteers through appreciation ceremonies and free meals, who work tirelessly to support the Glebe Centre's mission.
- Provide emotion-based care staff training days

# FUNDRAISING & COMMUNITY ENGAGEMENT

## Year Highlights

- We received 845 donations with a donation averaging \$428.31
- Tenaquip Foundation gave \$20,000.00 to support emotion-based care
- Ottawa Community Foundation gave \$20,000.00 to support emotion-based care
- In line with national trends, our year-end giving period **accounted for 53% of** donations.
- In December 2024, our mail appeal was mailed out despite the postal strike, and we raised over \$19,000.00
- Our social media presence was increased with an addition of an **Instagram account**.
- **2024** closed with an amount of over \$340,000!

## Looking Ahead

As part of a broader strategic plan, our fundraising department has defined new priorities and goals for 2025 aimed at providing compassionate long-term care and life enriching active living programming to older adults.



**Emily Holmes-Brewster, Fundraiser**



## IT AND FACILITY INFRASTRUCTURE

**It has been a very busy and equally successful year for our department. Between daily operational tasks and overseeing multiple projects, we have continued to move towards an efficient, safe and organized environment for the facility while keeping future endeavors in mind.**

With the additional task of overseeing some special funding pockets, we were able to move forward with some important initiatives without having any impact on our annual operational budget.

**Salto/Mag Lock Redevelopment-** Over the past 2 years there have been multiple reports of incidents where the mag lock on certain doors has been disengaged and unlocked for open use. This poses a security risk to the residents' safety. To address this issue, new hardware and software was purchased and installed by a certified contractor. We have now eliminated any risk related to our door security system.

**Evergreen Device Replacement-** Internal support requests related to the nursing station computers have increased, leading to the discovery that workstation replacement is necessary. This would consist of a new computer, monitor, keyboard/mouse, and printer (black and white). Multiple laptops have also been purchased for nursing teams and for staff training.

**Intranet/SharePoint Development-** A large gap in our infrastructure related to internal communications and workflow was recognized and the IT team has begun the first steps towards creating a Glebe Centre intranet. With this being such a large and complex initiative, the overall project timeline is infinite as we will always be adding and growing to the platforms that support this (SharePoint, single sign on). A Glebe Centre email for all staff was considered to be the foundation of building the internal intranet. That has now been completed, and we are taking the next steps with Ceridian for SSO (single sign on).

## **Projects Starting/Completed In 2025**

**Camera System Upgrade-** ITS funding gave the facility an opportunity to upgrade our camera system to better view any incidents that may need to be evaluated. We added 20 new cameras to the existing system and installed a new NVR switch to control all cameras from one location.

### **Phone System Replacement-**

Special funding has helped us achieve another high priority initiative. Our existing phone system has been an ongoing struggle for the past 5 years. Panasonic decided to no longer produce and support the system we have and that has created a large increase in cost and availability with the systems' hardware, and the elimination of any software support we may need. The risk associated with this information pushed the facility in the direction of seeking multiple quotes to install and commission a new VOIP phone/intercom system. With extensive research, we decided to use Bell as our new VOIP system provider and are looking at a completion date of June 1st.

### **Hot Water tank and Boiler**

**Replacements-** With the help of comprehensive minor capital funding, we were able to

replace two very important components in our facilities infrastructure. A new hot water tank was replaced in the penthouse, and a new boiler was replaced in our Bronson facility. Both replacements came with a large price tag and did not create any budget restraints thanks to the special funding.

**Looking Ahead-** With the recent addition of administration and fundraising to the infrastructure department, we hope to combine processes to streamline efficiency, and continue to build a sound environment for the home.



**Jake Milne-Smith**  
**Director of Building Infrastructure**



# FINANCIAL REPORT

We budgeted a \$697,434 surplus, resulting in a modest \$25,000 cash flow surplus. The \$651,331 variance is mainly due to a \$370,000 unrealized investment gain and \$275,000 in higher accommodation funding. Operating costs rose 4% over last year, primarily from salaries and benefits.

*Mary Young*

Mary Young, Director of Finance

Operating results	2024	2023
Revenue	\$29,721,056	\$28,285,775
Expenses	\$28,532,762	\$27,404,613
Surplus (Deficit)	<u>\$1,188,294</u>	<u>\$881,162</u>

Expenditures by Program	2024	% of Program	% of Expenses	2023	% of Program	% of Expenses
<b>Nursing Home</b>						
Nursing and Personal Care	\$16,448,000	59.9%	57.6%	\$15,378,497	58.4%	56.1%
Program	1,753,849	6.4%	6.1%	1,620,329	6.2%	5.9%
Dietary	3,119,120	11.4%	10.9%	3,000,484	11.4%	10.9%
Building & Property	3,146,542	11.5%	11.0%	3,334,856	12.7%	12.2%
General & Administrative	1,678,243	6.1%	5.9%	1,450,401	5.5%	5.3%
Interest on Long-term debt	533,056	1.9%	1.9%	601,968	2.3%	2.2%
Amortization of capital assets & deferred financing costs	772,533	2.8%	2.7%	809,155	3.1%	3.0%
Covid-19 Pandemic Expenses-salaries & benefits, supplies		0.0%	0.0%	136,118	0.5%	0.5%
		0.0%	0.0%		0.0%	0.0%
<b>Total</b>	<b>\$27,451,343</b>	<b>100.0%</b>	<b>96.2% #####</b>	<b>100.0%</b>	<b>96.1%</b>	

Community Support Services	2024	% of Program	% of Expenses	2023	% of Program	% of Expenses
Program	\$383,578	61.2%	1.3%	\$380,144	58.1%	1.4%
Building & Property	51,550	8.2%	0.2%	75,216	11.5%	0.3%
General & Administrative	172,356	27.5%	0.6%	182,892	27.9%	0.7%
Amortization of capital assets	19,161	3.1%	0.1%	16,218	2.5%	0.1%
<b>Total</b>	<b>\$626,645</b>	<b>100%</b>	<b>2.2%</b>	<b>\$654,470</b>	<b>100%</b>	<b>2.4%</b>
Seniors Active Living Centre	2024	% of Program	% of Expenses	2023	% of Program	% of Expenses
Program	\$160,471	43.4%	0.6%	\$191,160	45.7%	0.7%
Building & Property	66,348	18.0%	0.2%	90,323	21.6%	0.3%
General & Administrative	121,390	32.9%	0.4%	120,326	28.8%	0.4%
Amortization of capital assets	21,125	5.7%	0.1%	16,526	4.0%	0.1%
<b>Total</b>	<b>\$369,334</b>	<b>100%</b>	<b>1.3%</b>	<b>\$418,335</b>	<b>100%</b>	<b>1.5%</b>



## Stay up to date with our Newsletters!

stay connected with our Glebe Community and sign  
up for our newsletter to make sure you're in the loop.



# OUR LEADERSHIP TEAM

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**Emma Tibbo**  
Chief Executive Officer



**Diane Giusto**  
Director of Human  
Resources



**Rod Way**  
Director of  
Environmental  
Services



**Susan Zorz**  
Director of Operations  
and Compliance



**Jake Milne-Smith**  
Director of Building  
Infrastructure



**Emily Osewe**  
Director of Personal  
Care & Nursing

# OUR LEADERSHIP TEAM

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**Victoria Ucer**  
Director of Food Services



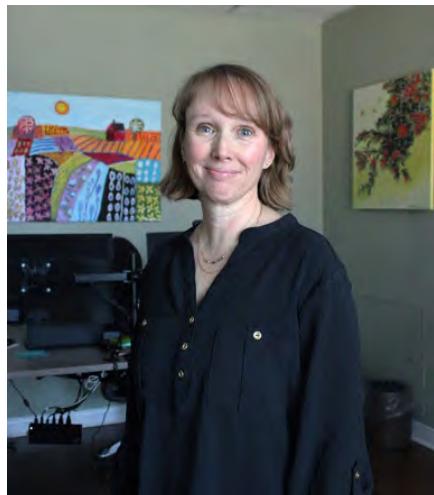
**Mary Young**  
Director of Finance



**Emily Brewster**  
Fundraising &  
Community  
Engagement  
Coordinator



**Kinjal Joshi**  
Manager of Quality  
and Risk Assessment



**Heidi Fluegel**  
Manager of  
Communications &  
Administration



**David O'Neill**  
Manager of  
Community Programs

# OUR LEADERSHIP TEAM

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**Sanja Deric**  
Manager of Infection  
Prevention and  
Control



**Carolyn Herfkens**  
Manager of Support  
Services



**Patricia Vanbregt**  
Manager of Personal  
Care and Nursing



**Lucinda Burklen**  
Manager of Education  
& Staff Development



## **ABOUT THE GLEBE CENTRE INC**

**The Glebe Centre has been the cornerstone of care for older residents of the Glebe and surrounding Ottawa area for over 130 years. Beginning in 1886 as Ontario's first Home for the Aged, the Glebe Centre has continued its dedication to seniors through the provision of services, facility-based care, and personal support.**

The Glebe Centre is a CARF accredited, not for profit, community-based organization dedicated to providing the highest quality of programs and services. Programs and services are designed to respond to the individual's physical, emotional, social, cultural, and spiritual needs while encouraging and facilitating the maximum degree of independence possible.