

2024

ANNUAL REPORT

MEIGHEN HEALTH CENTRE



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About Us

At the heart of Toronto, Meighen Health Centre embodies compassionate, person-centred care. As a not-for-profit charitable organization, we uphold Christian values and aim to positively transform the lives of our residents, their families, and the wider community. Our dedicated facilities, Isabel and Arthur Meighen Manor and Meighen Retirement Residence specialize in long-term care and assisted living, respectively, offering tailored support in a nurturing environment.

Our Facilities

Isabel and Arthur Meighen Manor, this facility is funded by the Ontario Ministry of Long-Term Care and owned and operated by The Salvation Army. It offers comprehensive care for residents who require long-term care services, ensuring around-the-clock nursing care and personalized attention for every resident.

For Long-Term Care Inquiries: Phone: 416-481-9449

For Placement Inquiries: Please contact Ontario Health at Home directly at 310-2222 (no area code required).

Meighen Retirement Residence

A vibrant assisted living community providing seniors with independence and the right level of care. Our residence offers services designed to enhance daily living in a warm and welcoming environment.

For Retirement Residence Inquiries 416-481-5557

- Reach out directly for more information or to discuss our accommodation options.

Discover Our Services

From personalized care plans in our long-term care facility to the engaging lifestyle in our retirement residence, Meighen Health Centre is committed to the well-being and satisfaction of our residents.

Explore what makes Meighen Health Centre a premier choice for senior care in Toronto.

[Learn More About Long-Term Care](#) | [Learn More About Retirement Living](#)

For additional details or to arrange a visit, please contact us. Join the Meighen Health Centre family, where care, community, and compassion meet.

Meighen Health Centre Local Commitment Statement

At Meighen Health Centre, we welcome each person into a nurturing home guided by Christian values, where equity, inclusion, and compassion shape every interaction. With a focus on person-centered care and continuous learning, we walk alongside individuals on their aging journey, creating a vibrant community of connection, respect, and well-being for all who live, work, and serve here.



Salvation Army Mission & Vision

Canada and Bermuda Territory

MISSION STATEMENT:

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

VISION STATEMENT:

We are an innovative partner, mobilized to share hope wherever there is hardship, building communities that are just and know the love of Jesus.

Values

Meighen Health Centre aligns with the core values of The Salvation Army Canada and Bermuda Territory.

1

HOPE

We give hope through the power of the gospel of Jesus Christ

2

SERVICE

We reach out to support others without discrimination

3

DIGNITY

We respect and value each other, recognizing everyone's worth.

4

STEWARDSHIP

We responsibly manage the resources entrusted to us.



LETTER FROM THE EXECUTIVE DIRECTOR



Monica Klein-Nouri

Executive Director

RN, MBA, CHE

Dear Residents, Friends and Supporters.

Reflecting on the past year at Meighen Health Centre, I am filled with immense gratitude for our dedicated team, supportive families, and committed community partners. This year has been marked by significant advancements in quality improvement, digital transformation, and resident-centred initiatives.

Below, we highlight key initiatives and milestones that have shaped our journey over the past year. The past year at Meighen Health Centre (MHC) has been one of growth, innovation, and unwavering commitment to excellence in long-term care. We successfully completed our five-year Strategic Plan, outlining a sustainable vision for the future, we prepared for Salvation Army Accreditation in January 2025 and passed it successfully, upholding high standards of care and compliance.

Digital transformation continues to be a cornerstone of our progress. This year's major highlight was the launch of Engage+ in February 2024, a secure online clinical portal recognized by CTV News.

Now used by over 90% of families, Engage+ offers 24/7 access to medical records, electronic consent for vaccinations (August 2024) and electronic billing (November 2024). Other advancements include a digital visitor sign-in system and the integration of Bluetooth weight scales and vital signs via VitaLink for seamless health monitoring.

We remain committed to clinical excellence and evidence-based care through initiatives like the PREVENT Trial (falls prevention), PROMPT LTC IPAC Project (outbreaks early detection and control), and research projects such as resident-to-resident interactions in LTC conducted by the Faculty of Social Work at University of Toronto. Our pursuit of the Best Practices Spotlight Organization (BPSO) designation from the RAO further underscores our focus on pain management and palliative care, dementia care, and fall prevention.

Resident and family engagement has deepened through active Family Council involvement, and enhanced communication via newsletters, Engage+, and social media.

We also continued to lead in advocacy and sector innovation. Our OLTCA Conference presentation (October 2024) addressed fall reduction strategies by removing bed and chair alarms, and our proposal to present Engage+ implementation was accepted for presentation at the Together We Care OLTCA 2025 conference and 2025 Advantage Conference.

Additionally, we co-authored an IPAC article with Sunnybrook North Toronto IPAC Hub, showcasing infection control improvements in long-term care. Looking ahead, we are investing in advanced care technologies, including "Social Engagement Robots" and ongoing facility modernization—initiatives aligned with our mission to deliver innovative, compassionate, high-quality care.

Our work would not be complete if we did not invest in our dedicated and passionate staff. We embarked on a long-term process of enhancing workplace conditions, placing their mental health and wellness at the forefront of our priorities through education, diversity and inclusion initiatives, recognition and creation of wellness spaces.

Thank you to our dedicated staff, volunteers, families, and partners. Your continued support has a lasting impact, and we look forward to new opportunities to enhance our services and quality of care.



Silver lining: A pandemic need turns into a long-term improvement in community care

As Executive Director of Isabel and Arthur Meighen Manor, I am honored to share how our long-term care home has emerged stronger and more resilient through enhanced infection prevention and control (IPAC) measures. The COVID-19 pandemic brought unimaginable challenges, and in 2020, our home experienced devastating losses. But it also ignited a journey of transformation and renewal that continues today. At the onset of the pandemic, infection control measures in long-term care facilities were underdeveloped and inadequate. Our dedicated nurses bore the responsibility of managing outbreaks, often without the specialized tools and training needed to combat such an unprecedented threat. It was a stark reminder of the critical importance of preparedness and the necessity of a community-based approach. This realization paved the way for our collaboration with Sunnybrook Health Sciences Centre through the North Toronto IPAC Hub. This partnership has been a turning point for Meighen Manor. By providing continuous access

to infection prevention and control experts, the Hub has helped us implement critical improvements—from infrastructure assessments to training programs and better connections to healthcare resources.

Today, thanks to bi-weekly visits by certified IPAC professionals, we have robust protocols in place for infection surveillance, antibiotic resistance, and environmental cleaning. Our staff has grown more confident and capable, supported by ongoing webinars, weekly meetings, and annual conferences that equip us with the latest knowledge and strategies.

One of the most meaningful advancements is the adoption of the Ethical Infection Prevention and Control (EIPAC) Framework. This framework ensures that every decision we make—whether about masking, visitation, or isolation—considers the well-being of our residents and their families. It is a tool that aligns our infection control measures with compassion and ethics, ensuring we protect both the physical and emotional health of our residents.

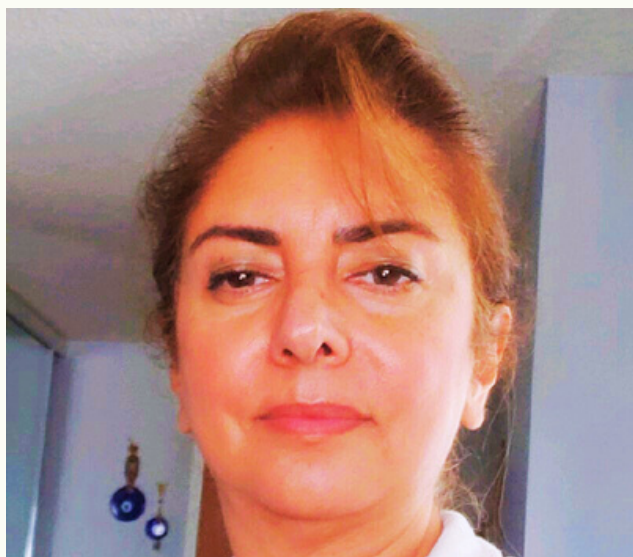
As I reflect on the past few years, I see how far we have come. While the road ahead requires continued vigilance, the partnerships we have built and the knowledge we have gained are invaluable. Together with our staff, residents, families, and the support of the IPAC Hub, we are creating a safer and more supportive environment where everyone can thrive.

Vitals, medication, nurses' notes available 24/7 through Canadian-made app for long-term care homes



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LETTER FROM THE DIRECTOR OF CARE



Nazila Afghani
Director of Care, RN.

Dear Residents, Families, Staff, and Community Partners,

The past year has been one of growth, resilience, and excellence in resident care. Our nursing team has worked tirelessly to improve care quality, education, and infection control, ensuring the highest standards for both Long-Term Care and Retirement Living.

Key Achievements

- Quality Care Improvements: Maintained below provincial average rates for falls and wound care, reflecting strong preventive measures and early intervention strategies.
- Best Practice Recognition: Accepted to work towards RNAO Best Practice Spotlight Organization, advancing resident-centered care, pain & palliative management, admission assessment, and delirium care.
- Enhanced Programs & Research Initiatives such as
 - Pain & Palliative Care: Developed a Palliative Pathway, strengthened pain management strategies, and enhanced staff education to support residents and families in distress.
 - Fall Prevention: Eliminated alarms as a prevention strategy, improving resident safety with a positive impact on mobility and well-being.

- Wound Care: Strengthened early intervention training for nurses and PSWs, ensuring prompt assessment and treatment of skin impairments and wound deterioration.
- IPAC: The IPAC lead, in collaboration with Sunnybrook North Toronto IPAC Hub, led efforts to enhance infection prevention, outbreak management, and ongoing staff training (hand hygiene, PPE use, etc.).
- BSO & Dementia Care:
 - 70+ staff trained in Gentle Persuasive Approach (GPA).
 - Ongoing education through Alzheimer Society and Baycrest on managing responsive behaviors.
 - Monthly training programs, including DementiAbility and PIECES education.
- Nursing & PSW Education & Training:
 - Participated in three government-funded programs: PREP, SPEP, and PSW incentives to strengthen workforce skills.
 - Established partnerships with University of Toronto, TMU, York University, Centennial College, George Brown, and private colleges to foster a pipeline of skilled healthcare professionals.
- Meighen Health Centre became a recognized training hub, hosting 171 students in various disciplines: PSW, RPN, RN, internationally educated nurses, MDs, physiotherapy, massage therapy, social work, and recreation & activities.
- Technology & Research Initiatives:
 - Actively working on pathways to research collaborations and innovation in long-term care.

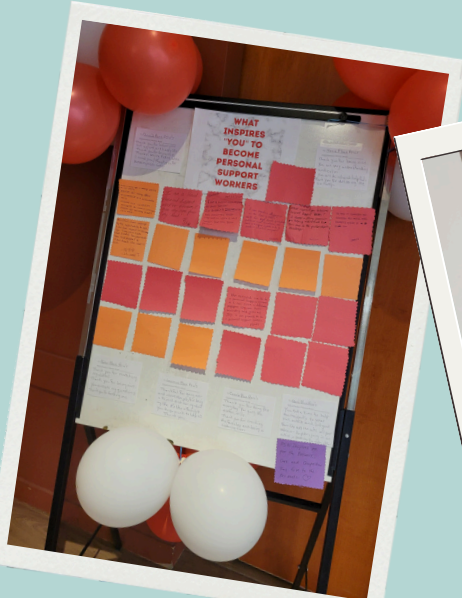
Strengthening PointClickCare (PCC) adoption and advancing digital documentation for improved clinical workflows across MHC.

Integrated Bluetooth weight scales (VitaLink Project) into PCC, ensuring automated health data transmission.



Nursing Week





PSW Week



Stronger Steps: Advancing Physiotherapy & Fall Prevention at Meighen Manor

This past year, our Physiotherapy Department has made remarkable strides in enhancing resident well-being, maintaining high professional standards, and aligning with The Salvation Army's Core Values.

As the Falls Committee prevention lead, we implemented strategies that reduced falls, minimized restraint use, and improved staff training. Our commitment to a home-like environment led to a significant reduction in fall alarms, improving safety and resident comfort. In May 2024, we presented Eliminating Alarms in LTC Homes at the This is Long Term Care Conference (TiLTC).

Currently, only one out of 168 residents require a restraint, with fall rates remaining below the provincial average. Our fall prevention efforts have also reduced ER visits, fractures, and injuries while ensuring quick access to mobility aids and supportive equipment.

In April 2024, we joined McMaster University's PREVENT study, a 1.5-year research initiative on hip fracture prevention in LTC homes.

These achievements reflect the dedication of our staff, volunteers, and families. We are proud of our progress and excited to continue advancing resident care.



Rochelle Santos - Physiotherapist

Key Highlights

- Fewer Critical Incident System (CIS) reports and ER visits due to falls.
- Reduced fall-related fractures and post-fall injuries.
- More staff trained in fall prevention and restraint education.
- Improved availability of mobility aids, slings, splints, and casts.



Resident and Family Survey

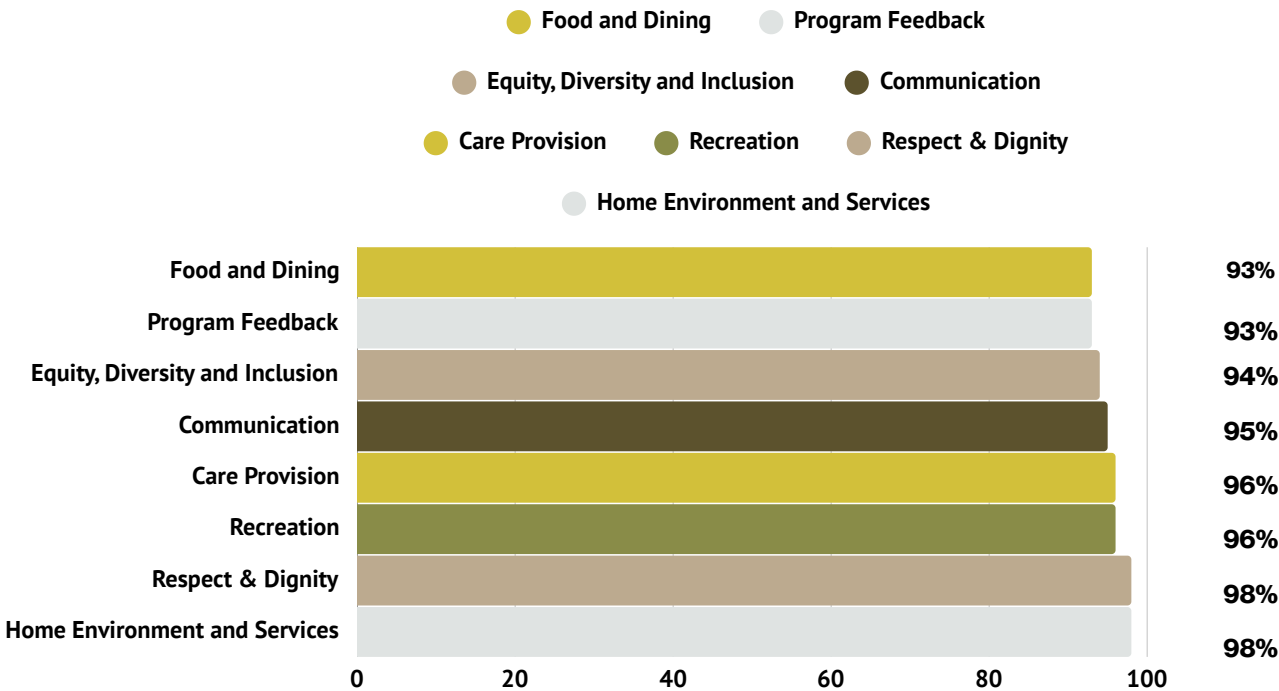
The Meighen Health Centre conduct its annual Resident and Family Survey in 2024 to assess the overall satisfaction levels of residents and their families regarding the care, services, and environment provided by the Centre. The survey results reflect overwhelmingly positive feedback, high satisfaction ratings across key categories, and actionable insights for further enhancement.

98%

98 percent of residents and families felt that the home exceeded expectation

95%

95 percent of residents and families would recommend the home



FOSTERING INCLUSION AND EQUITY IN CARE

At Meighen Health Centre, we are committed to fostering a diverse, equitable, and inclusive community where everyone feels valued, respected, and supported. Our staff, residents, and families represent a rich tapestry of cultures, experiences, and perspectives that enhance our care.

This year, we focused on:

Celebrating cultural diversity through events and inclusive programming. Providing multilingual and culturally sensitive care.

Training staff to promote inclusive practices and address unconscious bias.

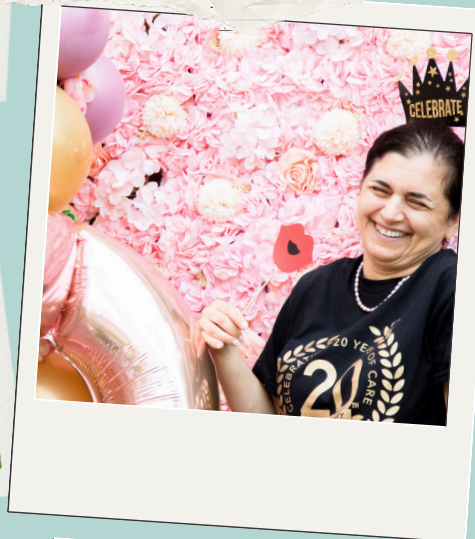
Looking ahead, we aim to deepen our commitment to equity by expanding training, strengthening outreach to underrepresented communities, and embedding diversity into every aspect of our operations.

Diversity, equity, and inclusion are at the heart of our mission to create a welcoming, thriving environment for all.





20th Anniversary





ELEVATING DINING AT MEIGHEN HEALTH

Nourishing Change: Elevating Dining Excellence at Meighen Health

The dietary department has transformed from a negative workplace to a culture of collaboration and excellence. Recognizing the need for change, we embraced a **"Cocoon Stage,"** symbolizing renewal and innovation. Over several months, I engaged with the team to address challenges, build trust, and enhance service quality. These efforts have improved team morale, service standards, and resident care.

The dedication of our food and nutrition management team has driven success. Through trust and collaboration, we have introduced meaningful improvements that positively impact our department and the organization as a whole.

Innovative Recipe Development

Collaborating with Gordon Foods Canada and Maple Leaf Foods, we create nutritious, flavorful meals tailored to residents' dietary needs.

Commitment to Sanitation Excellence

Our partnerships with Abell Pest Services and BGD Solutions have strengthened cleaning protocols, earning Meighen Manor recognition as a model for cleanliness during public health inspections.

Exciting Achievements Ahead Pleasurable Dining & Synergy Meal Suite

We launched a dining audit to enhance customer experience, menu planning, and recipe innovation.

Addressing disruptive noise levels has helped create a peaceful dining atmosphere. The integration of

Synergy Meal Suite streamlines operations, ensuring compliance with HIPAA and HACCP standards while personalizing meal plans.

Enhancing Dining with Alexa Speakers to foster a calming environment, we introduced Alexa speakers during meals, enhancing the dining experience for residents.

Resident-Driven Menu Planning

Through partnerships with Sysco and GFS, we hosted mini-food shows, allowing residents to sample and influence future menu offerings. Survey results indicate increased satisfaction.

Innovative Recipe Development

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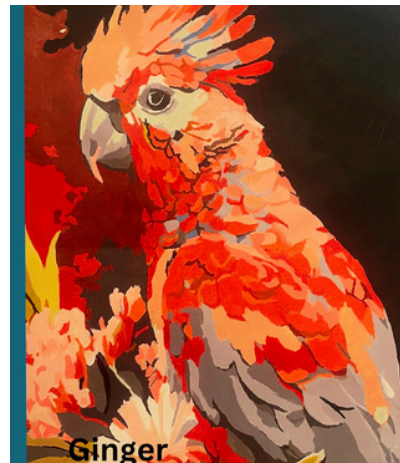
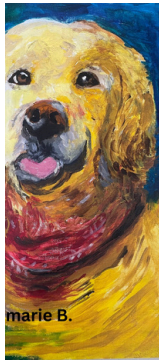
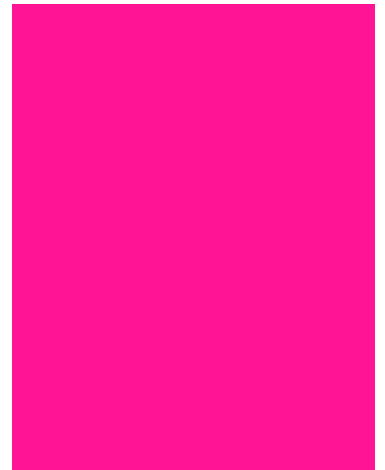
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ENRICHING LIVES AT MEIGHEN MANOR



FOSTERING JOY & CONNECTION: 2024 RECREATION & VOLUNTEER REPORT

Enhancing Resident Engagement & Well-Being

The Recreation & Volunteer Department provides diverse activities promoting engagement, well-being, and joy. From exercise classes that enhance mobility to arts and music programs fostering creativity, we tailor experiences to residents' needs.

Key Achievements

Annual Art Show – Showcased residents' creativity, with selected works featured in a fundraising calendar.

Java Music Club – Launched with New Horizons Senior Program funding, promoting peer support and emotional well-being.

Concerts in Care is a program that brings professional musicians into Long-Term Care facilities across Canada. They perform high-quality jazz and classical music, benefiting the residents' emotional and physical well-being.



Community Collaboration

We strengthened partnerships with the Toronto French School, the Bishop Strachan School, and Davisville Public School for intergenerational programs.

Volunteer Contributions

Our dedicated volunteers enhance residents' lives through pet visits, music playing, reading together, and companionship. Special recruitment efforts ensure support for non-English-speaking residents.

Goals for 2025

- Expand inclusive recreational activities by collaborating with the Dietary Department.
- Continue intergenerational programs with local schools.
- Promote fitness programs to keep residents active.
- Recruit more volunteers to enhance engagement.

ELEVATING CARE & COMFORT: 2024 SUCCESS & 2025 VISION

2024 has been a year of significant improvements at Meighen Health Centre, focusing on safety, efficiency, and sustainability. We have improved resident comfort, staff operations, and overall functionality through strategic facility upgrades and infrastructure enhancements. As we look ahead to 2025, we remain committed to modernization, accessibility, and environmental responsibility.

In 2024, we implemented significant upgrades across MHC to enhance resident comfort, accessibility, and operational efficiency.

We installed LED lighting to improve visibility and energy efficiency, reducing hazardous materials like mercury. HVAC upgrades enhanced air distribution and climate control, while duct cleaning significantly improved air quality, reducing allergens and fire risks. Structural improvements, including roll-up doors and removing the hydraulic dock, streamlined deliveries and waste disposal, improving safety and efficiency. Office renovations provided additional workspace, and an understaffing support plan was implemented to maintain seamless housekeeping operations. Additionally, new comforters were introduced to enhance resident living spaces

In the Retirement Residence, focusing on accessibility and hygiene, we converted bathtub rooms into accessible shower spaces, replaced hallway carpets with vinyl flooring, and remodeled lounge spaces with new kitchenettes, flooring, and fresh paint, creating a more inviting and modern environment. Accessibility improvements also included the installation of balcony ramps on the 5th and 6th floors, while creating a computer room/library expanded services and engagement opportunities for residents. These enhancements reflect our ongoing commitment to creating a safer, more comfortable, and efficient environment for residents and staff across MHC.



Overall Focus of 2025

The overarching focus for 2025 is to enhance resident comfort, improve infrastructure, and optimize operational efficiency.

George Niculescu: Environmental Services Manager

A YEAR OF TRANSFORMATION AT MEIGHEN RETIREMENT RESIDENCE

2024 was a remarkable year for Meighen Retirement Residence, marked by innovation, progress, and celebration. Our 60th anniversary was a grand success, bringing together residents, families, and the community for a day filled with festivities, delicious food, and entertainment.

Beyond celebrations, we achieved major improvements to elevate our home, including:

- ✓ Smart lighting & wireless call bell system for enhanced safety and convenience.
- ✓ Suite renovations & new library room to enrich daily living.
- ✓ Home beautification with fresh painting and upgrades.

We are proud to have reached 90% occupancy, allowing us to reinvest in our home and services. Thank you to our residents, families, and staff for your trust and support. We look forward to another year of growth and excellence!



WHAT'S NEXT?

Our commitment to excellence and continuous improvement remains at the forefront of our vision for 2025. One of our key projects includes:

Conversion of Eight Single Rooms into Four Spacious Suites – A direct response to the increasing demand for larger accommodations that offer greater comfort and independence.

This initiative, alongside our ongoing dedication to service excellence, reflects our mission to provide our residents the best possible living experience.

Aziz Homsy : Manager Administration





OFFICE MANAGEMENT: INNOVATING ACCESS, SECURING THE FUTURE

As the Office Manager, my team and I serve as the gatekeepers of access, ensuring that every department operates efficiently while maintaining the highest standards of safety, security, and compliance. Our mission is to promote smarter work through technology, enabling a seamless, secure, and productive workplace.

Through strategic planning, process optimization, and technology integration, we continue to drive initiatives that enhance operational excellence. Our commitment to minimizing risks across all departments has solidified our reputation as a top-performing facility within the community, known for our strong data protection policies, efficient access control, and secure asset management.

Celebrating Dedication

On November 15, 2024, Meighen Health Centre celebrated Staff Appreciation Day, honoring team members with 5, 10, 15, and 25 years of service. The Executive Director presented certificates and shared heartfelt thanks, highlighting the profound impact of the team's dedication. The celebration featured amazing food, camaraderie, and reflection on what makes the Centre special.



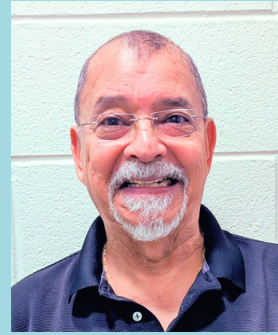
Apraku Perpetual

House keeping



Anami Bancis

Recreation



Sydney Nigli

Cook



Susan Biney

PSW



Silvestre Mercado

RN



Parvin Hudani

PSW



Sherry Thomas

PSW

Advocating with Heart: A Year of Social Work Excellence

This year has been a busy and productive for the Social Work Department. Isabel and Arthur Meighen Manor received 600 new applications for the Home. This was achieved while transitioning from the RMR software matching program to the HPG software and advocating for more transparent processes with Home and Community Care Support Services (HCCSS), now known as Ontario Health at Home (OHaH). As the Social Worker, I reviewed and assessed all applications, addressing the concerns and questions of hundreds of applicants.

On average, we receive 10-20 inquiries per week. I guided and informed families throughout the long-term care (LTC) application process and provided specific details about Meighen Manor. During this time, I facilitated 47 admissions, which aligned with the 47 discharges within the same period. My primary goal is to offer information, answer questions, and ensure a smooth transition for residents joining the care team.

I also schedule, attend, and lead all multidisciplinary Team Care Conferences (TCC), including the annual and the six-week post-admission TCCs. In addition, I handle other tasks, such as obtaining capacity assessments for residents who can no longer make decisions on their own and require assistance from the Public Guardian and Trustee. I also remind families about the importance of funeral pre-planning and assist with funeral arrangements for residents without family support.

Furthermore, I provide information and support to families, friends, and residents who have not yet made plans for Powers of Attorney (POA) or funerals, as well as offer counseling and connect families to services daily. I am also an active member of the Palliative Care Team and serve as the Staff Liaison for the Family Council.

January 2025 marks my 10th year supervising MSW students from the University of Toronto, reflecting my ongoing commitment to mentorship. I value the relationships I've built with everyone who makes Meighen Manor a true home. I remain dedicated to advocating for residents, improving systems, and providing compassionate care at Meighen Manor LTC.



Theresa Wright - Social Worker



Rooted in Care, Guided by Faith: Spiritual Chaplaincy Highlights 2024

In 2024, the Spiritual Care and Chaplaincy team at The Salvation Army Meighen Health Centre continued to offer compassionate, 24/7 on-call support to residents, families, and staff. Through bedside companionship, crisis response, and regular spiritual check-ins, we remained committed to ensuring no one journeys alone. Sunday worship services at the Residence and the Manor and individual visits provided comfort and connection throughout the year.

We were encouraged by the return of cherished practices paused during the pandemic, including the involvement of clergy and volunteers from The Salvation Army Yorkminster Citadel, East Toronto Community Church, and other local faith communities. Their support in offering regular and seasonal services enriched the spiritual experience for many.

To strengthen our holistic care, we've expanded spiritual assessments by including input from residents, families, and care teams. This has helped us better understand individual needs and standardize care plans with greater consistency and purpose.

Looking ahead to 2025, we hope to grow our partnerships with clergy from diverse traditions to restore denominational rites and ceremonies. We also aim to welcome additional volunteers—especially those with musical talents—to enhance Sunday worship and resume annual Memorial Services to publicly honour those who have passed, complementing the ongoing in-Room Services of Remembrance that offer quiet moments of reflection and comfort.

The heart of our work continues to be the deep desire for every resident to feel seen, valued, and spiritually supported in every season of life.

Major Faye Shail - Director of Chaplaincy/Chaplain

ANNUAL FINANCIAL REPORT SUMMARY

Revenue Analysis

Revenue Source

Ministry of Long-Term Care	\$13.67 M
Resident Payments	\$6.61 M
Allocations from SA Entities	\$1.82 M
Other (Donations, Interest)	\$0.61 M

Expense Category

Salaries & Benefits	\$16.5 M
Building & Equipment	\$1.84 M
Services	\$2.10 M
Building & Equipment	\$1.13 M
Amortization & Programs	\$1.06 M

Assets

Cash & Equivalents	\$4.91 M
Accounts Receivable	\$0.74 M
Capital Assets	\$20.61 M
Total Assets	\$26.26 M

Liabilities

Payables & Accruals	\$5.51 M
Deferred Revenue	\$0.11 M
Lease Obligations	\$0.35 M
Total Liabilities	\$5.97 M

Fund Balances

Operating	\$0.89 M
Capital	\$20.61 M
Other Restricted	\$0.58 M
Total Fund Balance	\$20.29 M