



2025

ANNUAL
REPORT

MEIGHEN HEALTH CENTRE

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OUR VISION, MISSION AND VALUES

LOCAL COMMITMENT STATEMENT

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.

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

HOPE

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

SERVICE

We reach out to support others without discrimination

DIGNITY

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

STEWARDSHIP

We responsibly manage the resources entrusted to us.

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.



LETTER FROM THE EXECUTIVE DIRECTOR



Dear Residents, Friends, and Supporters,

Reflecting on the past year at Meighen Health Centre, I am filled with deep gratitude and pride in what we have achieved together. 2025 has been a year defined by bold innovation, sector leadership, and unwavering commitment to compassionate, person-centered care — all made possible by our dedicated staff, supportive families, and collaborative community partnerships.

Key milestones and initiatives that have shaped our journey in 2025:

Meighen Health Centre (MHC) was proud to be recognized nationally for its forward-thinking approach to healthcare delivery. We were one of only 18 organizations — and the only

long-term care home in Canada — selected to receive the 2025 Connected Care Innovation Grant from Canada Health Infoway. This \$40,000 grant is supporting the implementation of AI-powered note-taking in long-term care — a Canadian first — further positioning MHC as a leader in digital innovation. Our digital transformation efforts also continued with the expansion of Engage+ to the Retirement Residence, now featuring electronic billing, consents, general communication, and integrated wellness tools. The platform remains a trusted resource for over 90% of our families, enhancing transparency, access, and trust in care delivery and it is now present in over 90 LTC Homes across Canada, after Meghen Manor adopted it for the first time in Canada, just two years ago.

We continued our commitment to clinical excellence and evidence-based practice, with the second year of the PREVENT Trial prevention of hip fractures in LTC, and the PROMPT LTC IPAC Project, which expands rapid virus detection through point-of-care multiplex PCR testing. These initiatives have enhanced both, resident safety and infection prevention and control.

MHC also stood proudly as a voice in the sector — presenting at the Advantage Convention, Together We Care and This is LTC, OLTC's annual and Ontario Health LTC conferences, and being featured in provincial and national publications, media outlets including LTC Today, Radio-Canada and CBC, for our leadership in infection control and digital transformation.

In our ongoing pursuit of excellence, we advanced toward RNAO's Best Practice Spotlight Organization (BPSO) designation, with staff training in areas such as delirium, palliative care, dementia, and falls prevention. We also launched our first Wellness Month, emphasizing holistic support for staff through activities focused on mind, body, and spirit.

As we look to the year ahead, we do so with renewed focus on innovation, equity, and care. Our work remains rooted in Christian values, person-centred principles, and our unwavering mission to serve with dignity, compassion, and hope.

To our staff, families, volunteers, and partners — thank you for your trust and collaboration. Together, we are reimagining what senior care can be.

Monica Klein-Nouri
RN, MBA, CHE
Executive Director



LETTER FROM DIRECTOR OF CARE



In 2025, Isabel and Arthur Meighen Manor continued to demonstrate a strong commitment to excellence in resident-centred care, guided by evidence-based practice, innovation, and a culture of continuous improvement.

This year, we achieved meaningful progress in enhancing clinical quality and resident safety. Our Falls Prevention and Management Program showed measurable success, with a reduction in total falls, injuries, and hospital visits, while consistently maintaining performance below the provincial average.

These outcomes reflect the team's dedication to proactive interventions, individualized care planning, and ongoing monitoring. As a Best Practice Spotlight Organization (BPSO), we advanced key initiatives in Transitions in Care and Palliative and End-of-Life Care, strengthening interdisciplinary collaboration and ensuring compassionate, person-centred support for residents and families. Our BPSO Champions—representing 13% of staff—have played a vital role in embedding best practices across the organization and fostering a culture of clinical excellence.

We also made significant strides in dementia care through participation in the Ontario CLRI Dementia Care Preparedness Initiative. This work affirmed our strengths in leadership, staff education, and organizational alignment, while guiding future opportunities to enhance engagement and sustainability in dementia care delivery.

Education and workforce development remained a key priority. Through a comprehensive Training and Orientation Program, we supported staff, students, and volunteers with accessible, high-quality learning opportunities across a wide range of clinical and operational areas. Our strong partnerships with academic institutions enabled us to support over 250 student placements, reinforcing our role as a learning organization.

In addition, the continued implementation of Engage+ has transformed how we connect with families. With over 90% adoption, the platform has enhanced transparency, improved access to clinical information, and streamlined communication, strengthening trust and engagement with residents' families.

The positive feedback we continue to receive from families and students is a testament to the compassion, professionalism, and dedication of our team—particularly our nurses and Personal Support Workers, who are at the heart of resident care.

As we look ahead to 2026, our focus will evolve to meet emerging needs, with an emphasis on mental health, staff wellness, and sustainable program development, while continuing to advance education, research, and evidence-based practice.

I would like to extend my sincere appreciation to our entire team for their unwavering commitment to delivering safe, high-quality, and compassionate care every day.

Meighen Retirement Residence – 2025 Highlights and 2026 Outlook

In 2025, Meighen Retirement Residence completed a number of key infrastructure projects to enhance safety, accessibility, and resident comfort:

- Suite Conversions: Eight 2-piece units were successfully converted into small suites and leased immediately upon release in May 2025.
- Renovations & Upgrades: Selected suites received kitchenette installations, flooring replacements, closet repairs, and reinforced safety features such as grab bars.
- Plumbing Improvements: A comprehensive upgrade addressed fixture replacements and repairs across all six floors.
- Elevator Modernization: A phased modernization project began in November 2025, with completion expected in early 2026.



MRR continued to strengthen its presence in the senior living community through:

- Active collaboration with hospitals, rehabilitation centres, and seniors' organizations
- Regular outreach to healthcare professionals and social workers regarding suite availability and services
- Consistent use of digital platforms and community visits to promote the residence and its offerings

Looking Ahead: Vision for 2026

In 2026, MRR will continue to enhance resident experience through expanded engagement, service improvements, and targeted facility upgrades. Priorities include enriched wellness and lifestyle programming, increased social and intergenerational activities, expanded on-site health services, ongoing improvements to common and outdoor spaces, thoughtful technology integration, and continued enhancements to the dining experience through seasonal menus and resident-driven options.





Rooted in Care, Guided by Faith



In 2025, the Spiritual Care and Chaplaincy team at The Salvation Army Meighen Health Centre continues to provide compassionate, faith-centred support to residents, families, and staff through 24/7 on-call availability, bedside presence, and crisis support. This year, the team is strengthened by the addition of Barry G. Sharp, enhancing capacity and continuity in meeting residents' spiritual needs.

Sunday worship services at the Residence and the Manor, along with individual visits, remain central to fostering comfort, connection, and meaning. Partnerships with Salvation Army congregations and local faith communities, including Yorkminster Citadel and East Toronto Community Church, continue to enrich spiritual life through regular and seasonal services.

The team remains focused on person-centred spiritual care, incorporating input from residents, families, and interdisciplinary care teams into spiritual assessments and care planning. Looking ahead, priorities include expanding partnerships with clergy from diverse faith traditions, welcoming additional volunteers—particularly musicians—and renewing annual Memorial Services, alongside ongoing in-room Services of Remembrance.

At its heart, Spiritual Care at Meighen Health Centre is guided by a commitment to ensure every resident is seen, valued, and spiritually supported in every season of life.



FALL PREVENTION PROGRAM SUMMARY

In 2025, Meighen Manor continued to strengthen its commitment to resident safety through a proactive and evidence-based approach to falls prevention. Our interdisciplinary team focused on reducing fall risk while promoting resident independence, dignity, and quality of life. This year, the home recorded 220 falls, a decrease from 253 in 2024, while continuing to perform consistently below the provincial average. This sustained performance reflects the effectiveness of individualized care planning, enhanced monitoring, and timely clinical interventions.

Key Outcomes

- Reduced total falls by 13% year-over-year
- Decreased injuries post-fall (43 in 2025 vs. 58 in 2024)
- Fewer emergency room visits and critical incident reports related to falls
- Maintained low fracture rates (2 cases, unchanged from 2024)
- Improved post-fall assessment compliance, reducing missed assessments

Quality Improvement Initiatives

Our approach emphasizes prevention, early intervention, and continuous evaluation. Key strategies implemented in 2025 included:

- Comprehensive post-fall assessments (RNAO, pain, skin, and risk assessments)
- Individualized care plans tailored to each resident's mobility and safety needs
- Increased use of assistive devices and protective equipment, including low beds, floor mats, and hip protectors
- Ongoing medication reviews and restorative care approaches
- Enhanced staff responsiveness and monitoring without reliance on alarms, supporting a more home-like environment

Additionally, improvements in access to on-site diagnostic services, including faster x-ray response times, contributed to timely clinical decision-making and reduced hospital transfers.

Education & Staff Engagement

Staff education remained a critical driver of success. In 2025:

- 97.9% of staff completed falls prevention training
- 97.4% completed restraint education

Ongoing education, reminders, and real-time feedback supported improved compliance with post-fall assessments and reinforced best practices across the care team.



A Recipe for Connection: Recreation & Dietary in Collaboration

Through a strong collaboration between the Recreation and Dietary teams, Meighen Health Centre has enhanced resident engagement by combining meaningful social experiences with enjoyable dining options. Initiatives such as Sweet Treats Café, Smoothie Wednesdays, themed brunches, and social dining events not only provide variety beyond the daily menu but also create opportunities for residents to connect, socialize, and build community.



This partnership supports both the emotional and physical well-being of residents—reducing isolation, encouraging participation, and turning everyday moments into shared, enjoyable experiences.



OFFICE MANAGEMENT: DRIVING SMART SOLUTIONS

The Office Management team made significant strides in enhancing internal systems and supporting staff through smarter tools and better connectivity in 2025.

- Internet infrastructure was upgraded to support key programs like Meal Suite, ensuring smooth data flow and system reliability.
- The launch of the Smarter Program empowered staff to independently troubleshoot everyday IT issues, while also offering educational resources on Microsoft Office and web navigation—boosting digital literacy organization-wide.
- An iPad Management Program, developed for 2026 implementation, will automate device updates, app installations, and security tracking—further streamlining operations.
- These initiatives reflect our focus on working smarter, not harder, while equipping staff with tools that increase efficiency and confidence in using technology.



Automated Workflow & Scheduling

We streamlined scheduling through automation, reducing overtime and freeing up time for staff to focus on care delivery.

Reduced Agency Costs

By optimizing internal staffing and shift coverage, the need for external agency support was minimized, lowering operational costs.

Improved Communication & Compliance

The platform enhanced communication across teams and ensured scheduling aligned with compliance standards.

Staff Engagement & Satisfaction

Efficient systems empowered staff, reduced administrative burden, and supported higher job satisfaction.

24/7 Sick Call Coverage

The sick call feature was extended to reception and Nurse Designates, ensuring real-time staffing adjustments across all shifts.



MOMENTS THAT MATTER: DEI IN ACTION



DEI Events

This page highlights our commitment to Diversity, Equity, and Inclusion (DEI), showcasing impactful events that promote engagement and celebrate our diverse community.

20 LTC 25 ENGAGEMENT DAY

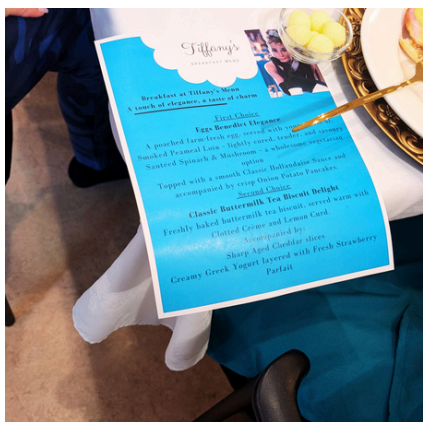
Meighen Health Centre – Annual Report 2025

On September 12, 2025, Meighen Health Centre hosted its annual LTC Engagement Day, celebrating the contributions of residents, families, staff, and community partners.

The day began with a themed breakfast, “Breakfast at Tiffany’s”, followed by a musical performance by Brian Larter, the Piano Man, who entertained with classic favourites, creating a joyful and engaging atmosphere.

Engagement Certificates were presented to residents and family members, recognizing their role in building a supportive home environment. The event was attended by Councillor Josh Matlow, MP Leslie Church, and representatives from the Ontario Long Term Care Association, who acknowledged the essential role of LTC in our community.

LTC Engagement Day reflects Meighen’s commitment to connection, recognition, and excellence in care.





Driving Quality Forward: Our BPSO Journey in Action

As part of our ongoing commitment to evidence-based, high-quality resident care, Meighen Health Centre continued to advance key initiatives as a Best Practice Spotlight Organization (BPSO). This year, we focused on implementing three core best practice guidelines: Transitions in Care and Services, Palliative Care, and End-of-Life Care. These guidelines support smoother care transitions, enhance collaboration among teams, and ensure residents and families receive compassionate, person-centered support throughout all stages of care.

A group of staff champions, representing 13% of our team, have been instrumental in leading this work. Their engagement, leadership, and commitment have strengthened staff education on best practices, improved consistency in clinical practice, and contributed to meaningful improvements in resident outcomes.

We continue to recruit new champions to empower them to lead change and extend best practices across all departments, recognizing that meaningful improvement is not limited to nursing but involves the entire long-term care team. Through this collaborative leadership, we continue to strengthen resident outcomes and uphold our commitment to high-quality, person-centred care

As part of this ongoing growth, our next Champions Training will take place in July 2026, with approximately 40 staff members who registered, and we are excited to offer this as an in-house training opportunity to further strengthen capacity and support sustainable change.

Smart Technology, Warmer Connections

At Meighen Health Centre, the Social Engagement Robot has brought a renewed sense of connection and energy into residents' daily lives. What were once quiet moments are now filled with music, laughter, and shared experiences, as residents gather to sing along to familiar songs, participate in trivia, or enjoy lighthearted jokes together. These interactions have sparked conversations, revived memories, and encouraged even the more reserved residents to engage with others.

The robot has become more than just a tool—it's a companion that helps create meaningful moments. Simple touches, like personalized birthday messages or familiar stories, make residents feel recognized and valued. For staff, it has enhanced their ability to deliver compassionate, individualized care, strengthening the sense of community throughout the centre.

Together, these changes have fostered a warmer, more connected environment where residents feel more engaged, included, and at home.



EMPOWERING WELLNESS, INSPIRING CARE

On October 30, Meighen Health Centre hosted a full-day Wellness Day centered on the theme “Taking Care of Mind, Body, and Soul.” The event brought staff together through a variety of engaging activities, including wellness workshops on communication, energizing Zumba sessions, interactive games, and mindfulness experiences such as meditation and a sound bath. Guest speakers also led insightful discussions on managing stress and preventing burnout.

Throughout the day, staff were encouraged to pause, connect, and prioritize their well-being, creating a supportive and positive environment that reinforced the importance of mental, physical, and emotional health in the workplace.



WHAT'S NEXT?

The Wellness Committee at Meighen Health Centre is planning initiatives to support staff well-being through engaging activities and programs that promote connection, reduce stress, and foster a positive workplace culture.

Winter Wonderland: An Evening of Joy and Community

Meighen Health Centre welcomed residents, staff, and guests to a festive Winter Wonderland celebration filled with music, warmth, and togetherness. The evening featured heartfelt remarks from community leaders, followed by enchanting performances from the Sunnybrook School Christmas Choir, the resident choir, and talented staff performers.

Guests enjoyed seasonal favourites including hot chocolate, soups, and apple cider, while exploring resident-made artwork, baked goods, and holiday treats. The event brought the community together in celebration, highlighting the spirit, creativity, and connection that define Meighen Health Centre during the holiday season.



Resident and Family Survey 2025

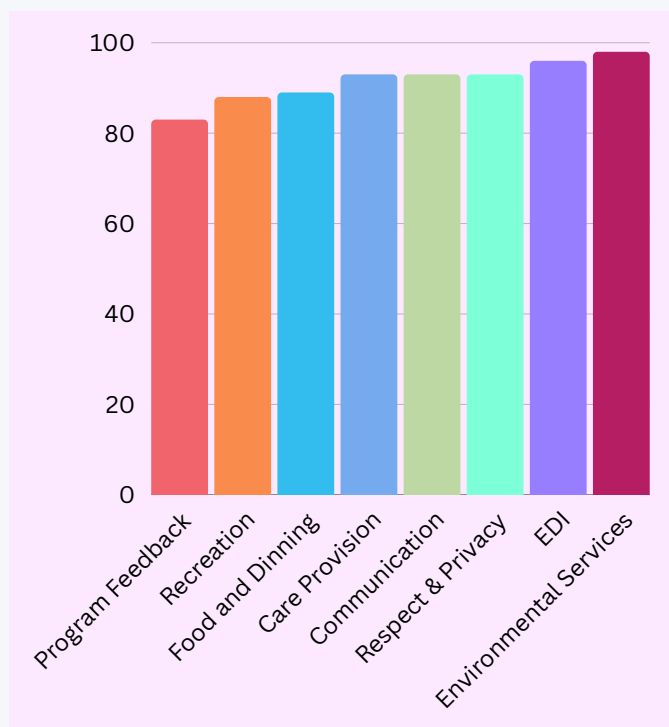
Home Exceed Expectation

94%

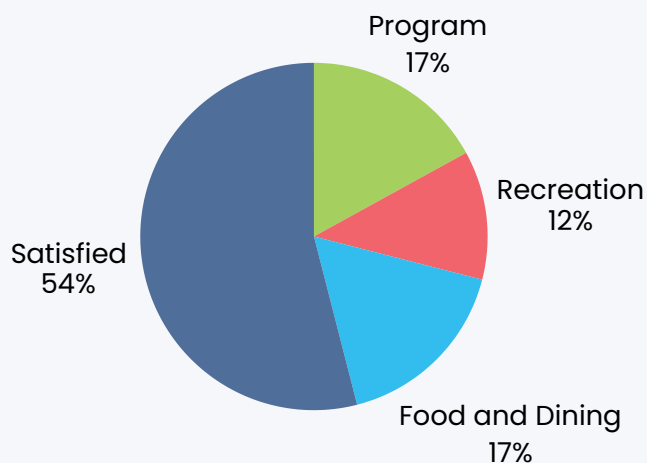
Recommend the Home

96%

Exceptional Care & Comfort: Survey Highlights



Action Plan - Areas for Improvement



17% SEEK BETTER SUPPORT IN FALLS, PAIN, AND EQUIPMENT SAFETY—KEY AREAS TO STRENGTHEN CARE CLARITY.



12% WANT MORE ENGAGING OR VARIED ACTIVITIES TO ENHANCE DAILY LIFE.



17% SEEK MORE VARIETY AND BETTER OVERALL MEAL EXPERIENCE.



54% - SATISFIED WITH THE SERVICES

“2025 was a year of growth and focus.”
— Monica Klein-Nouri, ED of Meighen Health Centre

ADVANCING NUTRITION, ELEVATING EXPERIENCE



Message from the Food & Nutrition Team

The year 2025 marked meaningful progress, innovation, and connection within the Food & Nutrition Department at Meighen Manor. Our focus remained on enhancing both nutrition care and the dining experience, recognizing their essential role in resident health, well-being, and quality of life. By embracing a holistic approach—where food supports physical nourishment, emotional wellness, and social connection—we strengthened dining as a central part of resident-centered care.

Advancing Nutrition Through Innovation: MealSuite Implementation

In 2025, the department implemented MealSuite, transforming food service operations from a manual system to an integrated digital platform. This transition improved efficiency, accuracy, and the overall dining experience.

Residents now have greater choice through expanded menu options, while real-time updates ensure dietary needs, textures, and allergies are consistently met. Improved alignment across teams has strengthened communication and service delivery.

Quality Improvement & Clinical Outcomes

Accuracy and safety remained key priorities in 2025. Through focused CQI initiatives and enhanced auditing, the department achieved measurable improvements.

Diet order accuracy increased from 50% in 2024 to 70% in 2025, reflecting stronger clinical practices and accountability.

Therapeutic diet safety was also reinforced, with no texture or fluid non-compliance triggers identified during audits. Enhanced tracking and labeling improved traceability and alignment between dietary orders and care plans.

Auditing activity increased significantly, with total audits rising by 60%, dining audits by 58%, and snack audits by 67%. This reflects a more proactive, risk-based approach that strengthens both resident safety and regulatory compliance.

Culinary & Social Engagement

Throughout 2025, Culinary and Social Engagement Programs were expanded to enhance both nutrition and resident experience. Initiatives such as Sweet Temptations, Smoothie Wednesdays, Pizza Lunch Fridays, Breakfast at Tiffany's, the King Charles Luncheon, and international-themed dining events encouraged participation and enjoyment.

These programs contributed to improved nutritional intake while reinforcing the important role of social dining in overall well-being.

Enhancing Nutrition Through Social Connection

Strengthening the connection between social engagement and nutritional health was a key success in 2025. Increased opportunities for shared dining contributed to improved appetite, hydration, emotional well-being, and cognitive engagement, while also reducing the risk of malnutrition.

These outcomes reinforce the importance of creating a positive and engaging dining environment as part of effective nutrition care.

Operational Excellence

In 2025, the department improved operational consistency through stronger communication, streamlined workflows, and more reliable meal service. These enhancements increased responsiveness to resident needs while allowing staff more time for meaningful interaction.

Impact:

A more efficient, consistent, and resident-centered dining experience.

Staff Education & Development

Staff training increased by 75% in 2025, focusing on therapeutic diets, safe feeding practices, customer service, food safety, and MealSuite utilization.

This investment strengthened staff confidence, accountability, and the ability to anticipate resident needs. It also fostered a more proactive and engaged team culture, with continuous improvement embedded in daily practice.

Celebrating Our Team

The achievements of 2025 reflect the dedication and professionalism of the Food & Nutrition team. Their commitment to excellence and resident-centered care continues to make a meaningful difference in the lives of residents each day.

Looking Ahead to 2026

Building on this year's progress, the department will focus on improving diet order accuracy, enhancing the dinner experience, expanding menu variety with more fresh, seasonal ingredients, and strengthening staffing models to support service flow. Culinary and social dining programs will also continue to grow.

We remain committed to delivering a dining experience that supports both nutritional health and overall quality of life.



ENHANCING LIVES THROUGH RECREATION & VOLUNTEER SERVICES



Message from the Recreation & Volunteer Services Team

The year 2025 reflected continued growth, creativity, and meaningful engagement within the Recreation & Volunteer Services Department at Meighen Manor and Meighen Retirement Residence. Our focus remained on enriching the daily lives of residents through dynamic programming, strong community partnerships, and innovative approaches to engagement.

By embracing a holistic approach—where recreation supports emotional well-being, social connection, and cognitive stimulation—we strengthened our role as an essential part of resident-centered care.

Advancing Engagement Through Innovation and Programming

Throughout the year, a diverse range of programs and events supported resident participation and enjoyment. The introduction of interactive engagement technology created new opportunities for residents to participate in music, games, storytelling, and other engaging activities. Creative initiatives, including art-based programming, encouraged self-expression and connection, while themed events and live entertainment brought energy and variety to daily life.

Volunteer & Community Partnerships

Volunteers remained an important part of the home, supported by active recruitment and strong community partnerships. Student and community involvement enhanced programs, visits, and events, fostering meaningful connections.

Enhancing Quality of Life Through Shared Experiences

Music, entertainment, pet therapy, and outdoor activities continued to support engagement and well-being. Increased staffing and collaboration improved participation and accessibility across both residences.

Looking Ahead to 2026

The department will continue to grow programming, strengthen volunteer involvement, and explore new ways to support resident engagement, with a focus on innovation, collaboration, and inclusion. The accomplishments of 2025 reflect the dedication of the Recreation & Volunteer Services team and their ongoing impact on residents' quality of life.



NAVIGATING CARE, BUILDING CONNECTIONS: A YEAR IN SOCIAL WORK



The year 2025 was a busy and complex period at Meighen Manor, with 50 new admissions and approximately 538 applications managed through the Social Work Department. Each application required careful review, coordination, and follow-up to ensure accuracy and completeness.

The department also responded to frequent inquiries from families seeking guidance on the long-term care process, waitlists, and admissions. Providing clear information and support during these often challenging times remained a key priority.

A central focus of the role continues to be supporting residents and families through transition, offering guidance, and connecting them with appropriate internal departments and external services. Ongoing communication and participation in care conferences help ensure a smooth and supportive experience.

There is great pride in contributing to a highly sought-after home and in building meaningful relationships with residents and their families. The Social Work Department remains committed to providing guidance, support, and continuity of care throughout each resident's journey.

FINANCIAL STATEMENT

INCOME STATEMENTS

In 2025, Meighen Health Centre maintained strong financial performance, supported by stable funding and responsible expense management. Revenue is primarily driven by government funding and resident services, enabling continued investment in high-quality care and operations.

Revenue	\$25.7M
Expenses	\$25.0M
Surplus	\$0.7M

BALANCE SHEET

Meighen Health Centre maintains a strong financial position, with total assets of \$28.3M and well-managed liabilities of \$7.3M. Fund balances of \$21.0M support long-term sustainability and continued investment in resident care.

Assets	\$28.3M
Liabilities	\$7.3M
Fund Balances	\$21M

CASH FLOW STATEMENT

Cash flow remained strong in 2025, with \$3.9M generated from operations. Investments in capital assets and managed financing activities reflect continued commitment to infrastructure and quality care.

Operating	\$3.9M
Investing	\$1.1M
Financing	\$0.3M



2025 THANK YOU

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