



care

Lucille Lane, 103, a proud Second World War Navy Veteran and Perley Health resident, shares a laugh with Veteran volunteer Tony Cobden.

Community Impact Report June 2025

Together, we improve the well-being of the people we serve.

Flip over
for Centre of
Excellence
News!



“At Perley Health, exceptional care and continuous improvement are inextricably linked.”

Akos Hoffer, CEO, Perley Health

Exceptional Care + Continuous Improvement = Growing Impacts

This year's Community Report follows a slightly different approach: rather than focus solely on accomplishments, it describes how our work increasingly and positively impacts residents, tenants, staff, volunteers, donors and the broader community. A steadfast commitment to exceptional care makes these impacts possible.

This commitment has long set Perley Health apart; delivering exceptional care to residents is central to both our identity and our success. It enables us to attract and retain top-quality staff, for instance, along with volunteers, partners and donors who share our determination to improve the well-being of Seniors and Veterans. It also supports our ability to regularly undertake projects that aim to further improve quality of care, and to share what we learn with other homes.

At Perley Health, exceptional care and continuous improvement are inextricably linked. Through projects such as the Seniors Quality Leap Initiative and the Registered Nurses Association of Ontario's Best Practices Spotlight Organization, we follow a structured, collaborative approach to quality and performance improvement. To support and disseminate the applied research needed to drive further progress, we established the Centre of

Excellence in Frailty-Informed Care™. These initiatives and partnerships all improve care not only at Perley Health, but also at other long-term care homes.

To further improve quality of care and to increase impact, Perley Health plans to expand. We aim to provide larger numbers of Seniors and Veterans with exceptional long-term care and independent-living options. As with all improvement projects, consultation and engagement with those most likely to be impacted are central to our planning efforts. This process helps identify challenges and potential solutions, clarify expectations and project goals, and chart a path to success.

While much has changed at Perley Health during the 29 years that people have lived at our current location, the commitment to delivering exceptional care has remained constant. As the Perley continues to evolve and to positively impact the lives of more and more people, we will—and must—honour this commitment. Together, we improve the well-being of the people we serve.

Akos Hoffer,
Chief Executive Officer

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“Consistent excellence across the spectrum—from residential care and independent living to community-based services—is a hallmark of Perley Health.”

Lloyd Campbell, Chair, Board of Directors



Doubling the Number of Seniors Served

Perley Health has a long, proud history of serving Seniors and Veterans, along with a well-deserved reputation for unwavering dedication to the well-being, dignity and independence of its many clients. The Board and Perley Health’s management team are fully committed to ensuring that a focus on excellence remains our touchstone and guides everything we do, from expanding capacity to developing and implementing ever-better models of care and housing.

By 2035, Perley Health aims to double the number of Seniors and Veterans it serves. There are two main aspects to this ambitious goal: accommodating more Seniors and Veterans in independent apartments and in long-term care (LTC); and providing services to greater numbers who live in the community. To achieve these ambitious goals, the Board will focus on updating the Strategic Plan, and on completing the detailed planning and permitting required to support the construction of additional apartments and LTC units.

At the same time, the Board must continue to ensure the financial sustainability of Perley Health and further the development of the Centre of Excellence in Frailty-Informed Care™, a critical element in establishing Perley Health as a trusted leader in the delivery of exceptional care. In both endeavours, I know we can count on the longstanding and invaluable support provided by the Perley Health Foundation, a key contributor to our overall success.

Two realities underscore the need for modernization and expansion: today’s LTC residents live with more complex health conditions—and thus require more

support— than ever before; and the number of Canadians aged 85 and older is expected to double by 2040. These trends, if not addressed, threaten to overwhelm current models of housing and caring for Seniors and Veterans. We believe strongly that Perley Health can and must contribute to solutions.

The good news is that we’re not alone in this effort. In addition to the talents brought to bear by our Directors, dedicated managers, staff and volunteers, historically the Perley has maintained effective partnerships with a long list of organizations: Veterans Affairs Canada, the Registered Nurses Association of Ontario, Algonquin College and many, many others. While these organizations will remain key collaborators, if Perley Health is to continue to develop as a respected leader in the long-term care sector, we will also need to foster partnerships with other forward-looking private and public organizations.

In summary, though the challenges are daunting, I believe the values and capabilities consistently demonstrated by Perley Health and the Perley Health community over the years will stand us in good stead. Together, I am convinced that we have what it takes to overcome current and emerging challenges, and face the future with confidence and good will. By combining genuine compassion with bold innovation, we can ensure that every individual we serve is able to live their life to the fullest.

**Lt.-Gen. Lloyd Campbell (ret’d),
Chair, Board of Directors**



“My standing joke is if you want to find me, don’t bother looking in my room.”

Jim Gayfer, Resident



All the Better

As part of its commitment to continuous improvement, Perley Health regularly adjusts its processes, programs and activities based on the results of formal consultations with residents. A survey of residents, for instance, inspired the introduction of a lecture series, documentary club and advanced trivia group.

“I like the variety of new activities and the knowledge I gain,” says Gail Christy, a resident since 2023. “It’s nice to be in an intellectual environment with my peers. I’d like them to add more Canadian content to the trivia, though.”

“My standing joke is if you want to find me, don’t bother looking in my room,” says resident Jim Gayfer, who sings in the choir, completes projects in the studios, and is a regular at lectures, and at the documentary and book clubs. “I like to do new things—expand the bubble a bit.”

To identify and implement potential improvements in meal service—a longstanding challenge for all long-term care homes—the Food Committee and the Dining Experience Committee, each comprised of staff, residents, families and volunteers, meet regularly.

“Collaboratively, we have made some positive changes to the menu, but there’s always room for more improvements,” says Gale Ramsden, Food Committee member and five-year resident. “Staff

appreciate our feedback and we all understand that progress comes through working together.”

Fellow Food Committee member J.P. Quinn recognizes the difficulty of satisfying all 450 residents. “The logistics are daunting,” he says. “On a personal note, I really like the way the cooks now make shepherd’s pie—one of my favourite meals.”

Among the changes introduced during 2024: food and nutrition supervisors review preparation instructions with food aides, and sample meals both immediately after they’re cooked and before they’re served. In addition, the order in which the tables in each dining room are served now changes regularly. The next improvement, to be introduced in 2025, will see residents consulting photos and written descriptions of available items to help choose their meals.

Other noteworthy 2024 developments: Perley Health hired additional staff, including personal support workers, nurse practitioners, and specialists in foot care and wound care. As a result of these hires, Perley Health began delivering at least four hours’ care to each resident daily long before this new minimum—established in Ontario’s Fixing Long-Term Care Act—came into effect. Finally, in consultation with residents and family members, Perley Health formalized the process used to gather biographical information about new arrivals.

Scan QR code to view online.



“For my mom, Nicole Arranz, every day at the Perley is a wonderful day for her.”

Josée Arranz, Daughter of Perley Health resident, Nicole

Guest Post: Another day in Paradise by Josée Arranz: PerleyHealth.ca/another-day-in-paradise

“I appreciated that the sessions were delivered where most staff work—on units. When learning is this convenient and practical, staff and residents both benefit.”

Lisa Moylan, Registered Practical Nurse



Staff Impact

Teaming Up

A series of 2024 initiatives collectively helped to increase both expertise and morale among Perley Health staff. Thanks in part to these initiatives, the staff-turnover rate reached an all-time low, while the number of applicants for each job posting increased significantly.

Particularly successful was the 11-week training blitz known as Smart Summer Sessions: more than 625 individuals participated in at least one session. Topics changed weekly and covered everything from infection control and falls prevention to troubleshooting hearing aids and adjusting wheelchair posture. Each session lasted less than 20 minutes, focused on a single practical skill or topic, and was delivered by staff with relevant expertise.

“I was immediately able to apply what I learned about how to communicate with people living with dementia,” says Michaela Adams, Research Associate with Perley Health’s Centre of Excellence in Frailty-Informed Care™. “The combination of relevant, accessible content and quick pacing made the sessions really effective.”

“I appreciated that the sessions were delivered where most staff work—on units,” says Registered Practical Nurse Lisa Moylan, who completed all but a few of the sessions. “When learning is this convenient and practical, staff and residents both benefit.”

Initiatives to create a more welcoming and inclusive workplace culture helped to boost staff morale. The initiatives include expanded membership of the Cultural Awareness and Inclusion Committee (CAIC) and hosting a series of awareness-raising events.

“Since I started here, I’ve found it to be a truly welcoming culturally diverse workplace,” says Bobby Samson, who started at Perley Health as a part-time personal support worker more than a decade ago. Today, he serves as Housekeeping Supervisor and member of the CAIC. “Like many on our staff, I was born abroad and initially faced language and cultural barriers. But over time, I’ve come to feel truly at home here, and now take pride in helping others adapt and thrive.”

The People of Perley communications campaign has also been noteworthy. At the core of the campaign are testimonials from staff, volunteers, family and tenants about what makes Perley Health exceptional. The testimonials are posted online, featured in posters and shared widely on social media. Reaction from the Perley community has been swift, strong and overwhelmingly positive. The campaign has been extended to celebrate additional individuals who make a meaningful difference in the lives of residents and tenants.



“I come from a different culture and background. I know that Perley Health has built a warm welcome for me when I’m here, so that’s why Perley Health is like my second home.”

Bobby Samson, Supervisor, Housekeeping

View Bobby’s feature: PerleyHealth.ca/bobby-samson-2024

Scan QR code to view online.





“The clinic is further proof that moving here was the best decision I ever made. I can access everything I need without leaving the building.”

Bea Seal, Tenant

A Multigenerational Community

Perley Health continually expands the services, programs and activities it offers to residents, tenants and the larger community, often in partnership with outside groups.

The latest example is the intergenerational music program delivered in partnership with Christie Lake Kids, a non-profit that provides year-round after-school and camp programs to children and youth from low-income households. Throughout 2024, a group of teenagers and seniors gathered at Perley Health each week for two hours of song, conversation, laughter and food.

“We have a lot of fun,” says teenager Nevaeh Bleary. “I enjoy meeting seniors and interacting with them.”

“Singing and chatting with teenagers makes me feel good,” says Senior Living tenant Norman Smith. “And I think it gives us all a little more sense of purpose.”

A second partnership led to the opening of a primary-care clinic at Perley Health. Operated by Dream Team MediX, the clinic currently schedules appointments only with tenants of Senior Living, Perley Health’s independent-living apartments.

“The clinic is further proof that moving here was the best decision I ever made,” says Bea Seal, a tenant since 2021. “I can access everything I need without

leaving the building. Exercise classes, hair salon, trivia games, coffee chats and more—from hair to toenails, as I like to say.”

Meanwhile, progress continues on two other projects that promise to benefit the larger community: an onsite childcare with intergenerational programming, and an expansion to accommodate additional long-term care residents and apartment tenants. Perley Health, in collaboration with the Ministry of Long-Term Care, the Perley Health Foundation and other partners, is developing a plan to finance the expansion.

The childcare with intergenerational programming, a partnership with Andrew Fleck Children’s Services, is further along. Approval has been granted to fund up to 49 spaces under the Ontario Early Learning and Child Care Agreement, for instance, and an application has been submitted to the City of Ottawa for the building permit needed to start construction.

To validate the concept of intergenerational programming, Perley and Andrew Fleck partnered on a pilot project: an onsite playgroup where residents and tenants play and interact with young children accompanied by a parent or guardian.

The childcare centre is scheduled to open by early 2026.

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to view online.



“I found the staff very kind and nice and very helpful. They’re very understanding of your needs and that’s why I chose the Perley.”

Marsha Gilchrist, Tenant

View Marsha’s feature: PerleyHealth.ca/marsha-gilchrist-2024



“Volunteering at the Perley energizes me, fills my heart and raises my spirits.”

Michelle Gravelle, Volunteer



Volunteer Impact

Singing a Different Tune

In 2024, Perley Health’s volunteer program achieved a new milestone: 431 people volunteered regularly to support Seniors and Veterans, the largest number in history. As the number of volunteers increases, so too does the number of residents able to participate in activities and events. As a result, both groups experience improvements in their quality of life.

“Volunteering at the Perley energizes me, fills my heart and raises my spirits,” says Michelle Gravelle, who began volunteering here two years ago and now comes 3-to-4 times a week.

“When I’m portering a resident back to their room after a concert or spiritual service, we’ll often sing together,” she says. “It might look a little odd, I suppose, but it makes both of us feel good and there’s nothing better than that.”

Michelle also leads weekly tours for those interested in moving to Perley Health and helps new residents transition after their move. She retired a few years ago and finds that volunteering gives new purpose to her life.

“I see the joy in residents’ faces and it’s infectious. Helping to brighten their day also brightens my day.”

“I feel the benefits right away,” says Heather Moxley, who has volunteered at Perley Health in a number

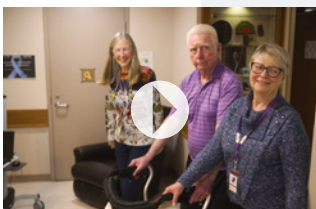
of capacities for the last 11 years. “The rewards are immediate.”

Retired Veteran Stephen Jolicoeur started volunteering at the Perley last year. “This has been one of the most gratifying experiences of my life,” he says. “And it’s rewarding to be among so many dedicated, talented professional caregivers. When I leave, my heart is full and I’m a happy camper.”

Stephen helps with breakfast and lunch service at least twice a week and serves ice cream on Wednesday afternoons. “I live in Gatineau,” he says. “A sign of how much I love it is that I have to wake up at 5:15 and drive through early rush-hour traffic to get here on time.”

Last year, Perley Health began to partner with True Patriot Love Foundation as part of a national Veteran Volunteerism Initiative. The Initiative aims to document the benefits of volunteerism on Veterans.

“I know it makes a difference in my life and in the Veteran residents that I volunteer with,” he says. “When we were in uniform, we always had each other’s back,” he says. “That should not change because we no longer wear the uniform.”



“If you’ve been there and you understand that it’s a difficult decision, it’s a new place for both the resident and the family member or family members, it’s invaluable.”

Janice Marshall, spouse of resident and Program volunteer.

The Family Transitions Program helps new residents settle in to their new home.

View the feature video: PerleyHealth.ca/family-transition

Scan QR code to view online.





“The Perley is widely recognized as best-in-class for long-term care, research and training, and the intergenerational project establishes a valuable new model that can be replicated in other homes.

Justin George, Managing Partner, Kadus Group

Making a Difference

Drawn by the opportunity to make a tangible difference in the lives of residents and families, growing numbers of people donate to Perley Health Foundation. The latest example is Bridging Generations, a fundraising campaign to design and build a space where young children, seniors and Veterans come together to play, laugh and learn.

“Our company is proud to donate to such an innovative, impactful project,” says Justin George, Managing Partner of Kadus Group.

The Early Learning and Care Centre at Perley Health will accommodate 49 children and deliver intergenerational programming led by trained professionals. Kadus Group not only provides financial support, but also serves as project manager and development advisor.

“A corporate goal for Kadus Group is to drive impact through development,” says Justin George.

“The Perley is widely recognized as best-in-class for long-term care, research and training, and the intergenerational project establishes a valuable new model that can be replicated in other homes. As someone with three kids who rarely see their grandparents because they live so far away, I know the time they do spend together is precious. And the research shows that intergenerational programming benefits both seniors and young children.”

Perley Health Foundation also enables donors to improve the lives of residents and families in other ways. To better direct donations, for instance, the Foundation consults with Perley Health to develop a list of priority needs—equipment, training and programs that improve quality of life, but are not funded by government. In 2024, the Foundation introduced the Grateful Family Program, a way for donors to show their appreciation for staff and volunteers who deliver exceptional care. Each Program honouree is recognized as a Champion of Care, and receives a lapel pin and certificate.

“I appreciated the opportunity to recognize Personal Support Workers Wendy Villalba and Marlen Dombroskie for the compassionate, patient and great care they provide,” says donor Rosemary Hailstone. “This is a great way to say ‘thank you’ to them for going above and beyond.”

Supported by the generosity of our community the Perley Health Foundation transferred \$2.7 million to Perley Health in 2024. To discover how donations impact the Perley Health community visit:

PerleyHealthFoundation.ca

Scan QR code
to view online.



“It’s part of our (Perley Health’s) DNA to always find a better way, to be innovative.”

Delphine Haslé, Executive Director & Chief Development Officer

View Delphine’s feature: PerleyHealth.ca/delphine-hasle-2024



“Perley Health’s expertise in long-term care, and in communicating with residents, families and staff made them an ideal partner.”

Shaghig Reynolds, Manager, Antimicrobial Resistance Task Force, Public Health Agency of Canada (PHAC)



Sharing Knowledge, Strengthening Expertise

Perley Health’s Centre of Excellence in Frailty-Informed Care™ plays a lead role in generating and sharing the evidence-based best-practices needed to improve care across the LTC sector. The impacts of the Centre of Excellence’s work grew significantly during 2024 thanks to a wide range of initiatives. These included Skills Days, a series of hands-on learning events where some 80 care professionals from a total of 14 LTC homes acquired practical skills and knowledge.

“What I appreciate about Perley Health is not only their innovation and expertise, but also their eagerness to share their knowledge and skills with other homes,” says Lindsay Passfield-Leu, Associate Administrator, Director of Quality and Resident Experience at Osgoode Care Centre, a 100-bed LTC home near Ottawa.

During 2024, the Centre of Excellence had 11 research papers published in peer-reviewed journals. Its webinar series attracted more than 600 care professionals. And it supervised the practicums of 24 university students. At dozens of conferences and events, Centre of Excellence and Perley Health staff also shared their expertise, and distributed tips sheets and booklets on how to readily apply best practices.

“I greatly appreciate the support of Perley Health, and particularly of Tania Paolini, Manager of Infection Prevention and Control,” says Sanja Deric, who

recently assumed the same role at Glebe Centre, home to 254 residents. “Thank you for your ongoing guidance and encouragement in my new job.”

Another facet of this knowledge-translation effort is collaborating with outside groups, such as the Public Health Agency of Canada, on pressing issues.

“Perley Health’s expertise in long-term care, and in communicating with residents, families and staff made them an ideal partner,” says Shaghig Reynolds, a manager with PHAC’s Antimicrobial Resistance Task Force.

Antimicrobial resistance (AMR) is an increasingly serious public-health threat, particularly among LTC residents. AMR can make it difficult to effectively treat otherwise benign infections and studies indicate that the unnecessary use of antimicrobials—especially antibiotics—is a major contributor. To decrease the unnecessary use of antimicrobials among LTC residents, PHAC partnered with the Centre of Excellence to develop and refine educational materials for LTC staff and essential care providers. PHAC is now sharing the revised materials with eight other LTC homes. The project is part of PHAC’s Pan-Canadian Action Plan on AMR. If successful, this model of care—which engages clinicians, LTC staff, residents and families as antibiotic stewards—could be adopted across the country.



“Embracing this opportunity to develop better models of care for older adults makes every day at Perley Health fulfilling. The Centre of Excellence will continue to revolutionize care for seniors, one project and initiative at a time.”

Samantha Hallgren, Psychogeriatric & Palliative Care Registered Nurse

View Samantha’s feature: PerleyHealth.ca/samantha-hallgren-2024

Scan QR code to view online.



Perley Health Moments

January 2024

Perley Health launches The Care Clinic to better integrate the services it provides to residents, tenants and the wider community. Massage therapy added 10 months later.



March 2024

Renovation of walkways and installation of energy-efficient lighting greatly improves safety and accessibility across the campus.



April 2024

As part of orientation, all new staff and volunteers receive an introduction to end-of-life and palliative care created by content experts at Perley Health.



May 2024

Launch of *The Perley Post*, a two-page regular summary of news distributed across the Perley Health campus.



October 2024

80 nurses from the Ottawa region and beyond enhanced their knowledge and abilities in palliative and end-of-life care during Perley Health's inaugural Skills Days. In May 2025, a second Skills Day educates a similar number of nurses.

November 2024

CBC television features interviews with four Perley Health Veterans during its Remembrance Day broadcast.



March 2025

Nursing Foot Care services expanded; two full-time RPNs now provide foot care to residents, tenants and clients in convalescent care.



April 2025

Work begins to replace the 30-year-old roof on the Ottawa Building. This follows the roof replacement on the Gatineau Building and precedes work on the Perley Centre later in the year.

April 2025

Perley Health's inaugural Cultural Awareness Fair celebrates Filipino culture.



May 2025

Perley Health unites the Adult Day Program and Respite House at Perley Health, conveniently integrating these community services in the 12-bedroom bungalow.

May 2025

Perley Health partners with StrategyCorp to shepherd the development of a new Strategic Plan, marking the conclusion of the previous 15-year plan and update.

June 2025

Perley Health continues to work on expansion plans to accommodate more residents in long-term care and more Senior Living tenants. The expansion will add much-needed long-term care beds along with independent living capacity to Perley Health.



Perley Health By the Numbers



>500,000

meals served to residents and tenants each year.

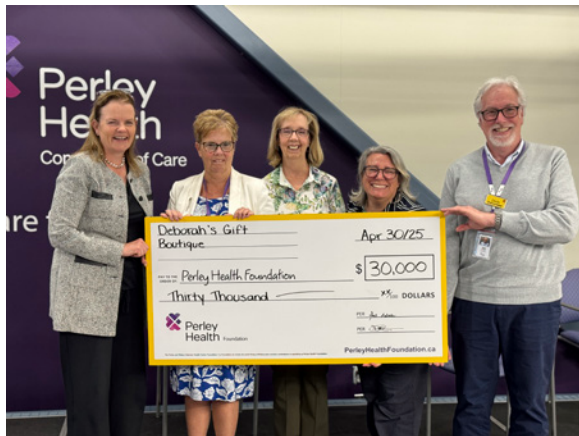


>625

staff members participated in at least one session of Smart Summer training blitz.

>80

written comments deposited by residents into the suggestion boxes installed in dining rooms in 2024 and reviewed by the Food and Dining Experience committees (each comprised of staff, residents and families).



\$30,000

Raised by Deborah's Gift Boutique (run by volunteers) for the Perley Health Foundation in support of the Bridging Generations campaign to create one of Canada's first purpose-built intergenerational programs.



4

Magic Tables purchased through donations to Perley Health Foundation. These interactive devices engage, entertain and develop the skills of people with various cognitive and physical abilities.



>70

knowledge-sharing activities, including presentations at conferences and workshops, and providing materials and guidance to long-term care homes and industry groups.



70

members of staff recognized as Champions of Care through Perley Health Foundation's Grateful Family Program.



2,225

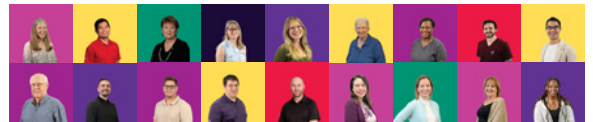
video plays for Mitch Haslam, Recreation Programmer. Highest number of social media views from the videos created for the People of Perley. So far...

17

beds in convalescent care in the Ottawa building converted to long-term care to help address chronic shortages across the Champlain Region.



People of Perley



27

People of Perley stories and features were shared with community with more than 55 in total... More features to follow!

6

Perley Health Personal Support Workers earned national certification for Palliative Care Education.



>25,000

views on Facebook, our highest-performing video on social media shared the resident story of the skin and wound care program at Perley Health.

Scan QR code to see it yourself!



2024

Audited Financial Highlights

In 2024, Perley Health remained focused on meeting the needs of its residents, tenants, families, and staff in both the short term and long term.

In long-term care, increased ministry funding and the retroactive wage adjustments following the repeal of Bill 124 drove increases to revenues and expenses. Bill 124 (Protecting a Sustainable Public Sector for Future Generations Act) was put in place in 2019 by the provincial government. The Act capped wage increases for public sector employees, including those in long-term care homes and was repealed in 2024. Operating cost pressures drove the remainder of the increased deficit.

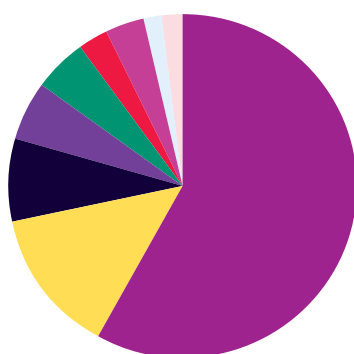
Community Services saw increased revenues and expenditures related to Bill 124, but a partial recovery from the provincial government resulted in a modest deficit.

The surplus for Senior Housing decreased due to operating cost pressures despite stable revenues. Conversely, the Centre of Excellence in Frailty-Informed Care™ expanded with more grants and Perley Health Foundation donations. The Clinics – The Care Clinic, footcare and dental care - achieved a notable surplus through cost management and revenue growth. Ancillary operations’ – food, parking solar panels and interest – remained a key contributor but experienced declines due to lower investment income and non-resident food service.

Despite the overall deficit, Perley Health strengthened its net asset position and remains committed to expanding successful programs while adapting to ongoing cost pressures.

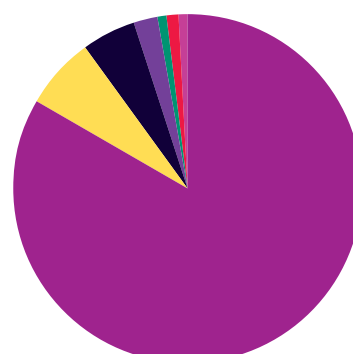
Revenue (\$M)

\$87.2



Expense (\$M)

\$87.8



Net (\$M)

(\$0.6)