

# Community Impact Report June 2026



joy

Married for 56 years and counting, Gail and Bob Christy enjoy a unique lifestyle at Perley Health, their home for more than a decade. To learn more about their remarkable lives, watch the video accessible via a link on the back cover.



**Perley  
Health**

Community of Care



an additional 120 people in long-term care. Other examples appear throughout this report.

Less visible are ongoing efforts to maximize impacts and improve quality of care by conducting, analyzing and sharing relevant research. Our Centre of Excellence in Frailty-Informed Care™ continues to improve quality of life for Veterans and Seniors, and to benefit the wider healthcare sector. Within the last year, the Centre of Excellence published new research that can help Veterans transition more smoothly into long-term care. Other Centre of Excellence initiatives focus on clinical practice and education, including Skills Days, which are open to staff from long-term care homes across Ontario. The 2025 edition of Skills Days focused on palliative and end-of-life care.

Collaboration with external partners contributes greatly to Perley Health’s success. Our ongoing partnerships with the Perley Health Foundation, Veterans Affairs Canada and the Government of Ontario are prime examples. These and other partnerships help address key challenges facing Perley Health and the rest of the long-term care sector, such as lengthy waiting lists and chronic labour shortages. By working together to address these and other issues, we improve the quality of life for members of our community. As Perley Health continues to evolve and to positively impact the lives of more and more people, our commitment to exceptional care remains constant.

**Akos Hoffer,**  
**Chief Executive Officer**

## 30 Years of Beneficial Impacts

This report documents many of the beneficial impacts that Perley Health has had during the last year on the lives of a growing number of people - not only residents, tenants and their families, but also staff, volunteers and donors. These impacts are the result of a talented, dedicated staff, and strong support from partners and the community, particularly from donors to the Perley Health Foundation. Thank you.

As we mark the 30th anniversary of our campus, I’m struck by how Perley Health continues to evolve and impact even greater numbers of people. Two current projects offer strong evidence of this. The Andrew Fleck Children’s Services Intergenerational Early Learning Centre at Perley Health benefits not only parents (most of whom work at Perley Health) and children, but also the Veterans and Seniors who will participate in the Centre’s programming. A second project involves expanding our campus to accommodate

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## Expanding Access, Improving Quality of Life

Earlier this spring, the Board of Directors approved our Strategic Plan for 2026 to 2035, a document which will help guide Perley Health toward its goal of doubling the number of Veterans and Seniors served. To achieve this objective, the plan will rely heavily on two of Perley Health's demonstrated strengths: the capacity to continuously improve our quality of care; and the ability to collaborate effectively with key partners. Essentially, the goal is to expand access while at the same time improve quality of life for our residents, tenants and others.

As documented in this report, we are already making progress towards expanding the number of individuals we serve, as well as improving the quality and nature of the services we provide. The addition of Foot Care Services and the opening of the Active Seniors and Veterans Living Centre are recent examples of positive change. Previous examples include the development of our independent-living apartments, the Specialized Behavioural Support Unit, Respite House and our Living Classroom educational facility. We expect this trend to continue apace under our new Strategic Plan.

Of course, increasing access to exceptional care requires much more than just adding capacity and services. It also requires attracting and retaining talented people to lead and execute change, investing in innovation and new models of care and, of key importance, continuing to ensure Perley Health's overall financial sustainability. Physical growth through such initiatives as the Intergenerational Early Learning Centre plus ongoing efforts to build an additional 120 long-term care spaces on our campus will contribute to these larger goals, greatly assisted by the strong support we consistently receive from our key partner, the Perley Health Foundation and its generous group of donors.



Ontario's long-term care sector faces difficult hurdles: overly long waiting lists; individuals with increasingly complex care needs; and chronic shortages of health care workers with appropriate skills and knowledge. In my view, Perley Health is well positioned to help meet these challenges. We have a talented leadership team, a well-trained and dedicated workforce and a highly committed and substantial group of volunteers who support our residents and clients. These are strengths which I'm confident will allow us to ensure that an even greater number of Veterans and Seniors can access the kind of care they need, when and where they need it.

As your Board of Directors, it is our firm commitment that we will work closely with the Executive Team, with our outstanding Foundation partners and with others from our broader community to translate this new Strategic Plan into clear, measurable targets while also ensuring that our core values – respect, integrity, compassion and excellence – are kept consistently front and centre as we work to fulfil our recently reframed vision: Veterans and Seniors living with purpose, joy and belonging, wherever they call home.

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



“ I believe we're poised to move forward with confidence and optimism as we take up our self-established challenge of doubling the number of Veterans and Seniors we serve by 2035.”

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

View Lloyd's feature, scan QR code or visit [PerleyHealth.ca/lloyd-campbell-2024](https://PerleyHealth.ca/lloyd-campbell-2024)





*Stephanie Deschamps, Care Coordinator, Assisted Living Services at Perley Health and daughter Hannan Moberg visit with Senior Living tenant Bea Seal.*

## Intergenerational Early Learning Centre Opens

As this Report goes to press, an innovative project gets underway that promises to benefit young children and their parents, along with Perley Health staff, residents and tenants. The Andrew Fleck Children’s Services Intergenerational Early Learning Centre at Perley Health provides licenced childcare to 49 infants and toddlers, along with daily programs for children to interact with Veterans and Seniors.

“This is ideal for me and my family,” says Stephanie Deschamps, who works at Perley Health as Care Coordinator, Assisted Living Services. “It’s incredibly convenient having childcare at my place of work and I’m sure that my daughter benefits from structured, daily interaction with older adults.”

The idea for the Intergenerational Early Learning Centre emerged from a partnership between Perley Health and Andrew Fleck Children’s Services (AFCS), a non-profit specializing in childcare and early learning. Three years ago, the partners initiated a pilot project: an intergenerational playgroup that had children, accompanied by a parent or guardian, visit Perley Health and interact with residents and tenants with the support of Early Childhood Educators and Personal Support Workers. The success of the pilot inspired Perley Health to ask the

Foundation to launch a campaign - Bridging Generations - to raise funds to support the design and construction of a purpose-built addition to the Perley Health campus. The campaign is closing in on its \$2 million target.

The Intergenerational Early Learning Centre is the focus of several research studies conducted by the Perley Health Centre of Excellence in Frailty-Informed Care™. The research will explore a range of topics, such as the impacts of intergenerational programming on quality of life, and the attitudes of residents, tenants and families about the Intergenerational Early Learning Centre. Studies of similar programs have found numerous benefits for both seniors and children, including improvements in health, social engagement and emotional well-being.

Perley staff enjoy priority access to the Intergenerational Early Learning Centre.

“Adding a childcare centre run by a respected organization like Andrew Fleck makes the Perley even more attractive for jobseekers with young children,” says Deschamps.



“That’s the magic behind Perley Health – having a team of artists on staff – and I’m just so lucky to be employed as an artist in long-term care.”

Andréa Fabricius, Instructor, Creative Arts

View Andréa’s feature, scan QR code or visit: [PerleyHealth.ca/andrea-fabricius-2026](https://PerleyHealth.ca/andrea-fabricius-2026)



Maeve and her grandmother Keitha interact with Senior Living tenant Laura Boucher at Intergenerational Playgroup.



Residents,  
Community, and  
Sector Impact

## For All Ages

As evidence of the benefits of intergenerational initiatives has grown in recent years, so too has the number of these initiatives at Perley Health. EntourAGE, for instance, operates at a total of seven LTC homes (including Perley Health), three retirement residences and one adult day program. Under EntourAGE, older adults, including those living with dementia, regularly interact one-on-one with high school, college and university student volunteers.

University of Ottawa student Shalini Gangapersad participated in EntourAGE at Perley Health for more than two months.

“I enjoy it very much,” says Gangapersad. “It’s been nice getting to know the resident I’ve been matched with and to spend time with her. Part of my studies include neuroscience and this program helps me to learn more about the practical realities of dementia.”

Former Perley Health resident Christine (Chris) O’Brien, who passed away last year at age 91, participated in the program for the last two years of her life.

“My mom lived with dementia and loved the visits,” says daughter Anne-Marie O’Brien. “She always wanted to be around people but was

reluctant to participate in group activities. The regular one-on-one visits were perfect for her. They also benefitted me, because I felt less pressure to visit her on the days that a student visited.”

A second example is the Caring for Others Program, a credit course for Grade 10 students at Immaculata High School, located a few kilometres from Perley Health. During the spring 2026 semester, 22 students devoted two hours a week to participating in activities with Perley residents.

“It is special to know that even small gestures, such as a smile or a conversation, can brighten someone’s day and make them feel valued and cared for,” says Immaculata student Rama Abdul-Rahman. “I also appreciate the chance to give back to those who have contributed so much to our community.”

Other relevant programs include the weekly Intergenerational Playgroup and Youth Volunteering. Volunteers play a vital role in all of these programs; so too, does Perley Health’s Volunteer Services team.



“My role is fun because it’s collaborative... I get to work with many different professions – dietitians, recreation staff, PSWs, nurses. We’re all here for one purpose.”

Temi Ibidun, Clinical Educator

View Temi’s feature, scan QR code or visit: [PerleyHealth.ca/temi-ibidun-2026](https://PerleyHealth.ca/temi-ibidun-2026)





Members of the Centre of Excellence team pose at their kiosk during CIMVHR Forum 2025, held in Ottawa. Left to right: Atul Jaiswal, Michaela Adams, Danielle Sinden, Dr. Annie Robitaille.

## Veterans and the Intergenerational Early Learning Centre

### Research Partnerships Aim to Benefit Veterans

Older Veterans stand to benefit significantly from Perley Health’s deepening partnership with Canadian Institute for the Military and Veteran Health Research (CIMVHR). For several years, CIMVHR has collaborated closely with the Centre of Excellence in Frailty-Informed Care™. The Centre of Excellence regularly conducts Veteran-related research and has presented its studies at the last four CIMVHR Forums. In November, the Centre of Excellence launched an inaugural annual webinar presenting highlights of all relevant research presented at the CIMVHR Forum.

The two have now established a \$100,000 fund dedicated to research into the needs of Canada’s older Veterans. To date, the initiative has attracted 17 proposals; an independent steering committee will select from the 13 proposals that passed peer review.

“Targeted research is needed to better understand how best to improve quality of life for aging Veterans,” says Dr. Nicholas Held, CIMVHR’s Interim Scientific Director. “The research fund takes us closer to this goal. Our partnership promises to benefit Veterans for many years to come.”

Ongoing Centre of Excellence research aims to maximize the positive impacts on Veterans of the Andrew Fleck Children’s Services Intergenerational Early Learning Centre at Perley Health. The Centre (see page 4) provides a licenced childcare to 49 infants and toddlers, along with opportunities for Perley Health residents and tenants to play and interact with young children. The combination of licenced childcare with intergenerational programming in a long-term care home represents a significant innovation. To maximize the potential benefits of the project for Veterans, a series of Centre of Excellence studies is underway. Support Our Troops, a registered charity, is funding this research.

The first phase of research included interviews and co-design workshops involving Veterans and Seniors who live at Perley Health, along with families, volunteers, parents and staff. Approximately half of the more than three dozen participants in the workshops and interviews either served in the Canadian Armed Forces at some point in their careers or had a close family member who served.

“For researchers, the Intergenerational Early Learning Centre represents an opportunity to gather the evidence and guidance that other homes need to implement similar projects,” says Danielle Sinden, Director, Centre of Excellence.



“The therapeutic recreation staff here are incredible. The programs they create keep the Veterans engaged and happy, and they treat them with such love and care. I’ve never seen anything like it.”

Master Warrant Officer (ret’d) Tony Cobden, Veteran Volunteer

View Tony’s feature, scan QR code or visit [PerleyHealth.ca/tony-cobden-2026](https://PerleyHealth.ca/tony-cobden-2026)



Music Therapist Tim Cote works on a guitar part for the Rhythms of Remembrance project. Veteran residents record their heartbeats, and partner with Tim and fellow Music Therapist, Patricia Deek, to integrate them into personalized audio legacies.



## Rhythms of Remembrance

An innovative new project features Veterans recording the sound of their heartbeat and using it to create audio legacies. To date, eight Veterans have participated in Rhythms of Remembrance: Co-Creating Veteran Legacies through Musical Heartbeat Recordings.

“Feeling-wise, it really grabs you,” says Master Warrant Officer Gail Fugere (Ret’d), a Perley Health resident who served 32 years in the Royal Canadian Air Force.


Like other participants, Gail Fugere worked with a Music Therapist to record her heartbeat and create a unique audio piece—in her case, a song for her daughter.

“I hope she’ll listen to it in the future and say, ‘I remember that’ and maybe even chuckle or laugh,” says Fugere.

The project aims to address the social isolation commonly felt by many Veterans, particularly

those nearing end-of-life or who live with complex medical conditions. To meet this need, the project encourages creativity, collaboration and connection. Participants can mix the sound of their heartbeat into an existing recording or use it as the basis for an original song. Another option is to record themselves narrating a story, then mix that recording with a bed track that features their heartbeat. Participants can also choose to involve friends or family members, and to keep the recordings or give them as gifts. Some may also agree to post them to the Perley Health website.

The project, funded by the Government of Ontario and by donations to the Perley Health Foundation, involves a unique collaboration between Music Therapists and the Centre of Excellence in Frailty-Informed Care™. The therapists and Centre of Excellence have written a guidebook that retirement residences and long-term care homes can use to replicate similar programs.




### Every Heart Has a Story

Excerpt from the Perley Health Blog

“The heart of this project goes beyond technology. Rhythms of Remembrance is built on a co-creation approach where Veterans, families, and care partners come together to shape something deeply meaningful. These compositions become bridges of understanding, sparking conversations, evoking memories, and strengthening bonds.”

By Atul Jaiswal, PhD, Research Lead, Centre of Excellence & Research Operations  
View the feature, scan QR code or visit: [PerleyHealth.ca/every-heart-has-a-story](https://PerleyHealth.ca/every-heart-has-a-story)





## Living Well at Home™

In October, Perley Health launched Living Well at Home™, a suite of three programs that support Veterans and Seniors living in the community. The Adult Day Program serves people living with early- to mid-stage dementia, while Respite House provides short-stay overnight accommodations, with one space reserved for Veterans. The Assisted Living Program provides at-home services through a team of 25 Personal Support Workers and two care coordinators.

“It’s made a big difference in our lives,” says Carol Corrigan who takes Gwen Turrieff, her partner of 50 years, to the Adult Day Program twice a week. “Gwen is always livelier afterwards and more in the moment.” Stays at Respite House also help the couple to continue living at home. “I’m able to recharge my batteries a little knowing that she’s getting the best of care.”

## Expanded Service Offering Draws More Clients

The community continues to respond positively to the expansion of the Care Clinic’s service offering. The Care Clinic now provides foot care and massage therapy, along with audiology, speech therapy, and physiotherapy, to both residents and members of the community. As a result, the total number of visits has increased by approximately 25 percent.

The addition of foot care services is particularly popular. Two nurses specializing in foot care serve Perley Health residents three days a week and members of the community two days per week.

“It’s a treat for my feet,” says Pat Sakamoto, who moved into a Senior Living apartment in 2025. Sakamoto’s husband lives in Rideau Veterans Residence; both are Veterans who served in the Royal Canadian Air Force. “Foot health is really important to my mobility and balance, particularly since I had knee surgery last year. The foot care nurses are excellent and it’s so convenient that the Clinic is only a few minutes’ walk from my apartment.”

“The Perley’s foot care nurses are real pros and do an excellent job,” says Don Hamilton, another Senior Living tenant. “The care I get from them is far better than what I’ve received from other providers.”

## Nursing Home Without Walls

Veterans and Seniors living in three Ontario communities will soon enjoy greater access to supports under a two-year pilot project initiated by AdvantAGE Ontario, the association of non-profit LTC homes. *Nursing Home Without Walls* will leverage the expertise and programs of Perley Health and two other homes to coordinate and deliver person-centred care and supports. The project enables Veterans and Seniors to access, free of charge: clinical and personal care; social, wellness and prevention programs; and transportation and access supports. Under the project, Perley Health plans to extend the reach of existing programs, including the Active Seniors and Veterans Living Centre. The other two Ontario pilots will be located at Algoma Manor (Algoma) and Fairview Mennonite Homes (Cambridge).

## Active Living Inspires Joy, Purpose and Belonging

October also saw members of the community begin to take advantage of Perley Health's latest offering. The Active Seniors and Veterans Living Centre offers a wide range of affordable, accessible activities—from fitness and recreation to mental wellness and peer connection—all tailored to support engaged, purposeful aging.

"I love it because I've gotten to try all kinds of new things and meet new people," says Luz Da Silva, a 76 year-old who lives a short walk from Perley Health. "I go two or three times a week, always for the yoga, but I've also tried the boxing, square dancing and card making. It's lots of fun. I had never been inside the Perley before and I'm very impressed."

The Centre also offers programming explicitly designed for Veterans—something that sets it apart from others in Eastern Ontario. The programming includes presentations from Veterans Affairs Canada and historians. The Government of Ontario and the Perley Health Foundation provide financial support to the Active Seniors and Veterans Living Centre.



## Hearing Aids Refurbished and Donated

The Care Clinic also collects and refurbishes donated hearing aids, and provides them free of charge to those in need. At last count, more than 40 hearing aids had been donated and five had been refurbished and prescribed. If you have hearing aids that you no longer use, please contact the Clinic: [PerleyHealthCareClinic.ca](https://PerleyHealthCareClinic.ca)



“There's something for everyone here. You feel it the moment you walk through the doors.”

Dana Lawless, Program Coordinator, Active Seniors and Veterans Living Centre

View Dana's feature, scan QR code or visit [PerleyHealth.ca/dana-lawless-2026](https://PerleyHealth.ca/dana-lawless-2026)



# Perley Health Moments



## May 2025

Four nursing scholarships awarded during Nursing Week 2025:

Left Photo: Kamal Koirala and Susan Davies

Right Photo: Piper Sonnichsen, Claude Chapdelaine, and Musonda Mushiki

## June 2025

During the 8<sup>th</sup> annual Century Club celebrations, 20 remarkable residents (including 12 Veterans) were honoured by Perley staff, special guests and loved ones.



## August 2025

The Honourable Jill McKnight, Minister of Veterans Affairs and Associate Minister of National Defence, visits with residents in the creative arts studio.

## September 2025

Leaders gather to break ground for the Andrew Fleck Children's Services Intergenerational Early Learning Centre at Perley Health. Left to right: Akos Hoffer, CEO, Perley Health; John Fraser, MPP Ottawa South; Mark Sutcliffe, Mayor of Ottawa; George Darouze, MPP Carleton; Delphine Haslé, CEO, Perley Health Foundation; Kim Hiscott, Executive Director, Andrew Fleck Children's Services; and Marty Carr, Councillor Alta Vista.



## September 2025

Launch of Living Well at Home™



## October 2025

Launch of Active Seniors and Veterans Living Centre.



## November 2025

Remembrance Day at Perley Health marks the second-largest gathering of Veterans in Ottawa on November 11. Members of the Perley Health community and special guests—including The Honourable David J. McGuinty, Minister of National Defence – gather for a ceremony featuring the laying of wreaths and a moment of silence to honour all who have served and those who continue to serve.



## January 2026

Dr. Karima Velji, Chief of Nursing & Professional Practice and Assistant Deputy Minister for the Province of Ontario visits with staff, including Rachel de Kemp, Vice-President, Nursing.

## February 2026

Veteran Lu Lane bears the torch at an event as residents, tenants, staff, families, and friends take part in the Perley Health Winter Olympic Games.



“Through volunteering, I’ve gotten a better understanding of the journey from living independently in the community to moving into long-term care.”

**Leslie Deland,  
Co-winner, 2025 Volunteer of the Year**

## Enriching Lives

Creating new opportunities to volunteer at Perley Health has benefited not only residents, their families and staff, but also the volunteers themselves. Recently, volunteers have begun to support the Adult Day Program, the Active Seniors and Veterans Living Centre, and the Centre of Excellence in Frailty-Informed Care™. In addition, some now lead tours for prospective new residents and their families.

Leslie Deland, who’s volunteered at Perley Health for three years, appreciates being able to contribute in new ways. “Supporting the Adult Day Program, for instance, allows me to meet and support people who don’t live at Perley Health,” she says.

Deland volunteers up to four times a week in a variety of roles. “Through volunteering, I’ve gotten a better understanding of the journey from living independently in the community to moving into long-term care. I have been able to witness how the Perley supports them and their families at each stage in the process.” In April 2025, Perley Health named Leslie co-winner of the 2025 Volunteer of the Year Award.

Volunteer opportunities have also been created for university students interested in supporting research projects for the Centre of Excellence. In April, AdvantAge Ontario—the industry association for non-profit LTC homes—

recognized the volunteerism of one such student: Sai Prashanti Mohan, who is pursuing a PhD in bio-medical engineering at Carleton University.

“Volunteering at Perley Health enables me to interact closely with residents, their families and staff,” says Mohan. “It’s made me a more patient and considerate person, as well as a better researcher.” Mohan worked in retirement homes earlier in her career and is determined to improve the quality of life of people living with frailty.

To help manage the change—and to increase the efficacy and impact of volunteerism—Volunteer Services has implemented new software. The new system makes it easier to track, schedule and train the more than 400 people who volunteer at Perley Health regularly. Volunteers access the secure system to sign up for opportunities, check and update their schedules, and complete training.

## 2026 Volunteer Awards

- Advocacy Award – Heather Moxley
- Volunteer Team Award – Horticultural Therapy Team
- Volunteer of the Year – Margie Clark



“ I can give back in my small way for the excellent care my mother received and be thankful for what the Perley does for all its residents. That warmth and commitment is how Perley makes me feel.”

Gail Lalonde, Volunteer

View Gail’s feature, scan QR code or visit: [PerleyHealth.ca/gail-lalonde-2026](https://PerleyHealth.ca/gail-lalonde-2026)



Supported by the generosity of our community, the Perley Health Foundation transferred \$2.3 million to Perley Health in 2025.

To discover how donations impact the Perley Health community visit:

[PerleyHealthFoundation.ca](https://PerleyHealthFoundation.ca)



Donor Impact

## Inspired to Improve Quality of Life

The number of people and organizations who donated to the Perley Health Foundation last year increased to 2,703. Donors appreciate the opportunity to contribute to a better quality of life for Veterans and Seniors.

“It makes me feel good to help ensure that Veterans receive the quality of life they deserve,” says Janet Glaves, a long-time regular donor. “My husband, a Korean War Veteran, spent his final years at the Perley and they did a great job caring for him.”

Thanks to Janet Glaves and to the selfless generosity of donors like her, the Foundation disbursed \$2.3 million to Perley Health last year. To maximize the impact of donations, the Foundation collaborates closely with Perley Health. Each year, for instance, the two organizations create a list of priority needs—specialized equipment, training and programs that are essential to transforming residents’ quality of life, but are not funded by government.

The Foundation recognizes that improving quality of life requires more than exceptional care. It also requires opportunities to participate in programs and activities that inspire a sense of purpose, joy

and belonging. To meet this need, the Foundation launched the ongoing Bridging Generations campaign. The campaign helps fund the Andrew Fleck Children’s Services Intergenerational Early Learning Centre at Perley Health, which opened this spring. The Intergenerational Early Learning Centre is designed, built and staffed with a single purpose: to nurture connection and improve quality of life for Veterans, seniors, children and parents. Research studies show that Veterans and Seniors who participate in intergenerational programs—such as at the Intergenerational Early Learning Centre—tend to feel better, think more clearly and renew their sense of purpose. Their quality of life improves in tangible ways.

As the number of individuals and organizations who donate to the Foundation grows, so too do the impacts on quality of life for Veterans and Seniors. Donor support enables the improvements in care and innovative projects that enhance quality of life. The impacts of this support are evident every day at Perley Health and beyond. Because of donors, Veterans and Seniors are living life to the fullest, and enjoying moments of laughter, connection, and purpose.



“To our donors, Thank You. Your generosity fuels our mission and transforms lives in meaningful, lasting ways.”

Delphine Haslé, CEO, Foundation

View Delphine’s feature, scan QR code or visit: [PerleyHealth.ca/delphine-hasle-2024](https://PerleyHealth.ca/delphine-hasle-2024)





*Lisa Moylan, Orientation Partner (left), meets with Susan Shea, the first Nurse Practitioner hired by Perley Health.*

## Newly Hired Nurses Benefit from Orientation Peer Support Program

Nurses newly hired by Perley Health benefit from an ongoing orientation program that goes beyond the “buddy” or “shadow” shifts commonly used by LTC homes. Under the program, the new hires are paired with more experienced colleagues (orientation partners) for their first six weeks of independent practice.

“The practice of nursing in a long-term care home like the Perley differs in important ways from nursing in hospitals and other environments,” says Rachel de Kemp, Perley Health’s Vice-President of Nursing. “The orientation peer support program helps new hires to adapt and thrive.”

Originally launched as a pilot project several years ago, the program has evolved significantly. Its roots lie in Perley Health’s role as a Best Practices Spotlight Organization, an initiative of the Registered Nurses Association of Ontario. Today, the peer support program is fully integrated into Perley Health’s onboarding process for newly hired nurses. Perley Health developed a four-hour training course for orientation partners—to date, 20 have completed the training.

In 2025, the Centre of Excellence in Frailty-Informed Care™ evaluated the program thanks to a Nurse Innovator Grant from the Registered Nurses Foundation of Ontario, a nurse philanthropy organization focused on innovation.

The evaluation determined that that the program inspires greater feelings of confidence, competence and integration among both new hires and orientation partners.

Perley Health shared lessons learned from the program at the April, 2026 conference of AdvantAGE Ontario, the provincial association for non-profit LTC homes. To further support homes interested in adopting the program, the Centre of Excellence plans to create and share practical tools and resources.

“Nurse peer orientation training enables an incoming nurse to quickly learn about the unique characteristics of their new workplace,” says Daniela Acosta, Perley’s Manager of Knowledge Translation. “It also develops the leadership skills of orientation partners. Both outcomes contribute to better care for residents.”



*Left to right: Daniela Acosta, Temi Ibidun and Michaela Adams following their presentation at the Advantage Ontario conference.*



“I enjoy hearing their stories and shared pearls of wisdom. I like to hear what is important to them and know them better. And this information enhances my life too.”

Susan Shea, Nurse Practitioner Lead

View Susan’s feature, scan QR code or visit [PerleyHealth.ca/susan-shea-2026](https://PerleyHealth.ca/susan-shea-2026)



Daniela Acosta, Manager, Knowledge Translation at Perley Health (right) poses with Valerie Fiset, Director of the Champlain Hospice Palliative Care Program. The Program's support for the SeeMe® Framework and resources, along with the virtual workshop, will increase the ability of LTC staff to improve goals-of-care planning with residents and families.



## Sharing Best Practices, Improving Care Plans

In February, Perley Health trained 18 healthcare professionals representing LTC homes from across Ontario during a virtual workshop. The topic: developing goals of care in collaboration with residents, families and care teams. The training was based on SeeMe®: Understanding *frailty* together, a method developed, implemented and evaluated at Perley Health.

“The session was extremely valuable,” says Alison Wilkes, RN and Assistant Director of Care, at East Holme, home to 128 LTC residents in Powassan, Ontario. “The training addresses a difficult challenge—having honest, meaningful discussions with residents and their families about frailty and quality of life, and then developing care plans that align with their preferences.”

The training was funded by Ontario Health, a Government of Ontario agency created to connect, coordinate and modernize the provincial healthcare system. Participants applied for the training through local partners, such as Champlain Hospice Palliative Care Program (CHPCP).

“We are excited to be able to capitalize on Ontario Health funding for organizations working with palliative care clinical coaches to offer this workshop,” says CHPCP Director Val Fiset.

SeeMe® enables residents, family and care teams to acquire the information and autonomy necessary to make key decisions about potential medical interventions, including transfers to hospital emergency rooms. Most importantly, the method empowers residents to live life on their own terms. In 2022, the Canadian Geriatrics Journal published the evaluation of SeeMe® completed by the Perley Health Centre of Excellence in Frailty-Informed Care™. The evaluation documents positive impacts on nurses, physicians and the families of residents in LTC.

To further improve goals-of-care decisions and care planning at homes across the country, Perley Health created a series of three e-modules, now available on Surge Learning, an educational website used by more than 600,000 LTC professionals. The modules, available as a supplement to the SeeMe® training package or as standalones, include: Goals of Care Conversations during Acute Health Events; Managing Conflict During Acute Health Events; Preventing Avoidable Emergency Department Transfers.

“LTC care homes face staffing challenges and there’s little time for training, so evidence-based tools like these are really valuable,” says Alison Wilkes.



“There are so many residents who shape us to be who we are. They’ve taught us humility and strength through their stories.”

Barb Wilson, PSW Supervisor

View Barb's feature, scan QR code or visit [PerleyHealth.ca/barb-wilson-2026](https://PerleyHealth.ca/barb-wilson-2026)



# Perley Health Highlights

## 38,573

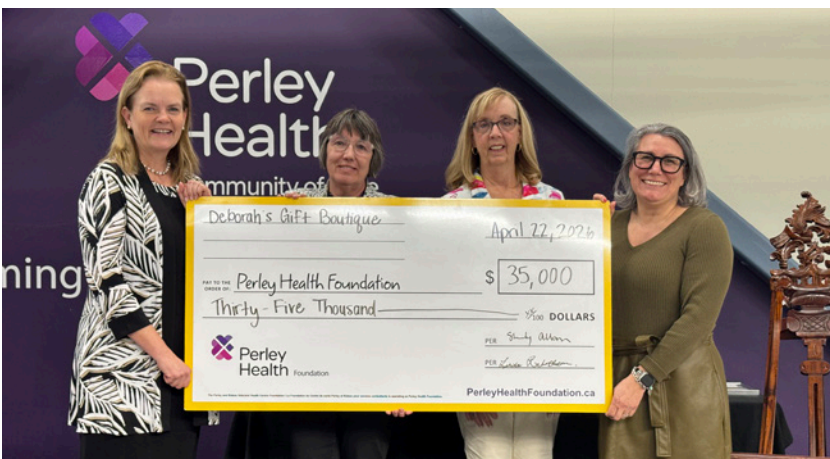
The total volunteer hours contributed in 2025 - a record year powered by 428 dedicated volunteers.

Pictured: The Honourable Jill McKnight, Minister of Veterans Affairs and Associate Minister of National Defence (right), presents Beverley Edgecombe with a commemorative pin and certificate, recognizing 30 years of exceptional service at Perley Health.



## Recognizing Change Leadership

Perley Health is honoured to receive an Impact Award from Healthcare Excellence Canada for leadership in the “Sparking Change in Appropriate Use of Antipsychotics” program. Healthcare Excellence Canada - an independent, not-for-profit organization uniting the Canadian Patient Safety Institute and the Canadian Foundation for Healthcare Improvement - recognizes this achievement as part of their ongoing mission to drive safety and innovation across the nation’s healthcare system.



## \$35,000

Raised by the volunteer-run Deborah’s Gift Boutique for the Perley Health Foundation! These proceeds directly support the Bridging Generations campaign, helping to establish one of Canada’s first purpose-built intergenerational programs.



## 35

Creative Arts Instructor Andréa Fabricius dedicated 35 hours to transforming the two new diversion doors in the Rideau Veterans Residence into engaging works of art. Read about the project.

[PerleyHealth.ca/painting-a-captivating-diversion](https://PerleyHealth.ca/painting-a-captivating-diversion)

# 5

For five consecutive years, Melissa Norman, Director of Quality and Interprofessional Care, has shared her expertise on quality improvement through webinars for AdvantAGE Ontario, the provincial association representing non-profit long-term care homes.



# 172

Surveys submitted for the Community of Care Expansion, a six-storey long-term care residence adding 120 new long-term care beds located in the courtyard adjacent to the link between the Gatineau residence and the cafeteria.

[PerleyHealth.ca/expansion](https://PerleyHealth.ca/expansion)

## Quality Improvement Projects Generating Positive Results

The April, 2026 quality and safety report demonstrates the positive impacts of several ongoing quality improvement projects. The report focuses on key indicators, such as numbers of residents who fall, experience pain or whose pressure ulcers have recently worsened. The percentage of residents who had a fall in the 30 days before their last quarterly clinical assessment has decreased continually during the last four years and is now below the provincial average. The percentage of residents who experienced pain declined for the third consecutive quarter, and the percentage of residents who have a pressure ulcer that recently got worse—is also better than the provincial average.



# >600

Approximate number of students who completed placements at Perley Health during 2025, recording a total of more than 52,000 supervised hours. To accommodate them, the room next to the Admissions Office was converted into the new Student Lounge.



# 89

Concerts live concerts at Perley Health

# >1,765

Number of learners who benefited from Perley Health's knowledge-sharing activities, during conferences, webinars and e-modules.



*Lorie Stuckless, Director, Support Services (left), engages with Major (ret'd) Roy Martel. With a service background in logistics, Roy has a keen interest and a wealth of knowledge to discuss the many projects ongoing at Perley Health.*

## Building Renewal Continues

A significant multi-year infrastructure renewal program will improve comfort, safety, and operational efficiency for residents, staff, volunteers and visitors. Two major capital projects are currently underway: comprehensive roof replacement, and a full-scale heating, ventilation, and air conditioning (HVAC) modernization.

Roof replacement is progressing across multiple buildings. New roofing systems have already been installed on the Gatineau Residence and Ottawa Residence, while work is now underway on the 13-section Perley Centre. The upgrades include the installation of a durable two-ply SBS (styrene-butadiene-styrene) roofing system. Existing rooftop infrastructure, including solar panels, is being carefully removed and reinstalled as part of the phased construction process.

“The main part of the Perley Health campus was built more than 30 years ago now,” said Lorie Stuckless, Director, Support Services at Perley Health. “It’s essential to replace or modernize key components as they approach the end of their expected lifecycles.”

The HVAC modernization project is also advancing, with upgrades aimed at improving indoor comfort, energy efficiency, and environmental performance. Approximately 450 resident rooms will receive new dampers and

thermostats, enabling individualized climate control through a new centralized building-automation system managed by our Perley Health Maintenance team.

Additional improvements include replacement valve actuators, installation of speed drives in mechanical rooms, refurbishment of three cooling towers, and optimization of chiller systems.

The project also includes the installation of four electric vehicle (EV) charging stations on our campus.

Once complete, the upgrades are expected to deliver more consistent temperature and humidity control across the facility, improved indoor air quality through monitoring of carbon dioxide to control outside air requirements, and reduced energy consumption and utility costs. Smart building-automation capabilities will also enable remote monitoring, automated scheduling, and improved system efficiency with reduced manual intervention.

“These initiatives advance Perley Health’s long-term commitment to environmental stewardship and sustainability, ensuring the campus remains responsive to the evolving needs of its community for decades to come,” says Lorie Stuckless.



“Families always tell us how grateful they are that their loved one gets to be at a place like this. I'd love to see Perley expand... so more people can experience the same care.”

Concetta Santoro, Coordinator, Support Services

View Concetta's feature, scan QR code or visit [PerleyHealth.ca/concetta-santoro-2026](https://PerleyHealth.ca/concetta-santoro-2026)



# 2025

# Audited Financial Highlights

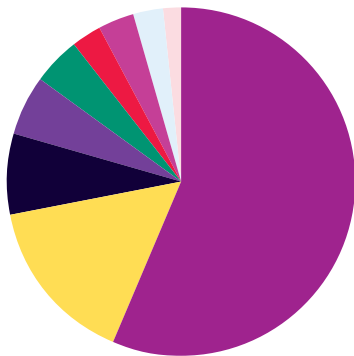
The financial highlights reflect the transition underway at Perley Health during 2025: with the recovery from the COVID-19 pandemic complete, the organization began an expansionary period with the construction of the Intergenerational Early Learning Centre, and ongoing planning for the addition of 120 long-term care spaces. As this transition began, Perley Health continued to deliver top-quality care and services to residents and tenants, and to maintain the workplace culture needed to attract and retain staff with the appropriate skills and knowledge.

The year marked the end of the pandemic-related additional funding provided by the Government of Ontario to long-term care homes. While other core funding remained stable, the reduction led to staffing adjustments to ensure Perley Health’s sustainably. Our focus remained on meeting all provincial staffing and care standards, and on continually improving quality of care.

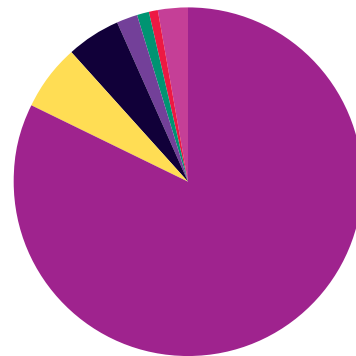
The pressures experienced across the long-term care sector extended to other Perley Health business lines, such as Community Services, Senior Living and The Care Clinic. The changes implemented in each of these business lines help ensure both financial sustainability and an ongoing ability to deliver the quality of care and services that Perley Health is known for.

Perley Health remains a stable, mission-driven organization. Like similar organizations, we must manage continual increases in operating costs within a fixed funding environment. The actions we have taken are responsible and proactive; they help and ensure both stability and our capacity to serve Veterans and Seniors well for decades to come.

**Revenue (\$M)**  
**\$86**



**Expense (\$M)**  
**\$91.6**



- MOLTC**  
\$48.7
- Senior Housing**  
\$4.8
- Ancillary**  
\$2.8
- LTC**  
\$75.4
- Ancillary Operations**  
\$1.7
- Clinic**  
\$1.0
- Residents**  
\$13.3
- Ontario Health East**  
\$3.8
- Other Income**  
\$2.5
- Community Services**  
\$5.6
- Centre of Excellence**  
\$1.1
- Strategic Investments**  
\$2.3
- Veterans**  
\$6.5
- Perley Health Foundation**  
\$2.3
- Amort. of Deferred Contribution**  
\$1.3
- Senior Housing**  
\$4.6

**Net (\$M)**  
**(\$5.6)**

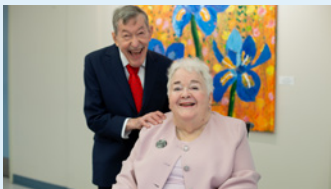
# People of Perley Campaign Draws to a Close

This issue of the Community Report marks the end of People of Perley, the heartfelt campaign inspired by the song What a Difference a Day Makes. Launched in 2023, the campaign has members of the Perley Health community—residents, tenants, staff, volunteers—share personal stories about how one person can make a meaningful difference in another person’s life. The stories have come to define the Perley Health spirit of compassion, care and selflessness. To access the most recent stories, click on the links located at the bottom of many pages this Report, or visit the People of Perley webpage.

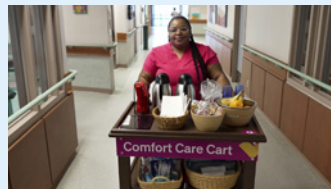
[PerleyHealth.ca/blog-people-of-perley](https://PerleyHealth.ca/blog-people-of-perley)



## Video stories featuring members of the Perley Health community



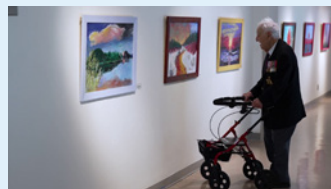
A Life Together (Cover)



Living in LTC



Improving End-of-Life Care



A Meaningful Life

Scan the QR code below or visit our website to view these videos and the digital version of this report at

[PerleyHealth.ca/community-report](https://PerleyHealth.ca/community-report)



Perley Philanthropy



## Partners

Thank you to the many partner organizations that help Perley Health improve quality of life for members of our community. A few of their logos appear below.

