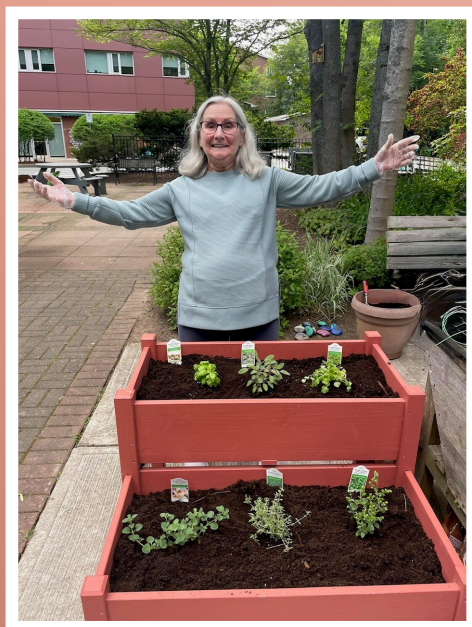


ANNUAL REPORT

2026



A year of caring, connection and meaningful impact.

Board Chair & Chief Executive Officer Reports

2025-2026 was a year of change for the Board of Directors. In the fall we were pleased to welcome three new directors to the Board: Brandon Croken, Rebecca King and Scott Grandy. The Board will welcome a new director, Patricia Kibenge, in September 2026. Additionally, Monica Moriarty stepped down as Board Chair in December 2025 and Scott Grandy was appointed chair of the Board in February 2026.

The Board of Directors and its committees provide oversight and governance at Saint Vincent's: Finance and Facility Committee, chaired by Bill Nearing; Quality and Standards Committee, chaired by Ellen Duinker; and the Board Management Committee, chaired by MT Grant. Together with the Chief Executive Officer (CEO) and members of the senior leadership team the Board has worked to ensure adherence to the mission, vision, and values of Saint Vincent's which continue to evolve in the organization's strategic plan.

This also marks the last year for Ken Rehman as CEO. Ken will step down from his position effective June 17, 2026. The Board would like to thank Ken for his contribution and leadership over the past 15 years. His absence will be deeply felt. The Board has initiated a search for a new CEO who we expect will be in place by late summer or early fall 2026.

In closing I would like to thank executive assistant, Nancy Maguire, my fellow Directors, the staff, and volunteers for all they do. Their work and contributions truly make Saint Vincent's a special place.

Respectfully submitted,
Scott Grandy, Board Chair

It is with mixed emotions that I write this, my final report for Saint Vincent's Nursing Home. After 15 years in various roles I am moving on to my next chapter. I know that I am leaving Saint Vincent's in very capable hands. Over the last years, we have built a strong team of leaders who are committed to strengthening our corporate culture, building up our valuable employees, creating partnerships, and most of all, providing excellent care to residents.

We have completed the first year of our 2025-2030 strategic plan. We made investments to enhance clinical supports that focus on maintaining competencies that will ensure we maintain high quality care. Managers successfully completed quality training based on Lean Six Sigma principles that are the base for quality improvement. We have built our training hub where Manuel Bautista, Staff Development Coordinator, and Danelle Callaghan, CCA Quality and Compliance Lead, provide hands-on education support for new hires and existing employees.

We are creating a new corporate culture and are implementing cultural competency training for all staff to lead that culture change. This is supported by Ifeanyi Emesih and his team from *My East Coast Experience* who are providing the training and ongoing guidance to the leadership team. This work will ensure that Saint Vincent's Nursing Home is a welcoming and safe place for all.

This annual report includes updates from the Board of Directors and their committees, as well as operational reports that demonstrate another busy year at Saint Vincent's.

I leave behind the best team that I have ever had the pleasure to work with. The staff of Saint Vincent's truly care about the residents who live in this facility, and they always come together when faced with adversity. I know they will continue to build meaningful relationships, engaged residents, and moments of joy.

Respectfully submitted,
Ken Rehman, CEO

Committees & Finance Report

Board Management Committee: the purpose of the committee is to provide support to the Board of Directors in the management of their responsibilities. There were three meetings held between October 2025 and April 2026.

The committee focused on prioritizing then reviewing Board policies that had not been updated in recent years. The following policies were amended and recommended to the Board for adoption: Authority and Responsibilities of the Board, Appointment of Administrative Authority; Vice Chair Job Description, Board Secretary Job Description, Criminal Record & Vulnerable Persons' Check, Conflict Resolution, Disposition of Complaints and Disputes Involving Directors, and the Nominating Committee Terms of Reference.

Thank you to committee members and Helen Cameron for their continued guidance and commitment to the work of this committee. I would also like to thank new Director Brandon Croken, as well as Ken Rehman, and Nancy Maguire for her ongoing support.

Respectfully submitted,
MT Grant, Chair

Quality and Standards Committee: the committee warmly welcomed new director, Scott Grandy, to the committee. The Quality Care Report submitted quarterly by Joanna Johnson continues to be a most useful criterion to assess the overall resident experience at Saint Vincent's. In addition to an overview/analysis of falls, infection control, restraints, pressure injuries, medication management, and antipsychotic drug use, the report includes actions taken to mitigate untoward effects. Additionally, occupational, physiotherapy,

Finance Report: the past fiscal year continued financial stability and operational improvement. A continued reduction in contracted resident care services demonstrated the success of efforts to recruit and retain staff. A priority in this fiscal year was to focus on a reduction in overtime after seeing a spike during the first quarter.

Like many organizations, we continue to face rising costs due to economic pressures, particularly in food, insurance, and employee health benefits. We continue to find ways to manage within our means.

For the 2026 fiscal year, we recorded a small deficit of (\$10,324), approximately 0.1% of the annual budget.

dietary assessments and recreational activities are highlighted. The report concludes with an overview of staff vacancy rates as well as the sick/overtime rate of nursing staff. This comprehensive report allows the Q&S Committee to fulfill its purpose in overseeing resident care and services. Kudos to Joanna for her report and to all staff whose commitment to quality care was evident.

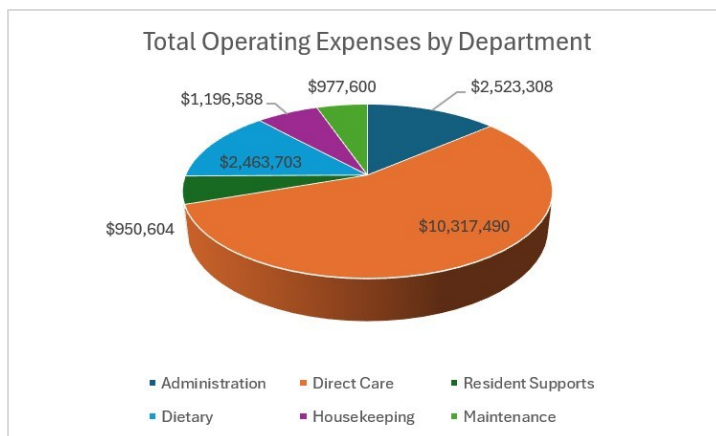
The licensing inspectors' February visit was a success. The inspectors commented on the helpfulness of staff and how happy families and residents were.

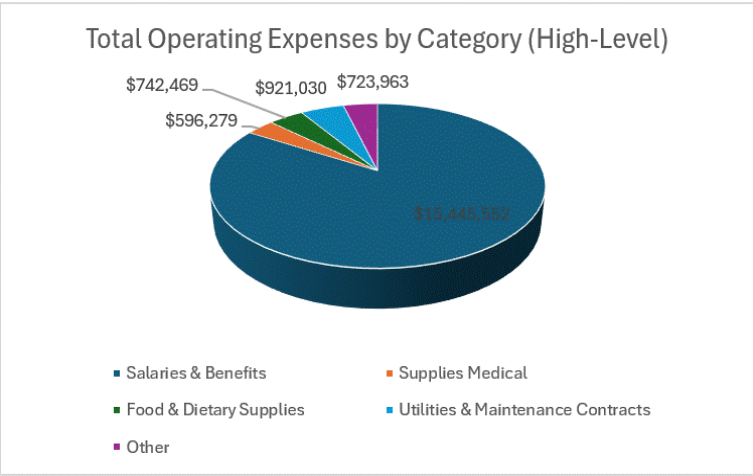
There were four initiatives that started in 2025 and have proven to benefit staff expertise and resident care. 1) An education lab was created on the 4th floor to allow for staff skills/competencies to be assessed on an ongoing basis. 2) CCA Standardization Course. All CCA's were, and will continue to be, trained to administer eye drops, apply medicated creams, and perform vital signs. 3) Gentle Persuasive Approach (GPA) was introduced. This is a non-pharmacological intervention for staff to use with residents with dementia. 4) Point Click Care is a new software application to assist with wound assessment.

The most important issue concerning the Q&S Committee is the CUPE strike which started on April 13, 2026. While the Essential Services Agreement is in place, there is no doubt that resident care is impacted. We applaud the efforts of all who are working very hard to support the residents through this difficult time.

Respectfully submitted,
Ellen Duinker, Chair

The committee also provided oversight of several capital improvement projects led by the maintenance team. These projects balanced resident and staff safety and comfort.





Completed or underway projects during the year included repairs to the chapel rear exit stairs (completed April 2026), installation of heat pumps for common areas (completion expected June 2026), and updated tablets for care staff on units (completed May 2026).

I am pleased to report that Saint Vincent’s remains financially strong, with a solid balance sheet that supports the needs of residents and stakeholders. The Finance and Facility Committee looks forward to continuing to work with the Board, management, and staff in support of the organization’s strategic goals.

Respectfully submitted,
 Bill Nearing, Chair

Operational Reports

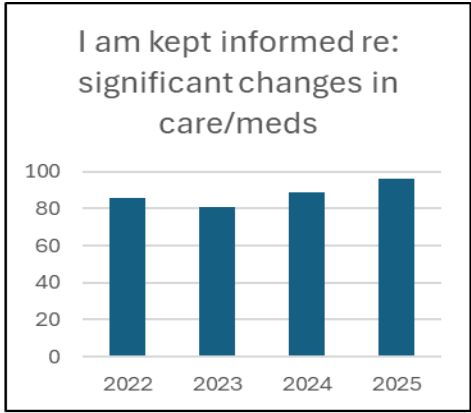
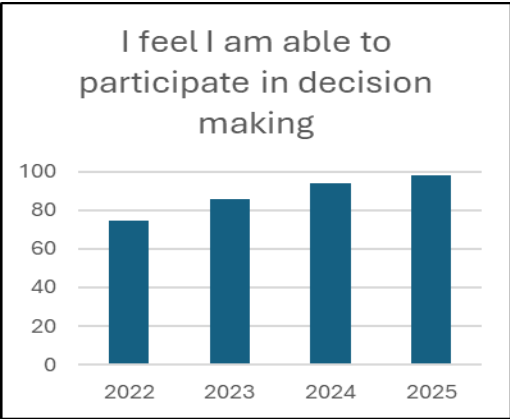
The following reports introduce you to the work that has been done throughout the past year. These reports have been arranged to reflect the strategic plan 2025-2030.

QUALITY CARE

Our residents meaningfully participate in their care and activity planning to the degree they choose and their capacity allows; and our families are actively engaged as care partners.

We continue to encourage resident and family participation in care and in the Saint Vincent’s Community. We have continued to improve our communication with residents and family to ensure they are empowered to participate in decisions about care.

We also continue to provide an opportunity to receive information and participate in decision-making about Saint Vincent’s Nursing Home through the Resident and Family Centred Care (RFCC) Advisory group. This is a forum for residents and families to have access to the management team. We share information, request feedback on day-to-day operations, collaborate in program development, and make decisions in the delivery of care. We continue to offer the option to join



the meeting virtually. Invitations sent to family members include the previous month’s minutes together with the agenda. Family attendance has started to increase, and we continue to encourage participation as well as to provide agenda items for discussion.

Residents also have their own access to management during Residents’ Council meetings which are held monthly. This is a venue to discuss resident concerns and achievements.

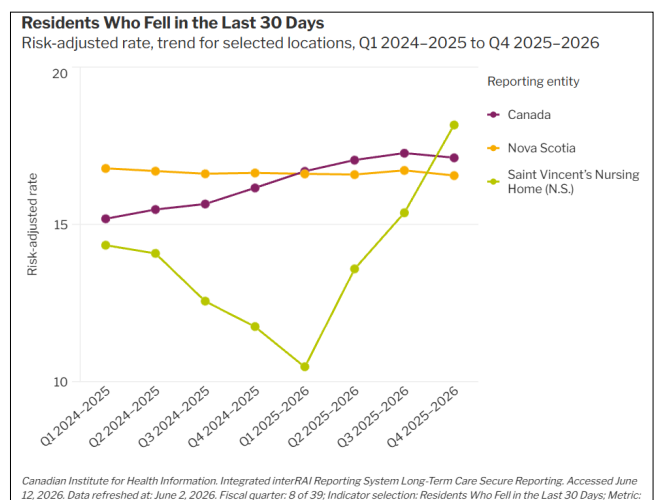
This year, the Recreation Therapy Department continued to focus on creating meaningful experiences and enhancing quality of life for our resident’s through programs, outings, volunteer engagement and individualized support. We are currently seeking a part-time recreation programmer to join our team which will help to continue to expand the variety of opportunities available to the residents.

Residents also enjoyed scenic bus drives throughout the community, including a special outing to the dollar store for shopping and social engagement. Another exciting new program we have started is our dine in program. Facilitated monthly, we host a restaurant style program in the Windsor Room where we order food from the community. So far we have had pizza, fish and chips and Chinese food.

Saint Vincent’s Nursing Home has a culture of continuous quality improvement, and everyone is working towards common goals and standards.

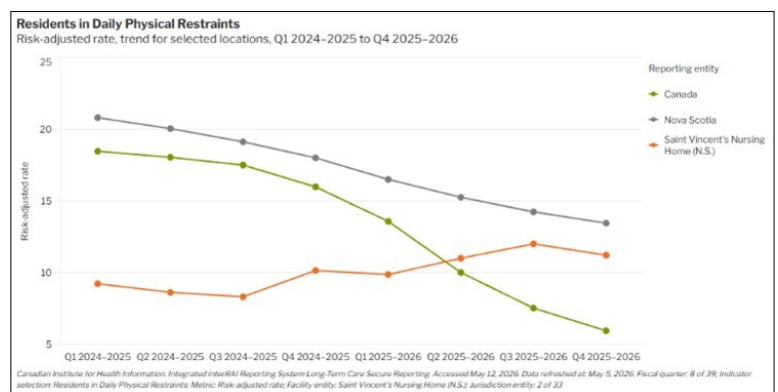
Saint Vincent’s Nursing Home monitors key indicators of quality of care. We report data to the Canadian Institute for Health Information (CIHI) on a quarterly basis and as a result, we have standardized indicators with which we can track our performance, compare ourselves to other homes across the country, and make evidence-based decisions. These indicators provide a window into areas we are doing well and areas of care that need our attention. Items such as falls, restraint use, antipsychotic use, and pressure injuries demonstrate quality of care.

Falls: “Falls are the leading cause of injury for seniors and contribute to a significant burden on the health care system. Residents are at a higher risk of falling if they have a history of falls or are taking certain medications. Preventing falls increases the safety and quality of care of residents.” (CIHI Information. Accessed May 12, 2026).



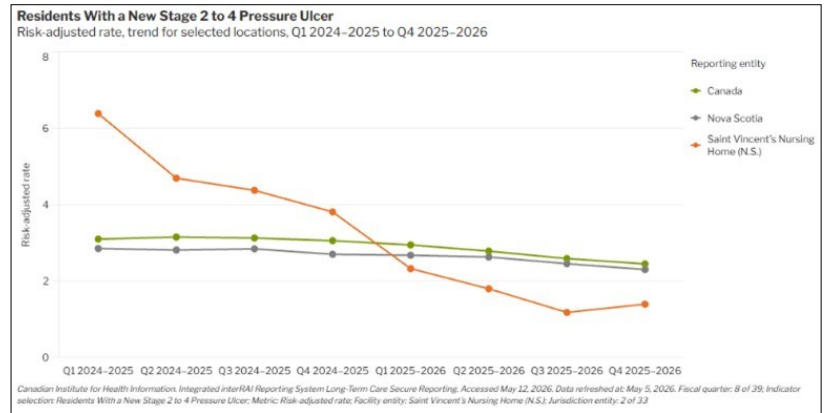
As can be seen in the figure above, the number of residents with falls in the 30 days prior to assessment has risen dramatically over the last year. The number of injuries from falls has remained low. This demonstrates that protective measures that are put in place for those who do fall are having a positive effect. Future quality improvement will focus on reducing the number of resident falls.

Restraints: physical restraint use needs to be monitored as inappropriate use can be an indicator of concern regarding safety and quality of care. The team at Saint Vincent’s reviews all restraints monthly to ensure appropriate use. The goal is always to be least restraint. According to data from CIHI, Saint Vincent’s falls between the Canadian and Nova Scotia average for restraint use. Our goal is to continue to reduce the use of restraints and ensure those that are in use are appropriate and evaluated regularly.



Antipsychotic use: the use of antipsychotic medications must be closely monitored to ensure appropriate use. Saint Vincent’s continuously monitors reasons for the use of antipsychotics and has invested in training in alternative approaches to managing behaviours in an effort to reduce reliance on antipsychotics. We have invested in two trainers in Gentle Persuasive Approach and the training will roll out to all staff over the next year. This should result in lower, overall antipsychotic use.

Pressure Injury: pressure ulcers can happen when a resident sits or lies in the same position for a long period of time. Immobility may be due to many physical and psychological factors, neurological diseases like Alzheimer’s and improper nutrition or hydration. Careful monitoring is required to ensure good quality of care. Pressure injuries have been a particular focus over the past two years and we have made significant progress. We are now below both the Canadian and Nova Scotia rates for new pressure injury.



OUR VALUABLE TEAM

We have an engaged, skilled, passionate workforce committed to resident-directed care. Saint Vincent’s employees are physically and psychologically safe and healthy. We attract and retain employees with shared values and purpose who chose to pursue a career path with Saint Vincent’s. We have an inclusive workplace culture where everyone feels welcomed, valued and has a sense of belonging and purpose.

The focus over the last year has been to develop staff and provide the tools to meet our aspirations under the strategic plan. We have invested in quality improvement training for leaders. Twelve managers and supervisors have achieved their Green Belt certification in quality improvement through *The Value Collaborative*. This certification provides the tools required to assess, plan, implement, and evaluate quality improvement initiatives.

We have also created two new positions, CCA Quality and Compliance Lead, and Coordinator of Staff Development, that have been key in supporting staff in developing and maintaining core competencies. We have revised our orientation and onboarding processes and have built our education hub to provide a space for hands-on learning.

Finally, we have contracted with *My East Coast Experience* to assist Saint Vincent’s in the development and roll out of our new corporate culture. The new way of working places a strong focus on cultural competency and respect for all. We are dedicated to a workplace that values psychological safety and a sense of belonging. This work will continue throughout the next year.

STRATEGIC PARTNERSHIPS

Saint Vincent’s Nursing Home has strong relationships and partnerships with internal and external stakeholders to support our caring community in engaging residents, having meaningful relationships and moments of joy.

Partnership engagement and building connections with our broader community is integral to providing resident-directed and family-centred care and moving closer to our vision for the future. We have continued to forge partnerships with educational



institutions offering clinical placements to Dalhousie University Nursing and Kinesiology students, to CBBC, NSCC, and Oxford College CCA students, and to LPN students. These relationships are important for Saint Vincent’s Nursing Home as we contribute to build capacity in the system as well as maintain the ability to actively recruit these valuable care providers.

Recreation are pleased to collaborate with the Maritime Conservatory to bring live performances to residents on Saturday afternoons, creating experiences enjoyed by many. Our dedicated volunteers from Christian Public Service Halifax continue to operate Vinnie’s Café providing residents and families with a welcoming space to connect over a hot cup of tea or coffee and a snack.

We are fortunate to welcome many volunteers from local schools and we hosted two Recreation Therapy students who completed their four-month internships with our department. In total our committed volunteers provided 1,397 hours of service for our residents.

We welcome a new pet therapy team from Saint John Ambulance Pet Therapy Program to our organization. Tilley is an English cocker spaniel who comes in on Thursday afternoons. Tilly and her human, Emily, bring a smile to the many faces they meet.

More recently, we have been working with Dalhousie Dentistry on a project that will see dentistry students working out of our dental suite to provide services to our residents. This project is well underway with the hope of beginning services in the coming year.

Finally, we have partnered with other homes and *Workforce Edge* to secure funding through the Health Association of Nova Scotia Innovation Fund to begin a pilot project for a staffing hub. This work will continue into the coming year and will support workforce optimization.



Leading BY EXAMPLE

Krista O’Hearn, Director of Operations, has been a dedicated member of Saint Vincent’s Nursing Home since 1995, serving in a variety of roles over the years. In the past year, she has excelled as Director of Operations and consistently demonstrated the core values of Saint Vincent’s. She fosters respectful relationships with staff, residents, and families, and embraces change with professionalism and grace. Krista is continually seeking innovative ways to manage our underfunded food budget without ever compromising quality, always keeping residents’ needs at the center of her work. For these reasons, it is my honor to present this award to Krista, who truly leads by example. Congratulations Krista.



This award is presented by the CEO to the manager or director who exhibits exceptional leadership, a dedication to resident and family-centred care, and a commitment to the vision and mission of Saint Vincent’s.



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A caring community