

Northwood

COMMUNITY REPORT



2024 / 2025

Celebrating over 60 years while
looking to the future



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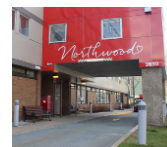
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Please visit our website
for additional resources

Northwood - Live More



Beaver Bank Campus
Ivy Meadows



Halifax Campus,
Edward Roach Centre



Bedford Campus,
Ivany Place



Northwood Home Care,
In Your Home

A Message from CEO & President, Charbel Daniel

Progress toward our established goals of our Strategy to Action Plan 2024- 2027



Every so often, life places you exactly where you're meant to be. For me, joining Northwood has been one of those moments.

Over the past year, I've had the privilege of walking alongside a team whose compassion, commitment, and resilience leave a lasting impression. I've spent time with residents who've shared their life stories with warmth and humour. I've witnessed staff show up not just with skill, but with heart. They offer care in ways that cannot be taught, only felt. And I've seen families find comfort in knowing their loved ones are in hands that truly care.

This is Northwood at its core. It is not just a place of care, but a place of humanity.

What makes this organization extraordinary is not only the scope of what we do. It is the way we do it—with empathy, with intention, and with an unwavering belief in the dignity of every person. Whether in long-term care, home care, housing, or community programs, the Northwood spirit shines through in quiet moments that speak volumes.

This past year, we introduced a new Strategic Plan shaped by thoughtful engagement with our teams, clients, residents, and partners. It is a plan rooted in people and built around our shared belief in creating a future where aging is not something to be managed, but something to be lived fully and joyfully.

We celebrated the opening of Northwood Gardens, offering new opportunities for connection and belonging. We proudly honoured the first graduating class of the Northwood Career College, who now step forward as the next generation of care providers. They are equipped not only with knowledge, but with purpose. We expanded our services and deepened our presence in communities where the need is greatest, always guided by a focus on equity and inclusion.

We were humbled to be named one of Atlantic Canada's Top Employers, recognized nationally for innovation in healthcare, and celebrated across multiple platforms for the work we do. These acknowledgements reflect the excellence of our people. But the truest reward is knowing that lives are being touched in ways that matter.

This year, we also engaged with global leaders in aging and dementia care. These collaborations have sparked new ideas and affirmed that what we are building here at Northwood has relevance far beyond our region. Together, we are shaping the future of care.

Looking ahead, I see hope and possibility.

We will continue to invest in our workforce and nurture a culture of support and leadership. We will build on the momentum of our programs and bring new models of care to life that reflect the future we believe in. And we will continue listening, learning, and leading—together.

To every team member, volunteer, donor, partner, and supporter, thank you. You are the heartbeat of Northwood. Thank you for welcoming me with open arms. Thank you for the difference you make every single day. And thank you for reminding us all what it truly means to live more.

Sincerely,

A stylized, handwritten signature in black ink, consisting of a large 'C' and 'D' intertwined.

Charbel Daniel
President and CEO

A message from our Board of Governors



The past year at Northwood has been one to celebrate. We have seen our organization not only maintain its high standards, but rise to meet new opportunities with courage, clarity, and compassion. This was a year of progress—a year that reminded us why Northwood continues to be a leader in care, in innovation, and in the hearts of the people we serve.

The rollout of our refreshed Strategic Plan has provided renewed energy and focus to our operations. Shaped by listening to the voices of staff, residents, clients, families, and community partners, the plan affirms our shared belief in the future of continuing care. Grounded in equity, community, and innovation, it reaffirms our unwavering commitment to people-first care.

Since my last annual message, when I announced his appointment, we have welcomed our new President and CEO, Charbel Daniel. Charbel hit the ground running, and under his leadership, we have seen this vision begin to come to life in meaningful and measurable ways. From the opening of Northwood Gardens to the graduation of the first class from our Career College, from new community partnerships to increased global collaboration, this year has been a testament to what can be achieved when values and vision come together.

As a Board, we are proud to support an organization that continues to be recognized not only across Nova Scotia, but across Canada. This year, Northwood was named one of Atlantic Canada's Top Employers, celebrated as a national leader in healthcare innovation, and honoured for its contributions to creating a more inclusive, responsive, and resilient system of care.

These recognitions are meaningful, but they are not what define us. What defines Northwood is the daily commitment of our staff and volunteers. It is the love they bring to their work, the dignity they extend to every person, and the belief that aging should be met with respect, opportunity, and joy.

As Board members, we have had the honour of attending many events and celebrations across the organization. Whether it is a graduation ceremony, a community gathering, or a moment of recognition, we have seen firsthand the exceptional work being done. We have witnessed the pride of a team that shows up with heart, and the joy of clients and residents who feel genuinely cared for. These experiences remind us why this work matters—and why it must continue.

This year, we also mark a transition within our Board. To those members whose terms have come to a close, we offer our deepest gratitude. Your guidance, wisdom, and steadfast support have helped shape Northwood into the organization it is today. And to our newest Board members, welcome. We are thrilled to have you join us and look forward to the perspective, expertise, and energy you bring as we continue this important work together.

As we look to the year ahead, the Board remains steadfast in our commitment to strong governance, accountability, and strategic growth. We will continue to support our leadership team in driving innovation, empowering staff, and ensuring that Northwood remains a place where people are proud to live, work, and support.

To everyone who has made this year what it was—thank you. You are the reason Northwood continues to thrive.

Sincerely,

A handwritten signature in black ink, reading "Gavin Stuttard". The signature is fluid and cursive.

Gavin Stuttard
Chair, Northwood Board of Governors

Create Client-Centred Solutions in a Home and Community First Framework

Philosophy: Emphasizing care in the home, fostering supportive, inclusive environments integrated within the community.

Vision: Guiding every policy and practice to create vibrant, warm, and inclusive environments.

Partnering with Clients and Families: News & Updates

Northwood continues to strengthen client and family engagement across all areas of service delivery, planning, and quality improvement. Guided by Accreditation Canada's Partnering with Clients and Families standards, we are embedding lived experience more deeply into decision-making processes and governance structures.

In 2024–25, the Client and Family Advisory Council (C&FAC) contributed meaningfully to

policy reviews, planning committees, program evaluation, and quality initiatives across long-term care, home care, and community programs. The Council also supported inclusive recruitment strategies, ensuring diverse representation from clients, residents, essential care providers, and community partners.

Looking ahead to 2025–26, Northwood will continue to enhance our Client and Family Engagement Framework to formalize our approach, improve consistency across programs, and support meaningful participation. Key priorities include expanding advisor involvement in underserved program areas (such as Retirement Living, Adult Day Program, and InTouch), developing a standardized orientation and training program for advisors, and strengthening mechanisms for recognizing and evaluating the impact of engagement.



Northwood remains committed to co-designing care and services with those we serve, advancing a culture of partnership that is inclusive, respectful, and focused on continuous improvement.

Benchmarking and resource re-alignment in housekeeping and maintenance

Recently we engaged with an outside consultant to review our current resources in housekeeping and Maintenance. Results of that were communicated with the leadership of these teams and it was determined that a full benchmarking of expectations and time spent were appropriate to determine the current needs for resource allocation. That work was undertaken in April and May. Using that data a proposal is being prepared to work with HR to re-align the resources to better reflect the quality desired and actual working conditions of our environments. This is expected to lead to improved quality outcomes for our residents and an overall increase in job satisfaction and engagement for our team.

Homecare Client Experience survey, results and action plan

In Fall 2024, the Homecare program completed its bi-annual Client Experience Survey to better understand how well we're meeting client needs and where we can improve. With a 27.5% response rate (461 clients), results were very positive and improved over the last survey:

- **94% rated our service as good to excellent**
- **94% would recommend us**
- **98% were satisfied with their Home Support Worker**
- **91% were happy with communication and punctuality**

- **89% were satisfied with scheduling responsiveness**

- **88% were satisfied with infection control**

- **85% knew who to contact with concerns, though only 80% knew their supervisor — an area we aim to improve**

While most clients are happy, we believe “we can always do better.” We're focusing on improving visit consistency, communication, and staff training. An action plan is in development, with regular reviews to ensure we meet and exceed expectations.



Establishment of Homecare Quality Committee

We are excited to share that the Homecare Quality Committee has been re-launched, and we are looking forward to working with leaders and representatives from different departments to promote excellence in home care service delivery. The team will be meeting monthly, identifying areas for improvement, developing quality improvement strategies, evaluating progress and continuously monitoring for new issues that need to be addressed. In the fall we will be launching two sub-committees, one that will focus on process improvements and the other that will lead education and resource development. Our goal is



to develop a robust accountability system so that issues brought forward have a clear pathway to be addressed and that staff have opportunities to be involved in initiatives that impact their day to day work.

Much of this work has been made possible thanks to the addition of a new team member, Crystal Knight, who joined Northwood in January as the Homecare Quality Improvement and Change Management Lead. Crystal brings passion and enthusiasm to her role, motivating the team to get excited about quality improvement!

IV Therapy Pilot

We are participating in a provincial IV Therapy Prototype pilot, a new service that will significantly enhance the level of care we provide to our residents.

This practice change will enable our nurses to provide IV therapies within our facility, reducing the need for transfers to acute care facilities for such treatments.

Our nurses, both Licensed Practical Nurses (LPNs) and Registered Nurses (RNs), will undergo mandatory refresher education and competency testing to ensure they are fully equipped to administer IV therapies.

We are also establishing IV therapy policies to ensure the safety and effectiveness of this new service.



This new initiative will bring several benefits to our residents and staff. It will allow for quicker and more efficient treatment, as IV therapy can now be delivered in-home. It will reduce the need for residents to be transferred to other facilities for treatment, allowing them to receive care in a familiar environment avoiding unnecessary transfers to hospital. This will not only be more comfortable for our residents, but also more convenient for families and in many cases will reduce the workload on staff facilitating transfers or coordinating with community partners. There is a desire to support nurses to work to their upper scope of practice, support nursing practice and impact job satisfaction. This will also decrease our reliance on community and acute care colleagues to provide resident care that is within our scope of practice.

Our IV Therapy Prototype pilot will enable nurses to provide specific therapies such as antibiotics, antiemetics, and antivirals that do not require active therapeutic drug monitoring. We are confident that this new service will enhance the quality of care we provide to our residents. We are committed to continually improving our services and ensuring that our residents receive the best possible care.

LTC Recreation Therapy/Volunteer Services Restructure

Over the past year, we embarked on a project to realign Volunteer Services and Therapeutic Recreation within our Long-Term Care (LTC) Program. This initiative was informed by a recent review of Volunteer Services and focused on strengthening the way we deliver meaningful, person-centered engagement across our homes.

As a result, the two teams are now integrated and collaborating in new and exciting ways. This alignment is already opening up opportunities to reinvigorate programs, build stronger connections, and grow our volunteer base with a fresh perspective and renewed energy.

There's lots more to come, and we're excited about the positive impact this collaboration will have on residents, families, and our wider community.



Behavior Support Team/Unit

We're pleased to share that our Behavior Support Unit (BSU) & Team has received another year of grant funding, allowing us to continue and expand this important work. Our dedicated team is now providing consultative support to other Northwood sites and has begun collaborating with the Continuing Care Placement Team to review and plan for targeted admissions.

In recognition of their growing expertise, the team has also been invited by the Department of Seniors and Long-Term Care (SLTC) to provide consultation and support to other nursing homes within the zone—a meaningful opportunity to share best practices and contribute to improved care across the sector.

As part of their ongoing development, the BSU team is engaging in role-playing education sessions to strengthen their skills in responding to complex behavioral scenarios with empathy and consistency. These sessions are also being used to help train and support other staff across our organization.

We're proud of the team's continued growth and the positive impact they are making across our communities and beyond.

Service Agreement Renewal: 7 day a week admissions

We want to share an important update from the Department of Seniors and Long-Term Care that may affect how and when new residents are welcomed into our nursing home communities.

Beginning April 1, 2025, all licensed Nursing Homes in the province will be required to facilitate admissions seven days a week, including on recognized public holidays. This policy change is part of the province's broader efforts to improve access to long-term care and streamline



transitions from hospital to home. It also reflects the government's ongoing work to modernize Service Agreements with long-term care providers to better meet the needs of residents and families.

We understand how meaningful these transitions are—for both new residents and their loved ones. As we implement this change, please rest assured:

Our top priority remains the safety, comfort, and well-being of all residents.

We are making the necessary staffing and operational adjustments to support admissions every day of the week in a safe, respectful, and resident-focused manner.

We will continue to work closely with families to ensure the admission process is clear, compassionate, and well-supported.

This policy reflects a shared commitment to improving the long-term care system while maintaining the high standard of care our residents deserve.

Communications Update

Northwood's communications are evolving with several exciting updates designed to better serve our staff, clients, and community. We've launched a new and improved main website, **Northwood News**, along with dedicated new sites for InTouch and Northwood Career College—each tailored to provide clearer, more engaging access to information and resources. A small but passionate team of three is now leading communications across the entire organization, Shoreham, Antigonish & Area Homemakers, and Victoria County Home Support Services Society. This team brings fresh energy, creativity, and a unified approach to how we share Northwood's story. Updated

workflows are also being introduced to enhance efficiency and collaboration. In addition, a thoughtful brand refresh is currently in the works to ensure our visual identity and messaging reflect who we are today and where we're headed.



Be an Organization of Choice to Work, Volunteer, and Grow

Philosophy: People-centered approach to make Northwood a preferred workplace, volunteer destination, and learning environment.

Vision: Retaining and attracting individuals by offering growth opportunities, a sense of belonging, and a modern work environment.

Launch of the Northwood Career College

After a comprehensive review by the CCA Program and the Department of Advanced Education, Private Career College Division, Northwood Career College (NCC) received approval on May 17, 2024, to deliver the full standard Continuing Care Assistant (CCA) Program. Student recruitment began shortly after, and on September 23, 2024, NCC proudly welcomed its first cohort of nine students. Over the past 10 months, it has been remarkable to watch the students grow in both skills and confidence, thanks to the incredible support from our long-term facilities, home support service agency, the many guest speakers, mentors, and dedicated nursing staff.

On May 21, 2025, we celebrated a significant milestone with a graduation ceremony at our Northwood Halifax Campus. All nine students successfully completed the CCA program and received their NCC CCA Program Certificates. Six graduates have already been offered positions with Northwood, while the remaining three are actively preparing their application.

The next exciting step for our graduates is preparing for the CCA Provincial Exam. To support their success, NCC will be offering an in-person simulation of the exam to help students build confidence and readiness.

This first graduating class represents an exciting beginning for NCC's CCA Program. Planning is now underway for delivering 2 cohorts a year with the next one starting this summer. Plans for NCC future, we will start to explore opportunities to expand education programs for other healthcare-related disciplines.

Becoming a Designated Learning Insititute

Following the success of our first Continuing Care Assistant (CCA) Program, NCC has experienced a significant increase in interest from international students eager to enroll in our program.

NCC is actively working with the Department of Advanced Education, Private Career College Division, to obtain DLI status, which will allow us to accept international students.

NCC is optimistic about a positive outcome and hopes to welcome international students in the near future.



Stay at work/Return to work program. Reducing time loss claims across Homecare/LTC

We've recently launched a program to better support employees who experience a workplace injury, with the goal, when safe to do so, either remain at work or provide early and safe return to work. As part of this initiative, we're offering wage replacement while the employee remains at work, rather than through WCB lost wage claims. This approach allows staff to stay engaged, supported, and connected to the workplace, contributing positively to their own recovery and to the care we provide to others.

This program has been successfully piloted in Homecare and has now been expanded to Long Term Care. It also supports our broader goal of reducing organizational and sector-wide experience ratings related to workplace injuries, allowing us to redirect valuable financial resources to other areas of need.

In addition, we continue to strengthen our safety culture. We're offering a variety of resources, including access to the Employee Assistance Program (EAP), health fairs, sessions on key health initiatives, and active engagement with Joint Occupational Health and Safety Committees. We've also enhanced our onboarding with new hire health screenings and immunization counselling.

Looking ahead, we are embedding Psychologically Safe Workplace practices into our daily operations and preparing to pilot the Team Lavender initiative to further support staff well-being.

Launch of staff, health and wellness portal – Dialogue

As part of our ongoing commitment to supporting the well-being of our dedicated staff, Northwood is introducing a new benefit through Dialogue. Dialogue will officially go live on June 16, 2025. At that time, eligible staff will have 24/7 access to virtual primary care services for themselves, their spouse, and dependent children. This includes support for physical and mental health concerns, prescriptions, specialist referrals, and more — all from the convenience of a phone, tablet, or computer.



Enhanced LPN Program (for Internationally Educated Nurses)

In collaboration with the Department of Seniors and Long-Term Care, Northwood implemented its first Enhanced LPN Orientation Program tailored for eligible Internationally Educated Nurses (IENs). We were proud to see three staff members successfully complete the program in January 2025.

Building on its success, the Enhanced LPN Orientation Program will remain an important component of our workforce planning. We will look to implement it again in the future should LPN vacancies increase at any of our facilities or to support staffing needs related to new developments.

RN-AP Program (RN – authorized prescriber)

Northwood is proud to be a leader in supporting the professional development of Registered Nurses in the Continuing Care sector. In the first cohort of the Dalhousie University Certificate in Registered Nurse Prescribing, we supported three RNs from our Bedford and Halifax campuses. We are pleased to share that an additional RN is currently completing the second cohort.

Registered Nurse Prescribers (RN-APs) are advanced practice RNs who have completed specialized education and are authorized by the Nova Scotia College of Nursing to prescribe medications for specific health conditions. Their authority to prescribe is defined by the employer and supported by an authorizing mechanism, such as an organizational policy. RN-APs collaborate with Nurse Practitioners or Physicians and are intended to enhance—not replace—existing care teams.

In a further step toward enhancing access to care in long-term care settings, the Department of Seniors and Long-Term Care has received government approval to amend the Homes for Special Care Regulations, allowing RN-APs to be included among healthcare professionals permitted to prescribe in long-term care facilities.

Partnership with Treaty Partners

Building a relationship with the organization to further strengthen our connection with the indigenous community. We have engaged the community to develop education sessions for both the Board and Northwood staff. The session for the Board will focus on key elements of Indigenous history and culture, along with governance insights aimed at helping directors incorporate Reconciliation into their decision-making. Through facilitated dialogue, self-reflection exercises, and practical tools,

participants will build a shared understanding and leave with clear “What Northwood Can Do Tomorrow” actions.

For the first time, they will also help us celebrate National Indigenous Peoples Day by leading a smudge ceremony.



Partnership with ISANS

We are still in conversation about creating an opportunity for English practice at Northwood. We continue to have an opportunity to take the free course offered by ISANS – Enhance your Workplace DEI – Intercultural Competency which is a great resource.

LTCA role transitioned from temp to permanent

LTC is pleased to announce that the Long-Term Care Assistant (LTCA) role is now permanently funded, following several years of temporary funding. We are excited to have this valuable role as a permanent part of our LTC team.

CCA Standardization

Northwood has been collaborating with the DSLTC to implement the CCA Standardization initiative, with the goal of ensuring that CCAs are able to work to their full scope in both LTC and Homecare.

In LTC we have offered online and in-person

training to all of our CCAs across all LTC facilities. We have successfully launched Standardization at Northwood Halifax & Bedford. Ivy Meadows will be completed over the next couple of months. A huge thank you goes out to our Education team, Lori LaChance, Jennifer Comeau and Carol Davis for leading and supporting this initiative.

In Homecare, this involved online and in-person training of close to 300 CCAs to support them in performing specific tasks that are now part of the standardized curriculum. We'd like to thank Julie Bartolacci who lead this initiative, Tara Clarke who helped to coordinate the scheduling and all of the Supervisors who helped out.

In 2024, the CCA Program introduced CCA Role Standardization to ensure CCAs are consistently supported to work to their full scope of their training. This initiative includes targeted refresher training and increased awareness of the entry-level expectations of the CCA role. The goal of this effort is to address variations in how the CCA role has been implemented across the province. This undertaking also promotes high-quality, consistent care for residents and clients across our facilities and community programs.

At Northwood, our CCAs and Long-Term Care/Homecare Educators have been actively engaged in both theory and practicum training as part of this initiative. The CCA Role Standardization at Northwood has focused on four key program areas:

Measuring Vitals

Activities of Daily Living (ADLs)

Administering Medication

Toileting and Elimination

Northwood is pleased to report that Role Standardization is nearly complete. All Northwood staff involved have successfully advanced their skills and competencies, further strengthening the quality of care we provide.

Awards

The People Services Team was nominated and won the Small Human Resources Team of the Year Award at the HR Professional Awards Celebration, hosted by CPHR Nova Scotia, in March 2025. This recognition is a testament to the team's unwavering dedication, hard work and the expertise and experience they bring to their roles. Their commitment to fostering a supportive, innovative, and people-centered workplace continues to make a meaningful impact across the organization. In March 2025, Northwood was recognized as one of Atlantic Canada's Top 100 Employers, followed by another honor in April 2025 as one of Nova Scotia's Top 100 Employers. These awards speak volumes about the positive, supportive, and engaging work environment we strive to create every day. They reflect not only our commitment to our staff but also the growing interest from others who want to be part of our organization.



NHNSA Long Term Care Award

Northwood is proud of Sylvia Colley Ewing for being recognized at the 2024 Nursing Homes of Nova Scotia Association Long Term Care Award of Excellence gala last night. Sylvia was highlighted as a champion of Cultural Harmony, for her work leading the Diversity, Equity, Inclusion and Belonging committee at Northwood.

Alongside her, Northwood's Gail Giffin and Niki Rodenhizer from Shoreham Village were also nominated for their outstanding contributions to innovation and health care.

We are so proud of them. Northwood is nothing without the dedication, professionalism and heart of our team members.



Programs and Partnerships that Make the Community Stronger

Philosophy: Championing social justice and creativity in continuing care, and delivering seamless, integrated services.

Vision: Meeting stakeholder expectations through collaborative, innovative service delivery.

The Bridge Year 2

September 2025 will mark our two-year anniversary providing home support services at the Bridge, a 24/7 transitional shelter that operates in a hotel setting, providing residents with a room, 2-3 meals per day and occasional programming facilitated by staff and residents. Residents requiring support with personal care, meal prep, laundry support and other CCA services receive care from Northwood CCAs who have additional training to work in this unique environment. The team is led by Nicole Snyder who helps ensure day-to-day operations run smoothly and issues are addressed in a timely manner.

Meal Delivery Pilot

This year Northwood expanded the reach of its meal delivery pilot, extending from the Bedford/Sackville Meals on Wheels catchment area and adding the geographic areas covered by Halifax Meals on Wheels. The pilot, funded by the Department of Seniors and Long Term Care, allows Continuing Care Coordinators to authorize meal delivery for lower income seniors facing food insecurity. Since starting this pilot two years ago, almost 20,000 healthy meals have been delivered to over 100 individuals in HRM. An evaluation completed this Spring found that while 25% of clients receiving meals continue to require a CCA for meal support, most are able to manage their meals without that level of support meaning the CCAs are able to re-direct that time to other



activities like personal care, light housekeeping and respite. We are truly enjoying collaborating with our Meals on Wheels community partners on this initiative!

Quick Response Program Utilization

The Quick Response Program is an initiative that helps reduce hospital admissions for people who present in local Emergency Departments who are able to return home with enhanced short-term home supports. The program is a Continuing Care and Northwood partnership, funded by DSLTC, and provides rapid access to 12-24 hrs/day of in-home care for 5-10 days based on client need. We are proud to be involved in an initiative that helps improve the health system's access and flow issues, bridging the community support sector and acute care system. This year we've seen great improvements in our utilization rates, meaning we are using resources efficiently, and we will continue to promote this program to ensure that those who would benefit are offered this option.

Cluster Care

Northwood's Cluster Care Pilot Project, GBI Wellness, offers holistic support to tenants of the Gordon B. Isnor Manor in Halifax. Led by a program lead (Recreation Therapist), a Recreation Programmer, and two Continuing Care Assistants, the program serves a vulnerable senior population through a wide range of recreational and support services. These include social and recreational programming, fitness and cognitive sessions, and healthcare navigation, all while leveraging existing community resources. The goal is to enhance overall health and well-being, enabling clients to live independently in their homes while reducing hospital admissions and alleviating pressure on the healthcare system.

Funded by a grant from the Nova Scotia Department of Seniors and Long-Term Care, the program was established at Gordon B. Isnor Manor to implement social and recreational initiatives and provide resource navigation services. These services help minimize barriers such as cost, lack of information, and transportation. Over the past 12 months, more than 60 members have registered with varying levels of participation. Key outcomes include reduced social isolation, improved access to vital healthcare appointments, and increased engagement with local community partners and resources. Through these efforts, the program aims to build on each client's existing environment, strengths, and support systems to further enhance their quality of life.

Review and Update Current LTC Palliative Care Program

We are in the beginning stages of expanding our palliative care program by creating a Palliative Care Steering Committee. This committee will help coordinate efforts across sites and provide a valuable opportunity for shared learning and education planning for our teams.

This work is so important to us—one of our core philosophies of care is embracing a palliative approach, and we are committed to doing more to support residents and families with compassionate, holistic care.



Creating Caring Communities

Supporting Seniors to Stay at Home – Creating Caring Communities is a community development Program focuses on addressing the varied and complex healthcare needs of new Canadians, seniors, and people living marginally while we interact in culturally sensitive way with local social organizations to identify, engage and assist people who may be ill or socially isolated, or just looking for support, provided by a group of community volunteers. The program strives to support individuals and their families and caregivers so that they may remain at home or in the community with a high quality of life for as long as possible; by supporting existing networks of informal caregivers in the community, while also facilitating links to more formalized services. We have had a presence in the communities in Guysborough County focusing on Lincolnville, Upper Big Tracadie and Sunnyville along with the Preston Township: North Preston, East Preston, Cherrybrook, and Lake Loon. In the last few weeks, we added the Newcomer community in Halifax with the goal to support and work with family caregivers and the community to help them provide care in their own culture and language.

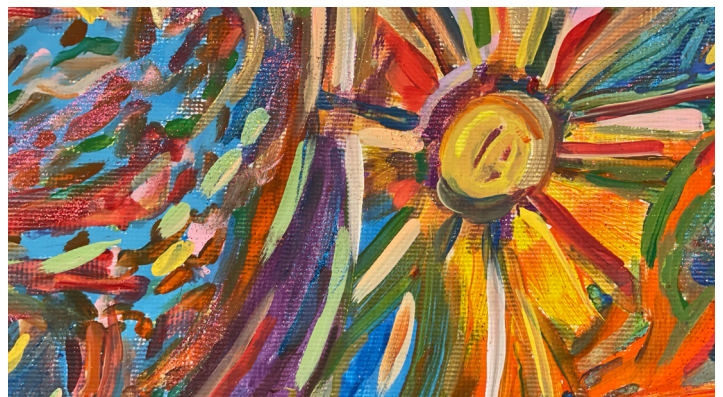
This project is in collaboration with Hospice Toronto to investigate if the same model is successful in smaller Urban Centers and other parts of the country. This data is being collected and made into a Toolkit for others to use. Unfortunately, Preston Township did not flourish in the last year. The success in the project lies with the recruitment of volunteers who work in the communities in a peripatetic way while building capacity within the communities. The Preston Township has struggled to generate volunteers to commit, so the project wrapped up in that community May 31 2025. This Project in its entirety will end April 2026.

Expansion of SEEDS mental health programming to Bedford and tenants

Northwood's Mental Health & Wellness program, Seeds of Success, provides therapeutic support to long-term care residents, tenants, and clients in the Cluster Care Pilot at the Northwood Halifax Campus. Led by a Program Lead (Occupational Therapist or Recreation Therapist) and a Recreation Programmer, the program serves individuals with moderate mental health challenges through personalized and group-based interventions. These include stress management, art therapy, horticultural therapy, mindfulness practices, and cognitive rehabilitation, all designed to enhance emotional well-being, social engagement, and daily functioning.

With grant funding from the Mental Health Foundation of NS, the program will expand its Program Lead role from part-time to full-time for 12 months and extend services to the Northwood Bedford Campus. A community

needs assessment in Bedford will help tailor programming to local mental health needs, improving accessibility and reducing stigma. Key outcomes will include reduced loneliness, delayed cognitive decline, improved coping skills, and greater independence among participants. By fostering resilience and social connection, the expanded Seeds of Success program will empower clients to advocate for their mental wellness. Through this holistic approach, Northwood ensures our clients receive compassionate, effective support that enhances their overall quality of life.



Expansion of Fitness Centre

Northwood's Pauline Potter Fitness Centre is a vibrant and inclusive space dedicated to supporting the physical health and well-being of older adults in the community, Northwood tenants, and Northwood staff. Under the guidance of Fitness Consultant Deb Holman, who brings extensive education, training, and experience, the Centre offers personalized fitness plans, specialized equipment clinics, and a welcoming environment for members of all abilities.

Recent upgrades, including new equipment based on client feedback and expanded evening hours, has driven a surge in participation over the past 6 months. As part of Northwood's commitment to fostering an active and healthy workforce, Northwood's full and part-time staff can enjoy complimentary access by simply signing up for a membership, making it easier than ever to prioritize health and wellness. With a strengthened fitness team and a focus on accessibility, the Fitness Centre supports older adults and staff alike to build strength, enhance mobility, and maintain independence.

Adult Day Program

Northwood's Adult Day Program was awarded the Alzheimer's Society 'Dementia Friendly Organization Award' on June 26 2024 during their AGM. The award recognizes a not-for-profit or for-profit business that has implemented a dementia friendly initiative that supports their clients and / or employees affected by dementia. Our ADP continues to provide much needed respite and support for care partners. Our April 2025 survey told us that clients/care partners are 100% satisfied with the program and 100% would recommend it to others. We have partnered with the DSLTC in an Artful Connections program that provides a toolkit to support loved ones at home and supports care partners in providing meaningful through art.



Encourage Discovery and Learning

Philosophy: Northwood as a leader in innovation and research in the continuing care sector.

Vision: Acquiring knowledge to transform sector practices and enhance the quality of life for clients and staff.

Research Highlights

Over the past fiscal year, Northwood has strengthened its commitment to research, innovation, and evidence-informed practice. With nine active projects across long-term care, home and community care, and corporate, our research efforts continue to drive improvements in quality of care, staff well-being, and system innovation.

Key developments include the implementation of a new organizational research review and approval process, alignment of research with national standards, and deeper integration of research into quality improvement initiatives. Northwood also announced the expansion of its

research capacity with the introduction of two new Research and Data Analytics Specialists beginning in June 2025, supporting enhanced data use and research-to-practice translation.

In June 2025, Northwood will host its 13th Annual Research Symposium, featuring local and national leaders in aging, innovation, and health technology. This event celebrates the meaningful contributions of Northwood staff, clients, and partners in shaping evidence-based care and advancing solutions that respond to the evolving needs of older adults.

Raising the Bar: Accreditation & Quality Improvement

Significant progress has been made in advancing Northwood's accreditation readiness and quality improvement initiatives in 2024-25. Key accomplishments include starting to align policies and practices with the latest standards, launching the Accreditation Canada Workforce Survey across all sites, and enhancing staff engagement through Leadership Safety Rounds and education initiatives. Preparations are well underway for the upcoming Accreditation on-site survey scheduled



for 2027, with strengthened interdisciplinary collaboration and a renewed focus on resident, client, and staff experience driving our continuous improvement efforts.

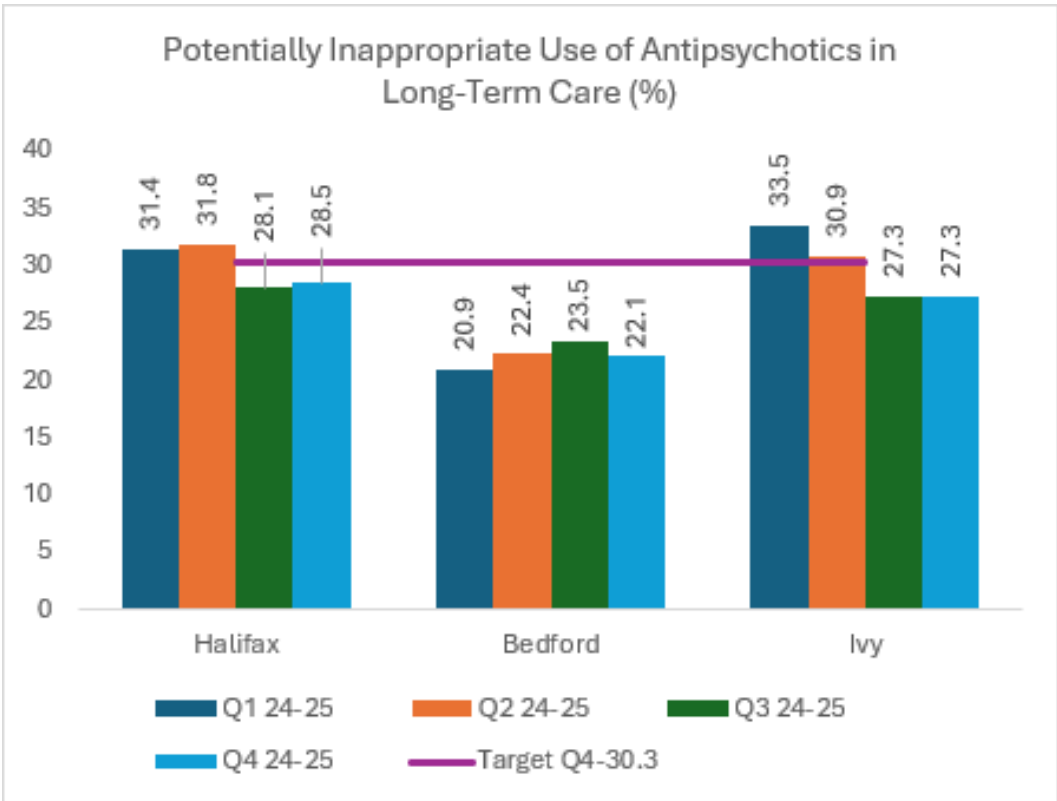
Advancing Quality of Care Through interRAI at Northwood

Northwood has completed its first full year of implementing the interRAI assessment, a standardized, evidence-based tool used nationally and internationally to assess the needs, strengths, and outcomes of long-term care residents. interRAI enables comprehensive, person-centred assessments that support individualized care planning, identify clinical risks, and guide coordinated, interdisciplinary care approaches.

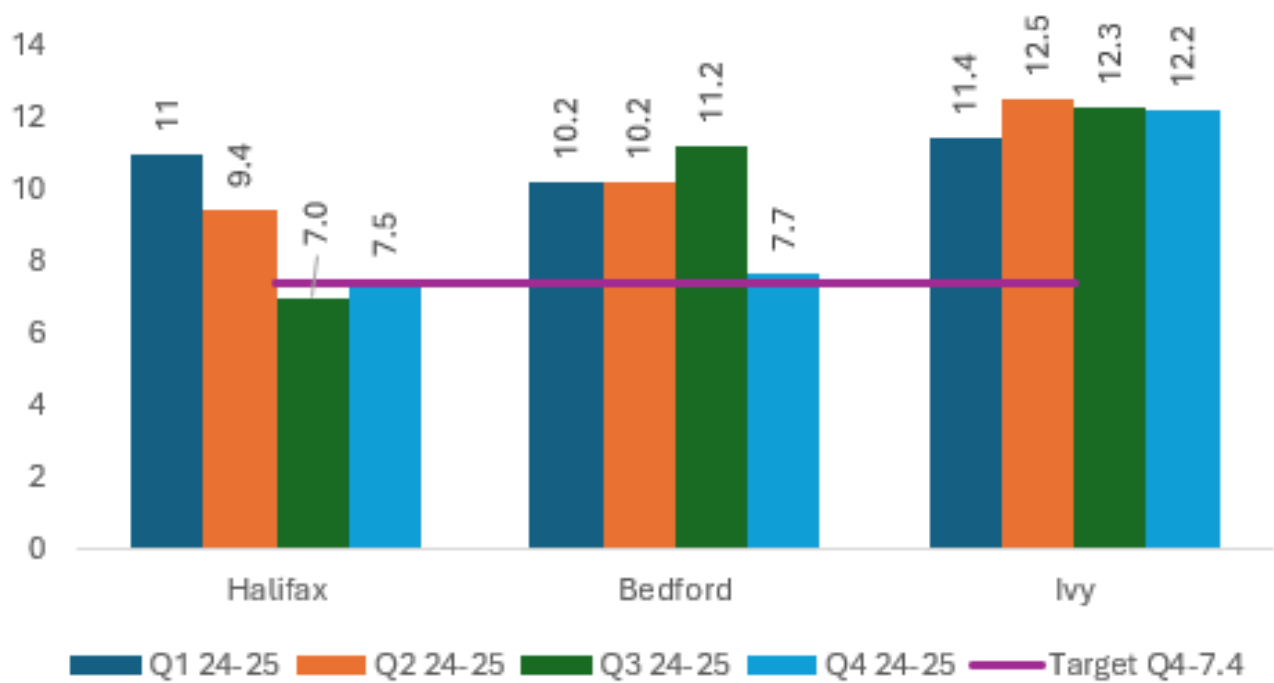
With interRAI in place, Northwood is now reporting publicly through CIHI, the Canadian Institute for Health Information. This national platform allows us to monitor key long-term care quality indicators and benchmark our results against other facilities across Nova Scotia.

We are tracking a broad set of clinical and quality indicators including falls, pressure injuries, pain, mood and depression symptoms, antipsychotic use, and physical restraints. These measures provide critical insights into resident well-being and system performance, allowing us to focus quality improvement efforts where they are needed most.

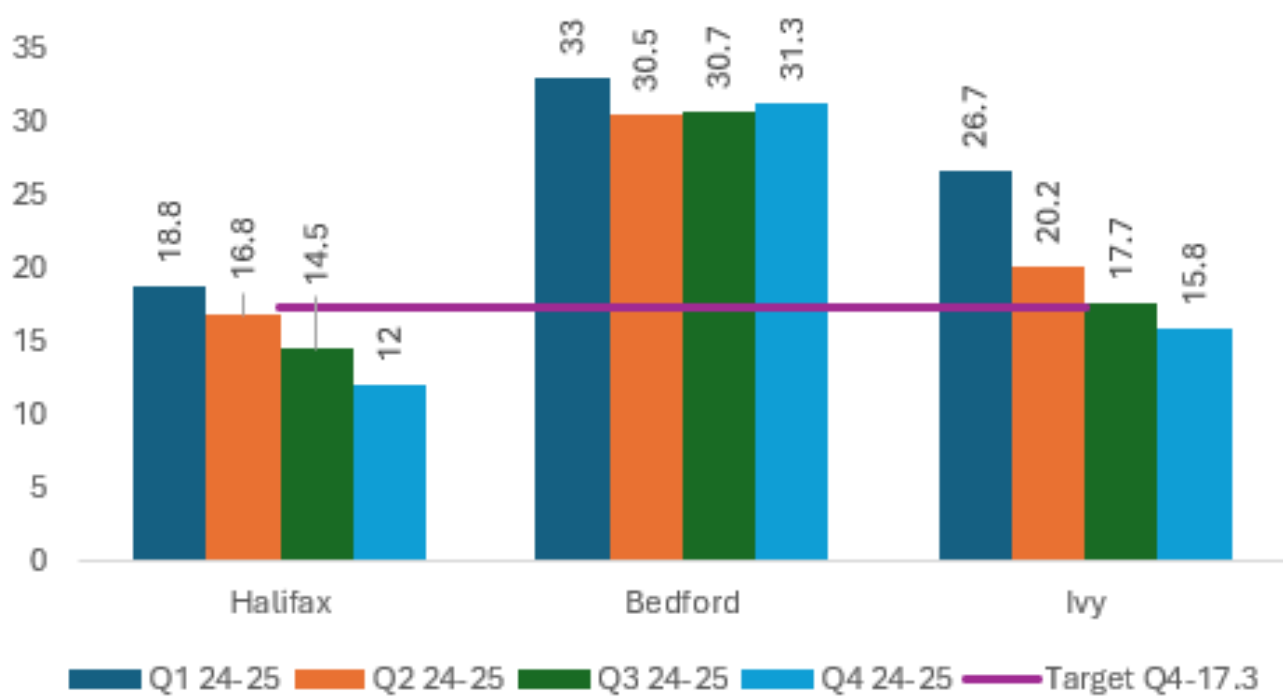
This data-driven approach strengthens transparency, accountability, and evidence-informed decision-making. By leveraging interRAI and public reporting through CIHI, Northwood is building a stronger foundation for continuous quality improvement and delivering safer, more responsive care to the people we serve.

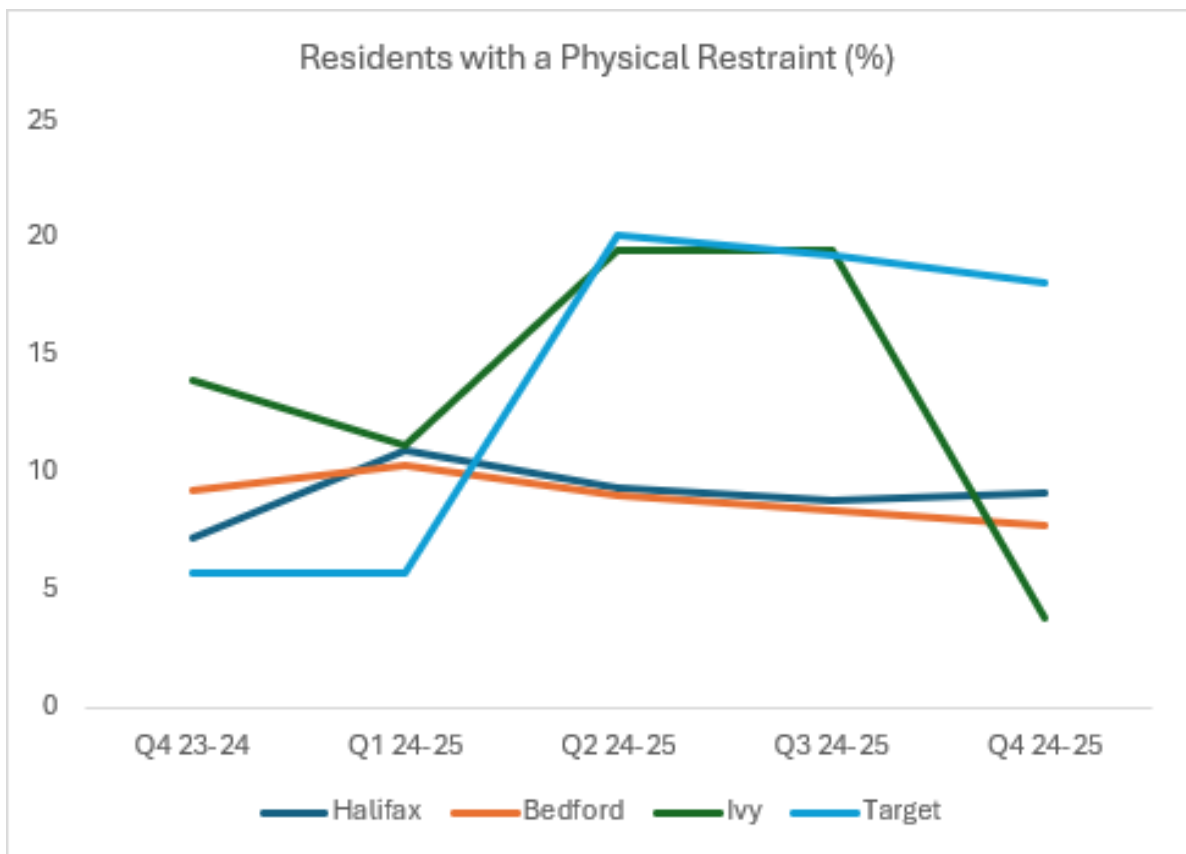
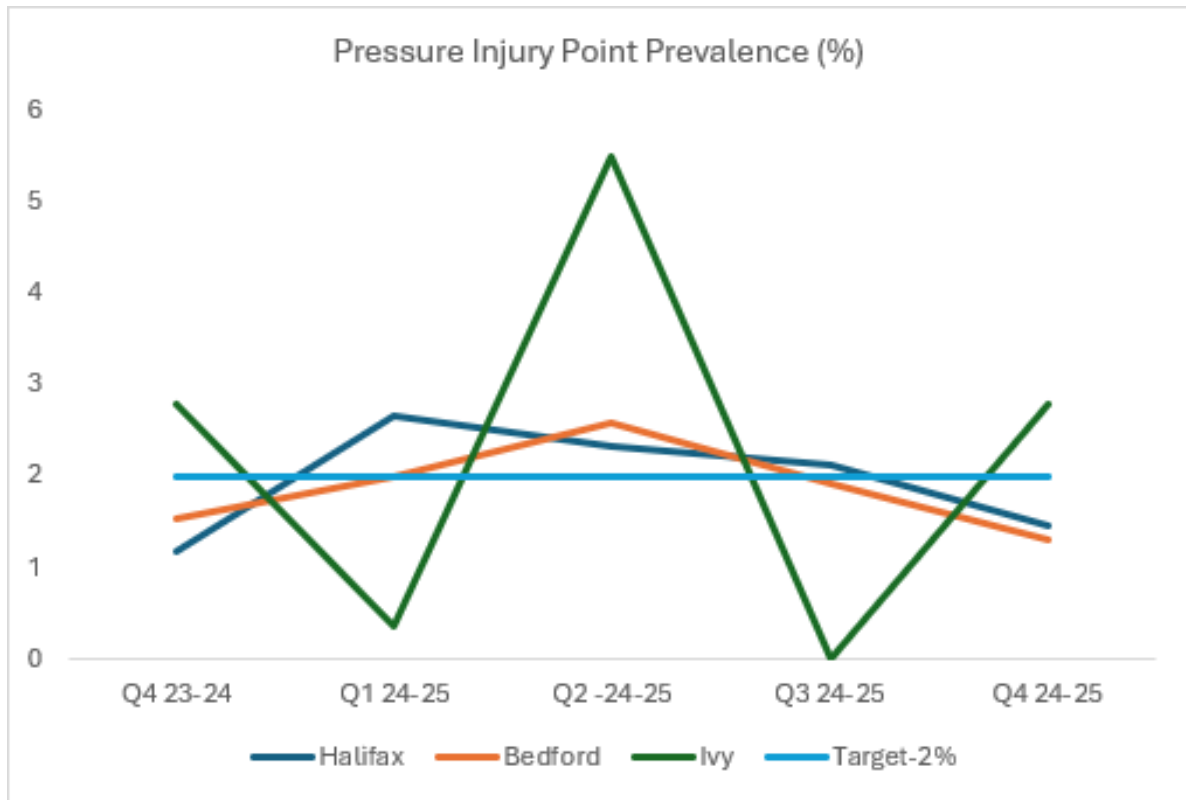


Experiencing Worsened Pain in Long-Term Care (%)



Worsened Depressive Mood in Long-Term Care (%)





Launch of AlayaCare project

The Homecare program is excited to be transitioning its case management and scheduling system to a new cloud-based program called AlayaCare. The one-year implementation process will involve a thorough review of existing workflows, on-site shadowing by members of the AlayaCare team, building and testing and then a go-live which is projected for Spring 2026. This new system comes with many enhanced features including a family portal that will allow clients and families to access information related to their services.

CBORD

CBORD is a comprehensive food and nutrition management software designed to streamline menu planning, food production, inventory tracking, and dietary needs management. It supports enhanced food safety, reduces waste, and offers improved efficiency for food service operations.

We're pleased to share that our CBORD implementation project is progressing well. The project team has completed the initial menu development phase, and CBORD is currently building our customized program. We anticipate receiving the completed build by late July. Once received, the team will begin the training and implementation phase across sites. To support this critical stage of the project, we have extended an offer to an Administrative Dietitian candidate for a one-year term. This role will provide essential support in training and implementation, helping to ensure a smooth transition to the new system. Ultimately, the CBORD system will support a

more personalized and responsive approach to food service, allowing us to better meet residents' dietary needs, preferences, and safety requirements. With improved accuracy, efficiency, and flexibility, this system will play a key role in enhancing overall meal service delivery—helping us to improve resident satisfaction and elevate the dining experience across all our sites.

SMARTech

Our innovative SMARTech program uses voice-activated technology to support resident independence—controlling lights, fans, curtains, TV, and more with simple voice commands. Last year, we produced an Amazon video showcasing this exciting tech, and our team was proud to be nominated as finalists for the Trailblazer Award with the NSNHA.

We also presented at the annual NSNHA conference and created a demo unit to give visitors a hands-on experience of the technology in action. The program continues to grow and develop, attracting a lot of interest for its potential to enhance quality of life.



Bedford EMAR Transition

We are beginning the process to upgrade Northwood Bedford's medication management system from a standalone electronic platform to one that is fully integrated with our electronic health record (EHR). This integration will improve accuracy, efficiency, and communication by allowing seamless access to medication information alongside other resident health data. This work will be completed by July of this year.

Phone System Upgrade

In an effort to modernize the organizations phone system we have upgrade to WebEx calling. A modern cloud-based phone system. This solution offers greater flexibility, scalability, and integration with other collaboration tools. It supports both desk and mobile use, ensuring seamless communication across the organization. The system has also improved reliability and reduced downtime compared to our legacy telephony infrastructure.

Data Centre Migration

In 2024, we transitioned the organization's server infrastructure and internet connectivity to a third-party data centre. As a result, we no longer maintain local servers, internet connections, or firewalls onsite—these are now fully managed at the data centre.

This strategic move was made to optimize network performance and ensure greater reliability. These enhancements support the stability and efficiency of our core systems and services. While internet access at the facility was once optional, it is now essential to delivering high-quality care, particularly with the implementation of electronic charting and electronic medication administration systems.

Northwood Named One of the Top 30 Innovative Companies to Watch in 2024

Northwood was featured in *The Silicon Review* this past fall and recognized as one of the top 30 innovative companies to watch in 2024. This recognition highlights Northwood's continued leadership in the field of senior care and its commitment to embracing innovation to improve the lives of older adults. From implementing new technologies to enhancing care delivery, Northwood remains focused on finding meaningful ways to support the health and well-being of seniors across our community.



Fortify Capacity to Fulfill Our Mandate

Philosophy: Commitment to successful implementation of projects in a dynamic environment.

Vision: Ensuring the necessary talent, capacity, and resources are in place to fulfill strategic priorities.

Exploration of AI technologies and solar to reduce energy consumption and stabilize resource costs.

We continue to explore solar as an alternative renewable resource for energy. Recently met with ScotiaWay Energy on a proposed solar farm at Ivany Place using an “Energy as a Service” model where they construct and maintain a solar field on our assets and provide us renewable energy at a fixed rate for the life of the installation. We have also just initiated a pilot deal with EcoPilot to provide us an AI interface on our existing building control system for Ivany. This proposal is showing us a reduction in energy consumption of approx. 17% with cost savings of approx 10% in overall spend.

Laundry Pilot

We recently concluded testing of in-house laundry to reduce dependance on outside sources. Learnings from this pilot is being incorporated into a proposal to re-introduce laundry as an internal model, improving service delivery to our residents, and a proposed reduction in overall spending. This will also position us to ensure our new builds are ready when they come online in 36 months.

Purchase of Fall River land

Purchase of the land for the new Fall River long-term care was completed last fall. The construction contract was awarded at \$15,000,000 below budget and on-site activity will commence in June.

Completion of Northwood Gardens

Construction of Northwood Gardens, Northwood’s newest affordable housing apartment building is now complete. 70 of the 75 units are occupied with the remaining apartments to be leased shortly.



The Northwood Foundation relies on the generosity of donors to help our community live more. From event sponsorships and monetary gifts to legacy donations and in-kind donations — every gift makes a difference.

Live More Awards Gala 2024

The 2024 Live More Awards Gala, held at the Halifax Marriott, was a remarkable evening celebrating compassion, innovation, and community. With 400 guests in attendance, we proudly honoured John and Lee Bragg for their outstanding contributions to our province and their enduring commitment to care.

Thanks to the generosity of our sponsors, donors, and guests, we raised an incredible \$240,000 in support of Northwood. Our Fund-A-Need initiative focused on SmartTech—technology that empowers seniors and makes everyday life easier, safer, and more connected.

Together, we continue to help people live more.



Dignity Month 2024

In September 2024, Northwood proudly hosted its annual Dignity Month, raising an incredible \$25,000 through generous sponsors and a successful month-long online auction. Donors truly embraced the spirit of dignity, stepping up to support residents in need—those whose essential care and quality-of-life needs aren't covered by government funding. From new glasses and dental procedures to hearing aids and mobility equipment, every dollar helped ensure that those facing financial hardship could live with comfort, independence, and dignity. At Northwood, we believe everyone deserves to live with dignity—and thanks to our supporters, more residents can.

Soles in Motion – Happy Feet, Happy Hearts

An initiative during Dignity Month A proud community supporter, Soles in Motion made it possible for residents to step into the season with happy feet and happy hearts.

Thanks to the generosity of Soles in Motion, tenants at Northwood Halifax had the opportunity to receive brand-new shoes, bringing comfort, confidence, and smiles all around.

Live More Invitational – presented by Novacorp Properties

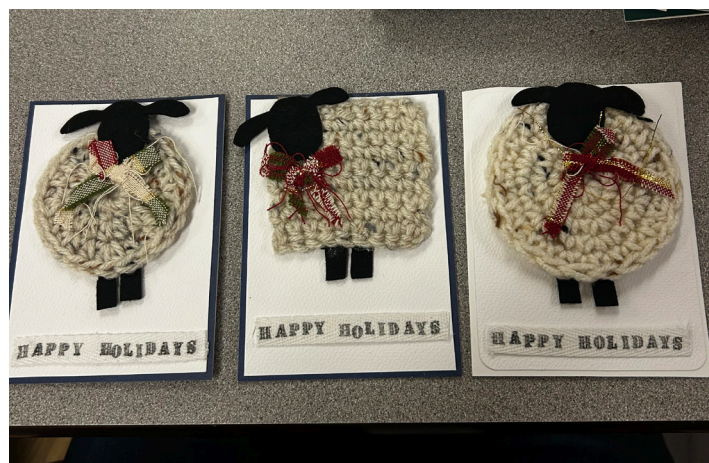
Organized by Chris Harding of Engel & Völkers, the 2nd Annual Live More Invitational brought over 90 golfers together on September 25th at Old Ashburn Golf Club in support of Northwood's Mental Wellness Program.

It was a day filled with community spirit, featuring great food, live music, and a silent auction—all to champion mental wellness for Northwood residents and staff. Thank you to everyone who joined us to make a meaningful impact. \$42,000 went directly to support Northwood's mental wellness program, Seeds of Success.



Jack 92.9 Holiday Card Campaign – 12 Years of Heartfelt Cheer

For the 12th year, the Jack 92.9 Holiday Card Campaign once again brought warmth and joy to Northwood residents through hand-made, heartfelt cards. Over 4,000 cards poured in from schools, businesses, daycares, churches, families, and friends—many featuring personal messages, festive drawings, and even photos of beloved pets.



For seniors who remember the joy of sending and receiving cards, these simple gestures mean the world. Each card is a reminder that they are loved, remembered, and part of a caring community. Thank you to everyone who helped brighten the holidays at Northwood.

The Giving Tree – December Joy Across Northwood

In December, the Giving Tree program brought the community together in a meaningful way, offering Northwood residents special gifts like treats, books, games, puzzles, painting supplies, slippers, and more.

This heartwarming initiative invited individuals, families, and groups to give back during the holiday season—helping seniors live more with comfort and joy at all three Northwood locations. It was a true reflection of the spirit of giving and community connection.

Alyssa's Angels – A Gift of Comfort and Love

This past Christmas, every resident at Northwood Halifax woke up to a special gift—thanks to the incredible generosity of Alyssa's Angels, a group of caring individuals led by Patricia MacNeil in loving memory of her daughter, Alyssa, who adored Christmas pyjamas.

Their heartfelt donation of over 368 pairs of pyjamas brought warmth, comfort, and joy to residents on Christmas morning. Alyssa's spirit continues to shine through this beautiful act of kindness

A Mike Cowie Christmas – Presented by Eastlink

With special guest Nadia Moore, A Mike Cowie Christmas brought holiday cheer to over 200 Northwood residents and their families. The room was filled with joy as everyone sang and swayed to their favourite Christmas tunes, officially kicking off the festive season in heartwarming style.

Thanks to Eastlink for helping make this magical celebration possible!

Freeman's Valentine's Heart-Shaped Pizza Fundraiser

In a heartfelt show of support, Freeman's Little New York turned pizza into love during Valentine's Week! All locations sold heart-shaped pizzas, with proceeds supporting the Northwood Foundation.

A delicious way to give back—thank you, Freeman's, for spreading love and making a difference in the Northwood community!



Northwood

LIVE MORE

Northwood is Nova Scotia's original senior citizen advocate, dating back to 1962. As a not-for-profit organization, we re-invest our surpluses back into a system of care that helps our community. We are recognized both here at home and across Canada as an extraordinary example of the power of social justice.

We like to call it the power of love.

Northwood is a full spectrum health, lifestyle and continuing care organization.

- Health, Fitness & Lifestyle Programs and Services in your community
- Home Care
- Fall Alert & Other Assistive Technologies
- Adult Day, specializing in memory loss
- Affordable Retirement Living
- Assisted Living
- Long Term Care
- On Campus Health, Fitness, Lifestyle and Wellness Programs and Services
- Northwood Foundation



Beaver Bank Campus



Halifax Campus



Bedford Campus



Northwood Home Care