



Annual Report

2025-2026



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MESSAGE FROM THE PRESIDENT & CEO AND BOARD CHAIR



It is with great pride that we present the 2025-2026 Annual Report of The Norfolk Hospital Nursing Home (NHNH). As we reflect on the past year, we are reminded that, at its heart, NHNH is a home. It is a place where people live their lives, build relationships, celebrate milestones, receive care and support, and continue to experience a sense of belonging. Our responsibility is therefore much greater than providing health care—we have the privilege and responsibility of helping create a place where residents can live with dignity, purpose, compassion and respect.

This past year has been one of continued change across long-term care. Homes across Ontario, and across North America, are navigating increasing expectations for quality and safety, evolving resident needs, workforce pressures and the need to plan for the future. Through all of this, our focus has remained clear: to provide excellent, resident-centred care while creating an environment in which residents, families and staff feel valued and supported. We are proud of the many accomplishments highlighted in this Annual Report, but we are even prouder of the people behind them.

Our residents are at the centre of everything we do. Their voices, experiences and individual choices help shape our Home and remind us that quality care is about much more than clinical outcomes. It is about knowing a resident's story, understanding what matters to them, supporting their independence, welcoming their families and creating meaningful opportunities for connection and engagement. We are grateful to our residents and families for the trust they place in us and for the many ways they contribute to the life of our Home.

The organization received confirmation of successful compliance with Accreditation Canada's follow-up requirements stemming from the April 2025 Qmentum Global on-site survey, achieving Accredited with Commendation status through April 2029. Evidence demonstrating progress on identified opportunities was submitted, supporting continued accreditation across all partner organizations. The joint survey, covering more than 2,000 standards, marked a significant milestone as the first combined accreditation process and highlighted the organization's strong commitment to quality, safety, and patient- and resident-centred care. Feedback from surveyors affirmed a culture defined by compassion, collaboration, and excellence in care delivery.

A decision was made to undertake a modest refresh of the Sun Room at NHNH to address normal wear and tear and enhance a frequently used space for residents. The work focused on cosmetic improvements and repairs, including painting, drywall and ceiling updates, window shade replacement, and minor fixture upgrades. Infection Prevention and Control measures were implemented throughout the project to ensure safety and compliance.

The organization began advancing plans to establish an Indigenous Patient and Family Advisory Council (I-PFAC) across NHNH, Norfolk General Hospital (NGH), and West Haldimand General Hospital (WHGH) as part of its ongoing commitment to Indigenous health, cultural safety, and Truth and Reconciliation. The proposed council is intended to provide a dedicated forum to better understand and respond to the unique needs and perspectives of Indigenous patients and families, while offering guidance on culturally responsive care, policies, and community engagement. Initial work included development of draft terms of reference and engagement with the Indigenous Reconciliation working group, reflecting that the initiative remains in progress.

None of this would be possible without our people. Our staff, physicians, volunteers and partners demonstrate compassion, professionalism and dedication every day. Whether providing direct care, preparing meals, maintaining our environment, supporting recreation and engagement, or working behind the scenes, every member of our team contributes to the experience of those who call NHNH home. Their commitment is the foundation upon which our success is built, and we extend our sincere appreciation to each of them.

We are also fortunate to be part of a broader health care and community system. Our relationship with Norfolk General Hospital, our community partners, volunteers, families and local organizations strengthens our ability to serve residents and respond to the changing needs of our community. The future of long-term care will depend increasingly on collaboration, innovation and partnerships, and Norfolk Hospital Nursing Home is committed to being an active and trusted partner.

As we look to the year ahead, our priorities remain straightforward: excellent and safe resident care, a strong and engaged workforce, meaningful resident and family experiences, responsible stewardship of our resources, development of a new long-term care facility and continued progress toward a sustainable future for the Home. We will continue to listen, learn and improve, while never losing sight of the fact that the people who live here are the reason we exist.

On behalf of the Board of Directors and the leadership team, we thank our residents and their families for their trust, our staff and physicians for their extraordinary dedication, our volunteers for their generosity, and our community partners for their continued support. Together, we are building on the strong foundation of The Norfolk Hospital Nursing Home and ensuring that it remains a place where residents can truly feel at home.

We are proud of where we are today, grateful for the people who have brought us here, and optimistic about where we are going together.



Todd Stepanuik,
President and CEO



Marg Bailey
NHHN Board Chair



Our Strategic Framework

VISION

Delivering exceptional care and creating an engaging, safe and compassionate home where residents thrive and staff shine.

MISSION

The home of choice for residents and employer of choice for staff.

VALUES

Resident-Centred | Collaborative | Inclusive |
Compassionate | Innovative | Accountable





Corporate Profile

The Norfolk Hospital Nursing Home (NHNH) has been a trusted part of the community since 1975. Located alongside Norfolk General Hospital (NGH), NHNH is a 52-bed, non-profit long-term care home dedicated to enriching the lives of residents with dignity, compassion, and respect.

Accredited by Accreditation Canada, NHNH operates with an annual budget of \$7.6 million and employs approximately 90 staff members. The home is overseen by a dedicated volunteer Board of Trustees and supported by a team of on-site medical professionals and over 25 committed volunteers.

For 50 years, NHNH has been focused on providing safe, in a warm, supportive environment.

As we look to the future, we remain committed to fostering wellness, inclusion, and quality of life for every resident who calls NHNH home.

90+

Employees

25+

Volunteers



NHNNH'S 2025-2028 STRATEGIC PLAN:

Enriching lives with dignity, care and compassion

The 2025–2026 fiscal year marked the first year of Norfolk Hospital Nursing Home's Strategic Plan, Enriching Lives with Dignity, Care, and Compassion.

Developed with input from residents, families, staff, volunteers, partners, and community members, the plan provides a clear roadmap for the future. It reflects our commitment to exceptional resident-centred care, supporting our people, strengthening community partnerships, embracing innovation, and ensuring long-term sustainability.

Throughout the year, teams across the nursing home made meaningful progress toward these priorities.

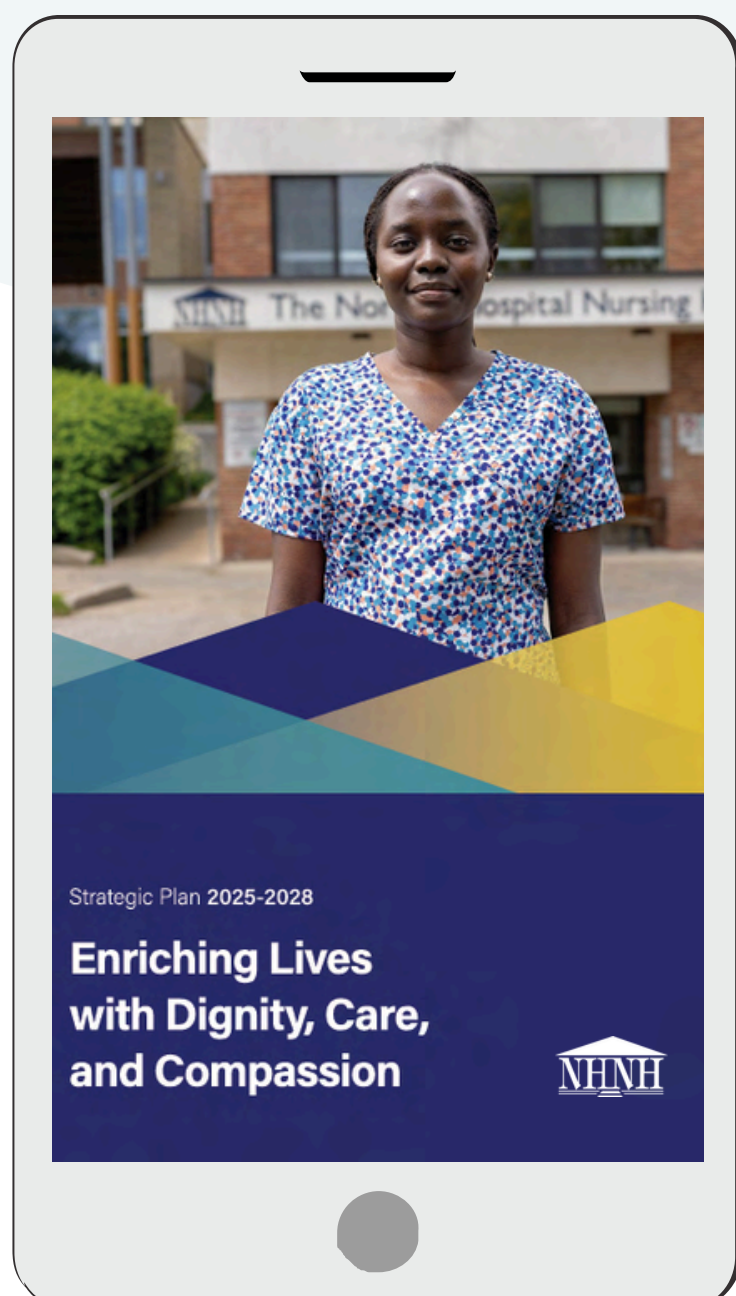
New programs, training, technology, and partnerships helped strengthen resident care, support staff development, improve communication with families, and enhance quality of life throughout the home.

Highlights included the launch of the Restorative Care Program, expanded staff education, new technology to support resident engagement and communication, enhanced recreation and cultural programs, and continued planning for a future 160-bed long-term care home.

These achievements were made possible through the dedication of our staff, physicians, volunteers, families, partners, donors, and community supporters.

As long-term care needs continue to evolve, NHNNH remains focused on delivering exceptional care and creating an engaging, safe, and compassionate home where residents thrive and staff shine.

The work planned for Year Two will build on this progress as we continue to strengthen resident care, support our people, advance innovation, and enrich the lives of those we serve.



NHNNH is committed to driving forward our 2025-2028 Strategic Plan to achieve the goals within our five pillars:





Priority area #1
**EXCEPTIONAL RESIDENT-
CENTRED CARE**



Helping residents live with greater independence

Providing exceptional resident-centred care means supporting every resident to live with dignity, independence, and the highest possible quality of life.

This year, NHHH launched its Restorative Care Program to help residents maintain mobility, strength, and independence.

This initiative is helping residents remain active, engaged, and supported while receiving care that reflects their individual needs and goals.

**Supporting Residents Living with
Dementia**

Caring for residents living with dementia requires patience, understanding, and an approach tailored to each person.

This year, team members began training in Gentle Persuasive Approaches (GPA). The program helps staff better understand why responsive behaviours may occur and provides practical techniques to reduce distress, build trust, and preserve each resident’s dignity.

By focusing on the person behind the disease, GPA supports care that respects each resident’s needs, preferences, and life experiences.



**Improving Care Through Evidence-
Based Practice**

NHHH introduced Registered Nurses’ Association of Ontario clinical pathways for pain and falls to support consistent, evidence-based care.

The home also launched Serious Illness Conversations to help residents and families make informed decisions about future care based on their wishes, values, and goals.



Priority area #1

Exceptional Resident-Centred Care

Creating meaningful moments every day

Residents enjoyed a wide range of recreation and cultural programs that supported connection, inclusion and well-being.

Activities included Around the World lunches, Cultural Connections, birthday celebrations, family dinners and performances by local entertainers. Residents also enjoyed outings to see Christmas lights in Simcoe and Jarvis, visit Glenhyrst Art Gallery, shop at Walmart, attend picnics and spend time at Brantford Casino.

These activities gave residents opportunities to stay active, spend time with others and remain connected to the wider community.



Resident and Family Feedback

Resident and family feedback plays an important role in helping NHHH continue to improve the care and services it provides. In late 2025, residents and family members were invited to complete confidential surveys to share their experiences and identify opportunities for improvement. The feedback helps guide quality improvement initiatives and supports NHHH's commitment to resident-centred care.

The results reflected many positive experiences. Ninety-four per cent of residents said they receive the care they need, while 100 per cent said they feel safe at NHHH. Families also shared positive comments about the care their loved ones receive, with one family member writing, *"We feel the love that NHHH staff put into caring for the residents."*

Helping residents stay connected

Residents are once again enjoying outings in the community thanks to the return of NHHH's fully accessible bus.

The bus allows residents to visit local parks, gardens, shops, and other community destinations. Equipped with a wheelchair lift, it gives residents of all mobility levels the opportunity to participate.

Community outings support residents' well-being by helping them stay connected to the places they know and enjoy.

Whether visiting a favourite park or exploring the community with friends, these outings encourage social connection, meaningful experiences, and continued engagement beyond the nursing home.





Priority area #2

OUTSTANDING TEAM



Investing in the people who care for our residents

Exceptional resident care begins with exceptional people.

Throughout the year, the Norfolk Hospital Nursing Home continued to strengthen its team by welcoming new staff, supporting professional development, and creating opportunities for learning and leadership. These investments help ensure residents continue to receive safe, compassionate, person-centred care every day.

Inspiring the next generation of healthcare workers

During the year, NHHN welcomed 46 students, including 34 Personal Support Worker students, 11 Registered Practical Nursing students, and one Registered Nursing student.

Staff mentors played an important role in supporting each student's learning while helping prepare the future workforce needed to care for residents for years to come.

Through a valued partnership with Fanshawe College, NHHN also welcomed 10 new Personal Support Workers who completed their clinical placements at the nursing home.

NHHN also welcomed local high school co-op students into the Recreation Department, providing hands-on learning opportunities and introducing students to careers in long-term care. These placements help inspire the next generation of healthcare professionals while strengthening connections with local schools.

Many students build meaningful relationships with residents during their placements, creating a strong foundation as they begin their careers while helping strengthen NHHN's future workforce.



Attracting Top Talent

Recruiting and retaining skilled health care professionals remained a priority throughout the year.

Norfolk Hospital Nursing Home welcomed 17 new employees, including four Registered Nurses, five Registered Practical Nurses, and eight Personal Support Workers. These new team members help ensure residents continue to receive safe, compassionate, and person-centred care.

Recruitment efforts also included partnerships with colleges, schools, and community organizations to help build a strong and sustainable workforce for the future.



Priority area #2
Outstanding Team

Supporting Employee Well-being

Creating a healthy and supportive workplace remained a priority throughout the year.

NHNNH celebrated the contributions of staff through its annual Employee of the Year Award and other recognition initiatives. These programs help ensure employees feel valued for the important role they play in residents' lives.

New wellness programming also supported mental health, team connection, and overall well-being. Together, these efforts help build a positive workplace where employees feel supported and able to provide compassionate, high-quality care.

Building Careers with Purpose

The Norfolk Hospital Nursing Home and Norfolk General Hospital launched Where Compassion Meets Career, a new recruitment brand that showcases the people, culture, and opportunities that make NHNNH a great place to work.

The campaign highlights meaningful careers, professional growth, and NHNNH's commitment to supporting employees at every stage of their careers. It is helping attract talented healthcare professionals while strengthening NHNNH's reputation as an employer of choice.



Creating Inclusive Employment Opportunities

For the third straight year, the Norfolk Hospital Nursing Home and Norfolk General Hospital continued their leadership role in Project SEARCH through their partnership with the Grand Erie District School Board and the Norfolk Association for Community Living.

During the year, five students completed internships across departments at Norfolk General Hospital and Norfolk Hospital Nursing Home, gaining valuable workplace experience, building new skills, and preparing for future careers.

NHNNH and NGH also hosted a Project SEARCH employer symposium, bringing together local employers to highlight the benefits of inclusive hiring and demonstrate how the program prepares participants for meaningful employment.

All five graduates secured employment following graduation, including one graduate who joined the NHNNH/NGH team. This success reflects the strength of the program and the commitment of staff, mentors, and community partners who help students achieve their goals.





Priority area #3

OPERATIONAL EXCELLENCE



Building a stronger nursing home for today and tomorrow

During the first year of its Strategic Plan, Norfolk Hospital Nursing Home continued to strengthen the facilities, systems and processes that support safe, efficient and high-quality resident care.

NHNNH advanced planning for a new nursing home, improved the current facility, strengthened daily operations and continued to use resources responsibly.

Together, these efforts are helping create a safer, more reliable and sustainable home while preparing for the future long-term care needs of Norfolk County.

Building the future of healthcare in Norfolk County

The Norfolk Hospital Nursing Home continued to advance planning for the Campus of Care, the most significant health care project in the organization's history.

The Campus of Care is a long-term vision to bring a new Norfolk Hospital Nursing Home, Norfolk General Hospital, Holmes House, and future healthcare and community services together on one integrated healthcare campus.

Planning continued throughout the year as the organization advanced the hospital Master Plan and worked closely with government, healthcare partners, and the community to prepare for the next generation of healthcare in Norfolk County.

The new Norfolk Hospital Nursing Home will provide a modern home designed to support high-quality resident care, enhance quality of life, and meet the changing needs of residents for generations to come.



Supporting Safe Access Throughout the Home

During the year, NHNNH completed an emergency repair to one of its elevators, restoring an essential service used every day. Work is also underway to repair the home's second elevator, which has been out of service for several years.

Together, these projects will improve reliability, strengthen access throughout the building and better support residents of all mobility levels.



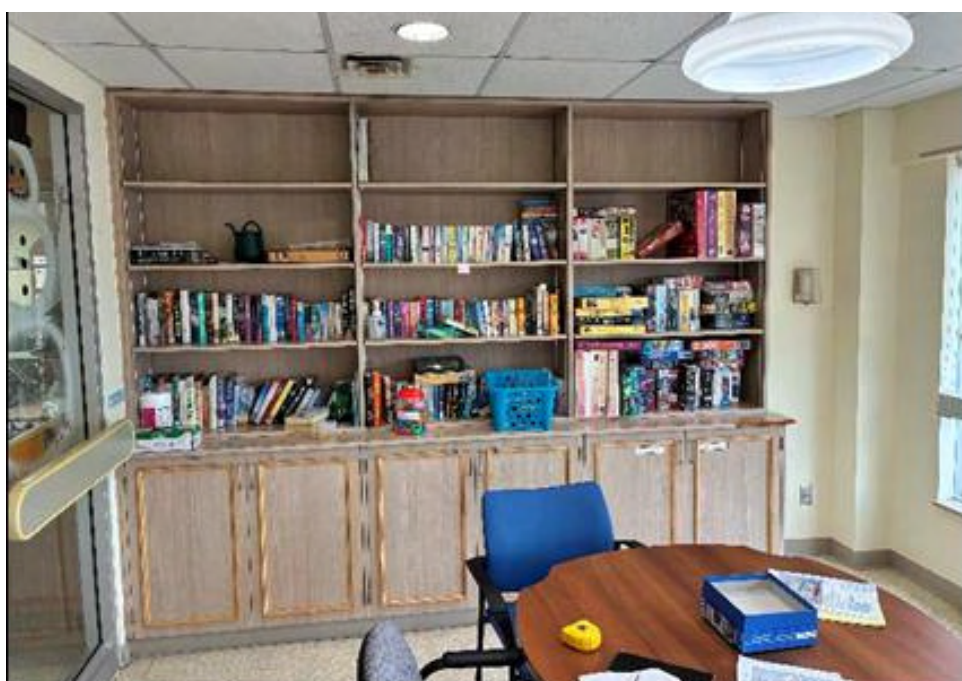
Proactively caring for the home

The Norfolk Hospital Nursing Home refreshed its sun rooms to create more comfortable and welcoming spaces for residents and families.

The work included fresh paint, new privacy coverings, blinds, live plants, loveseats, chairs, tables and an updated library.

These improvements created brighter spaces where residents can relax, read, visit with family and take part in programs.

Before



After





Priority area #4

INNOVATION AND DIGITAL ENABLEMENT



Using technology to improve resident care

Technology is helping Norfolk Hospital Nursing Home deliver more personalized, connected, and informed care.

During the first year of its Strategic Plan, NHHN expanded its use of digital tools that support clinical decision making, strengthen communication, and enhance residents' daily lives. These investments are helping staff better understand residents' needs, improve care planning, and create meaningful experiences for residents and their families.

Modernizing the employee experience

This year, NHHN joined Norfolk General Hospital in completing Phase One of Workday Human Capital Management, one of the organization's largest digital transformation projects.

The new system modernized payroll, benefits, absence management, employee records and employee self-service. Staff can now securely access pay statements, T4 slips, benefits information, leave details and personal records from any device.

Planning also continued for ADP Workforce Manager. Once implemented, the system will support scheduling, timekeeping and payroll processes while creating a more consistent employee experience across the organization.



Strengthening technology and communications

The Norfolk Hospital Nursing Home continued to modernize the technology that supports resident care and day-to-day operations.

The Information Technology team advanced Cisco Cloud Calling, replacing aging phone technology with a modern communication system designed to improve reliability and flexibility for staff, residents, and visitors. Network and Wi-Fi upgrades also improved system performance across the organization.

To help protect critical care systems and resident and organizational information, NHHN strengthened cybersecurity through enhanced security tools, staff education, and continued replacement of aging technology infrastructure. These improvements increased system reliability while reducing operational risk.



Preparing for the future of connected care

The Norfolk Hospital Nursing Home and Norfolk General Hospital continued to prepare for the implementation of a new electronic health record, one of the organization's most significant digital transformation projects. Once implemented, the new system will bring patient information together in one secure electronic record. Patients will spend less time repeating their health history, while care teams will have more timely access to the information needed to make safe and informed decisions.

The system will also improve how information is shared across Norfolk General Hospital, West Haldimand General Hospital and the Norfolk Hospital Nursing Home. This will support better coordination as patients and residents move between care settings and help create a more consistent experience across the organizations.

A Steering Committee was also established to guide the organization's broader digital transformation work. This includes exploring how digital tools, including the responsible use of artificial intelligence, can improve care, reduce administrative burden and support a more connected health system.

Using Technology to Improve Care and Communication

This year, Norfolk Hospital Nursing Home expanded its use of digital tools to improve resident care and keep families informed. PointClickCare Insights, RAI LTCF assessments, RNAO Clinical Pathways, and NQuIRE reporting help staff track residents' needs, monitor care outcomes, and identify areas for improvement. They also support more consistent assessments and better-informed care planning.

NHNNH also introduced Automated Care Messaging through PointClickCare. The system allows staff to send important updates to families by email or voice message during outbreaks, service changes, and other events that affect multiple residents.

Together, these tools help staff respond to changes in residents' health, improve care over time, and give families a faster and more reliable way to receive information from the home.



Bringing Technology into Recreation

Innovation is also creating new opportunities for residents to stay active, engaged, and connected.

NHNNH introduced OBIE, an interactive projection system that transforms tables, walls, and floors into touch-free games and activities.

Designed for older adults, including residents living with dementia or cognitive impairment, OBIE encourages movement, social interaction, and cognitive stimulation while making recreation more engaging and accessible.



Priority area #5 **COMMUNITY PARTNERSHIPS AND CONNECTION**



Working together for healthier communities, close to home.

The Norfolk Hospital Nursing Home continued to strengthen the relationships that support care across Norfolk County.

Throughout the first year of the Strategic Plan, NHHN worked with Indigenous partners, donors, volunteers, schools, and community organizations to improve access to care and strengthen services close to home.

These partnerships are helping build a more connected health system for residents, families, staff, and the community.

Bridging care and culture

The Norfolk Hospital Nursing Home and Norfolk General Hospital continued to advance Truth and Reconciliation through learning, partnership, and action.

NGH and NHHN partnered with First Peoples Group to develop a multi-year Truth and Reconciliation Action Plan. The plan will guide this work to address systemic barriers, strengthen cultural safety, and improve the healthcare experience for Indigenous patients, residents and families.

On March 19, 2026, NHHN, NGH and West Haldimand General Hospital hosted Bridging Care and Culture: Truth and Reconciliation in Action. The gathering brought Indigenous leaders, hospital partners, and healthcare organizations together to share progress and discuss ways to improve care for Indigenous communities.



The work is guided by relationships with local First Nations and Indigenous communities, including the Mississaugas of the Credit First Nation and Six Nations of the Grand River.

Together, this work reflects NHHN's and NGH's commitment to building trust, strengthening relationships, and creating a healthcare environment rooted in respect and cultural humility.



Bringing the community into resident life

Local schools, clubs and entertainers helped residents stay connected to the community throughout the year.

Residents welcomed monthly visits from the Beavers Club and Sainte Marie students. Members of the Holy Trinity knitting club also spent time with residents, while local high school students completed co-op placements in the Recreation Department.

Community performers, including the Hula Wahines, Andy the Balloon Guy and local musicians, also provided entertainment for residents and families.

These visits created opportunities for conversation, activity and shared experiences throughout the year.



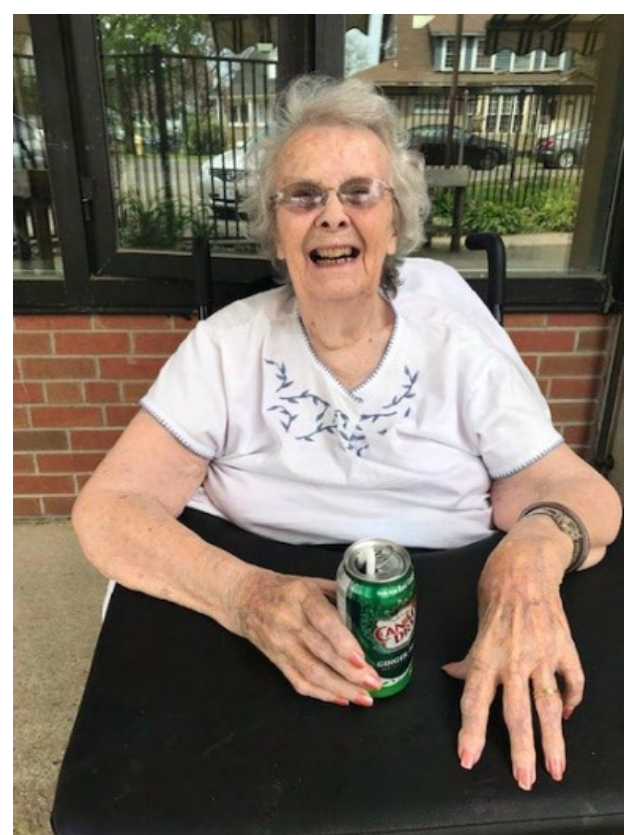
Priority area #5
**Community partnerships and
connection**

Supporting resident programs together

The NHHH Residents' Council Christmas Bazaar and annual yard sale brought residents, families, staff and community members together.

The Christmas Bazaar raised \$4,623, while the yard sale raised \$1,800. Together, the events generated \$6,423 for the Residents Council.

Local businesses, families, staff and community supporters donated items and financial support to help make both events possible. The funds support resident programs, activities and outings.





OUR VOLUNTEERS



Volunteers and Spiritual Care providers play an important role in supporting residents, families and staff at Norfolk Hospital Nursing Home.

More than 25 volunteers contributed over 1,000 hours of service during the year. They welcomed visitors, supported recreation programs, helped with outings and spent time with residents.

This year also marked the return of community outings through the support of volunteer van drivers. Residents once again had opportunities to visit local parks, gardens, shops, restaurants, and other community destinations, helping them stay connected to the people and places they enjoy.

Spiritual Care Services continued to provide support for residents and families through weekly faith services and a 24-hour on-call clergy program. Several new clergy members also joined the team, helping ensure spiritual care reflects the diverse needs of the people NHHN serves.

The Volunteer Association continued its longstanding support of NHHN by contributing \$5,000 to enhance resident care and quality of life.

Together, volunteers, Spiritual Care providers, and the Volunteer Association help enrich the lives of residents through dignity, care, and compassion.

25+
Volunteers

+\$5,000
Contributed
by the
Volunteer
Association

+ 1,000 hours
Volunteer hours
donated





Celebrating 50 Years of Care

In 2025, Norfolk Hospital Nursing Home celebrated 50 years of caring for residents and families in Norfolk County.

Since opening in 1975, NHNH has provided residents with care, support and opportunities to remain active and connected. Staff, physicians, volunteers, families, donors and community members have each contributed to the home's growth over the past five decades.

The anniversary recognized the residents who have called NHNH home and the people who have supported their care. It also provided an opportunity to look ahead.

As planning continues for a new 160-bed nursing home within the Campus of Care, NHNH remains focused on providing safe, high-quality and resident-centred care. The new home will offer modern spaces and services designed to meet the changing needs of residents and families in Norfolk County.





BREAKDOWN OF FINANCIAL CATEGORIES

Revenues

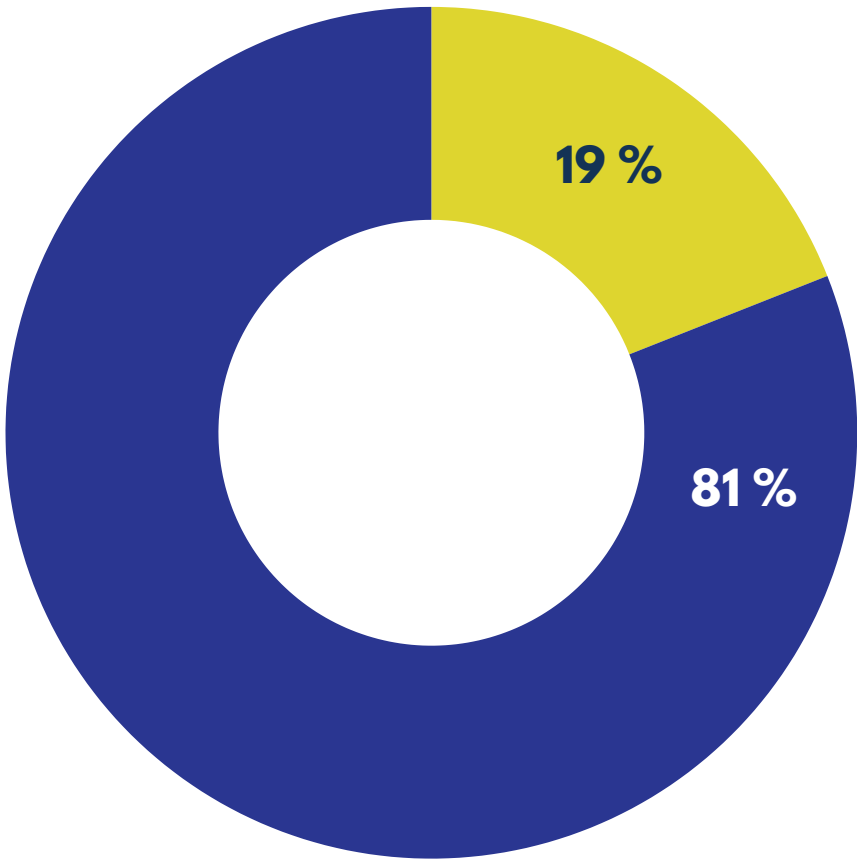
In 2025-2026, Norfolk Hospital Nursing Home received \$7,525,586 in total revenue.

The majority of funding came from the Ministry of Long-Term Care, with additional revenue from resident co-payments and other sources.

During the same period, NHNH reported an operating deficit of \$709,891.

This funding supports the delivery of safe, high-quality long-term care while helping meet the ongoing needs of residents.

- Ministry Funding: \$6,105,272
- Resident Co-payment and Other: \$1,420,314



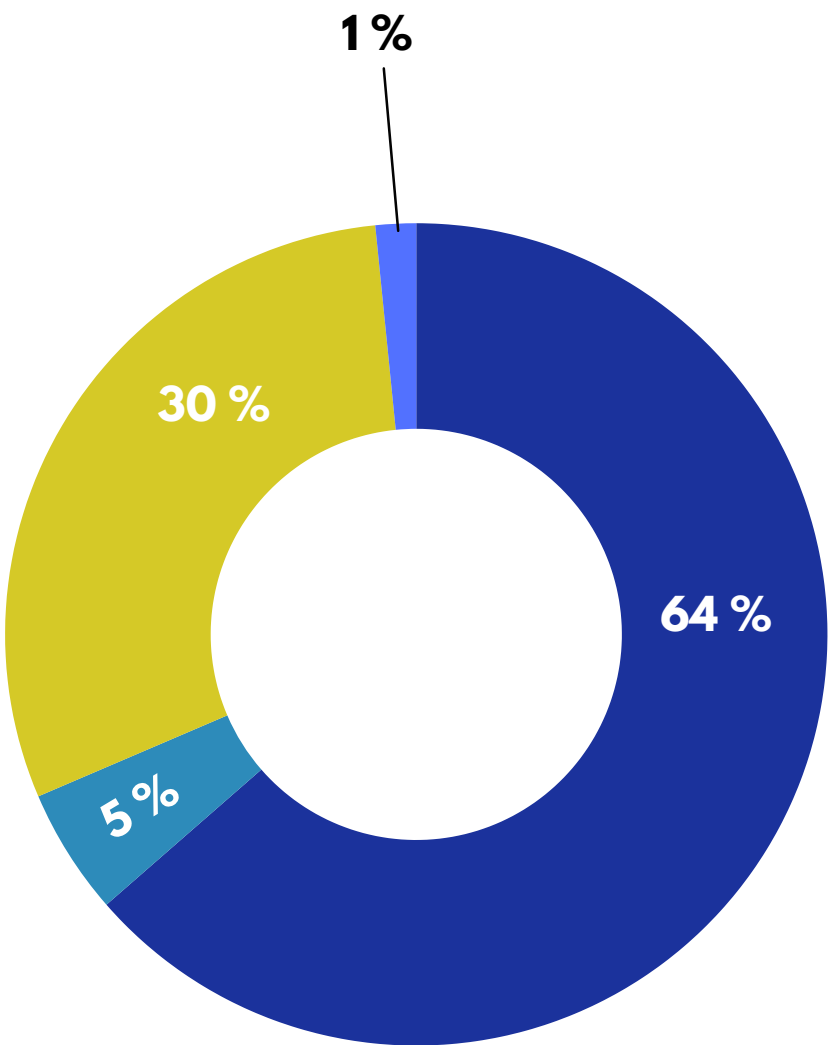
Expenses

In 2025-2026, Norfolk Hospital Nursing Home reported total expenses of \$8,235,477.

The largest portion of spending was dedicated to nursing and personal care, followed by food and accommodation. The remaining expenses supported resident programs, support services, and other operational costs.

These investments help ensure residents receive compassionate care, nutritious meals, engaging programs, and a safe, comfortable living environment.

- Nursing and Personal Care: \$5,263,315
- Food and Accommodation: \$2,434,700
- Program and Support: \$403,799
- Other: \$133,663



Thank you for your support and kindness

At Norfolk Hospital Nursing Home, everything we do is for the people who live here and those who care about them.

To our residents and families, thank you for trusting us. You make this home a special place, and we are proud to care for you each day.

To our staff and volunteers: your kindness, hard work, and dedication mean the world. You make a difference in the lives of others.

To our partners and supporters – thank you for helping us grow and improve. Your support makes it possible for us to give better care, create new programs, and keep this home strong.

Together, we are building a caring, welcoming home for everyone who walks through our doors. We are grateful to have you with us.



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