



NOTICE OF OPEN BOARD OF TRUSTEES MEETING

THURSDAY, MARCH 5, 2026 - 6:00 PM

ZOOM

A G E N D A

1. WELCOME AND CALL TO ORDER

- 1.1 Disclosure(s) of Pecuniary Interest and General Nature Thereof (open items)
- 1.2 Approval of the Agenda (Motion) Attach 1
- 1.3 CEO's Statement of Compliance and Territorial Acknowledgment

2. BOARD WORKPLAN 2026 (Motion) Attach 2

3. CONSENT AGENDA (OPEN) (Motion)

- 3.1 Approval of the Previous Minutes – February 5, 2026 Attach 3
- 3.2 Gastrointestinal Outbreak Status Update Attach 4

4. THE ELLIOTT LTC RESIDENCE QUARTERLY REPORT Q4 2025 (M. Ruaux) (Motion) Attach 5

5. NEW BUSINESS – OPEN MEETING

- 5.1 CEO Designate's Report March 2026 (M. Ruaux) (Motion) Attach 6
- 5.2 L-SAA Schedule E Declaration of Compliance (Motion)

After making inquiries of the CEO and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, the HSP has fulfilled its obligations under the Agreement during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that:

(i) it has complied with the provisions of the Connecting Care Act, 2019 and with any compensation restraint legislation which applies to the HSP; and

(ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement.

ELLIOTT BOARD AGENDA
March 5, 2026

- 5.3 Corporate Affairs Committee February 18, 2026 Highlights (Motion) Attach 7
- 5.3.1 LTC Quality Improvement Plan 2026-27 (Motion) Attach 8
- 5.3.2 2025 Experience Survey Attach 9
- 6. CORRESPONDENCE FOR INFORMATION (Motion)**
- 6.1 GW OHT Integrated Care Council Meeting Key Messages February 11, 2026
<https://quelpwellingtonoht.com/who-we-are/integrated-care-council/>
- 6.2 Committee of Management for The Elliott March 4, 2026 Report
<https://quelp.ca/city-hall/mayor-and-council/city-council/agendas-and-minutes/>
- 6.3 Email to Mr. Green February 19, 2026 Attach 10
- 6.4 Ontario Expanding Dementia Care February 24, 2026
<https://news.ontario.ca/en/backgrounder/1007085/ontario-expanding-dementia-care>
- 7. UPCOMING MEETINGS**
- Board of Trustees – April 2, 2026
- Corporate Affairs – April 22, 2026
- Governance and Nominating – April 16, 2026
- 8. ADJOURNMENT – OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING (Motion)**
- 9. MOTIONS FROM CLOSED MEETING FOR APPROVAL (Motions)**
- 10. CHAIR’S ANNOUNCEMENTS & ADJOURNMENT**

Board of Trustees Annual Workplan 2026 - next update March 5, 2026

Duties of the board: impart strategic guidance, determine and reward the CEO, keep an eye on performance, establish policies, protect resources, self-assess and regulate, and take calculated risks.

| Item | Action | January No Board Meeting | 05-Feb | 05-Mar | 02-Apr | May 7, AGM | June Social | July No Board Meeting | August No Board Meeting | 03-Sep | 01-Oct | 05-Nov | 03-Dec |
|---|----------|--------------------------|--------|--------|--------|------------|-------------|-----------------------|-------------------------|--------|--------|--------|--------|
| 1.0 Enhance The Elliott Community Resident Experience | | | | | | | | | | | | | |
| 1.1 The Elliott LTC Residence Quarterly Report to Board of Trustees | Review | | | X | | X | | | | X | | | X |
| 1.2 LTC Quality Improvement Plan | Decision | | | X | | | | | | | | | |
| 1.3 LTC Service Accountability Agreement (L-SAA) Annual Attestation | Decision | | | X | | | | | | | | | |
| 1.4 The Elliott LTC Residence Quarterly Report to Committee of Management | Info | | | X | | | | | | X | | | X |
| 2.0 Focus on Financial Sustainability | | | | | | | | | | | | | |
| 2.1 Annual LTC Budget - Open | Decision | | | | | | | | | | | X | |
| 2.2 Annual Consolidated Budget - Closed | Decision | | | | | | | | | | | X | |
| 2.3 Auditor appointment (AGM) | Decision | | | | | X | | | | | | | |
| 2.4 Audited financial statements (AGM) | Decision | | | | | X | | | | | | | |
| 2.5 Review & monitor financial statements | Review | | | X | X | X | | | | X | X | X | X |
| 3.0 Bring out the Best in Everyone | | | | | | | | | | | | | |
| 3.1 CEO and Executive Leadership Team monthly reports | Review | | X | X | X | X | X | | | X | X | X | X |
| 3.2 Review performance appraisal process for CEO | Review | | | X | | | | | | | | | |
| 3.3 CEO Performance Scorecard | Decision | | | | X | | | | | | | | X |
| 3.4 CEO Succession Plan | Review | | | | X | | | | | | | | X |
| 4.0 Create Community Partnerships with Purpose | | | | | | | | | | | | | |
| 4.1 Staff Presentation - Annual Insurance Review (Michelle / HIROC) | Info | | X | | | | | | | | | | |
| 4.2 Staff Presentation - HR Annual Review (Tanya) Closed | Info | | | X | | | | | | | | | |
| 4.3 Staff Presentation - Resident Care - tba | Info | | | | X | | | | | | | | |
| 4.4 Annual Report & Medical Directors Report (AGM) | Info | | | | | X | | | | | | | |
| 4.5 Board & SLT Annual Summer Social + Tour | Social | | | | | | X | | | | | | |
| 4.6 Staff Presentation - tba | Info | | | | | | | | | | X | | |
| 4.7 Trustee Holiday Dinner with Residents & Families | Social | | | | | | | | | | | X | |
| 4.8 Staff Presentation - tba | Info | | | | | | | | | | | | X |
| Board Affairs | | | | | | | | | | | | | |
| 1 Board Strategic Scorecard quarterly report | Review | | NEW | | | Q1 | | | | Q2 | | | Q3 |
| 2 Committee Workplans 2026 | Approve | | | | | | | | | | | | X |
| 3 Board Workplan 2027 | Approve | | | | | | | | | | | | X |
| 4 Appoint Board Slate of Officers and Committee Members (AGM) | Decision | | | | | X | | | | | | | |
| 5 Elliott By-Laws (AGM) | Approve | | | | | X | | | | | | | |
| 6 Receive reports from Committee Chairs | Review | | X | X | X | X | | | | | X | X | X |
| 7 Board Governance Policies | Approve | | X | | | | | | | | | | |
| 8 Board Self-Assessment Survey Action Plan | Review | | | | | | | | | | | | |
| 9 Accreditation - Governance Standards | Review | | | | | | | | | | | | X |
| 10 Strategic Generative Discussion (Annual Board Retreat) | Discuss | | X | | | | | | | | | | |

LEGEND

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|--|
| Completed by target |
| In progress |
| Not in progress, and not completed by target |
| Deferred |



MINUTES OF BOARD OF TRUSTEES MEETING

THURSDAY, FEBRUARY 5, 2026

ZOOM

| | |
|-----------------|---|
| Board: | Kathy Wilkie (Chair), Lise Betteridge, David Kennedy, Thomas Hunter, Justine Garner, Ted Sehl, Lisa Woolley, Naeem Mir, Joanne Hohenadel, Katherine Hauser |
| Staff: | Michelle Karker (CEO), Tanya Watton (Chief of HR and Community Services), Martin Ruaux (Chief of Resident Care Services and Administrator), Al Van Leeuwen (Interim Chief of Finance), Julie Spindler (Executive Assistant / Board Liaison) |
| Regrets: | Danna Evans |
| Public: | Garnet Green |

1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 6:02 pm.

1.1 Disclosure

There were no disclosures of pecuniary interest.

1.2 Approval of the Agenda

Add item 3.5 closed meeting - verbal report for Gov & Nom Committee highlights.

Moved by L. Betteridge, seconded by K. Hauser that the February 5, 2026 agenda be accepted as amended. CARRIED.

1.3. CEO's Statement of Compliance and Territorial Acknowledgement

The CEO confirmed that all government statutory deductions have been calculated and remitted, that all payroll-related statements of account are in good standing, and that The Elliott Community's Directors & Officers insurance policy is in effect with its current policy valid to July 2026.

A personal territorial acknowledgement was shared by the CEO with the Board.

2. DELEGATE: Garnet Green – Maintenance Fee Increases The Ellridge

Remarks were heard from Mr. Garnet Green, a resident of The Ellridge. Concerns were raised about the recent increase in maintenance fees.

3. BOARD EDUCATION: HIROC Insurance Coverage

Moved by L. Woolley, seconded by D. Kennedy that the Board move into closed meeting for a confidential presentation. CARRIED.

Presentation by Mr. John Genilla, Account Executive, and Mr. Shahbaz Haque, VP Insurance Services, from HIROC.

Moved by J. Garner, seconded by L. Woolley that the Board move back into open session. CARRIED.

4. BOARD WORKPLAN 2026

K. Wilkie referred to the current Board Workplans and invited comments. Some changes will be made further to the retreat held this past Monday.

Moved by N. Mir, seconded by L. Betteridge that the Board Workplan for 2026 be approved. CARRIED.

5. CONSENT AGENDA

Moved by T. Sehl, seconded by T. Hunter that item noted on the Consent Agenda for the open meeting held on February 5, 2026 be approved. CARRIED.

6. NEW BUSINESS – OPEN MEETING

6.1 CEO's Report February 2026

M. Karker presented the monthly report to the Board. Funding was received from the MLTC – 1 of 15 LTC Homes in the province to receive this dementia care funding. The team is to be commended for their work to improve the lives of people living here. Canadian Experience Barriers were detailed further by T. Watton.

M. Ruaux noted a funding announcement just received today from Excellence Canada – we received the Impact Award for \$10K, which recognizes homes that demonstrate measurable improvements in reducing antipsychotic medication use. We're in the top 25 for LTC Homes in the country for this type of work.

Moved by K. Hauser, seconded by D. Kennedy that the CEO's Report for February 2026 be accepted. CARRIED.

7. CORRESPONDENCE FOR INFORMATION

7.1 GW OHT Integrated Care Council Meeting Key Messages January 14, 2026

Received for information.

8. UPCOMING MEETINGS

As noted on the agenda.

9. ADJOURNMENT – OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING

Having no other business raised, it was moved by L. Betteridge, seconded by N. Mir that the Board of Trustees open meeting adjourn at 6:53 pm and now hold a meeting that is closed to the public, pursuant to the Municipal Act, Section 239. CARRIED.

10. MOTIONS FROM CLOSED MEETING

Moved by N. Mir, seconded by J. Garner that the February 5, 2026 closed meeting Board Agenda be approved as amended. CARRIED.

Moved by K. Hauser, seconded by L. Betteridge that the item noted on the Consent Agenda for the closed meeting held on February 5, 2026 be approved. CARRIED.

Moved by J. Hohenadel, seconded by T. Hunter that the KPI Dashboard template presented by the CEO be accepted. CARRIED.

Moved by J. Garner, seconded by T. Sehl that the Operational Strategy Focus report be accepted. CARRIED.

Moved by K. Hauser, seconded by T. Hunter that the Executive Leadership Team Strategic Report February 2026 be accepted. CARRIED.

Moved by N. Mir, seconded by D. Kennedy that the verbal report from the Chair of the Gov & Nom Committee for the meeting held December 10, 2025 be accepted. CARRIED.

11. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT

Key takeaways from the February 2nd retreat with Meridian Edge were shared.

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 7:54 pm. CARRIED.

Respectfully Submitted,

Approved by Motion of the Board of Trustees,

Julie Spindler
Executive Assistant
February 6, 2026

Kathy Wilkie
Chair, Board of Trustees
March 5, 2026

Staff Report

TO: Board of Trustees
DATE: February 26, 2026
SUBJECT: Gastrointestinal Outbreak Status Update

RECOMMENDATION:

That the report titled "Gastrointestinal Outbreak Status Update" be received for information.

EXECUTIVE SUMMARY:

This report is shared as an update regarding the home-wide gastrointestinal (GI) outbreak declared on February 23rd affecting both Long-Term Care and Retirement. This information is as of Wednesday, February 25, 2026 at 1630.

REPORT:

Current Status:

- **Long-Term Care:** No new resident cases identified. Seven (7) scattered cases
- **Retirement:** Twenty (20) plus resident cases currently identified. Several residents have required hospitalization for further assessment and management.
- **Staff:** Six (6) staff members are currently off sick with GI symptoms.

Control Measures in Place:

- Continued active surveillance and close monitoring of all residents for new or worsening symptoms
- Immediate isolation and implementation of Additional Precautions for symptomatic residents
- Enhanced environmental cleaning and disinfection, with emphasis on high-touch surfaces and shared equipment
- Strict hand hygiene practices, prioritizing handwashing with soap and water
- Ongoing collaboration with Public Health
- Reinforcement of staff illness reporting and adherence to the 48-hour symptom-free return-to-work requirement
- Daily IPAC audits (hand hygiene and PPE compliance)
- Most activities are cancelled
- Large group meetings and non-essential meetings moved to virtual format.

Staff Report



The Long-Term Care home area remains stable at this time. Retirement continues to be closely monitored due to the higher number of cases and recent hospitalizations.

Further updates will be provided as the situation evolves. You can check our current outbreak status on our website here: <https://www.elliottcommunity.org/visiting-hours-outbreak-status-meals>

Report Author: Martin Ruaux, Chief of Resident Care Services & Administrator

This report was approved and recommended by: Martin Ruaux, CEO Designate

Staff Report



TO: Board of Trustees
DATE: February 26, 2026
SUBJECT: THE ELLIOTT LONG-TERM CARE RESIDENCE Q4 2025 REPORT

RECOMMENDATION

To receive for information The Elliott Long-Term Care Residence (ELTCR) Q4 2025 Report prepared by the Administrator LTC and presented to the Board of Trustees on March 5, 2026.

BACKGROUND

In accordance with the provisions within the LTC Services Agreement, a quarterly report is prepared for the Elliott Board of Trustees by the Administrator of the Long-Term Care Residence.

REPORT

- **Achieved and Maintained 4 hours of Direct Care Hours**
 - The ELTCR continues to exceed the requirements of providing 4.0 hours of direct care, as mandated in the Act. This quarter we are reporting 4.11 direct hours of care per resident day.
- **The Butterfly Approach**
 - Painting and environmental changes have been completed on the second floor home areas of Eramosa and Paisley. Staff training remains on schedule for completion by March 31, 2026. All milestones have been achieved on our journey to full accreditation in fall 2026.

Complaints / Concerns

There were two (2) complaints/concerns received during Q3/Q4, 2025 by the ELTCR.

| Date | Details of Complaint / Concern | Response from Management | Resolved within The Elliott | Reported to the MLTC |
|--------------------|--|---|-----------------------------|----------------------|
| September 17, 2025 | Concern brought forward regarding foot care services | Investigated and determined that foot injury was due to resident self-propelling wheelchair and dragging feet. Footwear provided. | Yes | No |

Staff Report



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|-------------------|---------------------------|--|-----|----|
| November 12, 2025 | Report of missing laundry | Investigated and items found – no name labels on clothing. Labels added. Resolved. | Yes | No |
|-------------------|---------------------------|--|-----|----|

Critical Incident Reports

Three (3) critical incidents were reported to the MLTC during Q4, 2025 by the ELTCR:

| No. | Details of Critical Incident | Response from Management | Resolved within The Elliott | MLTC Completed Inspection |
|----------------|--|--|-----------------------------|--|
| M633-000009-25 | Misappropriation of Resident Funds by Power of Attorney. | Reported to MLTC, PG&T, Police. Supported all investigations. | No | MLTC Intake meeting. Multiple agencies involved. |
| M633-000010-25 | Unwitnessed resident fall resulting in fractured right hip. Brief hospital visit to assess and returned to ELTCR with full mobility. | All best practice falls risk reduction protocols in place. Reinforced and provided appropriate footwear. Resident self ambulates with mobility device. | Yes | February 6 – 10, 2026. Confirmed ELTCR fully compliant with standards. |
| M633-000011-25 | COVID Outbreak on Edinburgh Home Area. 4 cases. Minor symptoms. No hospitalizations. | All IPAC protocols in place as per best practice standards. | Yes | No |

FINANCIAL IMPLICATIONS

N/A

STRATEGIC IMPERATIVE ALIGNMENT

Enhance The Elliott Community resident experience

Report Author: Martin Ruaux, Chief of Resident Care Services and Administrator

This report was approved and recommended by: Martin Ruaux, CEO Designate

Staff Report



TO: Board of Trustees
DATE: March 5, 2026
SUBJECT: CEO's Report – March 2026

RECOMMENDATION

That the report titled "CEO's Report – March 2026" be received for information.

BACKGROUND

The CEO reports to the Board of Trustees in open session on Long-Term Care strategic updates and significant developments and items of importance for the Board of Trustees reflective of actions or events that have arisen since the Board's last meeting.

STRATEGIC REPORT

Enhance The Elliott Community resident experience

- Resident Experience Survey 2025: Survey results have been collated, and final reports are included in this package.
- Butterfly Transformation: The second cohort of staff has begun training, supported by the "Improving Dementia Care Program", completing the second of five full training days. Training will be completed by the end of March 2026.
- We have successfully completed the full scope of work funded by the Federal government through the Investing in Canada Infrastructure Program (ICIP). This work included installing new electric humidifiers, integrating them into the existing building automation network, and installing a new duplex water softening system.
- Expanded the Recreation department's practicum program to seven active students, successfully onboarding four new co-op placements this semester alongside three returning students to enhance program delivery.
- Held a series of "Sweetheart Socials" and themed dinners across the Ellington, Nottingham, and LTC areas to celebrate Valentine's Day, directly supporting our strategic goal of fostering a deeply connected, home-like community.
- Residents celebrated Family Day with an excursion to a Guelph Storm game on February 16, successfully widening our community reach and allowing residents to participate in a cherished local tradition.

Staff Report



- Advanced intergenerational art initiatives through ongoing partnerships with local secondary schools, featuring student art displays and campus visits to bridge the gap between generations.

Bring out the best in everyone

- Initiated the formal Staff Contentedness Survey, a data-driven initiative designed to capture direct team feedback and ensure our continued leadership in workplace culture and employee engagement.
- Commemorated Black History Month through integrated community communications, providing residents and staff with intellectually stimulating content that reflects the diverse history of our Canadian heritage.
- Honoured two extraordinary residents, celebrating their centenarian milestones with a festive gathering attended by the Mayor; these events not only celebrated a combined 200 years of life but also served as a powerful testament to the rich history within our community.
- Secured status as an Approved Co-op Host Employer with Conestoga College's business programs, launching a new strategic partnership that integrates emerging talent into our HR and Finance departments.

Create community partnerships with purpose

- Maintained a strategic presence at the Guelph Retirement Show and finalized preparations for the upcoming high-traffic Active Living and Retirement Show on February 27, in Fergus, which typically attracts over 500 prospective leads.
- Hosted the Rotary Club of Guelph (RCOG) Board Meeting on February 19, reinforcing a cornerstone partnership that invites local leadership into our home to maintain strong community integration.
- Developed a promotional campaign for the Health and Supportive Care Providers Oversight Authority (HSCPOA), encouraging Personal Support Workers to pursue early registration to secure formal professional recognition and ensure our team remains at the forefront of provincial regulatory standards.
- Developed a new intergenerational partnership with St. Patrick's Daycare, establishing monthly resident led literacy sessions and play based activities to foster community connection and resident purpose.

Staff Report



Focus on financial sustainability

- Finance is currently preparing for the financial statement audit and finalizing 2025 year-end.

Report Authors: Tanya Watton, Chief of HR & Community Services
Martin Ruaux, Chief of Resident Care Services & Administrator
Al Van Leeuwen, Interim Chief of Finance

This report approved and recommended by: Martin Ruaux, CEO Designate

Board Report Committee Highlights



TO: Board of Trustees

DATE: February 26, 2025

SUBJECT: Corporate Affairs Committee February 18, 2026 Highlights

RECOMMENDATIONS

That the report presented by the Chair of the Corporate Affairs Committee for the meeting held on February 18, 2026 be received for information; and

That the Board of Trustees approve the LTC Quality Improvement Plan 2026/27 for submission to Ontario Health.

BACKGROUND

Highlights are presented by the Chairs of the following Committees of the Elliott Board of Trustees: Corporate Affairs, and Governance and Nominating. Topics are discussed separately, if required, in the closed meeting as per The Municipal Act, Section 239.

REPORT

KPMG staff were present at the February 18, 2026 meeting of the Corporate Affairs Committee to present their Pre-Audit Report which was accepted by the Committee. Results of the audit will be shared with the Committee at the meeting scheduled for April 22, 2026, with approval of the Financial Statements for 2025 at the Board's AGM in May.

Open and closed meeting minutes were approved, and there were no regulatory reports to review. The IT Cyber Security Checklist for Q4 2025 was received.

J. Alves, QI and Risk Management Resource Nurse, presented the Quality Monitoring Report Q4 2025, which was approved, with a recommendation that the Board approve the LTC QIP 2026/27. This document is attached for review. The 2025 Resident and Family Experience Survey results were received and are attached for information. The results of the survey demonstrate an overwhelmingly high satisfaction with care, services, and overall quality of life at The Elliott Community.

D. McCollum, Manager of Accounting Services, presented the financial position reports and scorecards for November and December 2025 draft unaudited. These documents are included in the closed meeting agenda for approval.

Board Report Committee Highlights



A. Van Leeuwen, Interim Chief of Finance, presented the Risk Management Report Q4 2025, which was accepted.

The Committee's workplan for 2026 was reviewed, and no changes were recommended.

FINANCIAL IMPLICATIONS

As per the Financial Reports presented to the Committee on February 18, 2026.

STRATEGIC IMPERATIVE ALIGNMENT

This report aligns with the following Strategic Imperatives:

- ✓ Enhance The Elliott Community resident experience
- ✓ Focus on financial sustainability and well-being

REPORT AUTHOR:

Julie Spindler, EA / Board Liaison

THIS REPORT WAS APPROVED AND RECOMMENDED BY:

David Kennedy, Chair Corporate Affairs Committee

Attach 1: LTC QIP 2026/27

Attach 2: 2025 Resident and Family Experience Survey

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

December 16, 2025



OVERVIEW

The Elliott Community (TEC) remains steadfast in its commitment to continuous quality improvement and excellence in care, embracing the person-centred principles at the heart of the Fixing Long-Term Care Act, 2021. Through the collective expertise of our interdisciplinary teams and strong collaboration with residents, families, and community partners, we continue to lead the way in reimagining what compassionate, individualized care looks like in long-term care.

Guided by our strategic imperatives—Enhance the Resident Experience and Bring Out the Best in Everyone—TEC is proud to celebrate the achievement of “Excellent” level of accreditation in The Butterfly Approach from Meaningful Care Matters™ in June 2025. This distinction represents not only recognition of our success in delivering emotion-focused, person-centred care but also our emergence as a leader in transforming dementia care across Ontario. The Butterfly Approach’s focus on meaningful connection, empathy, and individuality has improved residents’ quality of life—reducing responsive behaviours, strengthening relationships, and restoring a true sense of home.

As we move into 2026–2027, TEC’s priority is to sustain and spread The Butterfly Approach across all home areas, with a goal of becoming the first fully accredited Butterfly long-term care home in our community. Embedding these principles into every aspect of daily living and organizational practice means ensuring that emotion-focused care is not a project, but a culture—one that endures through leadership, training, and continuous reflection.

In 2025, we enhanced the structure of our quality improvement

program through the creation of the Clinical Leadership Team (CLT)—a cross-functional group responsible for driving clinical excellence, risk management, and data-informed decision-making. The CLT integrates quality, safety, and performance measurement across programs, ensuring alignment with internal and external drivers – such as CARF Standards and insights from the Resident & Family Annual Experience Survey – with our organizational strategic imperatives.

Through this renewed structure and enduring commitment to person-centred care, The Elliott Community continues to demonstrate leadership, innovation, and compassion—building a culture where residents, families, and team members truly thrive.

ACCESS AND FLOW

The Elliott Community is committed to ensuring that every resident receives the right care, in the right place, at the right time. Our focus on timely access to evidence-based, person-centred care supports residents in living well and avoiding unnecessary hospitalizations or emergency department visits.

In partnership with the Registered Nurses' Association of Ontario (RNAO), we are advancing clinical excellence through the implementation of Best Practice Clinical Pathways—a three-year initiative that embeds standardized, evidence-based care processes directly into our electronic health record system. Throughout 2025, we successfully launched five pathways: Resident Admission, Delirium, People and Family-Centred Care, Prevention of Falls, and Pain Management. These pathways enhance interdisciplinary coordination and ensure residents receive proactive, consistent care tailored to their individual needs and preferences.

This work has also strengthened our approach to advance care planning and palliative care. By supporting a deeper understanding of each resident's values and priorities, our teams can better support decision-making that honours their wishes and promote comfort and dignity. In 2026, we will expand this work through a “train-the-trainer” model for the Serious Illness Conversation Guide, which will integrate with our next pathway—Palliative Care and End-of-Life Care.

The Elliott Community continues to demonstrate strong system stewardship, with a very low rate of potentially avoidable emergency department transfers, consistently significantly below regional and provincial averages. To further enhance continuity of care, in 2025 we introduced a Post-Care Conference Experience Survey to gather feedback from residents and families, ensuring we are measuring their satisfaction and acting on their feedback to inform improvements in our approach to collaboration, care planning, and communication. Some educational resources have been developed to help residents, families, and team members clearly understand the differences between palliative and end-of-life care, however we also plan to improve upon the use and dissemination of this information in the coming year.

Through these initiatives, The Elliott Community continues to lead in delivering coordinated, compassionate care that keeps residents well-supported at home and connected to the right care that enhances their quality of life.

EQUITY AND INDIGENOUS HEALTH

The Elliott Community is deeply committed to fostering an inclusive

environment where all residents, families, staff, volunteers, and visitors feel valued, respected, and empowered. In 2025, we developed and adopted The Elliott Community Equity Statement through a collaborative process that invited input from residents, families, and team members across multiple forums. This statement—now publicly posted on our website—serves as a guiding framework for our decisions, policies, and daily interactions.

Our Equity Statement commits us to honour diverse identities, empower individuals, cultivate person-centred relationships, and create a welcoming home for all. It guides how we adapt care plans, design programs, and shape organizational culture. By integrating these principles into every aspect of care, we are ensuring that equity is not a standalone initiative, but a lived value that informs our continuous quality improvement efforts.

To advance equity in practice, several leaders have completed 2SLGBTQ+ Leadership Learning Foundations training through Rainbow Health Ontario, strengthening our understanding of inclusive care and affirming our role as a safe and welcoming organization. We have also created Positive Space environments across the home, displaying visible symbols of inclusion such as posters and stickers that reflect our commitment to diversity and belonging.

Through our ongoing Butterfly Approach transformation, we have embedded a Person-Centred Language Guide to promote dignity and respect in all communication. This initiative helps shape policies, staff education, and resident engagement practices to ensure language reflects empathy, individuality, and compassion.

Cultural and spiritual diversity is celebrated through inclusive programs and events that honour the traditions, backgrounds, and beliefs of those who live and work at The Elliott Community. These efforts strengthen relationships and foster a true sense of belonging.

Our ongoing goal is to sustain an environment where every individual—regardless of background, identity, or ability—feels seen, heard, and supported to live fully and authentically within our community.

PATIENT/CLIENT/RESIDENT EXPERIENCE

At The Elliott Community, we are dedicated to delivering truly person-centred care by actively integrating feedback from residents and families into our quality improvement initiatives. Input gathered through experience surveys, care conferences, and direct engagement is central to shaping services and ensuring they reflect the individual needs, preferences, and values of those who live at The Elliott.

Resident-Driven Decision-Making: Through the Resident and Family Councils, people regularly discuss care, living environment, and available services. Meeting minutes from council meetings are reviewed and influence organizational decision-making. Additionally, care conferences provide structured opportunities for residents and families to meet with interdisciplinary care teams, review care plans, address concerns, and make personalized adjustments to care plans, strengthening both care quality and satisfaction. Also, after families have had time to grieve and reflect, we invite their feedback through surveys on the care and support provided at the end of life to help us understand how well we met

their needs during such a meaningful time. In 2025, we introduced Post-Care Conference Experience Surveys, which gather feedback after care conferences, allowing us to continuously refine the conference process and ensure that residents' and families' voices are heard.

Insight-Driven Quality Improvement: Our Annual Resident and Family Experience Survey collects feedback from residents and families. To promote accessibility, surveys are offered in multiple formats—digital, hard copy, and assisted methods. Responses are reviewed by the Senior Leadership Team, Clinical Leadership Committee, and Corporate Affairs Committee, ensuring that key opportunities for improvement are translated into actionable initiatives. Each year, our Annual Experience Survey Key Results and Action Plan is posted to our website and communicated to residents and families through council meetings, newsletters and on the digital screens throughout the home.

By amplifying resident and family voices, fostering meaningful engagement, and translating feedback into action, The Elliott Community ensures that care remains responsive, compassionate, and consistently aligned with the values and preferences of those we serve.

PROVIDER EXPERIENCE

At The Elliott Community, we are committed to fostering a workplace where every team member feels valued, inspired, and connected to our shared purpose of providing exceptional, emotion-focused care. Our approach to recruitment, retention, and workplace culture is rooted in recognition, personal growth, and meaningful connection—values that reflect the essence of The

Butterfly Approach and our ongoing culture transformation.

In 2025, The Elliott Community continued to strengthen professional development through The Butterfly Approach training series, consisting of eight interactive workshops focused on emotion-focused care, empathy, and relationship-building. These sessions help team members understand the “why” behind their work, deepening their ability to connect meaningfully with residents and one another. The Medical Director and attending physicians have also embrace this model by no longer wearing scrubs in the home and collaborating with the nursing and pharmacy team to safely apply the antipsychotic de-prescribing algorithm, enhancing the quality of life for those who live here. Our Learning Management System further supports ongoing annual education, ensuring staff have access to best practices and compliance training. There are also periodic opportunities for in-person skills development education through our service providers, and partners as well as through train the trainer initiatives we have in place. Examples are Gentle-Persuasive Approach (GPA), CPR, wound care, lifts and transfers, denture care and hearing aid care.

We believe appreciation fuels engagement. Through initiatives like Elliott-branded apparel, the Moment Maker Cart—where leadership visits staff with a well-stocked cart full of treats, wellness items, and quotes of gratitude—and our “Do What You Love” HR program, which contributes to the cost of personal well-being activities, we celebrate the people who make our community thrive. Staff are also spotlighted in internal communications, sharing their stories, favourite music, spirit animals, and words of wisdom—strengthening connection and pride across the organization.

As part of our Butterfly Approach culture change, we've introduced friendly competitions that celebrate creativity and teamwork. In 2025, team members on each home area collaborated to design themed balcony experiences for residents. During the grand opening, residents and team members toured every balcony and voted for their favourite design. The passion and commitment demonstrated by staff reflected the meaningful culture transformation taking place through The Butterfly Approach implementation. In addition, our monthly "Rising Star" program fosters healthy competition by rewarding the home area with the fewest resident falls with a celebratory takeout meal.

Through these initiatives, The Elliott Community continues to nurture a workplace where joy, compassion, and purpose come together—creating an environment where team members love what they do and residents feel that love in every moment of care.

SAFETY

Safety is foundational to our mission of providing compassionate, high-quality care. Our approach integrates proactive risk prevention, continuous education, and a culture of shared responsibility among leadership, team members, residents, families, and partners.

As part of our Continuous Quality Improvement (CQI) program, we conduct systematic tracking and quarterly analysis of complaints, incidents, and near misses. Each event undergoes a thorough root cause analysis with interdisciplinary input to identify trends, implement corrective actions, and share lessons learned. This transparent approach fosters accountability and strengthens our

culture of safety.

In alignment with Healthcare Excellence Canada's Rethinking Patient Safety resource, our safety strategy prioritizes prevention in key areas such as medication management, falls, pressure injuries, and the appropriate use of antipsychotics. In 2025, The Elliott Community joined the Health Excellence Canada Appropriate Use of Antipsychotics (AUA) Program, supporting our commitment to person-centered, non-pharmacological approaches for residents living with dementia. This work complements our implementation of The Butterfly Approach, which focuses on understanding resident expressions, reducing responsive behaviours, and preventing instances of violence or abuse.

Environmental safety is actively monitored through monthly Joint Health and Safety Committee (JHSC) inspections, which identify and resolve potential hazards, promote awareness, and reinforce a safety culture. In 2025, in response to an increased trend in incidents, we provided education, tools and resources to help staff stay safe when arriving and leaving work. Residents and families also received information about maintaining building security, including being mindful of individuals attempting to follow them inside. Given our urban location, we remain vigilant about safety while promoting compassion and understanding toward individuals experiencing housing insecurity, substance use, and mental health challenges.

In 2025, we continued our work to enhance our emergency preparedness program through the implementation of Get Ready, a digital emergency management platform that strengthens situational awareness, communication, and role clarity during

emergencies. Supporting infrastructure improvements—including new overhead paging system and mobile devices for more of our direct care team members—ensure timely access to information when it matters most.

Through these coordinated initiatives, The Elliott Community continues to promote a safe, inclusive, and learning-focused environment for all who live, work, and visit here.

PALLIATIVE CARE

At The Elliott Community, we integrate a palliative approach throughout the illness trajectory to ensure that residents and their families experience dignity, comfort, and compassionate care. Our model prioritizes early identification of needs, person-centred planning, and open communication to enhance quality of life at every stage.

Palliative care begins when people move-in, where Substitute Decision Makers (SDMs) are identified, and advance care planning discussions are initiated. Through implementation of the People and Family-Centred Clinical Pathway, we use best practices to co-create individualized care plans that reflect personal goals, values, and preferences. As part of The Butterfly Approach, life stories are developed and represented through meaningful symbols and personalized spaces, reinforcing identity and belonging. Life stories show team members what is important to people who live here to foster connection and empathy that supports our ability to provide emotion-focused care at any stage of life.

We have adopted a train-the-trainer model for the Serious Illness Conversation Guide, led by our CAPCE-certified Pain and Palliative

Care Lead. This program strengthens staff confidence in holding early, compassionate, and ongoing conversations with residents and families about care goals and preferred settings for end-of-life. In 2026, our goal is to expand this training to all registered staff. We also actively participate in the Long-Term Care Palliative Care Community of Practice, ensuring alignment with best practices and shared learning across the sector.

In 2025, we implemented the RNAO Pain Management Clinical Pathway, improving how pain is assessed and managed through use of individualized tools. Post-care surveys, sent to families several weeks following the death of a loved one, provide valuable insights into end-of-life experiences and guide ongoing improvements in comfort care, communication, and emotional support. Post-care conference survey feedback also provides insights into how we are supporting residents and families throughout their care journeys.

Through these initiatives, The Elliott Community continues to fulfill the Quality Standard for Palliative Care, ensuring that care remains compassionate, coordinated, and meaningful for residents and their families.

POPULATION HEALTH MANAGEMENT

At The Elliott Community, we take a proactive, person-centred approach to meeting the health and social needs of older adults—both those who live within our Long-Term Care Home and those living in our community more independently. Through strategic partnerships and integrated care practices, we aim to ensure that seniors receive the right care, in the right place, at the right time, while supporting the sustainability of the health system.

We partner closely with local hospitals to enhance care coordination and communication with LTC resident transfers. The AMPLIFI tool facilitates real-time information exchange between hospital and long-term care teams, supporting accurate medication reconciliation and reducing the risk of adverse events. This collaboration strengthens continuity of care, minimizes avoidable hospital readmissions, and ensures residents return home safely and promptly.

In partnership with acute care hospitals, The Elliott Community provides transitional care beds within our retirement home. These beds support individuals who no longer require hospital-level care but are not yet ready to return home. This initiative bridges care gaps, promoting successful recovery and reintegration while helping to alleviate hospital capacity pressures.

Recognizing the health impact of loneliness and social isolation among older adults, and integrating principles of The Butterfly Approach, we are focusing on data tracking of engagement scores and identifying residents potentially at risk with lower scores. In our Long-Term Care home, we are encouraging an interdisciplinary approach to spontaneous and meaningful engagement with all residents, regardless of where they are on their dementia journey. More broadly, The Elliott Community opens up our community centre programs that foster inclusion and engagement for seniors who live here independently in our Life Lease building. Through onsite access to activities, events, and meals—including frozen meals and hot lunches offered via our General Store and Hub Café—we promote nutrition, connection, and overall well-being.

By advancing these partnerships and our community offerings, The

Elliott Community supports the older adults who live here to live healthier, more independent lives, while contributing to reduction of emergency department use, improved transitions of care, and enhanced quality of life across our community.

CONTACT INFORMATION/DESIGNATED LEAD

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Jocelyn Alves
Quality Improvement and Risk Management Resource Nurse
Email: jalves@elliottcommunity.org

SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate

Equity

Measure - Dimension: Equitable

| Indicator #1 | Type | Unit / Population | Source / Period | Current Performance | Target | Target Justification | External Collaborators |
|-----------------------------------|------|-------------------|--|---------------------|--------|--|------------------------|
| Average Resident Engagement Score | C | Other / Residents | Other / Average Engagement Score per Quarter | CB | CB | We are collecting baseline data to observe engagement scores and ensure we are engaging residents equitably, regardless of where they are on their dementia journey. | |

Change Ideas

Change Idea #1 Develop a clear and consistent system for assessing engagement with defined criteria for active and passive participation.

| Methods | Process measures | Target for process measure | Comments |
|--|---|---|--|
| Documentation of engagement scores in Activity Pro | Education and training on how to score engagement for recreation therapy team | Training completed for all recreation therapy team members by Q1 26/27. | Training to ensure consistent assessment and documentation of engagement scores. |

Change Idea #2 Emotion-focused care training for all team members in long-term care home.

| Methods | Process measures | Target for process measure | Comments |
|--|-----------------------------------|---|--|
| Delivery of 8 workshops over 3 months. | Attendance at training workshops. | 100% of long-term care home team members completed emotion-focused care training. | Emotion-focused care training supports the team member's ability to engage residents equitably, regardless of where they are on their dementia experience journey. |

Experience

Measure - Dimension: Patient-centred

| Indicator #2 | Type | Unit / Population | Source / Period | Current Performance | Target | Target Justification | External Collaborators |
|--|------|-------------------|----------------------|---------------------|--------|---|------------------------|
| Percentage of residents who responded positively to the survey question: "How satisfied are you with how the words we use supports your sense of dignity?" | C | % / Residents | In-house survey / Q3 | CB | CB | We are collecting baseline data to measure the percentage of residents who responded positively to the survey question: "How satisfied are you with how the words we use supports your sense of dignity?" | |

Change Ideas

Change Idea #1 Development and annual review of a person-centred language guide.

| Methods | Process measures | Target for process measure | Comments |
|---|---|--|--|
| Collaborative development of the guide. | Person-centred language guide review completed annually | Person-centred language guide review completed by Q1 | Person-centred language guide is a tool that team members can reference and support each other to ensure we are using words that supports resident's sense of dignity. |

Change Idea #2 Emotion-focused care training for all team members in long-term care home.

| Methods | Process measures | Target for process measure | Comments |
|--|----------------------------------|---|---|
| Delivery of 8 workshops over 3 months. | Attendance at training sessions. | 100% of long-term care home team members completed emotion-focused care training. | Through the training, teams will learn about the impact of the words we use when speaking to and about those who live in the long-term care home. |

Measure - Dimension: Patient-centred

| Indicator #3 | Type | Unit / Population | Source / Period | Current Performance | Target | Target Justification | External Collaborators |
|---|------|-------------------|------------------------|---------------------|--------|--|------------------------|
| Percentage of families responding with high satisfaction with care and comfort in the final days of life of the person they support here. | C | % / Family | In-house survey / 2026 | 89.20 | 90.00 | We will maintain at least 90% satisfaction rate on care surveys. | |

Change Ideas

Change Idea #1 Implemented train the trainer model for Serious Illness Conversation certification.

| Methods | Process measures | Target for process measure | Comments |
|---|--|--|--|
| Train registered staff in Serious Illness Conversations | Percentage of registered staff certified in Serious Illness Conversations. | 50% of registered staff will receive Serious Illness Conversations training. | Serious Illness Conversations training will increase the confidence of registered staff to have palliative approach to care and end-of-life conversations with residents and families earlier in their illness trajectory. |

Change Idea #2 Implement a post-care conference satisfaction survey to measure resident and family satisfaction with care conferences.

| Methods | Process measures | Target for process measure | Comments |
|-------------------------------------|---|---|---|
| Survey monkey post-care conference. | Percentage of satisfaction with care conference | 90% satisfaction rate with care conferences per quarter | Post-care conference surveys will ensure that residents and families are satisfied with the communication at care conferences and provides opportunity for our team to make improvements based on real-time feedback. |

Change Idea #3 Implement the RNAO Palliative Care and End-of-Life Care Clinical Pathways.

| Methods | Process measures | Target for process measure | Comments |
|---|--|--|--|
| RNAO support and in-person training for clinical teams. | Implement RNAO Palliative Care and End-of-Life Care Clinical Pathways. | Implement RNAO Palliative Care and End-of-Life Care Clinical Pathways by Q4. | Implementing RNAO Clinical Pathways ensures that our clinical practice is aligned with best practices. |

Safety

Measure - Dimension: Safe

| Indicator #4 | Type | Unit / Population | Source / Period | Current Performance | Target | Target Justification | External Collaborators |
|---|------|-------------------|---------------------------------|---------------------|--------|---|------------------------|
| Percentage of residents, older than 65 years of age and with a diagnosis of dementia or neurocognitive disorder, prescribed antipsychotic medication. | C | % / Residents | In house data collection / 2026 | 9.90 | 10.00 | We will maintain 10% or less of residents, older than 65 years of age and with a diagnosis of dementia or neurocognitive disorder, prescribed antipsychotic medication. | |

Change Ideas

Change Idea #1 Work collaboratively with residents, family and interdisciplinary care teams to safely de-prescribe antipsychotic medication.

| Methods | Process measures | Target for process measure | Comments |
|---|--|--|--|
| Apply the antipsychotic de-prescribing algorithm to all new admission residents older than 65 and with a diagnosis of dementia or neurocognitive disorder within 6 months of moving in. | Number of relevant new admission residents with antipsychotic de-prescribing algorithm applied within 6 months of moving in. | 100% of relevant new admission residents with antipsychotic de-prescribing algorithm applied within 6 months of moving in. | We have observed that many residents are being admitted with existing antipsychotic medication orders. |

Change Idea #2 Emotion-focused care training for all team members in long-term care home.

| Methods | Process measures | Target for process measure | Comments |
|--|----------------------------------|---|--|
| Delivery of 8 workshops over 3 months. | Attendance at training sessions. | 100% of long-term care home team members completed emotion-focused care training. | Emotion-focused care training will support the team to apply non-pharmacologic interventions in response to expressions that may occur as the antipsychotic de-prescribing algorithm is applied. |



2025 LTC Resident & Family Experience Survey

Final Report

Prepared By Jocelyn Alves

December 30, 2025

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*"Quality choices in a caring and inclusive, home-like community.
A tradition of promoting dignity and independence for those we
serve and their families."*

Executive Summary

Key Insights

The 2025 LTC Resident and Family Experience Survey demonstrated overwhelmingly positive results, with an overall satisfaction rate of 90%, reflecting a significant improvement across all categories compared to 2024. Participation was strong, with a 59% response rate, including robust engagement from both residents and families. Notably, 100% of respondents indicated they would recommend The Elliott Community to family and friends, underscoring a high level of trust and confidence in the care and services provided. The introduction of open-ended comment boxes in 2025 enhanced the depth and quality of feedback, yielding meaningful qualitative insights to complement quantitative results.

Areas of Strength

Residents and families consistently expressed high satisfaction with:

- Activities and Recreation, particularly inclusive programming, musical experiences, and community outings.
- Person-centred, compassionate care, with strong praise for nursing team, PSWs, and communication practices.
- Cleanliness and environment, described as exceptionally clean, bright, and welcoming.
- Safety, dignity, and respect, including privacy, autonomy, and respectful language.
- Dining flexibility and accommodation, especially responsiveness to individual preferences and needs.
- The Butterfly Approach, where implemented, was highlighted as enhancing emotional well-being, creating a home-like atmosphere, and strengthening relationships between residents, families, and care team members.

Potential Areas for Improvement

Feedback identified opportunities to further enhance the resident and family experience:

- Laundry services, including lost or misdirected items and turnaround times.
- Consistency in care and communication among care team members.
- Increased support for residents who enter neighbouring rooms unintentionally, and improved consistency with knocking and waiting before room entry.
- Food quality consistency, including food temperature and preparation.
- Access and reliability of services, such as salon scheduling, physician presence, elevators, and telephone system navigation.
- Expanded activities and cultural celebrations, along with additional fitness and physiotherapy opportunities.

Introduction

The Elliott Community conducts an annual experience survey to gather feedback from residents and their families. This survey not only fulfills the requirements of the Fixing Long-Term Care Act, 2021, but also serves as a critical tool for assessing and improving the quality of care and services. By analyzing the survey results, The Elliott Community identifies strengths and uncovers opportunities for improvement. These insights guide the development of both short-term and long-term quality improvement goals, ultimately enhancing the overall experience for residents and their families.

Response Rate

The 2025 survey achieved a response rate of 59%, reflecting strong participation from both residents and their family:

- **152 survey attempted**
 - 40 residents
 - 112 family
- **89 surveys completed**
 - 27 residents (68% response rate among residents with a CPS score ≤ 3)
 - 62 family (55% response rate among those contacted)

Resident responses accounted for 30% of completed surveys, while family accounted for 70%. Family respondents self-identified as 45% 'Power of Attorney' and 55% as 'Family Member, Friend or Essential Caregiver'.

Methodology

Qualitative Data

New in 2025, open-ended comment boxes were provided on each survey question. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. There were four questions on the survey where only open-ended comments were available as a response, 'What qualities do you look for in a newly joined care team member?'; 'How valuable are the features of the Anne Flowers lounge space to your overall experience at The Elliott Community?'; 'What do you appreciate the most about The Elliott Community?'; and 'If you could change one

thing about The Elliott, what would it be?'. Comments provided in all of the survey's open-ended response sections were analyzed for recurring themes. Positive feedback themes were included in the areas of strengths sections of this report. Negative feedback themes that aligned with quantitative findings were prioritized as potential areas for improvement.

Quantitative Data

Quantitative feedback was analyzed to assess satisfaction levels for each category. A four point scale was used for responses. Percentages of satisfaction are combined responses of 'Very Satisfied' and 'Satisfied'. If more than one question in a category, the satisfaction rating is represented by an equally weighted average of satisfaction rates in the category. There was one question on the survey where only 'yes' or 'no' were response options, 'Would you recommend The Elliott Community to your family and friends?'. Score percentages are rounded to the nearest whole number. The following rating scale was applied:

- **75% or above:** High satisfaction
- **50% to 75%:** Moderate satisfaction
- **Below 50%:** Low satisfaction

Evaluation of Areas for Improvement

Survey areas identified as having moderate to low satisfaction levels are evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

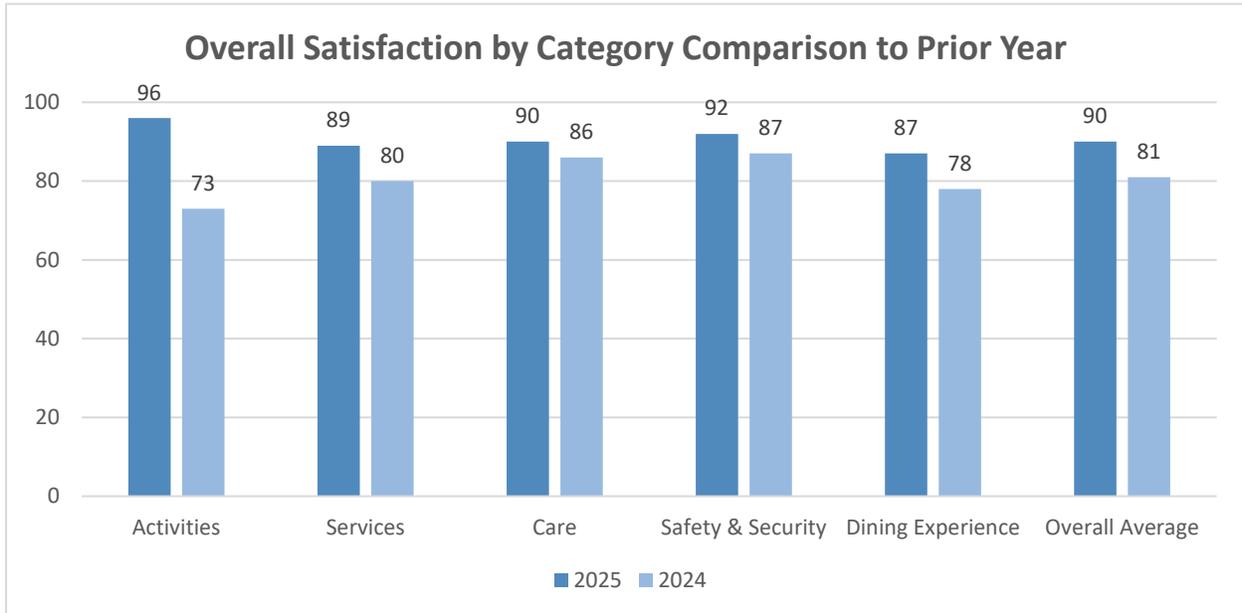
Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may not be prioritized in this plan.

Quantitative Results

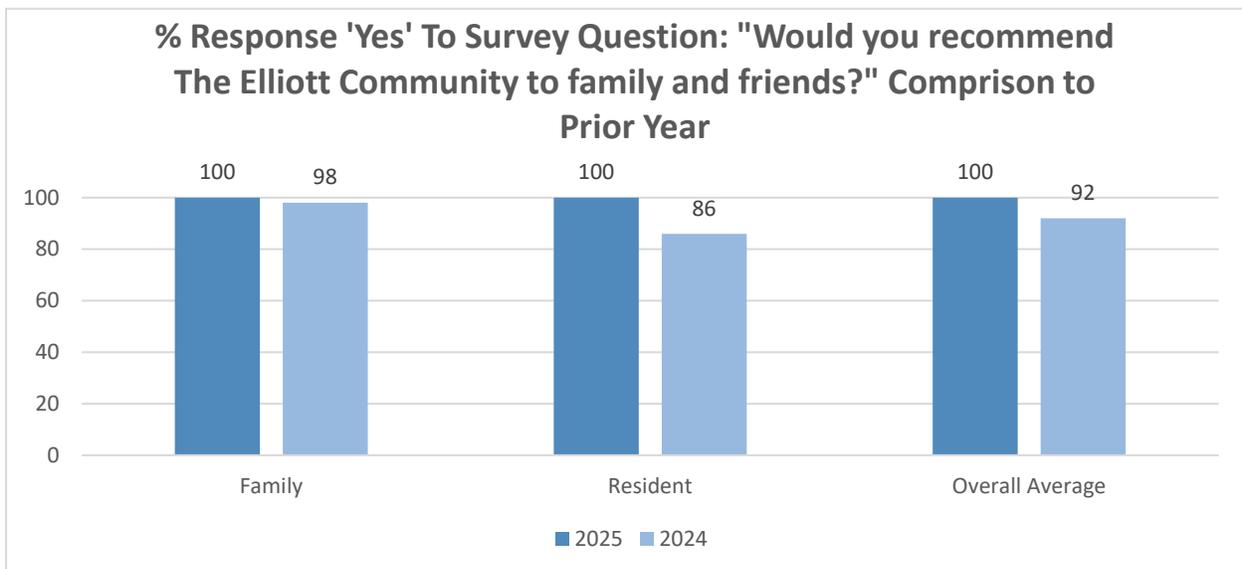
The following table summarizes satisfaction levels across key areas. Results are provided for three respondent categories: overall (all respondents combined), residents only, and family only. Percentages are a combined total of those who responded 'Very satisfied' and 'Satisfied', rounded to the nearest whole number.

| Survey Category | Family | Resident | Overall |
|--|------------|------------|------------|
| Activities | | | |
| Recreation Programs & Activities | 90% | 100% | 95% |
| Expression of Spiritual/Cultural Preferences | 98% | 95% | 97% |
| Services | | | |
| Health & Wellness Services | 86% | 82% | 84% |
| Continence Care Products | 100% | 88% | 94% |
| Laundry Services | 79% | 74% | 77% |
| Cleanliness of Home | 96% | 96% | 96% |
| Moving-in Process | 94% | 81% | 88% |
| Education Resources | 89% | 100% | 95% |
| Care | | | |
| Nursing & Physician Care | 89% | 100% | 95% |
| Person-Centered, Emotion-Focused Care | 92% | 89% | 91% |
| Home Environment | 100% | 70% | 85% |
| Safety & Security | | | |
| Privacy | 94% | 89% | 92% |
| Independence | 87% | 96% | 92% |
| Safety | 93% | 89% | 91% |
| Dining Experiences | | | |
| Dining Preferences | 90% | 91% | 91% |
| Quality of Food | 85% | 78% | 82% |
| Survey Overall Average | 91% | 89% | 90% |

Comparison of Results Over Time



In 2025, survey results demonstrated a significant increase in satisfaction across all categories compared to the previous year. The most notable improvement was seen in the Activities category, a priority area identified for enhancement in prior years. Additionally, 100% of respondents answered “yes” to the question, “*Would you recommend The Elliott Community to family and friends?*”—surpassing the already strong satisfaction levels reported in 2024.



Qualitative Results

Respondents expressed comments on their experience in open-ended comment boxes after every question on the survey. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. This approach was successful as 436 open-ended comments were received from family and 350 from residents. Satisfaction was expressed with all aspects of the home as well as feedback on how to improve. The following themes were identified, also included are a sampling of quotes to demonstrate the appreciation expressed.

Residents & Families Appreciate The Elliott For:

Activities

- Musical guests, singing, music therapy are all greatly appreciated.
- Happy with opportunities for outings.
- Noted engaging staff who encourage and include everyone, even those who may not be as able to actively participate.

“My mother constantly gushes about the activities, which starkly contrasts to the residence she was in formerly...”

Services

- Physiotherapy services are great.
- Social work services are caring and compassionate.
- The home is kept exceptionally clean and odor-free.
- Moving-in process was smooth and supportive.

“The Elliott home is the cleanest, brightest, freshest long term care home that we've had the pleasure of visiting. We are thankful for the team members who keep it spick & span!”

Care

- Excellent communication and clinical care from the nursing team.
- Friendly and compassionate care team members who strive to deeply understand individual needs and preferences and treat people with dignity and respect.

“My parents are happier now than ever before. I believe it is due to the caring team members taking time to get to know them personally then respond to their needs. Even more importantly, the team members are pro-active with ideas to enhance the residents' emotional well being such as inviting them to a group gathering or putting on a favourite tune or offering a special treat.”

Safety & Security

- Residents and family feel very safe here.
- Privacy and autonomy is respected.
- Dignified words are used when speaking to and about people who live here.

“We are fortunate enough to have both parents living at the Elliott long term care, so are fully aware of the level of autonomy each parent receives. They are treated as respected elders in charge of their own surroundings including decision making. It's awesome!”

Dining Experiences

- Team members are very accommodating and flexible with meal service.
- Food is enjoyable and satisfying and alternatives available if preferred.
- Snacks are available and abundant.

“I often need to request early or late meals due to going out to appointments and they are always accommodating.”

“Getting the window seat, favourite dishes, ice cream on birthdays, everyday treats and unlimited tea all add to the feeling of contentment and fullness.”

“The dining staff are very accommodating in their delivery of the food. When we have gone out, the kitchen staff has provided the pureed meals required, making it easy for me to take my loved one to family dinners when it is difficult for the family to provide the right consistency of food to accommodate his needs. It has been so helpful to us.”

The Butterfly Approach

Implementation of The Butterfly Approach, a person-centered, emotion-focused, model of care, began in 2023. Accreditation of the third floor home areas of Wellington, Fountain, and Edinburgh was achieved in June 2025 and the implementation for the second floor home areas of Eramosa and Paisley is underway. On the 2025 resident and family experience survey we asked respondents to comment on their experience with the impact The Butterfly Approach has had on care thus far. Although many people commented that they were not yet familiar enough with The Butterfly Approach to

comment, we also received several extremely positive comments. Some examples of open-ended feedback is noted below.

“Grief is so big when you come to visit your loved one. The loss of who they were is painful and ever present. Being in a place that is vibrant and visually diverse seems to make everyone seem happier. Having flexibility and making the space seem a bit more like a home has been very helpful for me and my mom. I feel like she has gained many roommates and friends. I am not sure what the science is behind this approach but it is really helping to soften the grief.”

“The Butterfly Approach is the best idea ever!! We all love the bright colours and the individualized attention that the residents receive. It's a family atmosphere where the team members are seen as friends rather than workers. Treating elders with such dignity as to make their own choices should be universal. My parents are happier now than when they were living at home! We are so lucky to be part of the Elliott Community. Thank you.”

“The Butterfly Approach is sunshine!! This new-to-us person-centered, emotion focused care is relaxed, comfortable, colourful and interesting. It simply feels good. The care team treats our parents more like family members than 'patients'. The multiple daily interactions are positive, social and shared. Every elder deserves such dignified experiences in their home. Visitors feel more comfortable too. Thank you, [Lindsay], for implementing such a progressive program. We are so lucky!”

"A wonderful and beautiful model of care. Our Family visitors feel incredibly comfortable and welcomed when visiting The Elliott witnessing the love and compassion that staff have for not only the residents but for each other as well. We know that our loved one is in a home community where she is loved and safe and receiving excellent care."

“The area is beautifully decorated and visually appealing. In my opinion, then real work is done by the PSWs as they are hands on with the Resident for 8 hours at a time. It is evident that the PSWs know their Resident’s needs, understand them, encourage them, make them feel safe. There are still certain tasks that the PSW needs to do however, for the most part they are engaging with the Residents and family members.”

Suggestions for Improvements from Residents & Families

Activities

- More activities where there are gaps in the calendar.
- Offering even more outings to a variety of destinations.
- Consider broadening the cultural events celebrated.

Services

- Salon services are too expensive for the quality of service provided and challenging to schedule appointments.
- More opportunities for fitness and physiotherapy.
- Improve laundry service to reduce lost items; reduce clothing distributed to the wrong person; and reduce time to launder and return items.

Care

- Physicians could be present more often in the home.
- Improvement in consistency of care approach between care team members.
- Improved consistency of communication between care team members.
- Consideration for feedback on the bright colour choices in common areas

Safety & Security

- Increased support for residents who enter neighbouring rooms without invitation.
- Consistently waiting for response after knocking before entering someone's room.
- Improved elevator reliability.
- Easier to connect and communicate when calling The Elliott, easier to navigate the phone system instructions.

Dining Experiences

- Food could be warmer temperature when served.
- Meat and vegetables could be more consistently cooked, sometimes too dry or overcooked, respectively.
- More consistency in overall food quality.

The Butterfly Approach

- Strengthen the depth of understanding of the culture change journey.

Next Steps

This report will undergo a comprehensive review by key stakeholder groups within The Elliott, including the Clinical Leadership Committee, Leadership Forum and the Corporate Affairs Committee. Areas for improvement identified in the survey will be prioritized and a Key Results and Action Plan poster will be developed to share on The Elliott Community website and with residents and family.

Survey results areas for improvement identified as themes in qualitative data or as having moderate to low satisfaction levels in quantitative data will be evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may or may not be prioritized in this plan.

Appendix A

Resident & Family Verbatim Responses to 'What do you appreciate most about The Elliott Community?'

| |
|--|
| I get to be in my own little world |
| a lot of aspects, sense of safety and security, well taken care of and well entertained |
| How they take care of my overall and specific care needs. I had a stroke and they helped me through to learn how my life was going to be afterwards. I really appreciated watching everyone adapt and work together through COVID and again through the measles outbreak, watching them all respond to emergencies with creativity like when we ate at our doors and could see and talk to our neighbours from across the hall |
| they are very helpful to a lot of people, they are very good at it, often takes 2 people to care for each person |
| constant care & sensitivity |
| Very nice people, it's a hard job & most of the time they are present and they are nice every day. I'm happy to have this place, not a lot out there for people like me. |
| feels comfortable |
| they are there |
| it's a nice place to live |
| feels comfortable |
| likes helping others, getting out quite a lot |
| everybody is so friendly |
| work that the girls do & how they explain things to me |
| cleanliness |
| met some nice people & always interested in me, ask me how I'm doing |
| staff |
| location, how caring the staff are and the built relationships |
| everybody's human |
| I feel safe here. No worries about finding a doctor |
| location, abilities to handle hard situations, kind |
| staff members that care + want to be here |
| People care about you! |
| Overall service is superior, I'm able to compare to other homes. |
| attitude of helpers |
| People |
| freedom |
| so many things, |
| It is a caring community that makes every effort to accommodate the requests of the family. |
| The overall feeling is warm and homey. Everywhere we go we see people interacting positively. |
| Ability to listen and the ability to keep my mother enjoying what remains of her life. |
| Friendly atmosphere and caring people. |

| |
|---|
| The staff |
| Kind and thoughtful care to my father |
| I know that my brother is safe. It is a huge burden that has been lifted. He is with kind, alert, caring, competent people. Things may fall through the cracks occasionally but on the whole the place works. |
| Environment, care, happiness shared with staff. High moral pleasant atmosphere always. No comparison with other homes I have researched and experienced. Key is not for profit. Certainly worth the wait for admittance. All staff are caring. All family feel comfortable knowing she is getting well cared for. |
| The caring environment and the professionalism of the PSWs - they are amazing! |
| Everyone is trying their best |
| The people that work, visit and play at the Elliott Community are angels. It's the people that matter. It feels like a big family there. |
| Friendly atmosphere and comfortable accommodation. |
| Safety and communication |
| Care and kindness of staff, the time staff take to address my family member by name, pause and talk with her, and engage with her warmly |
| The friendliness of nurses, PSWs , cleaners, administration and Donna the receptionist |
| Cleanliness |
| Just moved in the process was excellent |
| The staff, and the knowledge he is safe and admired...again I am very unable to visit often, and it eases my heart knowing he is safe. |
| Standard of facility and room. |
| The staff. It is an excellent facility, and we are grateful that our relative received a room at the Elliott. |
| The care |
| Staff and environment |
| A family feel community. |
| We can't say enough about the high level of care and support we continue to receive. The staff are caring, respectful, responsive, and always find time to check in and share in stories, laughter, and connection. We value to team's approach to navigating challenges and solutions with the highest regard for our loved ones wellbeing. We are grateful for everyone's hard work. Thank you. |
| The feeling that my relative is safe and very well cared for - also that staff are flexible enough to modify things as needed to help her as an individual as things change. |
| The care offered to the residents. |
| Free parking. A variety of activities. Pleasant staff in all positions |
| Level of care and cleanliness |
| The staff truly care about my family member |
| The staff and how they relate to and respect the residents |
| That my loved one is receiving the best care possible! |
| Good LTC |
| I feel very comfortable and trusting that my wife is a resident in LTC at Elliott Community. I (spouse) and family get peace of mind knowing my wife is getting the very best care possible. |
| My mom receives great care! |
| All the PSWs are such hard workers! They look after our loved one so well! I could never do what they do! Some of them have such a good relationship with our loved one, joking around a lot! |

| |
|---|
| patient-centered with exemplary care |
| All staff are willing to answer questions and return calls within a reasonable time |
| safe place |
| Kindness of staff |
| Very good communication with me. |
| Some great staff. |
| Staff are great! |



2025 Supportive Living Resident & Family Experience Survey

Final Report

Prepared By Jocelyn Alves

January 15, 2026

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*"Quality choices in a caring and inclusive, home-like community.
A tradition of promoting dignity and independence for those we
serve and their families."*

Executive Summary

Key Insights

The 2025 Supportive Living Resident and Family Experience Survey demonstrates overwhelmingly high satisfaction with care, services, and overall quality of life at The Elliott Community. With an overall satisfaction score of 96% and a moderately strong response rate of 49%, the results provide a reliable and meaningful snapshot of resident and family experiences. Satisfaction increased across all survey categories compared to 2024, with particularly notable improvements in Activities—an area previously identified for enhancement. Nearly all respondents (99%) indicated they would recommend The Elliott Community to family and friends, reflecting strong confidence and trust in the organization. The introduction of open-ended comments in 2025 enriched the data set, offering deeper insight into what residents and families value most, as well as opportunities for improvement.

Areas of Strength

- Exceptionally high satisfaction with nursing and physician care, including person-centered and emotion-focused approaches
- Strong perceptions of safety, security, privacy, and respect for resident independence
- Activities are highly valued for variety, inclusiveness, and opportunities for social, physical, and spiritual engagement
- High satisfaction with core services, including pharmacy, housekeeping, laundry, and cleanliness
- Positive feedback on the move-in process and availability of education and information resources
- Dining team recognized for friendliness, responsiveness, and accommodation of special diets and dietary preferences
- Consistent qualitative feedback highlighting staff compassion, professionalism, patience, and genuine care
- Strong confidence in the organization, demonstrated by a 99% willingness to recommend The Elliott Community

Potential Areas for Improvement

- Strengthen communication with families through more regular, proactive updates, even when no issues are present
- Improve consistency and clarity around thresholds for family notification

- Increase opportunities for one-on-one engagement between care team members and residents
- Enhance consistency and clarity of housekeeping services provided within resident suites
- Reduce lost or misdirected laundry items and improve service reliability
- Increase awareness and understanding of available continence care products
- Review salon services for perceived value relative to cost
- Address accessibility barriers to activities related to vision and hearing limitations
- Monitor and improve the quality and consistency of musical entertainment programming
- Improve dining experiences, particularly supper meals, portion sizes, food quality, and flexibility in seating arrangements
- Address concerns related to suite access, key control, and waiting for response before entering resident rooms

Introduction

The Elliott Community conducts an annual experience survey to gather feedback from residents and their families. This survey not only meets accreditation standards for The Elliott Community's accrediting body, The Commission on Accreditation of Rehabilitation Facilities (CARF) Canada, but also serves as a critical tool for assessing and improving the quality of care and services. By analyzing the survey results, The Elliott Community identifies strengths and uncovers opportunities for improvement. These insights guide the development of both short-term and long-term quality improvement goals, ultimately enhancing the overall experience for residents and their families.

Response Rate

The 2025 survey achieved a response rate of 49%, reflecting moderately strong participation from both residents and their family:

- **135 surveys attempted**
 - 54 residents
 - 81 family
- **70 surveys completed**
 - 36 residents (67% response rate among residents with no language barrier and a MMSE score >23)
 - 34 family (42% response rate among those contacted)

Resident responses accounted for 51% of completed surveys, while family accounted for 49%. Family respondents self-identified as 54% 'Power of Attorney' and 46% as 'Family Member, Friend or Essential Caregiver'.

Methodology

Qualitative Data

New in 2025, open-ended comment boxes were provided on each survey question. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. There were four questions on the survey where only open-ended comments were available as a response, 'What qualities do you

look for in a newly joined care team member?'; 'How valuable are the features of the Anne Flowers lounge space to your overall experience at The Elliott Community?'; 'What do you appreciate the most about The Elliott Community?'; and 'If you could change one thing about The Elliott, what would it be?'. Comments provided in the survey's open-ended response sections were analyzed for recurring themes. Positive feedback themes were included in the areas of strength section of this report. Negative feedback themes that aligned with quantitative findings were prioritized as potential areas for improvement.

Quantitative Data

Quantitative feedback was analyzed to assess satisfaction levels for each category. A four point scale was used for responses. Percentages of satisfaction are combined responses of 'Very Satisfied' and 'Satisfied'. If more than one question in a category, the satisfaction rating is represented by an equally weighted average of satisfaction scores in the category. There was one question on the survey where only 'yes' or 'no' were response options, 'Would you recommend The Elliott Community to your family and friends?'. Score percentages are rounded to the nearest whole number. The following rating scale was applied:

- **75% or above:** High satisfaction
- **50% to 75%:** Moderate satisfaction
- **Below 50%:** Low satisfaction

Evaluation of Areas for Improvement

Survey areas identified as having moderate to low satisfaction levels are evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives,

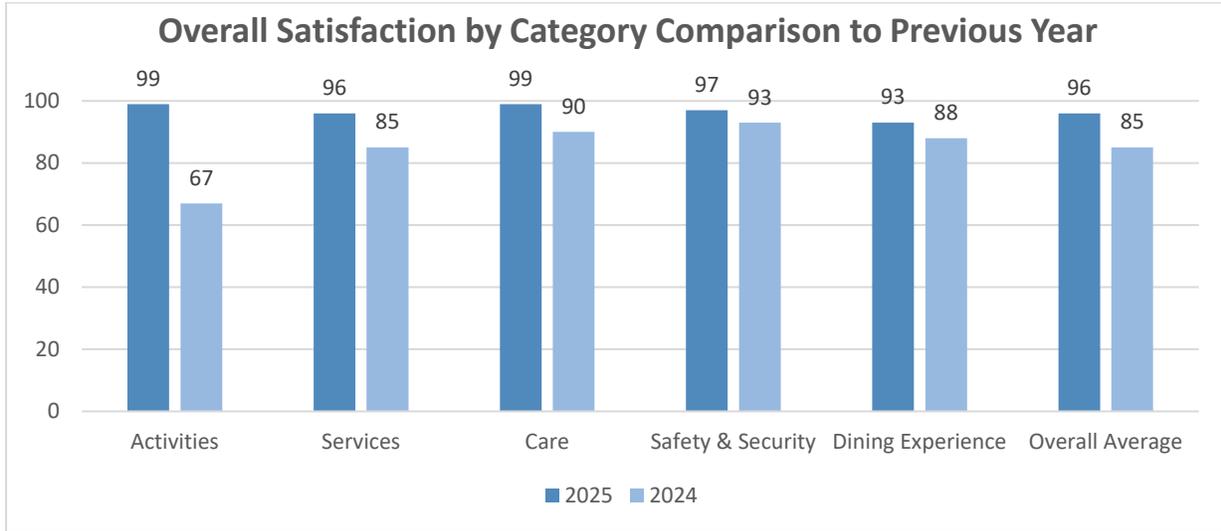
as well as resource requirements, identified opportunities for improvement may not be prioritized in this plan.

Quantitative Results

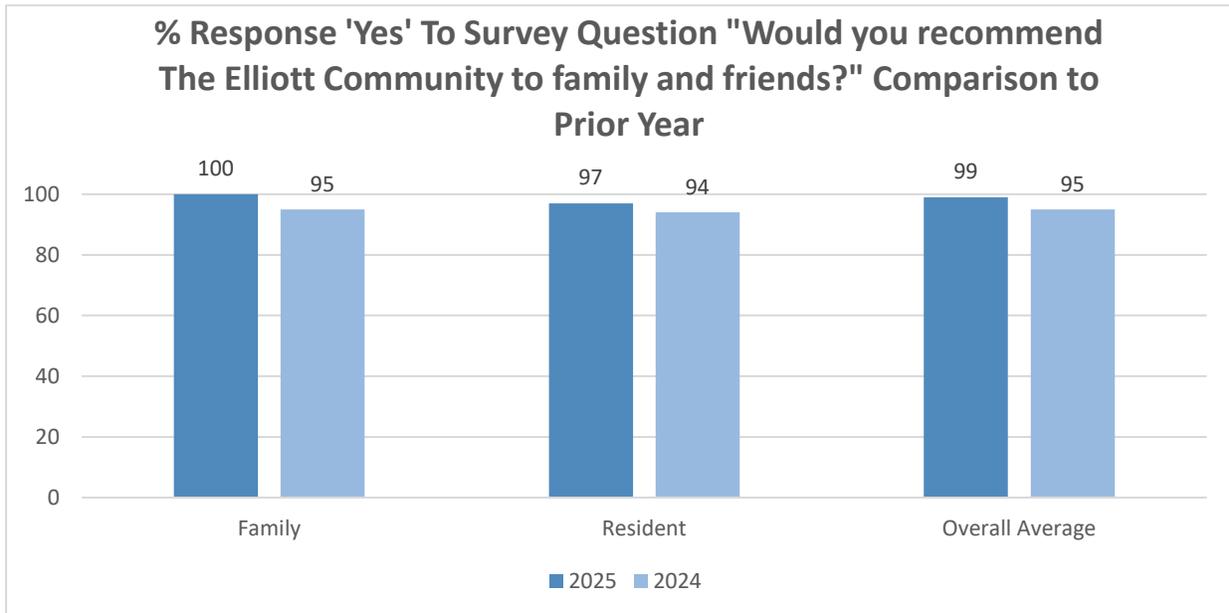
The following table summarizes satisfaction levels across key areas. Results are provided for three respondent categories: overall (all respondents combined), residents only, and family only. Percentages are a combined total of those who responded ‘Very satisfied’ and ‘Satisfied’, rounded to the nearest whole number.

| Survey Category | Family | Resident | Overall |
|--|------------|------------|-------------|
| Activities | | | |
| Recreation Programs & Activities | 100% | 100% | 100% |
| Expression of Spiritual/Cultural Preferences | 96% | 100% | 98% |
| Services | | | |
| Health & Wellness Services | 93% | 100% | 97% |
| Continence Care Products | 91% | 92% | 92% |
| Laundry Services | 88% | 97% | 93% |
| Cleanliness of Home | 83% | 100% | 92% |
| Moving-in Process | 100% | 97% | 99% |
| Education Resources | 100% | 100% | 100% |
| Care | | | |
| Nursing & Physician Care | 100% | 100% | 100% |
| Person-Centered, Emotion-Focused Care | 98% | 98% | 98% |
| Safety & Security | | | |
| Privacy | 96% | 91% | 94% |
| Independence | 100% | 97% | 99% |
| Safety | 96% | 97% | 97% |
| Dining Experiences | | | |
| Dining Preferences | 96% | 94% | 95% |
| Quality of Food | 92% | 88% | 90% |
| Survey Overall Average | 95% | 97% | 96% |

Comparison of Results Over Time



In 2025, survey results demonstrated a significant increase in satisfaction across all categories compared to the previous year. The most notable improvement was seen in the Activities category, a priority area identified for enhancement in prior years. Additionally, 99% of respondents answered “yes” to the question, “*Would you recommend The Elliott Community to family and friends?*”—surpassing the already strong satisfaction levels reported in 2024.



Qualitative Results

Respondents expressed comments on their experience in open-ended comment boxes after every question on the survey. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. This approach was successful as 99 open-ended comments were received from family and 85 from residents. Satisfaction was expressed with all aspects of the home as well as feedback on how to improve. The following themes were identified, also included are a sampling of quotes to demonstrate the appreciation expressed.

Residents & Families Appreciate The Elliott For:

Activities

- The variety of activities and events available to choose from
- Physical activities, visiting pets program, and musical programs and performances
- The engagement with others through programs such as bingo, word games and board games.
- The warmth and support of the pastor and spiritual care programs

“Always something to do!”

“The calendar always looks great. Mom doesn’t go to a lot of things but u do try to encourage her too. She loves the things with music though and does attend most of those!”

Services

- Convenient to have many services available in the home
- Pharmacy services are exceptional
- Cleanliness of the home is excellent and friendliness of the team is appreciated

“Pharmacist is excellent to always call whenever a new prescription is prescribed explaining use of, possible reactions or whatever. I'm impressed with Silver Fox pharmacy”

Care

- Nursing care is excellent with compassionate and kind care team members
- Communication is prompt and responsive to individual needs, care team members actively listen, and take the initiative to proactively address concerns
- Great efforts are made to address concerns and accommodate individual preferences

“Most impressed with [emotion-focused care] aspect: staff provide very personalized care, are friendly and attentive, and appear to genuinely care for residents”

“The people who work there are always kind and caring and show mom a lot of patience. They treat her with dignity”

Safety & Security

- Feel safe and secure in their home
- Privacy and independence is respected
- Feedback is well-received

“I know that we are well protected here.”

Dining Experiences

- Dining team members are friendly and do a good job at accommodating preferences
- Many residents are satisfied with the meals, especially the noon-hour dinner meal, and options available for special diets

“Servers are all very efficient, helpful, friendly”

“Many diets are available for those of us with eating problems.”

“Fabulous mushroom soup, all the soups are fabulous, really good cook”

Suggestions for Improvements from Residents & Families

Activities

- Vision and hearing limitations can be a barrier to participating
- Monitor musical performances for quality
- Provide more details about the activities on the calendar

Services

- Clearer expectations of cleaning tasks included with housekeeping service in suites and consistency of service provided
- Improve laundry service to reduce lost items and distribution to the wrong person
- More awareness of availability of continence care products
- Salon services are too expensive for the quality of service provided

Care

- More time for care team members to spend engaging residents one on one
- Communication could be further strengthened through regular, proactive updates to families—even when there are no issues—and clearer consistency around which situations warrant family notification

Safety & Security

- Concern expressed by some residents about the number of people who have access to keys to suites
- More consistency in waiting for response after knocking on the door before opening it

Dining Experiences

- Perceived barriers to changing assigned seating in the dining room, some would like a rotation to get to know other residents, engage in different conversations and rotate when they are served.
- Dissatisfaction expressed with quality of meals, especially the supper meal
- Perceived decline in portion size and high-quality ingredients
- Awkward location of dining room that can limit access to other areas of the community during meal times

What Residents & Families Appreciate the Most about The Elliott

The 2025 Resident and Family Experience survey asked respondents ‘What do you appreciate most about The Elliott Community?’ and 15 people responded with open-ended comments. Verbatim comments noted in Appendix A, however, the word cloud below depicts the sentiment of the comments with larger words mentioned more frequently.



Conclusion

Overall, the 2025 Supportive Living Resident and Family Experience Survey was successful and demonstrates overwhelming satisfaction with the goods, services, and care provided at The Elliott Community. Respondents shared positive feedback across multiple areas, reflecting strong confidence in the quality of care and services delivered. In addition to affirming current practices, the survey provided valuable insights and thoughtful suggestions that will help inform ongoing quality improvement initiatives. These findings will be used to build on existing strengths while identifying opportunities to further enhance the resident and family experience.

Next Steps

This report will undergo a comprehensive review by key stakeholder groups within The Elliott, including the Clinical Leadership Committee, Leadership Forum and the Corporate Affairs Committee. Areas for improvement identified in the survey will be prioritized and a Key Results and Action Plan poster will be developed to share on The Elliott Community website and with residents and family.

Survey results areas for improvement identified as themes in qualitative data or as having moderate to low satisfaction levels in quantitative data will be evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may or may not be prioritized in this plan.

Appendix A

Resident & Family Verbatim Responses to ‘What do you appreciate most about The Elliott Community?’

| |
|---|
| I mothered a lot of kids so I appreciate how quiet it is here, and there is lots to do |
| The staff all of whom are great. |
| I don't know |
| generally helping each other |
| nice to have amenities close by i.e. grocery store, hair dresser etc. |
| I like it overall |
| All the staff and the variety of activities. |
| friendliness of staff |
| people are friendly, always courteous |
| so many things, its expensive but its worth it. It's like heaven, we can do anything we want, reading, games, exercises and I even play ping pong |
| clean, a lot of nice people |
| friendly community, a lot of joking around |
| care that you get |
| I don't know |
| food and all the care we get from the workers |
| comfort |
| seems quite organized, seems interested in quality |
| Its a place where people come to die, no getting away from that, its a fantasy to think otherwise, I came here for the end of my life, to have supervision, guidance, to have a place to live and remain comfortable. |
| That I feel safe, comfortable, and well taken care of. |
| Help available 24-7 at the push of a button. |
| The friendliness of the staff |
| It's almost like home, staff care |
| consistency |
| The dedication of all staff. A friendly environment |
| caring people! |
| clean |
| ?? |
| Its fine existence I appreciate |
| Its where I need to be at this time in my life - I feel safe, well looked after and independent as I want |

| |
|---|
| the staff |
| nursing and PSW staff |
| Friendly staff |
| Great staff. Freedom to do and participate in whatever you like. |
| The kind staff and the good meals and the important point is, it is a non-profit Retirement Home |
| The caring staff, the lovely room. |
| The patience exhibited to cope with my Mother's eccentricities |
| Clean friendly supportive |
| The caring and consistent staff |
| the staff are very nice and very caring towards residents |
| The care and support my mother receives. |
| The communication between staff, residents and their care givers has been so wonderful. |
| Caring nursing staff |
| The safety and security my mom. I know she is going to be very well cared for |
| That my father feels comfortable there. |
| Everything! The cohesion and consistency of the quality of care! |
| my privacy and my ability to reach out |
| Comfortable, clean, relatives are respected, staff are friendly and patient. Affordable. |
| Nursing care, PSW care, dining staff. |
| Genuinely feels like a caring environment and staff try to get residents engaged in activities. |
| How caring the staff are |
| The Elliott Team, especially those on the front line!!! |
| Wonderful staff and management team. A real sense of community. |
| The people that work in moms area are what I appreciate the most. They are all so amazing, and kind and bring positive energy to the place. Their care and kindness always shows! |
| Inclusiveness. Professional staff. Many services and activities. |
| Staff nurses and psw's |



2025 Assisted Living Resident & Family Experience Survey

Final Report

Prepared By Jocelyn Alves

January 9, 2026

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*"Quality choices in a caring and inclusive, home-like community.
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serve and their families."*

Executive Summary

Key Insights

The 2025 Assisted Living Resident and Family Experience Survey reflects very high overall satisfaction, with an overall average satisfaction score of 95% across all categories. The survey achieved a 49% response rate, representing moderately strong participation from both residents and families. Results show a significant improvement across all areas compared to 2024, with the most notable gains in Activities, a previously identified priority area. Importantly, 100% of respondents indicated they would recommend The Elliott Community to family and friends, reinforcing strong confidence in the quality of care, services, and overall living experience. The addition of open-ended comment boxes enhanced the richness of feedback and provided meaningful qualitative insights to support continuous quality improvement.

Areas of Strength

Residents and families consistently highlighted several key strengths:

- Activities and Recreation, including choice, variety, and opportunities for social connection and companionship.
- Care and Communication, with care team members described as kind, responsive, attentive, and proactive in listening and providing information.
- Health and Wellness Services, which achieved 100% satisfaction across respondents.
- Cleanliness and Environment, with the home described as clean, comfortable, and well maintained.
- Safety, Privacy, and Respect, with residents reporting a strong sense of security, autonomy, and dignified treatment.
- Dining Experience, particularly the friendliness and flexibility of dietary team members and efforts to create positive social dining environments.

Potential Areas for Improvement

While satisfaction remains high, residents and families identified opportunities to further enhance the Assisted Living experience:

- Activities and Outings, including increased programming during evenings and weekends and additional support for outings.
- Service Accessibility and Cost, with some services perceived as expensive and interest expressed in reinstating a guest suite.

- Consistency in Care Approaches, particularly alignment among care team members in meeting individual needs.
- Dining Quality Consistency, including food preparation and temperature.
- Personal Preferences in Care, such as consideration of preferred gender for certain care tasks.

Introduction

The Elliott Community conducts an annual experience survey to gather feedback from residents and their families. This survey not only meets accreditation standards for The Elliott Community's accrediting body, The Commission on Accreditation of Rehabilitation Facilities (CARF) Canada, but also serves as a critical tool for assessing and improving the quality of care and services. By analyzing the survey results, The Elliott Community identifies strengths and uncovers opportunities for improvement. These insights guide the development of both short-term and long-term quality improvement goals, ultimately enhancing the overall experience for residents and their families.

Response Rate

The 2025 survey achieved a response rate of 49%, reflecting moderately strong participation from both residents and their family:

- **45 surveys attempted**
 - 15 residents
 - 30 family
- **22 surveys completed**
 - 9 residents (60% response rate among residents with no language barrier and a MMSE score >23)
 - 13 family (43% response rate among those contacted)

Resident responses accounted for 41% of completed surveys, while family accounted for 59%. Family respondents self-identified as 36% 'Power of Attorney' and 64% as 'Family Member, Friend or Essential Caregiver'.

Methodology

Qualitative Data

New in 2025, open-ended comment boxes were provided on each survey question. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. There were four questions on the survey where only open-ended comments were available as a response, 'What qualities do you look for in a newly joined care team member?'; 'How valuable are the features of the Anne Flowers lounge space to your overall experience at The Elliott Community?'; 'What

do you appreciate the most about The Elliott Community?'; and 'If you could change one thing about The Elliott, what would it be?'. Comments provided in the all of the survey's open-ended response sections were analyzed for recurring themes. Positive feedback themes were included in the areas of strength section of this report. Negative feedback themes that aligned with quantitative findings were prioritized as potential areas for improvement.

Quantitative Data

Quantitative feedback was analyzed to assess satisfaction levels for each category. A four point scale was used for responses. Percentages of satisfaction are combined responses of 'Very Satisfied' and 'Satisfied'. If more than one question in a category, the satisfaction rating is represented by an equally weighted average of satisfaction scores in the category. There was one question on the survey where only 'yes' or 'no' were response options, 'Would you recommend The Elliott Community to your family and friends?'. Score percentages are rounded to the nearest whole number. The following rating scale was applied:

- **75% or above:** High satisfaction
- **50% to 75%:** Moderate satisfaction
- **Below 50%:** Low satisfaction

Evaluation of Areas for Improvement

Survey areas identified as having moderate to low satisfaction levels are evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

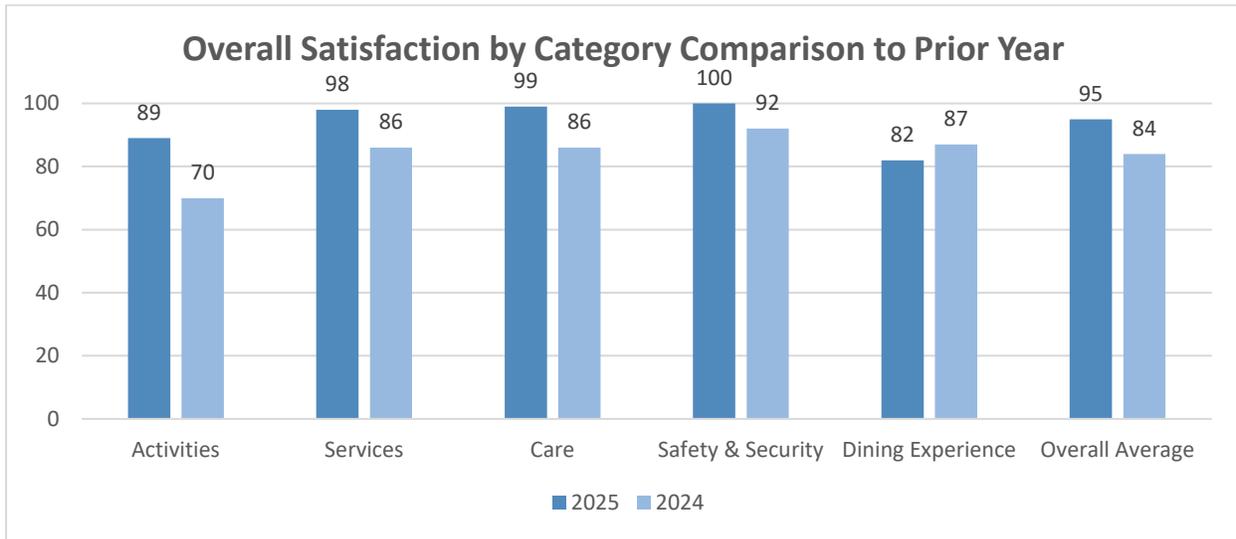
Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may not be prioritized in this plan.

Quantitative Results

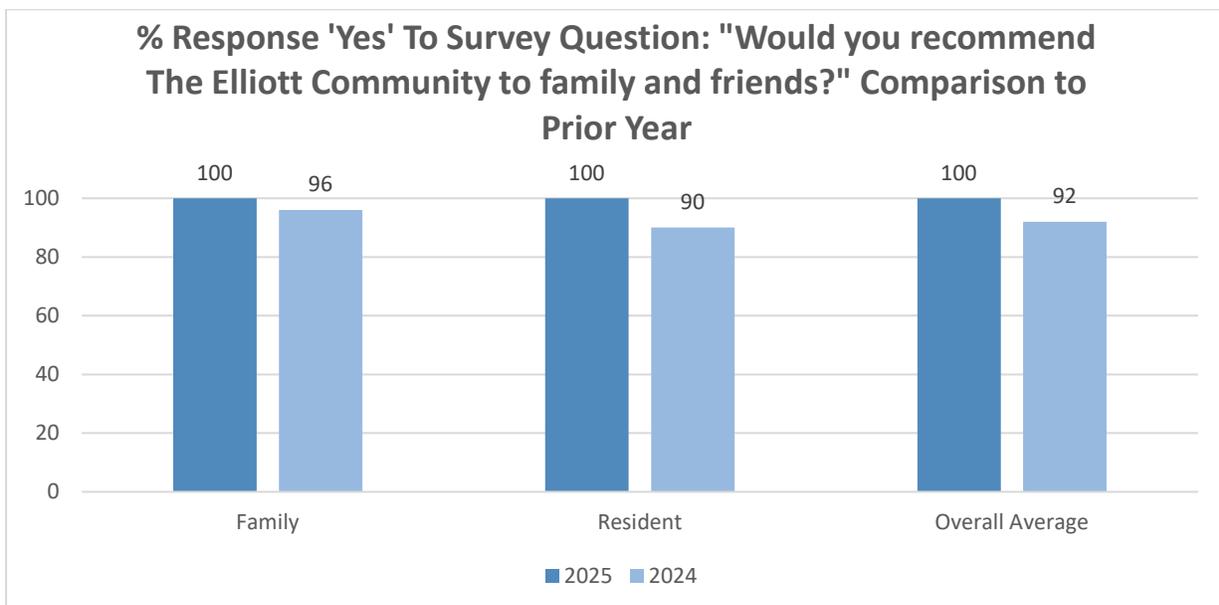
The following table summarizes satisfaction levels across key areas. Results are provided for three respondent categories: overall (all respondents combined), residents only, and family only. Percentages are a combined total of those who responded ‘Very satisfied’ and ‘Satisfied’, rounded to the nearest whole number. A significant number of respondents did not complete many of the quantitative questions. As a result, and given the moderate number of total respondents, the quantitative findings may not provide a fully accurate representation of the overall Assisted Living population’s experiences.

| Survey Category | Family | Resident | Overall |
|--|------------|------------|-------------|
| Activities | | | |
| Recreation Programs & Activities | 91% | 100% | 96% |
| Expression of Spiritual/Cultural Preferences | 83% | 80% | 82% |
| Services | | | |
| Health & Wellness Services | 100% | 100% | 100% |
| Continence Care Products | 100% | 75% | 88% |
| Laundry Services | 100% | 100% | 100% |
| Cleanliness of Home | 100% | 100% | 100% |
| Moving-in Process | 100% | 100% | 100% |
| Education Resources | 100% | 100% | 100% |
| Care | | | |
| Nursing & Physician Care | 100% | 100% | 100% |
| Person-Centered, Emotion-Focused Care | 96% | 98% | 97% |
| Safety & Security | | | |
| Privacy | 100% | 100% | 100% |
| Independence | 100% | 100% | 100% |
| Safety | 90% | 100% | 95% |
| Dining Experiences | | | |
| Dining Preferences | 70% | 89% | 80% |
| Quality of Food | 78% | 89% | 84% |
| Survey Overall Average | 94% | 95% | 95% |

Comparison of Results Over Time



In 2025, survey results demonstrated a significant increase in satisfaction across all categories compared to the previous year. The most notable improvement was seen in the Activities category, a priority area identified for enhancement in prior years. Additionally, 100% of respondents answered “yes” to the question, “*Would you recommend The Elliott Community to family and friends?*”—surpassing the already strong satisfaction levels reported in 2024.



Qualitative Results

Respondents expressed comments on their experience in open-ended comment boxes after every question on the survey. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. This approach was successful as 99 open-ended comments were received from family and 85 from residents. Satisfaction was expressed with all aspects of the home as well as feedback on how to improve. The following themes were identified, also included are a sampling of quotes to demonstrate the appreciation expressed.

Residents & Families Appreciate The Elliott For:

Activities

- Choice and variety of events and activities
- Helpful team members who listen to suggestions
- How recreation draws people together, companionship and friendship

“Mom enjoys and attends all craft classes, games, bingo etc. She like she companionship”

Services

- Convenient and efficient services offered
- Home is kept clean
- Friendly and helpful service providers

“The staff are cheerful, friendly and helpful. I have observed them chatting with my parent, which is much appreciated.”

Care

- Care team members are helpful, responsive and kind
- Care team members initiate communication appropriately, actively listen, and take the time to provide the necessary information.

“Excellent, very kind, considerate, look after me very well.”

“Nursing staff are very responsive, both initiating contact when appropriate as well as answering questions.”

Safety & Security

- Feel safe and secure in their home
- Privacy is respected

“My daughter who is in nursing school noticed team members from the Elliott using the respectful and tactful language that she has been taught to use in her training.”

Dining Experiences

- Dietary team members are friendly, accommodating and patient
- Efforts are made to seat individuals together who are likely to connect and enjoy each other’s company

“My parent comments nearly every day about how much they like the food. They like the resident meetings where they can provide suggestions. When they first moved in, they were told that they could always ask for something different if they didn’t care for what was on the menu. And if they have an appointment during meal time, arrangement can be made. We appreciated that they were told this right off the bat.”

Suggestions for Improvements from Residents & Families:

Activities

- A PSW to go on outings to assist with using the washroom
- More to do on evenings and weekends
- Consider broadening the cultural events celebrated and more inclusive religious amenities offered

Services

- Some services are perceived to be too expensive
- Consider making a guest suite available again

Care

- Improvement in consistency of care approach to individual needs between care team members

Conclusion

Overall, the 2025 Assisted Living Resident and Family Experience Survey was successful and demonstrates overwhelming satisfaction with the goods, services, and care provided at The Elliott Community. Respondents shared positive feedback across multiple areas, reflecting strong confidence in the quality of care and services delivered. In addition to affirming current practices, the survey provided valuable insights and thoughtful suggestions that will help inform ongoing quality improvement initiatives. These findings will be used to build on existing strengths while identifying opportunities to further enhance the resident and family experience.

Next Steps

This report will undergo a comprehensive review by key stakeholder groups within The Elliott, including the Clinical Leadership Committee, Leadership Forum and the Corporate Affairs Committee. Areas for improvement identified in the survey will be prioritized and a Key Results and Action Plan poster will be developed to share on The Elliott Community website and with residents and family.

Survey results areas for improvement identified as themes in qualitative data or as having moderate to low satisfaction levels in quantitative data will be evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may or may not be prioritized in this plan.

Appendix A

Resident & Family Verbatim Responses to ‘What do you appreciate most about The Elliott Community?’

| |
|--|
| it is comfortable, safe and clean |
| staff |
| nice that you ask for feedback |
| its alright, everybody's fine, great people, great service |
| cleanliness |
| people |
| the staff |
| The care of our loved one is generally very good and appreciated. |
| The staff, for the most part, are awesome. Especially Donna and Laurie and LeeAnne. |
| My family member is content, her needs are being met, she is cared for and her health and well being is being monitored. |
| The entire staff is so kind and welcoming |
| The culture. The staff is truly caring. |
| Care and safety |
| The staff are all friendly caring and eager to communicate with the residents. The variety of experiences keep the residents comfortable and interested in daily routines. |
| The feeling that my parent is safe and appreciated. The kindness of the staff. Just a lovely group of people. The feeling that I am in the loop despite not living nearby. |



2025 Independent Living Resident Experience Survey

Final Report

Prepared By Jocelyn Alves

January 21, 2026

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*"Quality choices in a caring and inclusive, home-like community.
A tradition of promoting dignity and independence for those we
serve and their families."*

Executive Summary

Key Insights

The 2025 Independent Living Resident Experience Survey demonstrates strong overall satisfaction, with an overall average satisfaction score of 88% and a 60% response rate, reflecting meaningful resident engagement. Results indicate notable improvements in several areas compared to 2024, particularly Amenities and The General Store & The Hub Café, the latter benefitting from the café's opening in 2025. While changes to survey questions limit direct year-over-year comparison, findings suggest positive momentum in residents' overall experience. Importantly, 93% of respondents reported satisfaction with their choice to live at The Elliott Community, reinforcing confidence in Independent Living as a safe, community-oriented environment.

Areas of Strength

Residents consistently identified several areas of strength:

- Amenities and Community Life, including access to the Community Centre, exercise facilities, musical performances, social events, and spiritual care services.
- The General Store & The Hub Café, with high satisfaction related to food quality, variety, portion sizes, and convenience.
- Customer Service and Communication, with appreciation for timely updates through multiple communication channels and accessible leadership.
- Safety and Security, with residents reporting feeling safe in their home and confident in the availability of management and Resident Council to address concerns.
- Cleanliness and Environment, including positive feedback for overall building cleanliness.
- Sense of Community, with residents frequently referencing friendliness, companionship, and a welcoming, home atmosphere.

Potential Areas for Improvement

Despite strong satisfaction overall, residents identified opportunities to enhance the Independent Living experience:

- Maintenance and Cleanliness, particularly in high-traffic common areas and responsiveness to maintenance requests.
- Communication, including advance notice of store and café hours, and planned service visits.

- Resident Engagement in Decision-Making, with a desire for greater involvement in organizational decisions that impact the Independent Living community.
- Transparency, particularly regarding financial statements and the rationale for fee increases.
- Safety and Security Practices, including concerns about residents holding doors open for unfamiliar individuals entering the building and follow-up on longstanding building issues.
- Access to Services and Supports, such as optional housekeeping, laundry, transportation, and future access to activity of daily living supports as resident's needs evolve.
- The General Store & The Hub Café, with interest in expanded days of operation and additional dietary options.

These findings will inform ongoing quality improvement planning, ensuring Independent Living services continue to evolve in alignment with resident needs, expectations, CARF accreditation standards organizational strategic imperatives.

Introduction

The Elliott Community conducts an annual experience survey to gather feedback from residents. This survey not only meets accreditation standards for The Elliott Community's accrediting body, The Commission on Accreditation of Rehabilitation Facilities (CARF) Canada, but also serves as a critical tool for assessing and improving the quality of goods and services. By analyzing the survey results, The Elliott Community identifies strengths and uncovers opportunities for improvement. These insights guide the development of both short-term and long-term quality improvement goals, ultimately enhancing the overall experience for residents.

Response Rate

The 2025 survey achieved a response rate of 60%, reflecting strong participation:

- **78 surveys attempted**
- **47 surveys completed**
 - 60% response rate

The final question on the survey inquires if the survey was completed by a family member or friend on behalf of the resident. This may be due to language barrier or other various reasons. Four (8.5%) responded 'Prefer not to answer', three (6.4%) responded 'Yes', 36 (76.4%) responded 'No', and four (8.5%) skipped the question.

Methodology

Qualitative Data

New in 2025, open-ended comment boxes were provided on each survey question. The purpose of this approach was to increase accessibility of the survey and capture the thoughts of the respondents in the moment they are answering the specific question, rather than waiting until the end of the survey. There were three questions on the survey where only open-ended comments were available as a response, 'Are there additional services you would be interested in purchasing, if available?'; 'What do you appreciate the most about The Elliott Community?'; and 'If you could change one thing about The Elliott, what would it be?'. Comments provided in the survey's open-ended response sections were analyzed for recurring themes. Positive feedback themes were

included in the areas of strength section of this report. Negative feedback themes that aligned with quantitative findings were prioritized as potential areas for improvement.

Quantitative Data

Quantitative feedback was analyzed to assess satisfaction levels for each category. A four point scale was used for responses. Percentages of satisfaction are combined responses of 'Very Satisfied' and 'Satisfied'. If more than one question in a category, the satisfaction rating is represented by an equally weighted average of satisfaction scores in the category.

There were 5 questions on the survey intended to seek data that may indicate how many independent living residents could benefit from activity of daily living support. Only 'yes', 'no', or 'prefer not to answer' were the response options to the following 5 questions: 'Do you have service providers, family members, or friends assist with housekeeping in your suite?'; 'Do you experience barriers, including transportation, to visiting external health and wellbeing service providers?'; 'Do you utilize additional safety features in your suite?'; 'Do you have service providers, family, or friends assist with your personal care?'; and 'Do you rely on The General Store and The Hub Cafe for groceries and meals?'. In addition, 'Would you recommend The Elliott Community to your family and friends?' was asked with only 'yes' or 'no' response options.

Score percentages are rounded to the nearest whole number. The following rating scale was applied:

- **75% or above:** High satisfaction
- **50% to 75%:** Moderate satisfaction
- **Below 50%:** Low satisfaction

Evaluation of Areas for Improvement

Survey areas identified as having moderate to low satisfaction levels are evaluated based on the following criteria:

- **Impact on the care, safety, and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents and families**
- **Feasibility of implementation**

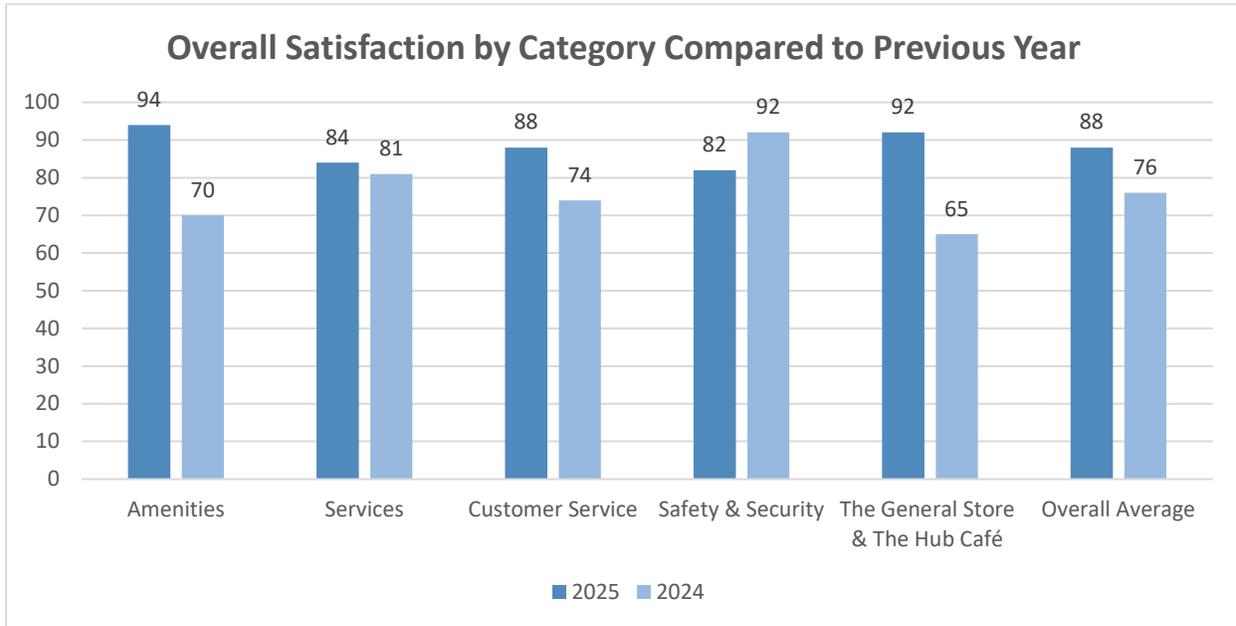
Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may not be prioritized in this plan.

Quantitative Results

The following table summarizes satisfaction levels across key areas. Percentages are a combined total of those who responded ‘Very satisfied’ and ‘Satisfied’, rounded to the nearest whole number. Note that ‘yes’ or ‘no’ questions results are not included in the satisfaction scores. These results are reported in a separate table below.

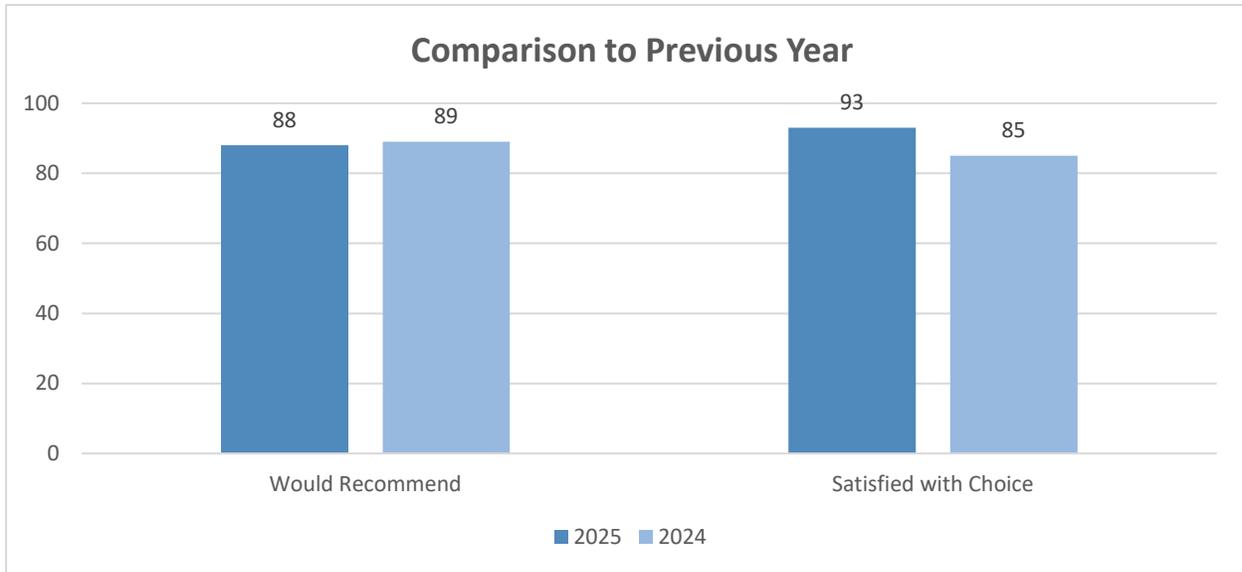
| Survey Category | Resident Satisfaction |
|---|-----------------------|
| Amenities | |
| Amenities | 91% |
| Spiritual/Cultural Expression | 97% |
| Services | |
| Services | 89% |
| Maintenance & Cleanliness | 70% |
| Educational Resources | 94% |
| Customer Service | |
| Communication | 81% |
| Moving-in Process | 95% |
| Safety & Security | |
| Accessibility & Security | 88% |
| Concerns & Complaints Process | 76% |
| The General Store & The Hub Café | |
| The General Store | 91% |
| The Hub Café | 93% |
| Survey Overall Average | 88% |

Comparison of Results Over Time



In 2025, survey results demonstrated a notable increase in satisfaction across several categories compared to the previous year, with the most significant improvements observed in Amenities and The General Store & The Hub Café. It should be noted that in 2024, satisfaction data reflected The General Store only, as The Hub Café opened in 2025. Additionally, changes to survey questions between 2024 and 2025 may have influenced results, limiting the strength of year-over-year comparisons. A decline in satisfaction was observed in the Safety & Security category; however, qualitative feedback provides important context and insight into the factors contributing to this change.

Additionally, 88% of respondents indicated they would recommend The Elliott Community to family and friends, with no respondents selecting “no” and 12% choosing “prefer not to answer.” This finding is further contextualized by responses to the quantitative question, “*How satisfied are you with your choice to live here?*”, where 93% reported being satisfied and 7% reported dissatisfaction. As illustrated in the graph below, improvement is noted in the latter measure when compared to 2024 results.



Use of Activity of Daily Living Support Results

There were 5 questions on the survey intended to seek data that may indicate how many independent living residents could benefit from activity of daily living support. Results display on the following table.

| Survey Question | Yes | No | Prefer Not to Answer |
|--|-----|-----|----------------------|
| Do you have service providers, family members, or friends assist with housekeeping in your suite? | 24% | 69% | 7% |
| Do you experience barriers, including transportation, to visiting external health and wellbeing service providers? | 20% | 78% | 2% |
| Do you utilize additional safety features in your suite? | 32% | 68% | 0% |
| Do you have service providers, family, or friends assist with your personal care? | 16% | 82% | 2% |
| Do you rely on The General Store and The Hub Cafe for groceries and meals? | 24% | 74% | 2% |

Qualitative Results

Respondents were invited to share comments on their experiences through open-ended comment boxes following each survey question. This approach was designed to increase accessibility and capture feedback in real time, allowing respondents to reflect on their experiences as they answered each question rather than deferring comments to the end of the survey. This method proved effective, resulting in 305 open-ended comments from residents, which included both expressions of satisfaction and constructive feedback for improvement. Key themes were identified and are presented below, along with selected quotes that illustrate the appreciation expressed.

Residents Appreciate The Elliott For:

Amenities

- The exercise room is accessible and set up nicely
- Access to Community Centre and community events is appreciated, especially musical performances, social gatherings and festive celebrations
- Spiritual care services are appreciated, especially memorial and Remembrance Day services

“Overall a very good life. I think we live the best life we can have for most of us who live in Ellridge”

Services

- Access to Healthy Aging Show, guest speakers and the mobile library is appreciated
- Housekeeping team members are friendly and the building is clean

“The cleaners that I happen to meet in the hallway are wonderful”

Customer Service

- Frequent updates to multiple communication avenues is appreciated
- Excellent customer service and availability of Sales & Marketing Lead

“With emails and bulletin board announcements I am able to keep up with what is going on”

Safety & Security

- Residents feel safe and satisfied with security features
- Satisfied with availability of Resident Council and management to receive resident concerns

“The particular administrator that is needed to communicate with over a concern or complaint will get in touch in a timely manner to address a need/concern/complaint”

The General Store & The Hub Café

- Excellent variety, portion-size and quality of meals served at The Hub Café
- Nice to have access to so many must-have items in The General Store
- Appreciate the availability of frozen meals in The General Store

“I often buy the noon hot meal once a week. The frozen meals are big help when you don't have transportation and weather & ice are not good to go out to the store”

Suggestions for Improvements from Residents & Families

Amenities

- Having access to a barbeque and other activities in accessible location outdoors
- Desire for more common area space for social gatherings
- Improvement in water softening system
- Access to The Elliott bus for transportation to appointments, errands and outings

Services

- Cleaning and laundry services and extended maintenance services may benefit some residents
- High-traffic common areas, hallways, elevators, garage entrance and stairwells need to be cleaned more frequently

- Perceived delayed response and difficulty to make requests for maintenance service

Customer Service

- Concern with the difficulty to have a person monitor the move-in doors during a move and to know how to access elevators and carts
- Improved communication when planned service visits, The General Store hours or program times change last minute
- Desire more resident involvement with organizational decision-making that affects the Ellridge
- Clear communication and transparency regarding financial statements and fee increase rationale

Safety & Security

- Concern with residents allowing unfamiliar people into the building
- Dissatisfaction expressed with lack of follow up regarding concerns, desire for consistent updates on long-standing issues

The General Store & The Hub Café

- Preference to have The Hub Café open daily and The General Store available on weekends
- Consideration of items provided that accommodate special diets and healthier options regularly
- Improved communication when hours change or closures occur

Use of Activity of Daily Living Support Results

Do you have service providers, family members, or friends assist with housekeeping in your suite?

- Seven respondents reported they have regular external support to complete housekeeping tasks
- Two respondents stated they would prefer support for housekeeping, if available

“Mattresses are so heavy now - changing the bed is very difficult - would pay for help if available. Arthritis”

Do you experience barriers, including transportation, to visiting external health and wellbeing service providers?

- Eight respondents express experiencing barriers resulting in isolation, use of mobility bus, limiting trips/distance, support from friends, and/or desire for more access to The Elliott bus for transportation
- One respondent recognized the expectation of barriers in the near future

“I use the Mobility Bus, but if there was ability to book the Community Bus of Elliot’s to book rides to a destination within Guelph would compliment options for transportation”

“Spouse is blind and physically limited...he is difficult to assist and I have difficulty getting his walker in and out of the trunk. I am not comfortable with driving outside certain areas”

Do you utilize additional safety features in your suite?

- Two respondents reported using a Life Line service
- One respondent reported having regular check-ins from friends and family
- Five respondents reported have physical safety features installed such as grab bars, walk-in shower, and safety night lights

“I have a life line and I have safety lights in certain areas”

“I changed the tub to a shower and am very pleased with this. The shower is a walk-in -- so much easier than stepping over the side of the bathtub and feels much safer”

Do you have service providers, family, or friends assist with your personal care?

- Two respondents report having regular support from a personal support worker for personal care
- One respondent indicates their family assists with personal when they are not feeling well
- One respondent reports feeling more vulnerable as they age and having their neighbour as support

“Unfortunately, they all live in the U.S. I'm pretty healthy but as I age I feel more & more vulnerable. My next door neighbour has my back, though”

Do you rely on The General Store and The Hub Cafe for groceries and meals?

- Seven respondents report occasional or seasonal reliance on The General Store and/or The Hub Café
- Two respondents report only visiting when a favourite item is on the menu or for special treats
- One respondent recognized they will become more reliant in the near future

“I very much appreciate the General Store and the Hub Cafe. In the summer its great and in the poor cold icy winter weather and when if you haven't transportation its very convenient to get some things there. The frozen meals are a big help”

What Residents & Families Appreciate the Most about The Elliott

The 2025 Resident Experience survey asked respondents ‘What do you appreciate most about The Elliott Community?’ and 32 people responded with open-ended comments. Verbatim comments noted in Appendix A, however, the word cloud below depicts the sentiment of the comments with larger words mentioned more frequently.



Conclusion

Overall, the 2025 Independent Living Resident Experience Survey was successful and demonstrates significant satisfaction with the amenities, goods, and services provided at The Elliott Community. Respondents shared positive feedback across multiple areas, reflecting confidence in their choice of home. In addition to affirming current practices, the survey provided valuable insights and thoughtful suggestions that will help inform ongoing quality improvement initiatives. These findings will be used to build on existing strengths while identifying opportunities to further enhance the resident experience.

Next Steps

This report will undergo a comprehensive review by key stakeholder groups within The Elliott, including the Clinical Leadership Committee, Leadership Forum and the Corporate Affairs Committee. Areas for improvement identified in the survey will be prioritized and a Key Results and Action Plan poster will be developed to share on The Elliott Community website and with residents.

Survey results areas for improvement identified as themes in qualitative data or as having moderate to low satisfaction levels in quantitative data will be evaluated based on the following criteria:

- **Impact on the safety and quality of life of those who live here**
- **Risk to the organization**
- **Importance to residents**
- **Feasibility of implementation**

Based on these factors, potential areas for improvement may be included in the Key Results and Action Plan, communicated to our community and posted on our website. This plan will outline priority issues to be addressed both in the short term (by the end of 2026) and the longer-term. Depending on alignment with the Strategic Imperatives, as well as resource requirements, identified opportunities for improvement may or may not be prioritized in this plan.

Appendix A

Resident & Family Verbatim Responses to ‘What do you appreciate most about The Elliott Community?’

| |
|--|
| - comfortable |
| - ability to walk in winter months indoors |
| - enjoy the gardens in the summer months |
| - enjoy friendships/comradery with residents |
| Its good to be with people who are in the same situation you are. They understand your needs & are friendly. The buildings are clean and bright. The grounds are very well looked after. |
| Quietness |
| the possibility to progress to care when needed |
| The friendliness of residents, and security I feel |
| Safety, cozy and my community of friends. |
| Friendly residents, activities (music, cards, etc) to participate in |
| Friendliness! |
| The sense of a caring community |
| My unit |
| the people |
| The work done by the Ellridge committees and individuals to meet the very varied interests of its occupants. |
| family atmosphere |
| -- |
| The freedom to lock our door and leave. Trusting our building is secure and safe |
| majority of people are very friendly. Love the activities like games & music & exercise |
| Activities & closeness of the community members |
| The residents, very friendly |
| I have never in 18 years seen the grounds look so good. Thank you. |
| security and care for the residents |
| The safety, the comradery, the nice gardens |
| Homey atmosphere, friendliness, many activities to attend. |
| the friendly people, kind & helpful |

| |
|--|
| friends |
| Sense of community |
| The people and the friendly staff. |
| The location and accessibility to all things I need. |
| No outside work and security |
| Friendly neighbours |
| Quiet living |
| The convenience of everything being assessable. |
| Maintenance |
| The family feeling, safety, convenience...the ability to be accepted just as I am. |

THE ELLIOTT COMMUNITY

2025 RESIDENT & FAMILY SURVEY KEY RESULTS & ACTION PLAN

TOP SUCCESSES

- Residents and families would recommend The Elliott to their family and friends
- Compassionate and kind care team members who care for individual's needs and preferences
- Variety of inclusive programs and activities that are engaging
- Safe and secure home

GOALS

- Enhance person-centered, emotion-focused approach to care
- Improve dining, housekeeping and laundry services for consistency and satisfaction
- Elevate common areas for home-like feel, accessibility, and to foster meaningful engagement and connection between people

ACTION PLAN

Short-Term Actions

- Expand complimentary coffee amenity to The Community Centre, Nottingham and The Ellington
- Clarify expectations of housekeeping service in The Ellington
- Improve consistency of laundry services
- Focus on consistency and quality of meals
- Spread The Butterfly Approach to all home areas in the Long-Term Care Home
- Improve communication technology
- Expand variety of cultural celebrations and increase opportunities for fitness

Long-Term Actions

- Redesign The Ellington dining room and lounge spaces
- Enhance accessibility features, installation and replacement

From: [Julie Spindler](#)
To: [Executive Leadership Team](#)
Subject: FW: Presentation to the Elliott Board of Trustees
Date: February 19, 2026 1:24:00 PM

FYI

Julie Spindler | Executive Assistant / Board Liaison
The Elliott Community | www.elliottcommunity.org

From: Julie Spindler
Sent: February 19, 2026 1:21 PM
To: garnet green <garnet.green@yahoo.ca>
Subject: Presentation to the Elliott Board of Trustees

Dear Mr. Green,

Thank you for attending the February 5, 2026 virtual meeting of The Elliott Community Board of Trustees and for taking the time to present your information.

We appreciate the effort you made to gather and share your perspective with the Board. After careful consideration of all relevant information, the Board remains confident in management's decision regarding the increase in maintenance fees for Ellridge residents. While such decisions are never made lightly, they are undertaken with careful deliberation and with the long-term sustainability of The Elliott Community as a primary consideration.

Thank you again for your engagement and interest.

Sincerely,

Kathy Wilkie, Board Chair

The Elliott Board of Trustees