



Annual Report

2025 - 2026

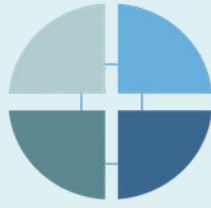
Reflecting on a year of
care with compassion



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About Us



Mount St. Mary Hospital is a 200-bed Catholic long-term care home in Victoria, British Columbia. Founded by the Sisters of St. Ann and operated by the Marie Esther Society, Mount St. Mary has provided compassionate care to the community for more than 80 years.

Mount St. Mary Hospital is an affiliated organization of Island Health. While operating independently under Catholic values and a mission of compassionate care, we work closely with Island Health to deliver high quality, publicly funded care to adults in our community.

Our Mission

Founded by the Sisters of St. Ann, we are a Catholic health organization dedicated to continuing the healing ministry of Jesus by providing compassionate, loving care to adults of all faiths who require long-term support.

We are committed to meeting the physical, spiritual, intellectual, social, and emotional needs of all those we serve in partnership with their families, friends and other health care providers.



Our Vision

To set the standard for excellence in complex care through the consistent delivery of compassionate exemplary service, upheld by ethical reflection, continuous learning, and personal growth.

Each and every person who enters Mount St. Mary Hospital will feel welcomed and recognized for their inherent value.

Our Values

Compassion & Caring
Respect & Dignity
Fairness & Justice
Competence & Excellence
Responsibility & Accountability
Hope

Message from the Board Chair and Chief Executive Officer



We are pleased to present the 2026 Annual Report of Mount St. Mary Hospital. This past year has been one of reflection, renewal, and growth as we continued to honour our mission while responding to the evolving needs of the residents and families we serve.

Throughout a year of change and opportunity, our commitment to compassionate, person-centred care remained steadfast, rooted in the healing ministry of Jesus and inspired by the enduring legacy of the Sisters of St. Ann. Leadership transitions naturally bring opportunities to learn, grow, and build upon the strengths of those who came before us. They also invite us to reflect on who we are as an organization, reaffirm our mission, and look ahead with optimism, purpose, and a renewed commitment to those entrusted to our care. Every decision we make is guided by our mission to preserve the sacredness of life and to ensure that residents live with dignity, comfort, meaning, and hope.

Like many long-term care organizations, we faced both opportunities and challenges this year, including workforce pressures and the ongoing need to balance exceptional care with responsible stewardship of resources. In response, we prioritized disciplined financial stewardship and strategic decision making, enhancing operational processes, supporting our teams, and improving communication.

Quality and safety remained central priorities throughout the year. We continued to advance initiatives related to emergency preparedness, and resident safety; we also undertook important work to strengthen staffing sustainability, support recruitment efforts, and align resources to best meet resident needs. We were pleased to receive a three-year CARF accreditation following our June 2025 accreditation survey, reflecting our ongoing commitment to continuous quality improvement and excellence in care.

Listening and learning from residents and families also remained a priority. Through the family survey, care conferences, Family Council meetings, and daily interactions, we gained valuable insights into what matters most to those we serve. We are grateful for the trust that residents and families place in us and remain committed to meaningful engagement and continuous improvement.

Our mission continues to be at the heart of everything we do. Through spiritual care, recreation and social programming, volunteer support, celebrations, and simple moments of connection, we strive to create a community where residents feel valued, respected, and at home. We would like to express our sincere appreciation to our dedicated staff, physicians, volunteers, donors, Board members, the Marie Esther Society, and the Sisters of St. Ann Apostolates. The work of long-term care is both challenging and deeply rewarding. Every day, we witness extraordinary acts of kindness and commitment that enrich the lives of our residents and their families.

As we look to the future, we remain focused on making strategic financial and resource decisions, building upon the strong foundation established this year. We look forward to the development of our next Strategic Plan, confident that we will be guided by Mount St. Mary's mission and values. We will continue to strengthen quality and safety initiatives, support and develop our workforce, enhance communication and engagement, and steward our resources responsibly to ensure the sustainability of our mission for years to come.

This year marks the 150th anniversary of the Sisters of St. Ann opening St. Joseph's Hospital in Victoria in 1876. Their vision of care continues to inspire our work every day. We are firmly guided by the legacy entrusted to us by the Sisters of St. Ann. We are honoured to serve with excellence those entrusted to our care, while embracing opportunities to learn and grow.

Thank you for your continued support of Mount St. Mary Hospital and the residents we are privileged to serve.

A stylized, handwritten signature in black ink, featuring a long horizontal line with a sharp, upward-pointing peak on the left side.

Maria D'Archangelo
Board Chair

A handwritten signature in black ink, written in a cursive style that reads "Melanie Hennig".

Melanie Hennig
CEO

Impact at a glance

 200+ Residents served	 291 Residents engaged in recreation, music therapy, spiritual care, hair salon, and Trishaw programming	 57 Admissions supported
 214 Care conferences attended by interdisciplinary teams	 2,535 Social work hours provided	 6,603 Activities offered
 235 Active volunteers	 7,835 Volunteer hours contributed	 102 New volunteers onboarded
 175 Residents chose to receive the spring COVID booster vaccine	 20,345 Total contact service hours across recreation, music therapy, spiritual care, hairdressing, and Trishaw	 \$325,000 Raised in charitable support
 497 Bathing appointments provided by the community bathing program	 137 Church services*	 334 Number of music therapy sessions provided

These achievements reflect consistent progress in delivering accessible, reliable, and innovative healthcare services.

* 111 Catholic Mass celebrations, 12 Anglican church services, 12 Ecumenical services, 2 United church services.

Resident Care

At Mount St. Mary Hospital, resident care is at the heart of everything we do. Our interdisciplinary team of Registered Nurses, Licensed Practical Nurses, Resident Care Aides, Clinical Nurse Leaders, social workers, dietitians, occupational therapists, recreation therapists, physicians, pharmacists, spiritual care providers, and many others work together to ensure every resident receives compassionate, person-centred care.

**497**Community
Baths Given**233+**

Clinical staff

**214**Care
conferences**57**Admissions
supported

Supporting Residents and Families

Care conferences bring together residents, families, and members of the interdisciplinary care team to review care plans, discuss goals, and ensure coordinated, person-centred support.

Enhancing Quality of Life

In early 2026, the interdisciplinary Skin Integrity Program was launched to reduce the risk of skin breakdown and pressure injuries through staff education on mobility, positioning, hydration, nutrition, incontinence care, and resident engagement.

A second major quality improvement initiative this year was the redesign of Mount St. Mary's bathing program. Bathing services are now available seven days per week, including statutory holidays, giving residents greater choice and flexibility in how and when they receive care. The enhanced program also includes daily skin assessments, helping staff identify concerns early and support resident comfort and well-being.

Specialized Dementia Care

Residents living with dementia benefit from specialized care environments designed to promote independence, comfort, and safety. The secured North and West Houses provide residents with the freedom to move about safely while enjoying access to a shared sensory garden and outdoor spaces.

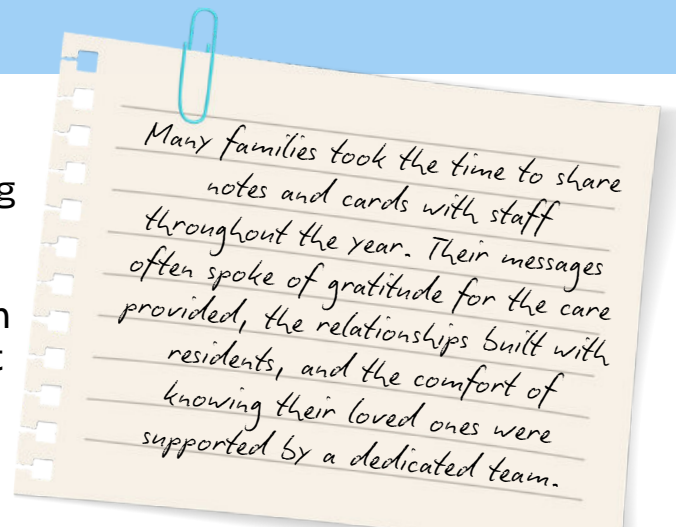
This year also saw continued enhancements to these living environments through resident-focused décor, and personalized room entrances. Staff across multiple departments received dementia education through Dementia Solutions, strengthening Mount St. Mary's ability to provide compassionate, evidence-informed dementia care.

Safety and Clinical Excellence

Resident safety remains a top priority. Nursing staff continue to utilize advanced room monitoring technology, individualized care planning, and enhanced elopement prevention protocols to support residents who may be at risk of wandering.

Additional education and training throughout the year included:

- Safe resident transfer training
- Behaviour monitoring and documentation
- Hand hygiene and infection prevention
- Nutrition and therapeutic diet education
- Dementia care education



"We are thankful for the kindness, compassion, and support shown to our loved one and our family. Knowing they were cared for with dignity and respect brought us great comfort."

interRAI Long-Term Care reporting system

On January 1, 2026, Mount St. Mary Hospital successfully implemented the new interRAI Long-Term Care reporting system. This national assessment framework supports evidence-based care planning and contributes valuable data to the Canadian Institute for Health Information, helping improve long-term care outcomes across Canada. As we look ahead, our Resident Care team remains committed to providing compassionate, high-quality care that supports dignity, comfort, safety, and quality of life for every resident.

Music Therapy

Through individualized sessions, group programming, spiritual reflection, intergenerational engagement, and personalized music experiences, the program helps residents maintain meaningful connections, express themselves, and experience moments of comfort and joy.

**153**

Group Music
Programs

**85**

One-to-One
Therapy Sessions

**65**

Family & Caregiver
Consultations

**40**

Community
Partners

Creating Meaningful Moments

One resident living with dementia and the effects of a stroke rediscovered his lifelong passion for jazz after a music therapist helped repair and reintroduce his trumpet. As he began improvising and performing again, staff observed improvements in communication, engagement, and self-expression during sessions. These moments demonstrate the powerful impact music can have on well-being and quality of life.

Programs That Build Community

Heart to Heart Intergenerational Choir, bringing together residents, families, students, and community volunteers through shared music-making.

Full Circle Spiritual Music Therapy, a weekly chapel gathering that combines music, storytelling, reflection, and discussion.

The iPod Program, which provides residents with personalized playlists and one-to-one visits from volunteers, helping evoke memories and encourage engagement.

Occupational Therapy

After returning to full staffing with two full-time Occupational Therapists for the first time since 2023, the department spent the year rebuilding and strengthening services. Every resident received Occupational Therapy assessment or service, ensuring individual needs related to mobility, safety, positioning, cognition, and daily functioning were identified and addressed.

Occupational Therapy by the Numbers

- 3,500+ hours of service provided
- 200+ residents supported
- 57 new resident assessments completed
- 65 wheelchair trials and assessments
- 12 new skin-protective transfer slings introduced
- 11 hip protectors issued
- 9 power wheelchair assessments completed
- 7 musculoskeletal injury prevention audits completed

The Occupational Therapy team supported resident mobility, safety, and independence through wheelchair and walker assessments, equipment trials, and complex seating evaluations. Fall prevention and skin integrity remained key priorities, with therapists assessing residents' changing needs and providing supports such as hip protectors, specialty mattresses, cushions, heel protectors, and individualized interventions. The team also reintroduced injury prevention audits, introduced skin-protective transfer slings, and partnered with the Trishaw cycling program to help residents safely enjoy meaningful outdoor experiences.

In addition to direct resident care, the Occupational Therapy team played a key role in strengthening systems that support safe, efficient care throughout the hospital. This included coordinating wheelchair maintenance and repairs, developing new equipment tracking processes, collaborating with specialized seating clinics and equipment vendors, providing staff education, supporting interdisciplinary quality improvement initiatives, and helping establish safety protocols for innovative programs such as the Diaz wheelchair bike. These efforts help ensure residents have access to appropriate equipment, timely interventions, and a safe environment that supports mobility, comfort, and quality of life.

Recreation Therapy

Recreation and leisure are essential components of quality of life at Mount St. Mary Hospital. Through a diverse range of programs, the Recreation Department helps residents maintain connections, pursue interests, foster friendships, and experience joy in everyday life.

Strategic Focus Areas

 Meaningful Engagement & Quality of Life	 Health, Wellness & Therapeutic Recreation
 Individualized Resident Support	 Community, Inclusion & Resident Choice

 57 New recreation assessments	 246 Participating residents	 1,600 Direct service hours	 100% Impact & Inclusion
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Programs That Build Community

Life at Mount St. Mary was filled with opportunities to connect, create, and have fun. Activity Aides delivered more than 3,000 group programs, generating over 8,700 hours of resident engagement throughout the year.

From scenic drives, gardening, baking, crafts, music, and choir to exercise classes, spa experiences, Snoezelen sessions, TED Talk discussions, and seasonal celebrations, there was something for everyone. Residents enjoyed 25 community outings, 120 exercise classes, 133 Snoezelen sessions, 62 spa programs, and 65 arts and crafts activities. For residents who preferred quieter moments, staff provided more than 1,300 one-to-one visits, ensuring meaningful connection and companionship for all.

Program Highlights

TED Talk Discussion Group

One of the year's most popular programs. Residents gathered monthly to explore topics of interest, share perspectives, and engage in thoughtful conversation. The program has become so well received that family members have increasingly joined the discussions.

Gardening Program

Beginning in February, residents selected and planted seeds, and visited local garden centers. This year, the program expanded to include a vegetable garden where residents planted, watered, and harvested produce throughout the season. Gardening provides numerous therapeutic benefits, including gentle physical activity, memory stimulation, stress reduction, and a strong sense of accomplishment.

Residents described the experience in their own words:

"Gardening gives me a purpose and makes me feel productive."

"It gives me a sense of normalcy. I have done this my whole life."

"I like taking care of something."

Spa Program

A calming environment focused on relaxation, self-care, and social connection. With support from volunteers, residents enjoyed facials, nail care, hand massages, and other wellness activities in a peaceful setting designed to promote comfort and well-being.

Expanding One-to-One Engagement

A major achievement this year. Recreation staff redesigned schedules to increase one-to-one visits for residents who do not regularly participate in group activities. Technology such as iPads and Zinnia TV further enhanced personalized engagement tailored to residents' interests and abilities.

Recreation by the Numbers

246 residents served
10,350 recreation service hours provided
More than 620,000 minutes of resident engagement
3,000+ group programs and activities delivered
1,333 individualized resident visits
25 bus outings and scenic drives
120 exercise classes
133 Snoezelen sessions
62 spa programs
65 arts and crafts programs



Social Work

The social work team provides emotional, psychosocial, practical, and family support for residents and loved ones throughout admission, care planning, transitions, and end-of-life care.

This year, the team served approximately 200 residents and provided an estimated 2,535 hours of social work support. Social workers supported 57 admissions and discharges, completed psychosocial assessments, and participated in 214 care conferences.

The team met with approximately 10 families each week and provided regular emotional support, counselling, crisis support, grief support, and practical assistance. All residents have advance care planning completed upon admission, and care plans are reviewed regularly.

Social workers also connected residents and families with external community resources, including the Alzheimer Society, Native Friendship Centre, HandyDART, Island Health, the Ministry of Social Development and Poverty Reduction, the Public Guardian and Trustee, and provincial and federal benefit programs.

Family Support Group

A major highlight this year was the continued success of the Family Support Group.

Held monthly for most of the year, the group welcomed approximately 14 to 16 family members each month. Some sessions included guest speakers, while others focused on peer support, shared experience, listening, and mutual encouragement.

Helpful to hear others facing the same challenges... Feeling more hopeful today... Good ideas for staying connected with Mom.

Remember to focus on quality moments, not perfection!

Comforting to know we are not alone in this journey.

Spiritual Care

At Mount St. Mary Hospital, spiritual care is an integral part of our commitment to whole-person care. Through worship, compassionate presence, pastoral support, and end-of-life care, the Spiritual Care team helps residents, families, volunteers, and staff feel supported, valued, and cared for throughout every stage of life's journey.

This year, Spiritual Care delivered 222 programs attended by 154 residents, creating 4,803 resident participation opportunities through worship services, prayer, reflection, and community gatherings.

**2,800+**

Pastoral visits provided by
Spiritual Care staff, clergy,
and volunteers

**51**

Residents and their
families supported through
end-of-life care

**12**

Volunteer spiritual care
ministers supporting residents
through visits, companionship,
and faith-based engagement

Supporting Residents and Families

A major focus this year was strengthening support for residents and families during the end-of-life journey. The Spiritual Care team collaborated closely with social work and clinical staff to develop Comfort Care Plans, helping residents and families discuss wishes, values, fears, and hopes surrounding end-of-life care.

The team also contributed to the creation of a new Palliative Care Guide for families and helped implement dedicated palliative care chairs, allowing loved ones to remain comfortably at a resident's bedside for extended periods during their final days.

Creating Meaningful Moments

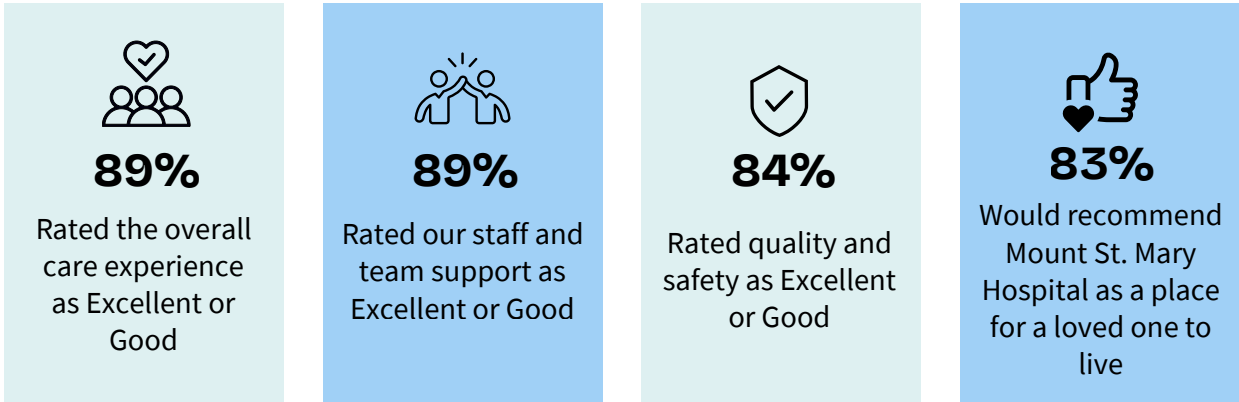
"When families share stories about their loved ones, we begin to see the person behind the illness. These conversations help preserve dignity, celebrate a life well lived, and remind us that every resident has a story worth telling.

One resident had been largely unresponsive since arriving at Mount St. Mary. During her final days, Spiritual Care sat with her family and listened as they shared stories of a devoted mother, mentor, and high-achieving professional. Those memories helped tell the story of the person behind the illness and later formed the basis of her obituary."

Friends & Family Satisfaction Survey

In November 2025, Mount St. Mary Hospital conducted its inaugural Friends and Family Satisfaction Survey with family members and friends of residents. Thank you to the 37 respondents who shared their experiences and insights to help us continue to provide exceptional care and plan for the future.

OVERALL EXPERIENCE HIGHLIGHTS



OVERALL EXPERIENCE HIGHLIGHTS

Families and friends identified the following areas as priorities for ongoing improvement:

- ☒ communication with families
- ☒ activities and engagement opportunities
- ☒ food quality and variety
- ☒ staffing continuity and availability during peak hours
- ☒ safety and security at the main entrance

Families consistently describe staff as compassionate, respectful, and dedicated to resident well-being. We are grateful for this affirmation of the care and commitment shown every day.



Thank you for your trust, feedback, and partnership.

The insights shared through this survey will help shape our quality improvement efforts and inform the development of our next strategic plan. Your feedback helps us grow, improve, and continue to make Mount St. Mary Hospital a place where residents feel at home and families feel confident in their care.

Volunteers & Community

Volunteers are essential to the life and spirit of Mount St. Mary Hospital. This year, 235 active volunteers contributed 7,835 hours of service, with 102 new volunteers onboarded.

The Volunteer Resources Department experienced significant growth during 2025–2026. More than 100 new volunteers were welcomed through four volunteer orientations, contributing to a substantial increase in volunteer participation. In the first quarter of 2026 alone, 269 volunteers supported residents and programs across the organization, contributing more than 2,400 hours of service.

Volunteers played a vital role in enhancing quality of life through one-to-one visiting, recreation support, spiritual and palliative care, intergenerational initiatives, and community engagement programs. New and expanded opportunities included the Diaz Bike Program, My Story Interviews, Village Square Visitors, and recreation activities in the secure unit.

Thank you to our partners at the University of Victoria, Volunteer Victoria, and the Inter-Cultural Association who helped expand volunteer recruitment and community involvement. Looking ahead, our Volunteer Resources will continue to focus on sustainable growth, volunteer recognition, and expanding opportunities that foster meaningful connections and enrich the lives of residents.



My time volunteering at Mount St. Mary Hospital has been one of the most meaningful experiences of my life. Through conversations, activities, and everyday moments with residents, I learned the importance of empathy, patience, and human connection.

Foundation, Grant & Legacy Giving

Grantmakers and Foundation Supporters

Achtem Family Fund through the Victoria Foundation
BC Care Providers Association
Capital Regional Hospital District (CRHD)
Catholic Foundation of Vancouver Island
Catholic Women's League
Charlton L. Smith Charitable Foundation
K-Bro Linen Inc.
Lohn Foundation
Mr. & Mrs. P.A. Woodward Foundation
Saint Mary's Health Foundation
Sisters of Saint Ann
Warm Heart Charitable Foundation

Legacy Gifts

We also extend our heartfelt gratitude to those who choose to support Mount St. Mary Hospital through legacy giving. During the reporting period, we were honoured to receive generous estate gifts, including a gift from Elaine Chu. Her thoughtful and lasting contribution will help support the comfort, dignity, and quality of life of residents for years to come. We are deeply grateful for her enduring commitment to the Mount St. Mary community.

These gifts reflect a shared commitment to compassionate care and help ensure Mount St. Mary Hospital remains a place of dignity, comfort, and community for generations to come.

Financial Position and Results

Statement of Financial Position

(Amounts expressed in thousands of dollars) March 31, 2026

	2026	2025
Financial assets		
Cash and cash equivalents	1,083	1,229
Investments	1,992	2,027
Endowment investments available to spend	1,298	882
Accounts Receivable	538	1,029
	4,911	5,167
Financial liabilities		
Accounts payable and accrued liabilities	1,647	2,059
Vacation payable	978	847
Employee future benefits	1,662	1,606
Deferred operating contributions	1,018	793
Deferred capital contributions	15,117	15,783
	20,422	21,043
Net financial debt	(15,511)	(15,876)
Non-financial assets		
Tangible capital assets	18,462	19,173
Inventories held for use	10	10
Prepaid expenses	159	130
Restricted endowment investments	4,615	4,615
	23,246	23,928
Accumulated surplus	7,735	8,052
Accumulated surplus is comprised of:		
Accumulated operating surplus	7,407	7,539
Accumulated remeasurement gains	328	513
	7,735	8,052

Statement of Operations

(Amounts expressed in thousands of dollars) March 31, 2026

	2026	2025
Revenues		
Health Authority contributions	17,875	19,331
Patients, clients and residents	6,206	5,839
Amortization of deferred capital contributions	1,418	1,283
Other revenue	728	562
Investment income	934	525
Other contributions	203	289
	27,364	27,829
Expenses		
Residential care	26,078	26,544
Amortization	1,418	1,283
	27,496	27,827
Annual operating surplus (deficit)	(132)	2
Accumulated operating surplus at beginning of year	7,539	7,537
Accumulated operating surplus at end of year	7,407	7,539



Mount St. Mary Hospital

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Mount St. Mary Hospital

Mount St. Mary Hospital is a registered charity #11904 8205 RR0001

