

# Annual Review

## 2025



With respect, we acknowledge the Lekwungen speaking peoples on whose traditional territory Mount St. Mary Hospital stands and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.





**MOUNT ST. MARY**  
HOSPITAL • CARE WITH COMPASSION

# 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.

# 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.

# VALUES

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



# Message from the Board Chair & CEO

On behalf of all at Mount St. Mary Hospital, we are pleased to provide a few highlights of the past year as we continue to execute our Strategic Plan 2022-2026. We successfully participated in our CARF Accreditation Survey and the Surveyors shared highlights regarding our strengths:

The resident care team is committed to the mission and provides exemplary care. Staff across the organization are motivated and skilled to provide care, services and programs to persons served. Mount St. Mary demonstrates its cultural beliefs of community support, including the provision of the Community Bathing Program. The Clinical Nurse Leader model is highly successful. It is evident that staff and volunteers are committed to our Mission, Vision and Values. Our regular staff positions are filled, which is an impressive achievement in the current climate of insufficient numbers of health care personnel in the sector world-wide. We are thrilled to have a roster of 125 active volunteers and we continue to build our volunteer team. We have expanded our Dementia Care Education Programs to include staff across the organization, volunteers and family members. We continue to implement improvements to reduce our carbon footprint and to reduce, reuse and recycle. Our energy cost savings are significant following these improvements, and our utility and product wastage has reduced. We continue on our path to Truth & Reconciliation. We successfully implemented clinical delivery service models, including our Bathing Program and Dementia Care Recreation Program. We continue to ensure the integrity of our 21-year old building which continues to exceed provincial standards for long-term care facilities. We look forward to the coming year as we continue to implement our six strategic directions which are grounded in



enhancing the quality of life of the individuals who live and work with us.

We thank our staff, physicians, volunteers, residents and families for their support and engagement.



A handwritten signature in black ink that reads "Sara John Fowler."

Sara John Fowler  
Mount St. Mary Hospital CEO

A handwritten signature in black ink that reads "Charlie Etchell".

Charlie Etchell  
Board Chair



## Spiritual Care

Spiritual Care is our core program, and is coordinated and delivered by our Leader, Spiritual Care and Spiritual Care Provider. We believe that including spiritual care in all domains of our residents' experience enhances their quality of life. Our Church attendance boasts over 2000 attendees in the past year! Roman Catholic, Ecumenical, Anglican and United Services are held in our Blessed Marie Blondin Chapel.

This year we implemented our Bible Study Group, reimplemented Memorial Services, began drop-in meditation sessions, and continued with Hymn Sing. Hymn Sing is the most popular with 95 different residents coming out over the past year!

Spiritual care is provided to all faiths. Our Spiritual Care providers ensure each resident has a choice to participate in personally meaningful experiences. Spiritual Care Assessments are provided for each resident and contribute to their Living Care Plan.

## Volunteer Services

Our Volunteer base has been reengaged with the recruitment of our new Coordinator, and we have recruited many new volunteers - reaching our annual target of 125 active volunteers. Our volunteers provide a significant contribution to our operations, and most importantly, our residents quality of life.

Volunteers are involved in a wide range of activities, including:

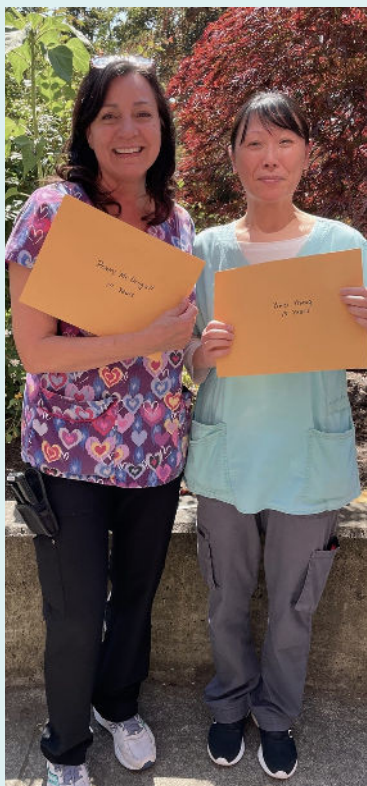
- Enthusiastic participation in our Intergenerational Choir
- Administering an iPod music program
- Life Story Project: A dedicated team records residents' life stories, which are displayed outside their rooms. This initiative helps staff and residents learn more about each other.
- Cycling Without Age Program: This highly popular program offers trishaw rides to residents. Currently, we have two bikes and 32 volunteers, with rides happening five days a week. We're excited to expand with a third bike, "The Diaz," which will enable wheelchair-bound residents to enjoy outdoor rides.



## Engagement

Our strategic and innovative recruitment strategies have successfully added team members into several key positions, and we are pleased that we have no staff position vacancies.

It has been another successful year with the Health Care Access Program (HCAP). We will welcome 14 Resident Care Aides as they return from training.



## Equity, Diversity & Inclusion

At Mount St. Mary Hospital, we are committed to fostering an environment that values equity, diversity, and inclusion. We recognize and celebrate the uniqueness of every individual. These principles are woven into the fabric of our workplace culture. Our Café proudly highlights cultural meals every two weeks, with staff contributing to the menus and even preparing traditional dishes. Additionally, all staff members have participated in training sessions focused on Diversity, Equity and Inclusion and Cultural Safety, further enhancing our collective understanding and respect for the diverse perspectives that enrich our workplace.

## Staff Appreciation

Our staff are appreciated by the Mount St. Mary community. The organization celebrates the Team. This year, during Mission Week, we celebrated 'Ethics at Mount St. Mary' and have established 'Our People' Recognition Program.





We are excited to share updates on the second phase of our Butterfly Décor Project within the secured units. Phase 1 introduced beautifully designed door wraps that enhance dementia care by improving wayfinding and reducing anxiety for residents. Building on this success, Phase 2 will bring artificial skylights and wall-mounted false windows, creating a calming sense of the outdoors.

In addition to these environmental enhancements, we have expanded recreational programming within the secured units. Activities are now scheduled seven days a week, providing more opportunities for engagement, socialization, and joy. These initiatives reflect our commitment Resident focused care and to creating a warm, enriching environment where residents feel comforted and connected.





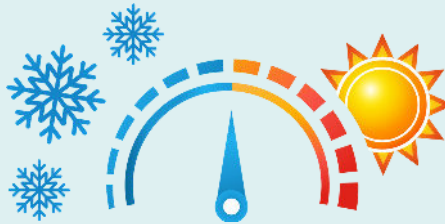
## SEVERAL INITIATIVES HAVE BEEN COMPLETED AS WE WORK TOWARDS OUR CLIMATE CHANGE GOALS INCLUDING:

Replacing fluorescent lighting with LED lights on Units 2 and 3, and the ground floor.



= Average 14% savings on monthly electricity consumption

Continued the migration of the building controls systems over to new systems that allow for greater control of our HVAC system.



= Comfort & safety during heat events & decrease in wasted energy consumption

Building working relationships with eco-friendly producers and contractors



= Use of Dekton for countertops, which is Carbon Neutral

**Overall effect of initiatives from last few years is being realized.**



**= Overall carbon emissions reduced from 403 tonnes in 2023 to 319 tonnes in 2024**

WE RECOGNIZE & MITIGATE THE IMPACT OF CLIMATE CHANGE ON PERSONS SERVED;  
AND TAKE POSITIVE ACTION TO REDUCE THE IMPACT OF OUR PROGRAMS & SERVICES  
ON THE ENVIRONMENT

# RESPECTFUL ENGAGEMENT WITH INDIGENOUS PEOPLES

Advancing Reconciliation at Mount St. Mary Hospital: Action Plan Highlights & Meet a New Team

Mount St. Mary Hospital (MSMH) is proud to share the launch of its new Reconciliation Action Plan, a meaningful step in our commitment to truth, healing, and lasting relationship-building with Indigenous communities. This plan outlines tangible priorities such as expanding learning and cultural experiences, incorporating Indigenous land acknowledgement and artwork in public spaces, updating policies to support culturally safe care, and building strong, community-led partnerships. Grounded in values of humility, respect, and action, this plan reflects input from staff, Elders, the community and leadership — and centres Indigenous voices throughout.



## Mount St. Mary Hospital Reconciliation Handbook

June 2025



Reconciliation Action Plan. The ROST will guide the implementation of reconciliation initiatives, strengthen connections with local Indigenous partners, and support staff learning and cultural engagement. Members include Liz Thors, who will chair the committee, Rose Lopetrone, and Greg Nash, each bringing passion and leadership to this work.

*Together, we are weaving reconciliation  
into every part of our organization  
— one step at a time*



## *Building a Culture of Learning and Development:*

Our commitment to fostering a positive workplace culture and prioritizing our people has led to the introduction of mandatory, practice-focused training for all staff. These courses are designed to address current, relevant issues within our field. Resident care staff have completed three hours of specialized dementia training, while all staff participate in respectful workplace training, as well as Cultural Safety and Diversity and Inclusion sessions. In addition, our support services team has undergone supplemental training on safety codes to ensure a comprehensive approach to safety and inclusion across all areas of practice.



WE CONTINUOUSLY IMPROVE QUALITY OF CARE & SERVICES WHILE ENSURING RESIDENT  
& STAFF SAFETY

# STATEMENT OF FINANCIAL POSITION

Statement of Financial Position 31 March 2025		2025 \$'000	2024 \$'000
<b>FINANCIAL ASSETS</b>	Cash & cash equivalents	1,229	718
	Investments	2,027	2,773
	Unrestricted endowment investments	882	459
	Accounts receivable	1,029	1,213
		<b>5,167</b>	<b>4,237</b>
<b>FINANCIAL LIABILITIES</b>	Accounts payable & accrued liabilities	2,059	2,121
	Vacation payable	847	823
	Employee future benefits	1,606	1,475
	Deferred operating contributions	793	1,019
	Deferred capital contributions	15,738	16,565
		<b>21,043</b>	<b>22,452</b>
	<b>Net financial debt</b>	<b>(15,876)</b>	<b>(18,215)</b>
<b>NON-FINANCIAL ASSETS</b>	Tangible capital assets	19,173	19,932
	Inventories held for use	10	5
	Prepaid expenses	130	85
	Restricted endowment investments	4,615	4,613
		<b>23,928</b>	<b>25,331</b>
	<b>Accumulated Surplus</b>	<b>8,052</b>	<b>7,116</b>
	Accumulated Surplus comprised of:		
	Accumulated operating surplus	7,539	7,537
	Accumulated remeasurement gains	513	258
		<b>8,052</b>	<b>7,795</b>
<b>Statement of Operations 31 March 2025</b>			
<b>REVENUE</b>	Health authority contributions	19,331	18,676
	Patients, clients & residents	5,839	5,244
	Amortization deferred cap. contributions	1,283	1,297
	Other revenue	562	533
	Investment income	525	249
	Other Contributions	289	189
	<b>Total Revenue</b>	<b>27,829</b>	<b>26,188</b>
<b>EXPENSES</b>	Salaries, wages & benefits	22,705	20,979
	Supplies	1,755	1,792
	Laundry & other services	1,041	992
	Pharmacy costs	482	480
	Utilities	332	338
	Sundry	115	114
	Special Programs	114	167
	<b>Total expenses (before amortization)</b>	<b>26,544</b>	<b>24,862</b>
	<b>Amortization</b>	<b>1,283</b>	<b>1,297</b>
<b>Annual operating surplus (deficit)</b>		<b>2</b>	<b>29</b>





Through the generosity of individual donors, foundations, and service clubs, we are able to provide exemplary care and services for those that call Mount St Mary home!

Your donations over the past year have helped us to refresh and renew living spaces, purchase new specialized equipment (such as wheelchairs, mattresses and ceiling lifts), invest in valuable programs (such as Spiritual Care, Music therapy, and our Trishaw program), and most importantly respond with Compassion and Care to the evolving needs of our residents.

A few highlights from this past year:

- Through a grant of over \$200,000 by BC Care Providers, BC Hydro, and the Carbon Neutral Capture Program (CNCPP), Mount St. Mary Hospital was about to purchase and replace our aging lighting systems. The upgraded lighting will not only save thousands every month, but more importantly it will reduce our greenhouse gas emission and overall carbon footprint.
- Thanks to the incredible generosity of our donors and a grant from the BC Chapter of the Imperial Order of the Daughters of the Empire (IODE), we raised a further \$20,000 for our Trishaw Program. This will allow us to purchase a third trishaw that will allow wheelchair bound residents to enjoy a ride outside. This third trishaw should be on the road sometime this summer!
- Thank you to the Catholic Foundation of Vancouver Island for your support of Spiritual Care and the Lohn and Charlton L. Smith Charitable Foundations for your support of Music Therapy. As one of our residents recently wrote, “the amazing programs that are offered at Mount St Mary Hospital have truly changed my life!”

**I want to echo the Prayer of St. Francis of Assisi when he wrote,  
“It is in giving that we receive.” We couldn’t do it without you and we are  
truly blessed by the compassion and generosity of our community.  
Thank you for making this possible.**

## BOARD OF DIRECTORS

Charlie Etchell - Chair  
Manuel Achadinha - Director  
Samir Ben Tekaya - Director  
Joe Calenda - Director  
Linda Campbell - Director  
Maria D'Archangelo - Vice-Chair  
Mariana Diacu - Director  
Bev Roney - Director  
Angie Sorrell - Director

## SENIOR LEADERSHIP TEAM

Sara John Fowler - CEO  
Neil Johnson - Director, Finance  
Greg Kuhn - Director, Philanthropy & Communications  
Rose Lopetrone - Director, Resident Care  
Alastair Myles - Director, Support Services  
Liz Thors - Director, People & Culture

## MARIE ESTHER SOCIETY MEMBERS & SISTERS OF ST. ANN APOSTOLATES

Elaine Berthelet  
Cynthia Bouchard  
Gary Mitchell  
John Mochrie  
Bev Pulyk  
Darlene Southwell (MES Member)