

RK MACDONALD NURSING HOME ANNUAL PROGRESS REPORT 2025-2026

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1. MESSAGE FROM BOARD OF DIRECTORS CHAIR - Camilla Benoit

2025-2026 Overview

Our staff, family and friends and community make our work possible!..... *it is the people who we are fortunate to have in our employ, from the CEO, Senior Leadership, the Operations staffs, Community volunteers who truly make a difference everyday in helping the residents, family and friends we serve.*

On behalf of the Board of Directors, it is my pleasure to share with you the achievements we have made over the past year.

In September 2025 the RK MacDonald Nursing Home held an open public Annual General Meeting. Directors appointed the Auditor from MNP for the fiscal year of 2026, and a brief financial report was provided by the Treasurer of the Board, Rozalyn Boddy-Tobin.

As a non-profit organization, 2025-2026 continued to be a busy year. The Directors' commitment was greatly appreciated, key decisions were made regarding the Infrastructure Renewal Project (New Build), along with maintaining the operations and repairs of the current facility, also overseeing the Facility Disposal policy as per Senior and Long Term Care and supporting jointly the RK MacDonald Foundation to establish a Capital Campaign.

The Board extended a welcome to its new member Dave MacKenzie who is a representative for the Congregation of Saint Martha. Dave comes to us with a background expertise in Business, Finance, LEAN, and Mission Assurance.

On behalf of the Board of Directors, it is my pleasure to share with you the various entities we have accomplished and implemented over the past year.

- September, we completed and implemented the Strategic Plan with a biannual review / report of the Strategic Plan Goals and Objectives. The first of such a report was presented at the March 2026 regular monthly meeting.
- The Infrastructure Renewal Project related to construction and fiscal responsibility was monitored.
- The Cooperation's position was established in accordance with the Facility Disposal Policy as per Senior Long-Term Care (SLTC).
- The Board passed a motion to sell the current facility (April 2026). Notification was provided to the Stakeholders and support for the motion was received. SLTC was notified of the intent in May 2026.
- Schedule Board of Directors Education presentations were held e.g. PCL and Collier's construction updates, Capital Funding, Patient in Protective Care, SLTC Facility Disposal Policy.
- Review and monitor of Quality and Improvement Indicators and Risk Management Register was provided.

- Maintained support for staffing compliment.
- Supported information technology upgrades by approving the purchase and installation of new software.
- Reviewed the Occupational Health and Safety program.
- Supported ongoing efforts to meet the next Accreditation Canada criteria 2027-2028.
- Collaborated with the RK Foundation and the newly formed Joint Capital Campaign Ad hoc committee.
- Supported and promote visibility of the Home via website, pod cast and social media.
- Fostered partnerships with Staffs, Residents, Family Council and Community Volunteers.

In the past several months we have been excited to witness changes over the landscape on 61 Church St Extension, the location for the new Nursing Home facility. The Board of Directors attended a presentation from PCL Construction who provided an overview of the construction to date. We are please to report they continue to be on schedule and on budget.

Amid the ongoing challenges posed by the ever-evolving health care landscape from the proposed fiscal reduction and workforce shortage (nationally, provincially and locally), we are very grateful to the Senior Leadership of the RK MacDonald Home. Their leadership role has been ongoing with paramount strategies for recruitment and retention of staff, to ensure continued quality and dignified care to our residents.

The Board supported in invested in new technology, thus providing inter-departments better collaboration, such as Finance, Human Resources, Staffing and Dietary.

In promoting visibility of the RK MacDonald Home, the website has gone through a new facelift, along most recently, our CEO Terry Macintyre, who participated in a pod cast, Antigonish "Lets Talk" in order to enhance who we are, promote engagement for viewers about the lifestyle while living in the Home.

Once again, thank you to all the Directors for your dedicated efforts and support to both myself and the organization.

Finally, a big shout out to all our staffs for their ongoing dedication and service.

Camilla Benoit -Chair of the Board of Directors



Board of Directors (left to right)
Shawn Brophy, Harris McNamara, Duncan Chisholm, Fran Haley, Camilla Benoit, Andrew Murray, Juanita Pelly,,Sr.Catherine MacGillivray, Monica MacDonald, David MacKenzie, Rozalyn Boddy Tobin and Patrick McKenna

2. STRATEGIC PLAN, EDIRA STATEMENT, MISSION, VISION & VALUES

2.1 STRATEGIC PLAN 2025-2028

As the RK Corporation looks forward to the move to 59 Church Street Ext. in June, 2028, the Home will continue to stay focused on its mission of "Providing loving, dignified, quality care and enabling people to live full and abundant lives". Furthermore, our mission will be enhanced through ongoing operational excellence by supporting process optimization, continued technology integration, cost awareness measures and enhancing employee engagement.

The RK Corporation also recognizes that engaged employees, in a positive work environment, are crucial to achieving operational excellence. The RK will continue to invest in initiatives aimed at enhancing employee satisfaction and wellbeing. This includes supporting professional development programs, wellness initiatives, and enhancing our employee recognition process.

With a strong operational foundation that respects staff workloads, along with the continued support from our key stakeholders: Corporate Board of Directors, Foundation Board of Directors and our *new build* partners Colliers Project Leaders, and the Department of Seniors and Long-Term Care, the RK Corporation is well-positioned to achieve its strategic objectives of a successful transition to 61 Church St. Ext. through nurturing our people and growing diversity, equity and an inclusive culture that is committed to role modeling our core values of compassion, accountability, respect, excellence and safety.

Our 2025-28 strategic plan has three components:

- In Year 1 is dedicated to planning through the development of Project Charters and Key Performance Indicators.... ensuring we are 70% we can achieve our objectives.
- In Year 2 we will implement strategies meet the objectives of our Project Charters
- In Year 3 we will employ our Key Performance Indicators to evaluate our programs and make any necessary adjustments

It should be noted that all government sectors are facing financial challenges, long-term care included. However, not all objectives rely

on the availability of funding, and where it may, we will leverage other resources to achieve our strategic objectives.

With an anticipated move-in date of June, 2028, our next strategic plan, likely early on 2029 will present an exciting challenge to provide strategic direction positioning the "new RK" within the long-term care community.

" Having a strategic plan .... is what enables us to stay the course, even in times of change"



STRATEGIC PLAN 2025-2028

The RK MacDonald Nursing Home is an integral part of the Antigonish Town and County community with a legacy of caring and excellence. With plans underway for a new facility in 2028 and many goals accomplished from the strategic plan established in 2020 (including Accreditation with Commendation), the Board, CEO and senior leadership team gathered on September 29th to develop a new strategic plan. Carla Anglehart, Governance Specialist, and Janet Everest, Leadership and Governance Consultant, facilitated the strategic planning process.

During the one-day session that was informed by a pre-session survey, the Board reviewed the inputs from key interested parties and completed a SWOT analysis to determine which strengths, weaknesses, opportunities and challenges to focus on moving forward. The Board reviewed and affirmed or amended the core values, the mission and the vision statements as follows:

Core Values: *affirmed* as "*Compassion*, *Accountability*, *Respect* and *Safety*.. *Excellence* was *amended* to "We are committed to providing excellent care that enhances quality of life".

Mission: *affirmed* as "*Providing loving, dignified quality care and enabling people to live full and abundant lives*".

Vision: *amended* to read "*A vibrant community built on kindness and meaningful relationships*"

STRATEGIC DIRECTION #1: SUCCESSFUL FACILITY TRANSITION:

Develop and operationalize a successful facility transition plan encompassing change management, staffing, and communication for completion by April 2028.

STRATEGIC DIRECTION #2: People and Culture

Build a sustainable, diverse and high-performing workforce with specialized approach to quality care.






2.2 EDIRA STATEMENT

At the RK MacDonald Nursing Home, we believe that **belonging is a daily practice, not just a statement.** Guided by our core values of **C.A.R.E.S. — Compassion, Accountability, Respect, Excellence, and Safety** — we commit to continuous reflection, learning, and action. By leading with empathy, taking responsibility for our impact, treating everyone with dignity, striving for excellence in all we do, and ensuring safety and well-being, we create a community where every resident, family member, staff person and volunteer can truly **belong, contribute, and thrive.**

Our Commitments to Diversity, Equity, Inclusion, Reconciliation, and Accessibility

Equity: We work to remove systemic barriers and provide fair access to care, opportunities, and participation for everyone. We recognize that social and economic factors affect well-being, and we strive to reduce barriers.

Diversity: We honor the unique identities, cultures, languages, sexual orientations, gender expressions, and life experiences that enrich our community.

Inclusion: Everyone's voice matters — residents, staff, families, and community members are invited into decision-making that shapes our home.

Reconciliation: We act on our responsibility to learn, unlearn, and repair, guided by Indigenous knowledge and community partnerships.

Accessibility: We ensure that RK information, services, and spaces are physically, cognitively, culturally, spiritually, and financially accessible to all

2.3 MISSION,VISION & VALUES

Vision

A vibrant community built on kindness and meaningful relationships.

Mission Statement

Providing loving, dignified quality and enabling all people to live full and abundant lives.

Core Values

Our Commitment to C.A.R.E.S. Our organizational core values govern everything we do in our interactions with residents, staff, families, volunteers and the greater community.

Compassion

We are committed to understanding the feelings, needs & desires of those we serve and take action to enhance their quality of life.

Accountability

We are committed to honesty and integrity in achieving desired outcomes for those we serve.

Respect

We are committed to respecting the dignity and value of each person we serve. We also believe in the provision of a respectful and supportive work environment.

Excellence

We are committed to providing excellent care that

Safety

We are committed to building a culture of safety for those we serve incorporating right to risk in a calculated way within an informed and collaborative decision process.







3.BOARD COMMITTEES REPORTS

3.1 Finance Committee - Chair: Rozalyn Boddy -Tobin

Committee Chair: Rozalyn Boddy – Tobin - Appointee of the Municipality of the County of Antigonish
Members: Camilla Benoit – Appointee of the Congregation of the Sisters of St. Martha
: Monica MacDonald – Appointee of the Congregation of the Sisters of St. Martha
: Fran Haley – Appointee of the Municipality of the County of Antigonish
: David MacKenzie – Appointee of Congregation of the Sisters of St. Martha
Ex Officio: Danielle MacDougall, Director of Finance
: Terry MacIntyre, CEO
: Randy Delorey, CAO, Town of Antigonish
: Shirlyn Donovan, CAO, Municipality of the County of Antigonish
Mandate: To address all matters of a financial nature and to make recommendations where appropriate, to the Board of Directors.

In late 2025, the Finance Department implemented new software as an answer to the need to improve efficiencies in reporting. While some minor troubleshooting is wrapped up, this investment has proved to have a positive impact between the Finance Department, Human Resources, and Clinical Services scheduling.
Seniors & Long-Term Care provided some much needed funding over the year:
Capital Project requests applied for in February saw $81,000 received for capital purchases;
Capital Renewal Funding requests addressing operational matters for the Cottages area saw $71,000 come through, and;
Emergency Funding requests received an unprecedented $372,000, largely due to the necessity to replace the emergency generator.
As always, the R.K. MacDonald Nursing Home Corporation is grateful for all the support from Seniors & Long-Term Care.

The Finance Committee continued to review and update its finance policies and sought to engage an investment advisor, Scotia Jarislowsky Fraser, to provide guidance with our investments for the future needs of our residents of the R.K. MacDonald Nursing Home.

Looking ahead, the Finance Committee is working alongside the RK Nursing Home Foundation and the kick-off for a capital campaign for the new build on Church St. Ext. with its anticipated opening of June 2028.

3.2 Building & Grounds Committee - Chair: Shawn Brophy

Committee Chair: Shawn Brophy - Representative of the Municipality of the County of Antigonish
Members: Ken Farrell - Appointed by the Municipality of the County of Antigonish
: Gary Mattie - Representative of the Municipality of the County of Antigonish
Ex Officio: Damian Welsh, Director of Environment and Food Services
: Terry MacIntyre, CEO
Mandate: To address issues related to the general upkeep, maintenance and infrastructure planning of the property of the nursing home and make recommendations to the Board of Directors as necessary.

Building and Grounds is a Board appointed committee and provides oversight to the maintenance of the Home and grounds. Oversight was provided for:

- Emergency Generator replacement
- 3 Way Stop Sign at Pleasant and Victoria Streets (safety)
- Cross walk addition between staff entrance to staff parking lot (safety)
- Snow removal from the cottages roof
- Emergency planning (In-house and EMO)
- Plumbing Issues
- Seniors and Long-Term Care Funding requests
    - Emergency Funding
    - Capital Renewal

Special Note: Government of Nova Scotia, Department of Seniors and Long-Term Care approved 83.18% of our emergency funding requests amounting to $372,735.00

3.3 Quality, Safety & Governance Committee - Chair: Monica MacDonald

Committee Members: Camilla Benoit, Duncan Chisholm, Sr Catherine MacGillivary, Juanita Pelly
Ex Officio: Terry MacIntyre, Lee Kelley
Mandate: The Quality, Safety and Governance Committee is responsible for ensuring accountability, good governance and transparency of the Board of Directors through regular analysis and reporting of quality data, and the regular review of governance processes.
2025-26 Highlights

- Review and oversee the Annual Board of Directors Evaluation and Individual Board of Directors Self Evaluations that help develop education sessions to meet board needs.
- Plan for Education sessions for monthly board meetings with assistance of CEO.
- Continuing to monitor the Board Quality Dashboard and Safety Reports that provides information on whether we are meeting or exceeding benchmarks or quality indicators originating from Long Term Care Program Requirements, Licensing Standards and Surveys from Residents, Families.
- Continue to review progress on Foundational documents including:
    - 2025-2028 Strategic Plan
    - 2025-2026 Operational Plan
    - 2025-2026 Quality Improvement Plan
- Reviews annual Fire Marshall, Occupational Health and Safety Inspections and Dept Health and Wellness Licensing reviews and Compliance Reports

3.4 Executive Committee – Chair: Camilla Benoit

2026 AGM

Executive Committee- Chair Camilla Benoit

Executive members: Our Executive team are comprised of members of the Board of Directors.

Chair: Camilla Benoit, Vice Chair: Monica MacDonald, Secretary: Fran Haley, Treasurer: Rozalyn Body Tobin, Harris McNarma -Appointee for the Municipality of Antigonish, Andrew Murray -Appointee for the Town of Antigonish.

Ex-Officio: Terry MacIntyre, CEO

The Board has five (5) working committees; Executive, Finance, Quality Safety & Governance, Building & Grounds, Infrastructure Renewal, and Ad hoc- Capital Campaign. All committees meet bi monthly except for Finance and Infrastructural Renewal which are monthly. A report is prepared by the chairs of each committee for the regular monthly Board meetings.

The Executive and the Board work in partnership with the CEO Terry MacIntyre, Senior Leadership who provide extensive hours preparing reports to the Board of Directors.

2025-2026 we continued our focus on collaborating with the organization, residents and families.

Our focus for 2025-2026:

- Orientation for newly appointed director.
- Appointing new committee members.
- Supporting the RK staff, with their ongoing work for Accreditation Canada, to meet the criterial requirements.
- Participating the Senior and Long-Term Care Governance and Professional Development as recommended by KPMG Consultants (2023-2024).
- Scheduling monthly education sessions for the Board of Directors.
- Implementing an Action Plan for the Board / Directors via the self-evaluation process.
- Providing a collaborative and supportive role for the Sterring Committee, the Stakeholders for the Infrastructural Renewal Project, and the Joint Capital Campaign.
- Continuing to build relationships with Family & Resident Council and the RK Foundation.

- Participating and providing a supportive role to the organization in structuring the Strategic Plan which was completed September 2025, Website redesign completed September 2025, Reviewing Occupational Health & Safety program, supporting upgrades to Information Technology software for Finance to include Payroll, Accounts, Scheduling, Human Resources, and Dietary Departments.
- Monitoring Quality & Safety and Risk Management indicators and follow up on Action Plans which are posted on the Website.
- Support the CEO's challenges.
- Conducting Annual Performance Appraisal for the CEO.

I am very grateful to the dedicated Directors, CEO Terry Macintyre and Senior Leaders who continue to strive for improvements for the organization.

Respectfully -Camilla Benoit ,Chair of the Executive Committee







3.5 Infrastructure Renewal Steering Committee 2025-2026-Chair Fran Haley

Background: The R.K. Macdonald Nursing Home is one of the homes identified in the province to receive provincial funding for infrastructure renewal. Evaluation and Planning began in 2022. Planning must follow the provincial Long-Term Care (LTC) Facility Requirements as well as the 11 Step LTC Facility Development Approval Process.

A special committee of the Board, titled the Infrastructure Renewal Steering Committee was formed and is charged with providing executive direction and general oversight to ensure an infrastructure project realizes the vision and mission of the R. K. MacDonald Nursing Home. The Committee acts as a liaison between the appointed Project Managers (Colliers Project Leaders), the Prime Design Consultants (Fowler, Bauld & Mitchell (FBM) of Halifax NS, the General Contractor (PCL), the R.K. MacDonald Board of Directors, the Town of Antigonish and the Municipality of the County of Antigonish.

Committee Members: Chair: Fran Haley, Members: Camilla Benoit, Duncan Chisholm, Harris McNamara, Patrick McKenna, David MacKenzie

EX Officio: Gerry Gillis, Terry Macintyre CEO, Damian Welsh, Director of Environmental & Food Services, Danielle MacDougall, Director of Finance, Shirlyn Donovan (CAO, Municipality of the County of Antigonish), Randy Delorey (CAO, Town of Antigonish)

2025/2026 Highlights

- December 2024 – Tender Close. Four bids received all within 2% cost estimate.
    - Letter of intent and letters of decision sent to bidding contractors
    - Cost variance between contractors bid and approved budget from Seniors and Long Term Care (SLTC)
    - Value Engineering (VE)exercise initiated. Value engineering is a prescriptive process for analyzing project components — such as materials, systems, equipment or features — to find alternatives that produce the same results but provide greater value, solve problems, and reduce costs.
- January 2025 – Value Engineering exercise ongoing
- March 2025 – Value Engineering documents submitted to SLTC
- March 2025 – Step 7 documents submitted to SLTC for approval
    - Step 7 approval received on March 21st. Approval to award the construction contract to the approved General Contractor and begin construction.
    - Development and Building Permit submitted to Eastern District Planning

Commission (EDPC)
  - General Contract awarded to PCL on March 31,2025
- April 2025 - General Contract kick off meeting held on April 23, 2025
  - Development and Building permit approved
- May 2025- Final construction drawings issued
  - Groundbreaking ceremony planning initiated
- June 2025 – A very successful Groundbreaking ceremony took place on June 10,2025 on the construction site for the new RK on Church Street extension
- July 2025- November 2025
  - Ongoing information on the project's construction progress is posted on the RK's Web Page
  - FBM as the design team, and Colliers Project Leaders as the Project Managers are overseeing the project and are working collaboratively with PCL, the General Contractor, and SLTC.
  - Site development, preparing the site for construction, took place.
- December 2025
  - Structural Steel installation began
  - Construction is proceeding well, on time and on budget, despite a difficult winter construction period.
  - Colliers Project Leaders is initiating oversight and strategies to mitigate the risk of potential cost increases due to US tariffs on construction materials as well as oil price volatility and fuel related cost increases due to escalation of the Iran conflict
- Spring/Summer/Fall 2026
  - Watch the building construction advance on the Church Street Extension site and check out the RK Web Page for updated information and photographs.
  -
- November 2026
  - Furniture, Fixtures and Equipment (FF&E) procurement scheduled to begin.
- December 2026
  - Weather Tight building projected for early December 2026







June 2024



June 2025



November 2025







January 2026







June 29,2026

4. FAMILY COUNCIL REPORT

May 25, 2026

RK MacDonald Nursing Home
Family Council Annual Report 2025/26 for AGM

The Family Council's Terms of Reference state that it's purpose is "To advise the Administration on strategies to enhance the quality of life for all residents of the RK MacDonald Nursing Home by acting as advocates on their behalf"

Family Council has met five times since our last report of May 2025. The following highlights emerged:

Caregiver Appreciation Day - We changed our focus on this to be more of a continuous information / support avenue which we plan to implement in 2026.

During our 2025/26 meetings we have received CEO updates covering a variety of interests / topics / concerns all relating to the well being of our residents and their care providers. We have had presentations from staff on exit interviews, staffing updates, recreation, spiritual care and volunteer services updates and resident support facilitators role.

Recreation, Spiritual Care and Volunteer Services –
Family council members continuously advocate for this vital service and view it as an important dynamics topic relative to the well being of every resident.

Family Council Membership - Council consists of members who have or have had relatives / friends residing at the RK MacDonald Nursing Home. As there is continual turnover in membership, we always need to improve recruitment efforts. Anyone wishing to join can now attend afternoon meetings via Zoom. We request that RK administration continue their efforts to actively recruit new members. We feel it of great importance to have new ideas / talents join the council.

Submitted by Family Council Members: Mary Chisholm, Albie & Carol Falkenham, Debbie Horne , Darlene Farrell, Marlene Stewart , Judy Breen, Joanne MacKenzie and Liz Costigan

5. RESIDENT COUNCIL REPORT

The R.K MacDonald Nursing Home Resident Council Committee typically meets on the last Wednesday of each month. The date is set per resident consensus. The Resident Council will decide at the June meeting if a break for July and August will be taken, resuming on a monthly basis in September 2025 or to continue through the summer. The Resident Council meetings take place in the Rhubarb Patch; allowing for residents to discuss and share matters important to them. On occasion, meetings are held in the main dining room and in summer we have held meetings outdoors in the front gazebo. A representative from each department in the Home is invited to attend and present their departmental update. Our goal as staff is to create an opportunity to improve areas of concern from residents, and to appreciate their insight and point of view.

Safety is always the first item on the monthly agenda. Issues such as timing adjustments made to the automatic doors in the front lobby and main dining room, and access to the building after front doors are locked for the evening, are examples of what is brought forward for resolution. Next, Resident Council members offer feedback, ask questions and offer suggestions on a variety of areas such as the menu,suggestions for recreation programs, nursing care, etc. Departmental representatives from Clinical Services, Dietary, Environmental, Recreation, Spiritual Care and Volunteer Services and the CEO are invited to provide updates to the Resident Council at each meeting. Resident Council members have been provided monthly updates by our CEO Terry MacIntyre, regarding the progress of the new RK facility on Church St. Extension. A slide show will be presented to Residents with photos and video footage from the construction site.

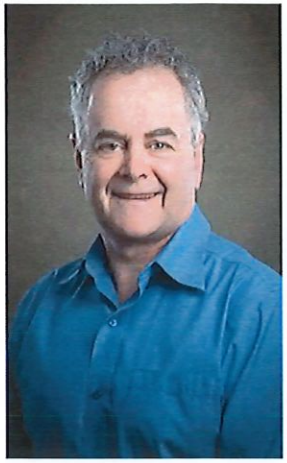
- Resident Council continues to be updated monthly on upgrades to the home from environmental services such as painting, new furniture/equipment, new staffing, setting out of the lawn furniture and updates to the grounds.
- Resident Council members provide feedback to the food services department regarding upgrades/changes to the menu. Dietary representative will provide updates on seasonal menu changes and more, incorporating into these changes, the Council members' suggestions.
- Resident Council provides feedback on suggestions for the vegetable gardens in the back courtyard. Those interested attended a Garden Club meeting in early April to discuss distribution of the raised garden boxes and other points of interest. Some will garden independently while others will participate as a group in the shared community boxes.

- Resident Council members provide feedback related to in-house Recreation programming, Recreation staff will include residents in planning programs and events throughout the home. A suggestion box is located outside the Director's office.
- Resident Council members provide feedback related to clinical services, and seek information from the Clinical Services Director regarding issues important to them. The Director provides updates on departmental processes such as new digital medication charts, staffing, and more.
- CEO updates residents on the status the R.K's new build and progress of the construction as well as any new business within the home.

Copies of the monthly meetings are posted in each neighborhood, on the R. K. MacDonald website, and entered into the Resident Council binder located in the front lobby.

Respectfully submitted,
Mary Partridge (Committee Co-Chair)

6. MESSAGE FROM CEO – Terry MacIntyre



Well, our resident Gerard continues to wear a leaf's jersey.... and a Blue Jays cap .... there's no hope! 😊
Most important to all of us here at the RK are our residents and their families. Families and residents continue to trust our group with their care, emotional well-being, stories and their daily feedback and we certainly respect that trust.... .... we are so blessed to be able to call our residents', their family members and visitors!
Operationally, 2025-26 was another interesting and very successful year; and it is very important to take a few minutes to review our collective accomplishments. Our many accomplishments can be viewed on the RK website at: https://www.rkmacdonald.ca/rk-macdonald-nursing-home-corporation-2025-accomplishments/
Our Board of Directors authored **Strategic Plan 2025-2028** with the *Successful Facility Transition* and *People and Culture* as the two key strategic directions. As well, planning for the new Home for the RK MacDonald Nursing Home started in spring of 2022 and today we are pleased to offer is moving along quite nicely ... take a drive by at 61 Church Street Ext. 😊 It's always best to give credit where credit is due and I offer the leadership of Senior's and Long-Term Care, Colliers Project Leaders team, FBM design team and to PCL our general contractor... we are truly grateful and certainly are in good hands!

Lastly, to our 300 amazing staff members, our Corporative and Foundation Boards, our Union reps, and community partners, I am again truly humbled to be in a position to partner with such an incredible group of caring people!

Most Sincerely,

Terry MacIntyre, CEO

6.1Strategic Plans Operationalized – 2022 - 2025

Here are a few examples of how our strategic plan was fulfilled.

Strategic Pillar: Co-Creating a Healthy Work Environment

Operational Highlights:

- Secured High-Crest Enterprise to complete Operating Systems Enhancement Option Summary
- Hosting monthly General Staff Meetings
- Implementation of computerized Maintenance Request software
- Enhanced a recycling program by installing proper recycling containers
- Accessing Igility funding to enhance staff education ($5K per staff members is available)
- Established process for staff to access meals
- Accreditation Canada Survey – Commendation
- Operating Systems Enhancement Project
- Mandatory Staff Education Process
- Monthly General Staff Meetings

Strategic Pillar: Promoting a Culture of Safety and Accountability

Operational Highlights:

- Expanded our Quality Improvement Plan to reflect deficiencies identified in Licensing and Protection for Persons in Care investigation
- Achieved 96% compliance on Senior Leader Monthly Hazard, Safety and Licensing Inspections
- Revitalized the Occupational Health & Safety Comm. meeting OHS regulations
- Recruited travel staff contracts to fill staff vacancies
- Secured 4.1 funding for Clinical Services staff
- Introduced "cost awareness" to support finance management
- Secured an IPAC Coordinator to lead our infection control policy and procedures
- COVID Management Plan

- COVID Management Plan-Updated COVID-19 protocols, with Public Health approval, to support families and visitors to visit with loved one during an outbreak
- Continue to support staff with Covid following COVID protocols
- Recruited a Staff Development Coordinator to implement an education strategy ensuring all mandatory education is completed
- Developed and implemented a Risk Registry for Board review
- Board Continuous Quality indicator dashboard
- Resident and Staff Safety Dashboard
- Risk Management Plan

Strategic Pillar: Fostering Collaborative Relationships

Operational Highlights:

- Partnerships: Family Council
  Resident Council
  RK MacDonald Nursing Home Foundation
  Arts Health Antigonish
  Emergency Health Services
  Antigonish Volunteer Fire Dept.
  Eastern Zone Long-Term Care Administrators
  Antigonish EMO
  St. Francis Xavier University – Nursing and Service Learning Programs
  Nova Scotia Community College – Nursing Programs
  Municipal Elections, Elections Nova Scotia, Elections Canada
  Continuing Care Association of Nova Scotia
  Nursing Home of Nova Scotia Association
  Antigonish Chamber of Commerce
  Colliers Project Leaders
  StFX and NSCC student placements
  Networking EMO, NHNSA,CCANs

6.2 Quality Improvement Plan - Summary 2025-2026

The RK continues to post its continuous quality indicators on its website, with the addition of our Quality Improvement Plan. The Quality Improvement Plan identifies quality indicators that are not meeting a benchmark or are trending in the wrong direction which enables us to focus our resources making the necessary improvement.

Evidence of the positive impact and effectiveness of our commitment to continuous quality improvement is that the RK received a 1 year license to operate a long-term care facility! Licensing Inspectors assess every aspect of the services we provide here at the RK, and as a staff we are very proud in consistently meeting program requirements.

The RK's quality indicators are monitored on a regular bases to provide feedback in terms of whether or not we are meeting quality benchmarks, trending, licensing and/or accreditation requirements. Respecting our Core Value of Accountability, our Quality Improvement Plan and corrective actions is an agenda item on the Board, Quality, Safety and Governance Committee of the RK MacDonald Nursing Home, Board of Directors.

Our Family and Resident Satisfaction Surveys continue to be the cornerstone of our quality indicator program along with our quarterly Board Dashboard, Resident and Staff Safety Dash Board, Risk Registry, Seniors and Long-Term Care Program Requirements (bi-annual licensing inspections) and Accreditation surveys.

Our Continuous Quality Indicators continue to be reported quarterly and are available on our website at https://www.rkmacdonald.ca/our-quality-plan-and-indicators/

7. DEPARTMENTAL REPORTS

7.1 Clinical Services - Lee Kelly



Introduction

The Clinical Services Department continues to focus on providing safe, compassionate, and resident-centered care. Our team includes Registered Nurses (RNs), Licensed Practical Nurses (LPNs), Continuing Care Assistants (CCAs), Long-Term Care Assistants (LTCAs), the Walking Stick Rehabilitation Team (Physiotherapist, Occupational Therapist, and Rehab Aides), specialized nursing roles including Infection Prevention and Control, foot care, and clinical support, as well as resident support, administrative, scheduling, and clinical leadership staff. Together, we work to provide high-quality care and services to our residents every day.

This past year has been one of significant growth and change. We have continued to strengthen our workforce, improve quality processes, and advance the use of technology throughout the Home. These efforts support our commitment to providing high-quality care while preparing for the future.

Technology and Electronic Documentation

One of the most significant accomplishments this year has been our continued transition toward electronic documentation and a paper-light environment. Nursing staff are increasingly using electronic systems to document resident care, improving access to information, communication among team members, and overall efficiency.

The implementation of electronic medication administration records, electronic care plans, and other digital documentation tools has reduced reliance on paper processes and improved the availability of resident information at the point of care. Work continues toward our long-term goal of a fully integrated electronic health record system.

In addition, the Home has implemented a new scheduling software. While the transition has required considerable planning and education, this investment is expected to improve scheduling efficiency, workforce management, reporting capabilities, and staff access to information.

Supporting Our Workforce

Recruitment and retention remain priorities within long-term care. Over the past year, we have continued to welcome new staff through local recruitment, immigration pathways, and the Recognized Prior Learning (RPL) program.

The department has also focused on strengthening orientation, onboarding, and mentorship for new employees and students. These efforts help staff build confidence, develop skills, and successfully transition into long-term care practice.
Our clinical leaders, charge nurses, supervisors, and CCA Leads continue to play an important role in supporting staff, monitoring quality indicators, and ensuring residents receive safe and consistent care.

Quality Improvement and Resident Care
The Clinical Services Department remains committed to continuous quality improvement. Throughout the year, audits and monitoring processes have been strengthened to support documentation quality, care planning, wound care, medication management, infection prevention and control, and overall resident safety.

Strengthening a Palliative Approach to Care
This year also marked the beginning of our multi-year Strengthening a Palliative Approach in Long-Term Care (SPA-LTC) initiative. Staff from multiple departments have participated in education sessions designed to enhance comfort, dignity, communication, and quality of life for residents at every stage of their journey.
This work will continue over the coming years as we integrate SPA-LTC principles into our culture, policies, education programs, and resident care practices.

Looking Ahead
As we look to the future, we will continue to improve the quality of care we provide, support our staff, make better use of technology, and keep residents and families at the heart of everything we do.
The continued expansion of electronic documentation, optimization of our new scheduling system, implementation of SPA-LTC, and preparation for future organizational growth position us well to meet the changing needs of residents and families.
I would like to thank our nurses, continuing care assistants, rehabilitation staff, support staff, physicians, volunteers, and leadership team for their dedication, professionalism, and commitment to the residents we serve every day.
Respectfully submitted,

Lee Kelly, RN, BScN
Director of Clinical Services

7.2 Environmental & Food Services



It has been a very busy year full of firsts and several major wins and accomplishments for our Environmental & Food Services Teams. As the Director of Environmental & Food Services I want to personally give a huge shout out to all of the individuals that work so hard day in and day out contributing to the department's successes. Well done everyone!!

$575,000 in approved emergency funding applications

$62,000 Annual Capital Funding Request Approvals

Funding Approval Highlights:

- Approved Emergency funding for new indoor backup Generator, a major emergency funding project, accounting for 60% of our emergency funding approvals for the fiscal year.
- Emergency Plumbing Repairs completed in several sections of the old side of building.
- New Washers/Dryers purchased for Cottages
- Emergency repairs to Industrial Washers and Dryers to prolong their life span.
- Approved Capital funding for Dietary Software & Hardware implementation for DiningRD ™
- Approved Capital funding for Environmental Software & Hardware implementation for CareClean ™
- New Water/Ice Machine for Cobblestone Cottage.
- Two new Under Counter Dishwashers.
- $22,000 of plumbing preventative and diagnostic equipment approved which will allow our maintenance department to become more self sufficient in diagnosing and rectifying plumbing issues.
- Implementation of Get Sensored™ a remote temperature monitoring system for walk in fridges and freezers to remove reliance on paper temperature tracking as well as real time threat analysis capabilities to ensure issues are immediately recognized and loss of food inventory mitigated.
- Many other repairs and upgrades too numerous to mention.

Team Highlights:

- Our teams have extended warm welcomes to several new hires over the past year. Thank you for mentoring our newest members of the team and for making them feel welcome.
- We have hired a part time Administrative Dietitian this year as well to help assist with our software/hardware implementations and food service initiatives.
- Uniting teams as one and moving forward through teamwork, inclusion, respect.
- Focused on cross-training to build a skilled, resilient, and adaptable workforce.

Major Departmental Initiatives:

- Our Dietary Department is taking part in an exciting research project Called Choice Plus via The Schlegel-UW Research Institute for Aging.The CHOICE+ program is an evidence-based research and quality improvement initiative designed to transform dining experiences in long-term care and retirement homes.
- In addition to the research project, we are enrolled in Gordon Food Service's new Spend Analysis Software Tool roll-out. An integrated software application that allows us to analyze our food spend data to help optimize our food purchasing budget.
- Improvements in our Food Safety Protocols and Procedures, implementation of an advanced HACCP Program
- Implemented an improved Food Waste Tracking System which allows us to identify areas of concern so that we can in turn adjust yields and pivot to minimize food waste and cost overruns within the dietary department.
- Departmental engagement, by improving our communications methods we are further uniting the departments to work in tandem to best support our residents and fellow teammates in other departments. "There is no Us and Them, there is only WE." That is our new mantra.

Fun Numbers:

19,000 facecloths purchased 2025/2026

9000 loads of laundry completed in 2025/2026

15,000 resident meals served

3000 Maintenance Care requests fulfilled

FUN "Facts"

During the 2025–26 winter season, and based on an AI assisted analysis of total snowfall of 275 cm or 9.0 ft in Antigonish, the RK MacDonald maintenance team removed an estimated **1,150 metric tons of snow** from walkways, entrances, emergency exits, and resident and family access routes across the property.

That's enough snow to fill approximately **64 dump trucks** or equal the weight of more than **190 African elephants**, or **750 Toyota corollas**. Over the course of the winter, the team cleared an estimated **4,600 cubic meters of snow**, ensuring safe access for residents, staff, visitors, and emergency services. While most people simply saw clear sidewalks each morning, behind the scenes the maintenance team was moving the equivalent of a small mountain of snow—one storm at a time-Well Done Gentlemen!!

Damian Lee Welsh
Director of Environmental & Food Services

7.3 Human Resources - Jacqueline Delorey



Human Resources Plan: The data was updated to December 2025. A presentation that included analytical graph data drawn from the plan was presented to the Senior Leadership Team in February 2026 and at the General Staff Meeting in March 2026. The analysis identified key workforce trends and organizational accomplishments and risks, along with three strategic recommendations to support recruitment and retention initiatives within the organization's three-year Strategic Plan.

Attendance Management & Wellness: The Attendance Management Program and associated wellness initiatives are currently under review to support employee wellbeing and organizational sustainability.

Staff Communication & Engagement: Key Human Resources updates were shared regularly at monthly General Staff Meetings throughout 2025–2026, such as. dashboard statistics, benefits, pension, policy updates, and other staff-related initiatives.

New Hires: A total of **118 new employees** were hired during 2025.

International & Interprovincial Recruitment: Recruitment activity has slowed as the vacancy gap for permanent full-time Continuing Care Assistant (CCA) positions has significantly narrowed. Current vacancies are primarily temporary full-time positions related to leave coverage. Approximately a dozen (12) more CCA applications remain in various stages of the immigration process for future vacancies.

Vacant Positions (as of May 30, 2026): CCAs – 5 Temporary Full-Time vacancies (with 6 staff currently on leaves of absence); Registered Nurses – 3 Temporary Full-Time vacancies; and Licensed Practical Nurses – 1 position (.4 Part-Time)

RPL CCA Program (Recognized Prior Learning): Two learning pathways continued during 2025–2026 1. Work & Learn (RK Program) & 2. PSW-to-CCA Certification. The RK's 2nd RPL Graduation Ceremony was held in May 2025, recognizing 15 graduates. The RK RPL program currently has 28 participants, of which 3 have Personal Support Worker Certificates. Provincial CCA Challenge Exams were hosted again in 2026 with Government support for exams March, May, with another one scheduled for July 2026, from these recent exams to date, we gained **5** additional certified CCAs. Plans are underway to host a 3rd RPL Graduation Ceremony in September 15, 2026, to recognize recent graduates from both pathways. Recognizing that this program has contributed to much of our success in closing our CCA staffing gaps and currently the ratio of certified to uncertified staff is growing, thus the RPL Program has been placed on a temporary **pause** to be reassessed at the end of Spring 2026.

Recruitment & Advertising:
Recruitment efforts continued through website and Postmedia campaigns utilizing digital advertising and geo-fencing strategies, along with RK Facebook promotion and CJFX radio announcements. Human Resources and designated staff also attended career fairs at NSCC campuses, within the Eastern Zone, StFX. Campus as well as local community recruitment events. Additional recruitment support for CCAs was provided through Igility/HANS and recent support with Atlantic Jobs Ltd. In April 2026, external signage and website messaging were updated from "Hiring" to "Career Opportunities" to better reflect organizational branding and long-term recruitment strategies.

Performance Appraisals: Senior Leadership initiated a completion plan in April 2026 to support compliance with licensing requirements. Progress to date has been positive.

WCB / Return-to-Work (RTW) Program: RK achieved Merit Status for the 2026 WCB Experience Rating, with costs reduced by $0.23 per $100 of payroll. This improvement reflects the continued success of the Return-to-Work Program, including timely staff contact, collaborative RTW planning, and ongoing partnership with Dallas Mercier Consulting (DMC). Several policies were updated during 2025–2026 to align with legislative and WCB changes, including: Incorporation of **Gradual Onset Stress (GOS) Claims**, introduced by WCB in September 2024; Implementation of the **Duty to Cooperate** legislation effective July 2025 and updates related to the Province's September 2025 **Harassment in the Workplace Regulation Changes.** These updates have been incorporated into organizational policies, with education initiatives underway.

Safety & Psychological Health: Human Resources and one Senior Leader completed Psychological Risk Management Training over two sessions held in November 2025 and February 2026. Review and/or enhancements are underway of policies, forms, committee structures, incident reporting processes, and related procedures to ensure compliance with legislation, licensing standards, and Accreditation requirements. Future plans include partnering with Aware NS to provide staff education focused on psychologically safe workplace practices and prevention strategies.

Service Awards Recognition: As of March 31, 2026, RK recognized 12 employees for years of dedicated service, including: 1 employee – 25 years; 2 employees – 20 years; 2 employees – 15 years; 7 employees – 10 years.

Technology & Systems:
As of March 2026, the organization transitioned from its previous payroll and scheduling platform to a new. Education and system optimization remain ongoing to ensure alignment with RK operational needs. Significant administrative/after hour work has been completed to support the transition process.

Accreditation –Chapter 5-Enabling a Healthy and Competent Workforce: HR lead a team of 4 enthusiastic staff that completed phase I of documentation that was collected and submitted for review. The process generated strong engagement, collaboration, and valuable new perspectives from team participants.

Union & Labor Relations: New Collective Unifor Contract successfully signed on March 4, 2026. Labor relations updates during the year included:

- Appointment of new National Representative, Shannon Sampson, replacing Shauna Wilcox in March 2026
- Appointment of new Local President, Patrick Gillis
- Retirement announcement of Unit Chair Sandra Cook, effective end of June 2026
- Ongoing training and onboarding of new Unit Chair & Shop Stewards

Grievance activity for 2025 included: NSNU: 0 grievances Unifor: 10 grievances; All grievances were successfully resolved with no matters proceeding to arbitration.

Over all 2025–2026 was a positive year for Human Resources and the RK. highlighted by collaborative initiatives, operational improvements, and continued commitment to supporting staff and organizational goals!

Respectively Jacqueline Delorey Human Resources Coordinator

7.4 Therapeutic Recreation, Spiritual & Volunteer Services -Kim MacDonald



Recreation, Spiritual, and Volunteer Services Department provide a wide variety of therapeutic recreation activities and programs which stimulate the mind, body, and spirit. Such programming includes Baking, Conversation clubs, Nature based activities, You Tube Video Parties, Mini-Bingo, Service Club Bingo (i.e., 4-H Clubs). Open art studio, Rosary, Music, Music and more Music! We are so very fortunate to have such wonderful talented community members who visit the RK weekly, bi-weekly, or monthly to provide music and friendship (i.e., Tyke Wallace, Len PD MacDonald, Nicholas Layes, Brent MacLean, Luke Rennie, & Bill Grover & Friends). Thank you so much for sharing your special talents with the residents of this Home. We are super grateful to have such wonderful community partners.

- We continue to welcome former and new **Volunteers** to the Home and we look forward to continuing to expand our Volunteer Program. We also continue to have a very strong relationship with our friends at STFX and the Service Learning Program. We had many students for both first and second semester who provided volunteer service to the RK Residents and Resident Recreation Programming. Many of the students visited weekly for 2 hours per week for 10 weeks as part of their course curriculum. And, other Service Learning Students came as large groups – for such programming as Pumpkin Carving, Halloween Dances, Spa Afternoons, Karaoke Parties, and so much more. Our littlest volunteers – Children's Place come weekly for a variety of programming – including Nature based with the residents. We continue to have bi-monthly visits from the Dr. John Hugh Gillis Regional High School Students for Bingo, Karaoke, and some awesome fun! Service Clubs – Lions, Kinsmen, Knights of Columbus, and 4-H Clubs such as West River & Heatherton have provided excellent Bingo fun for all. The RK provides such an invaluable intergenerational experiential learning experience for all. And, there certainly have been some lifelong friendships established. Thank you everyone for all that you do to enhance the vibrancy of this Home and the lives of the Residents. We are so very grateful!

- Roman Catholic Mass continues to be held every Friday morning at 10:30 in our Martha Chapel served by a rotation of very dedicated priests from the Antigonish Diocese and Chapel volunteers. **Mass & Services** are held for celebratory occasions as well (i.e. Easter, Christmas). Multi-faith services are also held – 2x monthly United Church Services with Rev. Heather Manuel & Rev. Peter Smith. And, Anglican Church Minister – Rev. Tasha Brubaker. This wonderful group of dedicated people are also on

call and available to support Residents at end of life. Thank you so much to all for your continued dedication to the Residents of this Home.

- The RK continues to join communities across Canada and our very own Hometown of Antigonish to become **Butterfly Rangers** through the David Suzuki Butterflyway Project – a movement that is creating habitat for local bees and butterflies - a monarch friendly community. Pollinator week was celebrated from June 22-28 and the Recreation Department's Therapeutic Horticulture program provided three of the Pollinator Powerhouse native wildflowers – Swamp Milkweed, and Joe Pye Weed – free for all staff/residents/visitors who were interested in contributed to this movement by planting an important food source for the caterpillar stage of the monarch butterfly. Please visit all RK 3 B's (Butterflies, Birds, & Bees) Garden. On the wall going to this garden – you will see a new white board where we are asking visitors to let us know what you see, hear, and smell in the garden – please share. And, visit the Merlin Bird Identifying App – which is downloadable – the QR code is on the wall by the new board. https://davidsuzuki.org/take-action/act-locally/butterflyway/national/.

- **Creative Arts Programming** this year included local artist – Emily Chaytor hosting Open Art Studio every Wednesday & Thursday morning and afternoon sessions in the Rhubarb Patch. We also welcomed back local Artist, Susan Walsh who was also providing a weekly Storytelling Workshop. We are so excited about all of these fantastic creative arts programs.

- **Education - Therapeutic Recreation** staff continue to expand upon knowledge and learning for working with those living with **dementia**. Recreation staff have enjoyed monthly webinars – and offerings through the Therapeutic Recreation Center for Excellence. Recreation Staff – along with a group of multi-disciplinary RK Team Members received Level I certification in Music Care Room 217 in the winter of 2026 and look forward to continuing to support residents with a variety of Musical offerings. https://www.musiccare.org/certify. Two Recreation staff have also received education in SPA LTC –Strengthening a Palliative Approach to Long Term Care - https://spaltc.ca/

Kim MacDonald

7.5 Finance-Danielle MacDougall



Our finance team consists of the Director, a Resident Accounting / Payroll Clerk, Accounting Clerk / Resident Finance and a new parttime Accounting Clerk.
Our services are in the midst of a significant computer software upgrade that will eliminate redundancies and manual entries, while enhancing reporting efficiencies of finance, scheduling and human resources.
This past year we were able to:

- Ensure all 300 staff received their pay cheques on a bi-monthly bases
- Update our Visa policy and procedures to better manage our expenditures
- Update our Purchase Order approval procedures/controls
- Implemented a cost awareness approach by educating staff on the financial impact of our decision making, and we are being much more cost aware in terms of procurement
- Initiated negotiations for a new IT services contract
- Implemented the recommendations from the High-Crest Solutions, Operating Systems Enhancement Option Summary
- Implemented a Tariff Team to ensure we buy Canadian as much as possible
- Implemented corrective measures to address the 2024/25 Auditors Management Letter recommendations
- Clarified pathways in managing the Operational and Capital Renewal Reserve funds
- Initiated the development of an investment policy with the Board Finance Committee

In regards to this fiscal year, we anticipate budget challenges as a result of increased resident acuity and operating costs are increasing. However, with our new software and a new staff member, we'll be on top it!

We are looking forward to the new fiscal year.

Danielle MacDougall, Finance

7.6 Staff Development Coordinator – Christina Borden

1.Overview

This year, the Staff Development Coordinator role focused on supporting employee growth, enhancing training programs, and improving overall staff engagement and accessibility. Efforts were directed toward organizing accessible, relevant, and effective development opportunities for all team members. In addition, Accreditation has been a primary focus with team development and meetings with Leads and groups to gain supporting documentation for pre assessment phase of our 4 year Accreditation cycle with expected date of Surveyors date being in late 2028.

2. Goals & Objectives

- Expand training opportunities for staff-Igility and HCSC sourced to support education
- Ensure Mandatory Education Completion reaches 80%-We surpassed this with our highest completion rate to date!
- Improve onboarding processes for new hires-Education prior to onboarding has simplified our gaps in education completion increasing safety amongst all staff
- Increase staff engagement in professional development-Easy access to education and processes simplified
- Education Hub-Create a dedicated space for staff to utilize and access education- created and named with staff support "The Learning Lounge"

3. Key Activities & Initiatives

- Organized supported and delivered multiple training sessions/workshops on topics such as Gentle Persuasive Approach, SPA-LTC, CPR/First Aid, Pressure Injury Prevention, Multiple Webinars, and education for all staff on Equity Diversity Inclusion Reconciliation and Accessibility.
- Developed/updated onboarding materials and processes
- Coordinated internal training and guest speakers to support entire house accessibility
- Conducted staff surveys on orientation and onboarding and delivered the HSO Global Workforce Survey for Accreditation Canada which measures healthcare quality, workplace safety and well-being.

4. Outcomes & Impact

- 81% of staff completed their mandatory annual education

- Increased engagement in professional development initiatives
- Improved onboarding experience for new hires

5. Challenges

- Scheduling conflicts and availability of staff
- Limited resources or budget constraints with funding
- Varying levels of engagement across departments

6. Improvements & Adjustments

- Dedicated space for training, education and meetings with specialized table received from the foundation
- Implemented more flexible training formats (e.g., virtual sessions, recorded materials)
- Adjusted training topics based on staff feedback
- Improved communication around development opportunities with our education board and calendar

7. Plans for Next Year

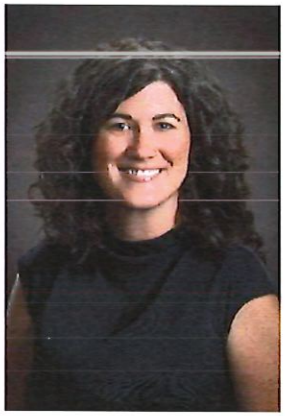
- Expand training offerings and diversify topics
- Implement Dementia LIVE in house-available to all staff and families to encourage understanding of cognitive impairments for all
- Continue gathering and acting on staff feedback
- Upload all preassessment data to Accreditation Canada and act on feedback from this.

8. Conclusion

Overall, this year saw meaningful progress in staff development initiatives, with increased participation and positive feedback. Continued focus on flexibility, relevance, and engagement will guide future efforts while ensuring we are being fiscally responsible and receive the most return on investment with our education choices.

Submitted by: Christina Borden

7.7Chelsey MacIsaac-Resident Support Facilitator



Chelsey originally joined the RK MacDonald team in 2015, working in the Recreation Department as a Therapeutic Recreation Programmer. Between 2023-2025 Chelsey worked in acute care at St. Martha's Regional Hospital on a startup program in the Rehab department; focusing on seniors and mobility. Chelsey returned to the R.K. in April 2025, and into the role as Resident Support Facilitator.

Chelsey has a passion for geriatric care and works to support seniors in the aging process; advocating for dignity, autonomy, and wellbeing in long term care. Her goal is to ensure residents and families feel that their voice is heard and valued. Chelsey can be a first point of contact for residents and families to share their feedback in a safe and confidential manner and ensure appropriate Seniors Leaders are informed and follow up.

Chelsey also coordinates new admissions to the home, and since her arrival in April 2025, has welcomed 43 new residents and families to the R.K. Chelsey understands the challenges and complexities that can come with the transition into long term care, and works with residents and their families to support a smooth admission.

As Chelsey continues to develop in her role, she will focus on strengthening a palliative approach in the home by following the SPA-LTC model; ensuring that people with life-limiting illnesses have more opportunities to experience a high quality of life from the moment they enter long-term care to the day of their death. Chelsey completed the SPA-LTC Palliative Champion Training in August 2025 which has been an instrumental component in integrating this approach to Palliative Care within the home. Along with this training, Chelsey and other members of the care team are able to provide residents and families with valuable resources to help them move through the Palliative Care journey, and end of life experience.

Chelsey MacIsaac

Resident Support Facilitator

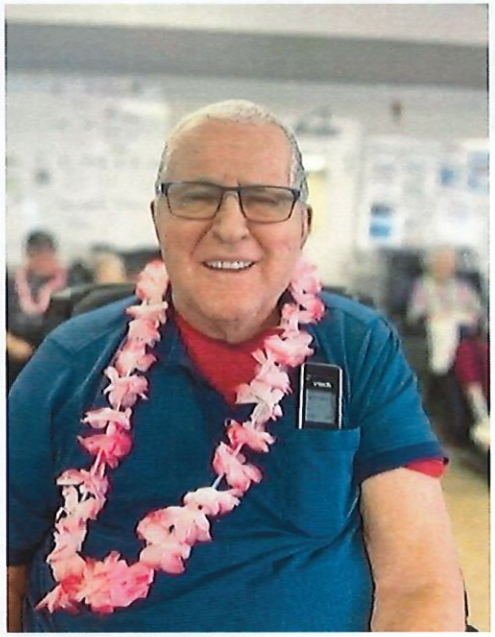
FUN & GAMES

FUN ….FOOD…..GAMES…..PUPPIE SNUGGLLES ….GARDENING ….FISHING

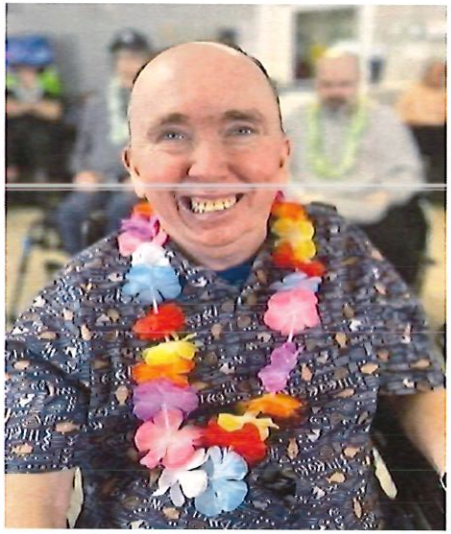
Featuring : Residents, Staff, Volunteers , Families and Puppies







Hawaiian Luau Karaoke





ALOHA

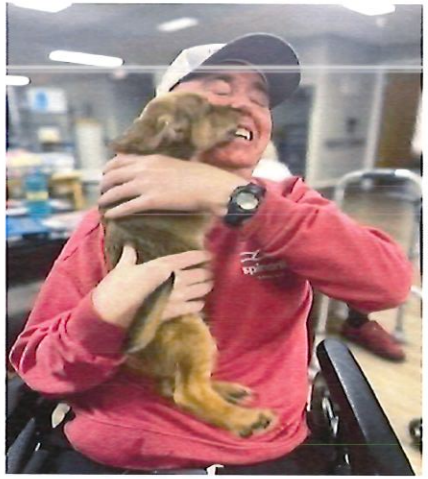


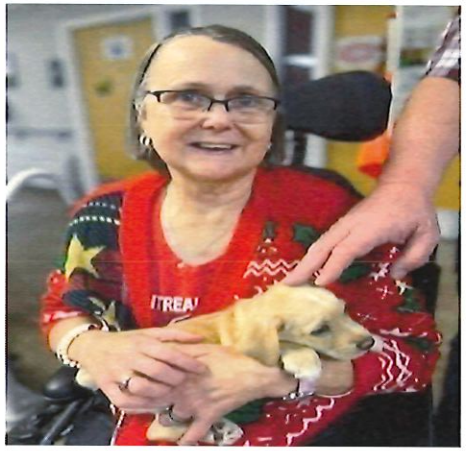






Balloon Volleyball


Puppy Visits



R.K. CARE BEARS












Fun times









Fishing 



R.K. Resident Art Show









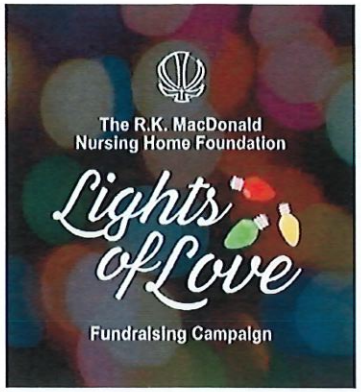
Sun and strawberry shortcake

10. TREE OF AWESOME



The Tree of awesome is an opportunty to acknowlege Staff , Residents and Volunteers . Nominations can be submitted by Staff ,Residents Volunteers , family and visitors

11. FOUNDATION



RK Nursing Home Foundation Board Annual Report
June 4, 2026

From August 2025 to June 2026, the Foundation held 10 meetings. The Executive, Public Relations, Finance, Nominating, and Fundraising Committees met at the call of their respective chairs. To support the capital campaign required for the new build, a committee comprised of Foundation and Board members was established. This committee met frequently at the call of CEO Terry MacIntyre.

A special resolution was passed at the 2025 Annual Meeting. The By-Laws of The RK Nursing Home Foundation now read:
"The maximum number of Directors shall be 15. All reasonable efforts are to be made to maintain a minimum of 11 approved Board members in good standing. The membership of the Board shall reflect the population served by the RK."

The Foundation is a charitable non-profit organization. Its primary objective is to raise funds to purchase items and services that are not covered by government funding and that support and improve the quality of life of residents in the nursing home.

Currently, our primary fundraiser is the "Lights of Love" campaign. The Foundation also receives donations and bequests for both general and designated purposes; such as the Chisholm Fund. The Boards of the RK Nursing Home Foundation and RK MacDonald Nursing Home Corporation have formed a joint working committee to facilitate the implementation of a Capital Campaign to finance items and services further enriching the lives of those living in our RK community.

The committee is pleased to report that Bill Murphy and his musical friends held a very successful fundraiser for the Foundation at a local pub. The support shown by the community at this event was greatly appreciated.

Throughout 2025–2026, The Foundation supported the following programs:

1. **Resident Seasonal Events:** Annual Family Fun Day, Resident Lobster Supper, Resident KFC Supper, Mother's Day corsages, and Father's Day boutonnieres.
2. **Music & Creative Arts:** Funding to support the hiring of musicians and artists to engage residents in social activities.
3. **Digital Arts & Entertainment:** Funding to support access to Netflix, and U Tube Premium.
4. **Stewardship of Chisholm Funds:** The family donates funds raised through private fundraisers, as well as a bequest, to be used for residents of Cobblestone to further enrich their quality of life. The Foundation administers, distributes, and tracks these funds.

The following members have retired from the Foundation since the AGM:

- Sheila MacNeil
- Chantel Sangster
- Marian MacLellan
- Lynn Durant
- Bonnie Jean Fraser
- Gerald MacDonald

Sincere thanks have been extended to each of these directors, whose volunteer service was greatly appreciated.

The following new directors have been added to The Foundation:

- Mike MacDonald — President
- Anne Marie VanBerkel — Secretary
- Mary Jessie MacLellan
- Mary Jo Broderick
- Danny Gillis
- Sr. Catherine MacGillivray

Respectfully submitted,
Joanne MacKenzie



RK MacDonald Foundation Board Members: Terry MacIntyre, Mary Jessy MacLellan, Danny Gillis, Mike MacDonald, Mary Jo Brodrick, Rozalyn Boddy Tobin, Janet Chisholm, Sarita Landry, Joanne MacKenzie, Joe Pyke, Anne Marie Van Berkel, Bill Murphy. Absent, Paula Avery, Terry Purcell, Sr Catherine MacGillivray

Resident Lobster Dinner Provided by The Foundation















RK Resident & Family Fun Afternoon was held Sunday, July 26. Music was provided by: Bill Grover & Friends Strawberry Shortcake & Ice Cream Sundaes were Served Water Fun for the kids. This event was funded by the Foundation

12. 125 YEARS CELEBRATION SISTERS OF ST MARTHA.

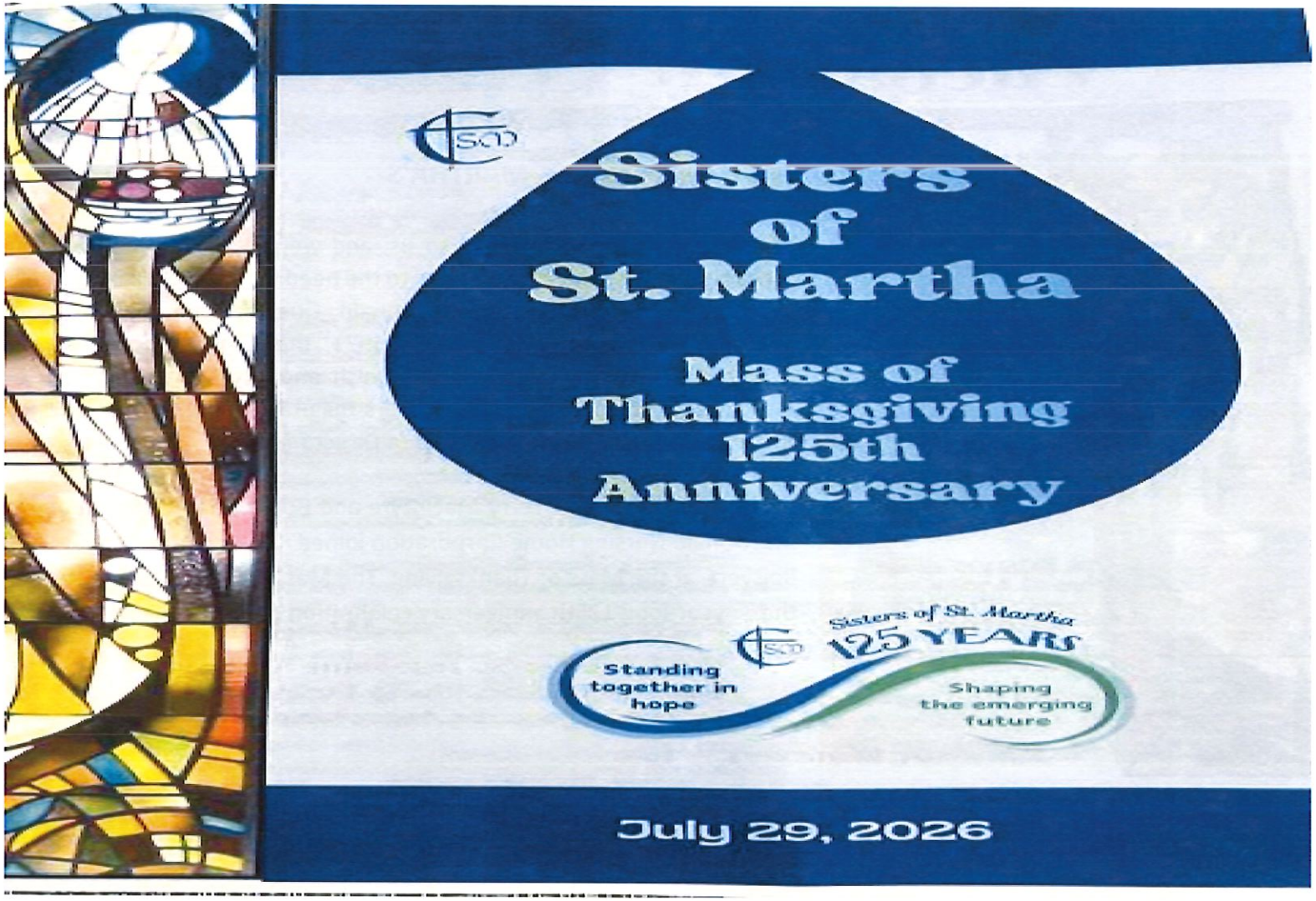


Pictured above is Terry MacIntyre (left), Sr. Brendalee Boisvert (middle), and Camilla Benoit (right).

THE IMPACT OF THE MARTHA'S

"The Martha's mean so much to us, and we are so grateful for their leadership, courage, and wisdom in responding to the need for a seniors care home," says Benoit. In February 1958, the RK MacDonald Guest Home was opened under the administration of the Martha's. In 1971, the Congregation entered a purchase agreement with the Town of Antigonish and the Municipality of the County of Antigonish, and to this day, the Sisters maintain a presence on the RK MacDonald Nursing Home Corporation's Board of Directors.

On July 29, 2026, CEO Terry MacIntyre and Board Chair Camilla Benoit of the RK MacDonald Nursing Home Corporation joined Congregation Leader, Sr. Brendalee Boisvert, at the Mass of Thanksgiving. The Mass of Thanksgiving was held to close the year-long 125th anniversary celebration of the Sisters of St. Martha's.


Sisters
of
St. Martha
Mass of
Thanksgiving
125th
Anniversary
Sisters of St. Martha
125 YEARS
Standing
together in
hope
Shaping
the emerging
future
July 29, 2026



From our beginnings, we Marthas have been committed to responding to the needs of the times. It is in the spirit of discernment and generous service that we have been guided through more than twelve decades.

Our Martha "yes" led us from kitchens and laundries into hospital wards, where we responded to the healthcare needs of communities with compassion and care. It led us into classrooms in rural communities, where we recognized the transformative power of education. As poverty and hardship persisted, we heard the cries for justice and entered the work of social service, advocating for those often forgotten and fiercely loving those most in need.

For those who attended the recent production of Sister Garden by Laura Teasdale, this journey may bring to mind the moving timeline scene so beautifully portrayed in the play.

Today, we continue to hear the call to stand for social justice, for affordable and dignified housing, for reconciliation, and for our sacred Earth, whose voice must not be silenced. We carry forward the Mission and Charism of Gospel Hospitality in collaboration with many kindred spirits who walk beside us today. Many of you gathered here have supported and guided us as we listened together for where God was leading us.

As Sisters of St. Martha, we desire to walk together into the emerging future. That future calls us to look honestly at our reality and to let go of what is no longer ours to do.

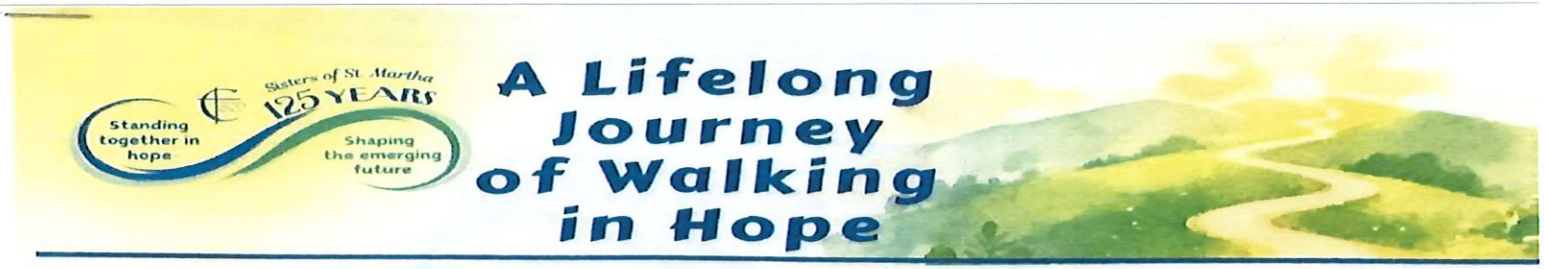
I often say to our eldest sisters, "You are our teachers now. We have not been here before."

Today, we stand not only with one another, but with communities, Associates, and all who embrace Gospel Hospitality as a radical way of living into the future. Our 125-year journey has continually called us to let go of the familiar, to surrender what once sustained us, and to step forward into the unknown with trust. From the earliest whisper of our vocation to the recent farewell to our beloved Motherhouse, Bethany, we have lived the invitation to let go and move forward with courage and grace. Each moment of letting go has brought both loss and a sacred opening.

Today we are called to build new relationships at Parkland, continuing to live our way of life and our commitment to community. We remain rooted in the universal call to holiness and in the continual search for God. We hold fast to an undaunted hope, allowing it to shape our hearts and inform the future we are helping to build, a future that honours our past while embracing God's unfolding promise.

This celebration is not ours alone. We joyfully welcome our beloved Associates, whose shared commitment to Gospel Hospitality strengthens and expands our Mission.

We also hold in grateful prayer our Staff and Collaborators in every place where we have served during these 125 years: throughout Nova Scotia, across Canada, in Boston and Lowell, and in the West Indies. Every mission graciously received our gifts and enriched us with gifts of its own. We are better today because of you.



Today we gather to give thanks for the 125-year history of the Sisters of St. Martha.

We are grateful to Bishop Wayne Kirkpatrick and to Father Danny MacLennan for hosting us in this St. Ninian's Cathedral Parish. We held our opening celebration at Parkland and experienced the generosity of the staff and their willingness to accommodate us. While we were able to invite only 100 people to that celebration, we knew we wanted to include many more in this anniversary year. We are delighted that so many have come to mark the closing of our 125th year with us today.

Our hearts are filled to overflowing with gratitude and a sense of awe. We welcome all of you, our guests and friends, as we gather in this sacred space.

The story of the Sisters of St. Martha began with a humble call to serve as homemakers at St. Francis Xavier University. Bishop John Cameron extended that call, inviting us into the sacred rhythms of domestic life in support of the struggling college. Fifteen women responded to the invitation to begin a new Congregation in Antigonish, Nova Scotia. In the year 2000, we recognized these women as our Founding Women and Bishop Cameron as our Co-Founder.

We remain deeply indebted to the Sisters of Charity, who trained us for the work of domestic service and guided us in the living of Religious Life. Today, we are honoured to welcome Sister Sheilagh Martin and Sister Joan O'Keefe of the Sisters of Charity of Halifax as we celebrate this milestone.


Sisters of St. Martha
125 YEARS
Standing together in hope
Shaping the emerging future



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