



**Strong roots,  
*ever growing.***

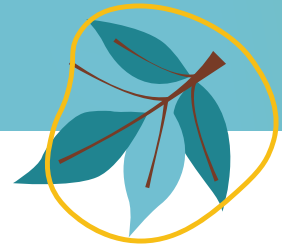


**AgeCare**

2022 ANNUAL REPORT



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The deeper the roots, the stronger the tree. AgeCare's deep roots anchor us through challenging times. They also provide strong foundation for us to flourish and grow our commitment to providing person-centred care.

As you will see in this year's report, we've experienced incredible growth, more than doubling the number of AgeCare communities in Alberta. Our new communities also mean we greatly expanded our family tree with many more residents, family members, and staff. We've grown in other ways as well – cultivating more exceptional programming and initiatives; deepening our commitment to diversity, equity, and inclusion; nurturing relationships with partners that share our values and commitment to residents; and supporting our staff so they can in turn provide the best care to those who call AgeCare home.

Much like the branches growing from a tree, all AgeCare communities share strong roots yet are distinct – each offering vibrant and supportive home-like experiences unique to their locations. Every community reflects and honours its residents' individuality, strengths, needs, and personalities. This fosters a culture that brings out the best in all who live and work in our communities.

We invite you to read about our work to create warm, compassionate communities where individuals are able to enjoy the care and support needed to live and age well. That's the AgeCare difference.

## A long legacy of caring

In the late 1990s, Dr. Hasmukh Patel noticed few seniors' housing options available to his aging patients. Most were moving from their beloved homes and neighbourhoods into care facilities that were more like hospitals than homes. A colleague, Dr. Kabir Jivraj, was seeing the same problems, and together they recognized an opportunity to dramatically improve housing and care options for seniors in Canada.

The vision was set and the seed was planted to reinvent seniors' housing around the concept of "living in place." At the heart of the concept was the goal to create homes that encourage individuals, couples, families, and friendship circles to remain together within the same community, even as care needs change.

With a person-centred approach, buildings were designed to offer varied levels of care – from independent living to memory care. Staff training focused on the delivery of care specific to the individual's needs and provided the best quality-of-life experiences possible. This enduring philosophy of excellence in care and service is the root of AgeCare's care delivery today.



# Message from our CEO & President



This was a very ambitious year for AgeCare — one full of growth and achievements for our organization, and also continued challenges in the long term care sector. Through it all, we stayed true to our roots and values that uphold AgeCare's commitment to person-centred care and service.

We grew in all the right ways in 2022, strengthening the foundation that will position AgeCare to stand the test of time for years to come. We expanded our geographic reach to provide more seniors with the care and homes we would all want for our loved ones and ourselves — places where they are honoured as individuals and receive the best quality-of-life experience. We saw a need in the community for greater support and new services, and we built the teams and facilities to meet and exceed those needs, not just for today but in the future. Through strategic acquisitions, we gained people, knowledge, and best practices that will strengthen our reach and our impact.

Adaptability, resilience, sustainability, and innovation were our 2022 hallmarks, scrupulously viewed through the lens of what is best for our residents, their family members, our staff, and our sector. We honed our vision and strengthened our resolve and commitment to make a difference ... every day.

We updated our Mission, Vision and Values to position AgeCare to stand the test of time for years to come, further aligning with the needs of our aging

population, and reflecting our commitment to being leaders and innovators in transforming long term care in Canada. Part of this update included a refresh of the AgeCare logo, paying homage the last 25 years and looking ahead at our future direction for the organization.



Our outstanding accreditation scores, track record of care and service, reputation for being a leader in person-centred care, and our robust portfolio of communities, gives us a respected voice in the publicly funded long term care sector. We use this opportunity to advocate for the good of all Canadians and to strategically move our sector forward. It is both our responsibility and our honour.

To our leadership, site teams, and partners, thank you for your steadfast commitment to our vision and our residents. You have my immense gratitude.

I am proud of our strong roots and of the growth we experienced this year. I am energized, optimistic, and enthusiastic about all that will be achieved by AgeCare in the year to come as we continue to grow, innovate, and support our community.

A handwritten signature in black ink, appearing to read "H. Patel".

**Dr. Hasmukh Patel**  
M.B.Ch.B MBA

CEO & President

## Message from our COO



With growth comes learning and opportunity, and this year provided a chance for AgeCare to expand our impact in many ways. We more than doubled our communities through the acquisition of 16 new facilities in British Columbia and Alberta. Each new community brought a wealth of knowledge and experience through the people joining our organization. We seized the opportunity to learn and incorporate new best practices to continue to improve quality-of-life experiences for our residents, while staying true to our strong roots and values.

We also grew with a key new build — AgeCare SkyPointe II in Calgary, a state-of-the-art residence providing specialized care for those with complex mental health needs. SkyPointe II is meeting a unique need in the community and is an example of how we recognize where there are care gaps and take action to meet those needs. This also highlights AgeCare's commitment to continuously bring value to our sector and community through innovative solutions. You can read more about SkyPointe II in this report.

While we returned to our “new normal,” AgeCare recognized the need to hire a dedicated mental health support worker for our staff so they can be at their best — for themselves and for our residents. We also implemented our Foreign Workers Program — adding valuable skills and diversity to our team and filling critical care roles.

We continued our commitment to incorporating diversity, equity, and inclusivity (DEI) into our programming and communities. As an employer of thousands of people and a place to call home for thousands more, we must ensure all who are part of the AgeCare family feel safe, secure, and respected.

Fostering strategic partnerships remained a priority, to realize our vision and to best support our residents. Through common purpose and values, the effect of what we do grows exponentially. This report shares some stories of the impact achieved with some of our valued partners such as Aramark, Marquise Hospitality, SafeCare BC, and the Alzheimer Society of Calgary.

I am grateful to everyone who works at AgeCare for their dedication to our shared purpose and success. In particular, I would like to thank those providing direct care to our residents. As an organization, we can grow, optimize, and adapt, but none of it matters if we aren't providing the best care possible.

I hope you are inspired by the stories you read in this report as we reflect on all we've accomplished together this past year. It is our honour to have welcomed more people to live and age well in our circle of compassionate care this past year — we are so privileged to work in their homes.

I look forward to the year ahead as our growth plan will make us a national partner and provider in continuing care.

A handwritten signature in black ink, appearing to read 'Salimah Walji-Shivji'.

**Salimah Walji-Shivji**  
KC, CHE, RSW, LLB,  
MSW, ICD.D

Chief Operating Officer

# Philosophy of **Care & Service**

Promote care partnering  
rather than care giving

Respect  
individuality  
& maximize  
independence with  
focus on strengths

Embrace a whole  
person approach  
to care & service  
delivery (mind,  
body & spirit)



**PERSON-CENTRED  
CARE**

Foster a culture  
that brings out  
the best in all who  
live & work in our  
communities

Create a way of  
life that supports  
changing needs in  
the community

Celebrate life with meaning  
& purpose

# AgeCare

Making A **Difference** ... Every Day

## OUR MISSION

### What We Do

*Create a home where residents are honoured as individuals and where we provide the best quality of life experience with the support of team members and families.*

## OUR VISION

### Why We Exist

*Transform and lead quality, services, and innovation in the publicly funded long-term care sector in Canada.*

## OUR VALUES & GUIDING PRINCIPLES

### How We Conduct Ourselves



### TRUST

*Act with integrity and fairness.*



### RESPECT

*Treat everyone with dignity, kindness and compassion.*



### QUALITY

*Pursue excellence in person-centred care and service through continuous learning and best practices.*



### TEAMWORK

*Lead with passion and uplift each other with positive energy and support.*

# Meet the Executive Team



**Dr. Hasmukh Patel**  
**M.B.Ch.B, MBA**  
President & Chief  
Executive Officer



**Salimah Walji-Shivji**  
**KC, CHE, LLB, RSW,  
ICD.D, MSW**  
Chief Operating Officer  
and General Counsel



**Catharine Leung**  
**CPR, CA, CGA**  
Chief Financial Officer



**Osman Ismail**  
**MHM, EDP**  
Senior Vice President,  
Operational Excellence  
and Infrastructure  
Management



**Blair Phillips**  
**BA, MBA**  
Senior Vice President,  
Human Resources



**Melanie Brophy**  
**RN, BScN, MBA**  
Vice President,  
Operations Alberta



**Khairun Jivani**  
**MBA, MSc., DDS**  
Vice President of  
Operations, British  
Columbia



**Rob Shea**  
Vice President,  
Infrastructure  
Management



**Todd Bassett**  
**CPHR, MBA**  
Vice President,  
Human Resources



**Doreen Lee**  
**CPA, CA**  
Vice President, Financial  
Reporting



**Matt Engelhardt**  
**CPA, CA**  
Vice President,  
Financial Operations

over  
**6,000**  
STAFF



over  
**4,900**  
residents and tenants



**30%**  
full-time staff



OVER **360,000**  
LOADS OF LAUNDRY  
EACH YEAR



We LIVE  
& WORK in  
2 PROVINCES



**5 million +**  
meals served each year



**31** AgeCare  
Communities  
in **16** CITIES



Burnaby, Brooks, Calgary, Edmonton, Kelowna, Lethbridge, Lumby, Maple Ridge, Medicine Hat, Nanaimo, New Westminster, Salmon Arm, Strathmore, Victoria, Vancouver, and Williams Lake.

**82** is the average age  
of our residents



**130** leaders  
HAVE COMPLETED LEADERSHIP TRAINING



# Resident Engagement

We have a holistic, multi-tier approach to resident engagement recognizing our residents are individuals with unique interests and care needs. Offering a wide range of opportunities for residents to engage in activities and programming that speak to them personally supports our dedication to creating vibrant communities.

## ABBY

One resident enjoys starting up the car and cruising down country roads, another loves petting her beloved cat, and another likes listening to favorite tunes on an “oldie” radio station. While these are vastly different activities, they all take place through ABBY™, an interactive board designed to provide meaningful stimulation by allowing residents to re-live experiences they found pleasant and enjoyable. ABBY™ can play pre-selected personal and familiar pictures, videos, and songs. Residents can engage independently when they choose, or with the guidance of staff and family members.



## OBIE

Obie is an interactive sensory gaming projector that transforms tables, floors, and walls into therapeutic play surfaces. While it may appear our residents are simply playing games, it is a valuable tool in stimulating physical activity, social interaction, and cognitive reasoning; as well as calming and/or engaging residents. It's also a fun activity for families to engage in with their loved ones.



## PET THERAPY

From pony and pup visits to our resident cats, Thelma and Louise, that live at AgeCare South Terrace, many of our residents treasure time spent with furry friends.



## SENSORY ROOMS

Sometimes described as emotional and intellectual vacations, sensory rooms provide our residents meaningful activities and important sensory stimulation where they can work at their own pace in a quiet environment. These rooms provide our residents alternative and failure-free interaction without the demand for rules, memory, or intellectual functioning.



## RECREATION THERAPY

Our recreation therapists work hard to keep our residents active and engaged. Residents are offered pleasurable and enjoyable experiences that enhance their social, leisure, and therapeutic needs.



## SPECIAL DAYS

Special occasions are celebrated at AgeCare, and if there isn't a special occasion to celebrate, we create ways to make days feel special! Our residents actively participate at their individual level of ability and interest. Staff, leadership, and families join in the fun as well!



# Environmental, Social and Corporate Governance



Environmental, Social and Corporate Governance (ESG) is an essential tool to measure operational impact. As an organization, we are committed to innovative operational action to achieve our ESG targets.

**“At AgeCare, we understand the decisions we make today can have significant future impact,”** explains Salimah Walji-Shivji, COO.  
**“We deliberately and carefully create plans of action to be environmentally and socially responsible, and ethical in all that we do.”**

Watch for these icons on the following pages to see how we’re putting our ESG philosophy into action.



**ENVIRONMENT**



**SOCIAL**



**GOVERNANCE**

# AgeCare Receives Accreditation Status

AgeCare engaged in the Accreditation Canada process, with 15 of our communities across Alberta and British Columbia undergoing independent assessments from 2020 to 2022, and we are proud to have received Accredited status as an organization in October 2022.

AgeCare was assessed against the industry standards for Long Term Care, Hospice, Medication Management, Infection Prevention and Control, and Leadership. We have ensured our policies and practices align with evidence-informed criteria, with our partnerships with residents and families being central to all we do.

“The accreditation process is a rigorous and important one. It’s an investment in our ongoing pursuit of quality care and service, and a commitment to continuous improvements and safety,” explains Sandra Young, AgeCare Director, Practice & Standards.

“The surveyors were impressed with the enthusiasm and compassion of our staff in their interactions with residents and their families,” notes Young. “And many of our families were eager to provide feedback. They see firsthand the loyalty, dedication, and responsiveness of our staff.”

Khairun Jivani, AgeCare Vice President of Operations, British Columbia, adds, “Accreditation reminds us to look at the care we deliver and how we deliver it with a critical eye to ensure we are constantly striving to provide gold-standard care to those who live at AgeCare.”

We are now working towards accreditation with Accreditation Canada for our other communities across Alberta and British Columbia for 2023-2024.

“As we continue to grow as an organization, integration and standardization of services and a focus on excellence remain a priority,” says Melanie Brophy, AgeCare Vice President of Operations, Alberta. “Pursuing accreditation across all AgeCare communities confirms that we are providing excellent services and creating positive outcomes.”



## GOVERNANCE

**AgeCare Brandt’s Creek Mews**

**AgeCare Cariboo Place**

**AgeCare Columbia**

**AgeCare Glenmore**

**AgeCare Harmony Court**

**AgeCare Midnapore**

**AgeCare Monashee Mews**

**AgeCare Mount Ida Mews**

**AgeCare Orchard Manor**

**AgeCare Sagewood**

**AgeCare Seton**

**AgeCare SkyPointe**

**AgeCare Sunrise Gardens**

**AgeCare Valleyview**

**AgeCare Walden Heights**





SOCIAL

# Indigenous Strategy Supports AgeCare's Commitment to Inclusivity



*AgeCare marks National Day for Truth and Reconciliation across our communities.*



In our commitment to further explore and embrace inclusivity, both in AgeCare's culture and work, the Indigenous Strategy Committee was formed. The Indigenous Strategy Committee meets regularly throughout the year to ensure that we are at the forefront of providing the most well-suited support to people from Indigenous backgrounds living or working in our communities.

"We created our Indigenous Strategy to ensure we had the policies and practices in place to enhance quality of care and ensure a safe and culturally appropriate experience for Indigenous residents at AgeCare," says Salimah Walji-Shivji, AgeCare COO and Indigenous Strategy Committee Chair. "That commitment will grow as we continue to learn and move forward."

Our Indigenous Strategy Committee has begun to implement a starting point of initiatives and best practices including land acknowledgments at all AgeCare meetings, and land acknowledgement stickers on the entrance doors to each of our communities. In addition, 2023 will see the introduction of a special Indigenous Garden at our Sagewood community in partnership with the Town of Strathmore and an Elder from Siksika Nation. This garden will include edible plants, along with medicinal plants to be used for their healing properties, to help improve the physical, mental, spiritual, and emotional health of the community. In the centre of the garden will include a space for smudging to take place.



*Aramark incorporated four Indigenous menu items at AgeCare Sagewood, including bison shepherd's pie, baked cod tail, Three Sisters Soup, and Saskatoon berry jam. Our Indigenous Strategy Committee asked a member of the Siksika Nation to ensure the recipes were authentic to the region. Our residents are enjoying these new menu options.*

Further enhancements to Indigenous culture this year will see the introduction of beading in our recreation programs, grief carts, safe spaces for those who wish to participate in smudging ceremonies, and a greater commitment to providing access to more external Indigenous events and activities. We are working closely with our catering partner, Aramark, to offer a better selection of meal options as well, including special dishes such as Bannock.

“When debriefing with our team on the special menu offered for National Day for Truth and Reconciliation at AgeCare Cariboo Place in Williams Lake, the conversation quickly morphed into the stories residents shared with us about their culture and upbringing. Some residents are residential school survivors,” says Ian Mendoza, Aramark, District Manager, Western Canada. “It was so impactful for us to hear the stories shared by residents.”

Glenda Boc, member of our Indigenous Strategy Committee and Executive Director at AgeCare Sagewood, says AgeCare strives to provide person-centred and culturally appropriate care and services for our residents. “We are very committed and proud of the steps we continue to take to honour all Indigenous Peoples, in particular those who call AgeCare home.”

# Growth



## Welcome to the Family

2022 was a year of significant growth for AgeCare; we doubled in size over the course of 12 months! We welcomed more than 3,000 staff and 2,000 residents (and their families) with the acquisition of 14 long term care communities from Revera and two long term care communities from Chartwell in Alberta and British Columbia. We also expanded our staff family through our recruitment of nurses in the Foreign Workers Program and our key new builds, including SkyPointe II in Calgary — our state-of-the-art residence providing specialized care for those with complex mental health needs.

Our new long term care communities are located across British Columbia in Vancouver, Maple Ridge, New Westminster, and Victoria, as well as in Alberta including Calgary, Edmonton, and Medicine Hat.

**GROWING OUR FAMILY THIS WAY HAS ENRICHED THE KNOWLEDGE, EXPERIENCE, AND DIVERSITY AT AGE CARE.**

We are honoured to share our experience and expertise in delivering high-quality care and services as we continue to blossom and strategically grow our operations.

# Foreign Workers Program: Stabilizing and Diversifying our Workforce

With workforce challenges hindering the long term care industry, AgeCare took a creative approach to address these challenges through our Foreign Workers Program — an initiative that brings foreign-trained nurses to Canada.

In 2022, AgeCare welcomed 16 foreign-trained registered nurses to our interior BC communities, offering them two-year employment contracts with plans to extend these where possible. Most have worked as foreign-trained nurses in other countries, but the vast majority are new to Canada, originating from the Philippines, India, and Mexico.

“We need to be innovative to help address hiring shortages for key roles. As part of our recruitment strategy, we plan to attract more foreign-trained workers as valued members of our AgeCare team,” says Todd Bassett, AgeCare Vice President, Human Resources. “We look to hire from within and outside of Canada, expanding our pool and draw of qualified staff, and supporting our commitment to diversity and inclusivity at AgeCare.”

The nurses joined AgeCare as health care aides, with the goal of intending to have them recognized in Canada as RNs or LPNs in the future. AgeCare hopes these employees choose to stay working with us and advance in their careers.

“These are very skilled individuals, whose bravery in coming to work in another country is impressive and inspirational,” adds Bassett. “We are committed to making this the best possible experience for them and to helping them navigate both their professional and personal situations to live well here.”

AgeCare created a specialized onboarding program, assigning the group of recruits a practical nurse to support them on the accreditation journey to being recognized as nurses in Canada. We provide resources and guidance for everyday life scenarios, including buying groceries and finding housing in a new country. We also ensured our new employees enjoyed their first very “Canadian” experience of visiting Tim Hortons as they arrived.

“Bringing in people from different cultures and with different experiences strengthens AgeCare and the resident-centred care we offer,” says Bassett. “This group of employees is very invested in being here, and we are very invested in them. We hope to expand this recruitment program to meet our workforce needs as AgeCare continues to grow.”



# SkyPointe II: Bridging a Care Gap in Complex Mental Health Needs

## CREATING MEANINGFUL CHANGE REQUIRES BOLD ACTION.

When AgeCare became aware that Albertans living with complex mental health needs were facing barriers in accessing supportive housing and holistic care, we took a bold approach to the issue ... we built a solution from the ground up.

In December 2022, in partnership with Alberta Health Services, AgeCare opened SkyPointe II, a state-of-the-art mental health residence in Calgary. Unparalleled in the care industry, SkyPointe II is a 64-bed mental health long term care residence, with an additional 32 specialized mental health beds for those 18 years of age and older.

“This population is underserved and underheard. AgeCare created a space and programming that honours and recognizes our residents as individuals, separate from their mental health diagnoses,” explains Dr. Amie Liddle, AgeCare Regional Director, Alberta East.

SkyPointe II was designed with the unique needs of our residents in mind and reflects AgeCare’s commitment to resident-centred care. Along with single rooms for privacy, it offers residents choices in dining, activities, services, recreation plans, and programming. The span of choices accommodates the varied range of ages of our residents. While some older residents enjoy congregate-style dining along with traditional menu offerings, younger residents may prefer the bistro-style dining offered,

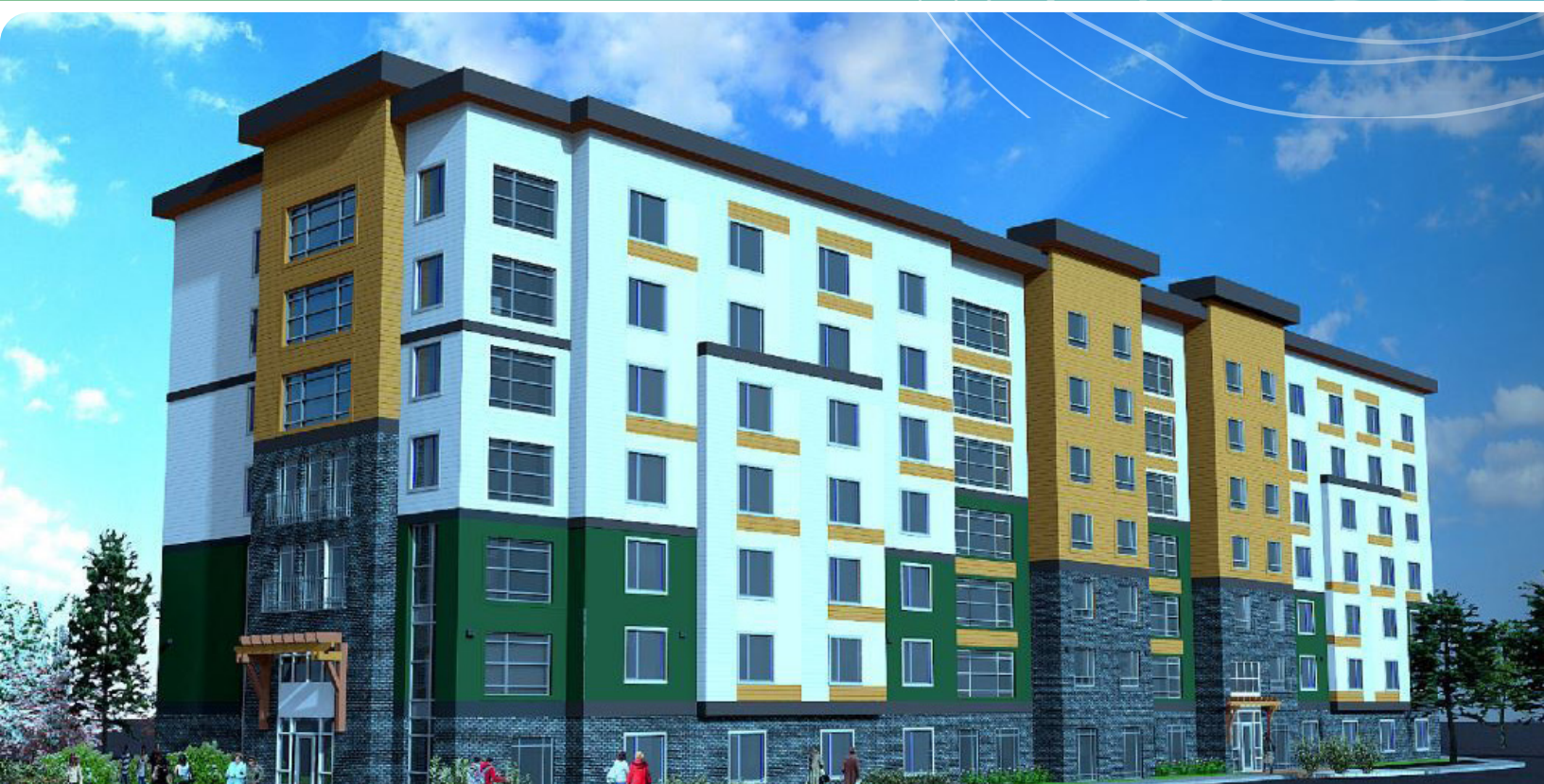
or they may opt to use the kitchen to prepare their own snacks or meals. Some residents may choose to enjoy bingo as a social activity, while others may prefer to attend a movie night in the theatre space. Some residents are daily users of the exercise room, while others prefer to tap into their creativity with art projects, or the creation of a podcast in the multi-media room.

“Having choices and the ability to live independently gives individuals the rights and dignity we all deserve,” says Liddle. “What we provide is a safe and vibrant environment for our residents to thrive.”

SkyPointe II also provides hope and human connection in meaningful ways. For one resident, that meant having her nails painted by AgeCare’s Director of Care as they sat and chatted. This activity didn’t meet a clinical need, but it sparked so much joy. Another woman experienced deep satisfaction when staff helped her decorate her room to proudly show her husband and children when they visited.

Working in partnership with Alberta Health Services, AgeCare is proud to offer this compassionate and holistic care to those who have sometimes been overlooked. Like many other bold actions that define AgeCare, SkyPointe II directly reflects our vision to transform and lead quality services and innovation in our sector.





**“Having choices and the ability to live independently gives individuals the rights and dignity we all deserve.”**

– Dr. Amie Liddle, AgeCare Regional Director, Alberta East



# Partnerships and Collaboration: Working Together to Make a Difference



**“Individually, we are one drop.  
Together, we are an ocean.”**

– Ryunosuke Satoro

Strategic partnerships and collaboration are part of AgeCare’s vision to transform, lead, provide quality services, and be innovators in our sector. We actively seek partners with common purpose; who share our values of trust, respect, quality and teamwork; and who align with us in a commitment to diversity, equity, and inclusion.

**TOGETHER, WE ARE FULFILLING OUR MISSION TO PROVIDE THE BEST QUALITY OF LIFE EXPERIENCE FOR OUR RESIDENTS.**



**SafeCare BC**

## **PARTNERING TO SUPPORT A SKILLED WORKFORCE**

When it comes to the safety of our residents and staff, AgeCare has unparalleled standards and is consistently striving to make our best practices even better.

For instance, in 2022 we partnered with SafeCare BC, opening five new satellite training centres within our facilities across British Columbia. This partnership is a natural fit for both parties, as SafeCare BC is an industry leader in providing educational services, injury prevention, and safety training for long term care, home support workers, independent living staff, as well as students entering the field of continuing care.

“This collaboration provides phenomenal training opportunities in house at AgeCare, equipping us with the best possible tools to help keep staff and residents safe and well,” says Jennifer Grusing, AgeCare Director, Education and Skills Development.

The alliance also supports AgeCare in our vision to elevate and transform our performance in the seniors’ care sector. As a partner, we not only receive first access to trial new programming, we also have influence on the future of our sector by bringing forward our ideas for training and education to benefit everyone working in long term care.

SafeCare BC satellite training centres, embedded in AgeCare’s Kelowna, Williams Lake, Burnaby, Lumby, and Salmon Arm communities, are well attended and highly prized.



## CLUB 36: COLLABORATION, COMMUNITY, COMPASSION

A sense of connection and belonging can have a very powerful impact on those living with dementia. AgeCare Seton is helping to extend that meaningful impact to the greater community by sharing our space and resources with Alzheimer Calgary's Club 36 — an adult day program providing care, support, and meaningful interaction for people living with dementia.

The program has dedicated space at AgeCare Seton and also uses our game room, lunch facilities, and main courtyard. Clients interact with AgeCare residents in our Opening Minds with Art (OMA) program and collaborative activities led by local artists, OMA-trained recreation workers and nursing students. They also join our larger event activities such as entertainment, musical offerings, and shows. This allows Seton residents and Club 36 residents and staff to socialize, interact, and develop meaningful relationships.

"The collaboration and friendships that have developed are wonderful," says Martha Neguse,

AgeCare Seton, Director of Care. "Club 36 clients also gain familiarity with a supportive living and long term care setting, which can help when their dementia progression requires that level of care, whether it is at AgeCare or not."

For one gentleman, collaboration provided a bridge to the next stage in his dementia journey. He had been a client of Club 36, and really missed it and his program friends once he moved into the secure dementia neighborhood at AgeCare Seton. With some thoughtful planning, his care team took measures to offer him the continuity and comfort he was longing for.

"We could see how sad he was to not be attending Club 36 now that he was an AgeCare Seton resident," says Neguse. "So we worked with Club 36 and his daughter to ensure he could continue to participate in some manner in the program that means so much to him."

Understanding what is important to our residents as individuals, and working with partners who share our values, speaks to AgeCare's mission to honour and support our residents.

# Partnerships and Collaboration: Working Together to Make a Difference



## GROWING TOGETHER TO SUPPORT LIVING AND AGING WELL

Aramark has been a valued partner to AgeCare since 2009, growing alongside us, and providing service and solutions that align with our values and philosophy of care and service.

“Our philosophy is that residents and their families should not be able to distinguish between AgeCare and Aramark employees,” says Ian Mendoza, Aramark District Manager, Western Canada. “The success of our services also ties into the facility itself as well as many of the AgeCare teams.”

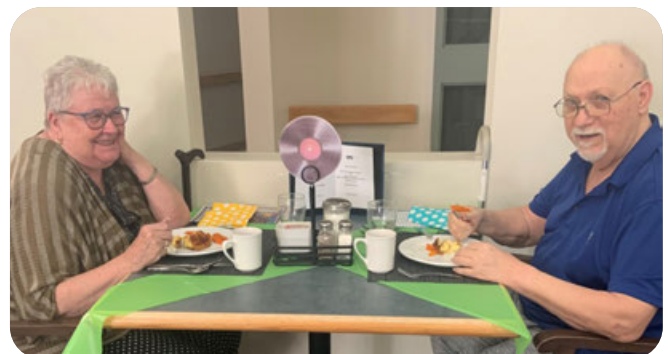
Dining is one example of how we collaborate to create the best experience for residents. Aramark could create a delicious meal with nice presentation, but if the dining room was too cold, or the paint on the walls was chipped, or care staff wasn’t engaged, there would be a negative impact on the experience for our residents. Everyone comes together to play a part.

That extends to other roles as well. Aramark housekeeping staff are encouraged to get to know residents as they clean their rooms. One resident has an herb garden and housekeeping staff talk to her about it and help her maintain it.

At the corporate level, Aramark designs resident experience kits for use by frontline employees, to engage residents and add special appeal to themed meals or events.

“This initiative received overwhelmingly positive feedback across the board, including AgeCare staff,” says Megan Darragh, Aramark Regional Marketing Manager, Canada West. “We want to engage residents and staff and contribute to creating an environment everyone wants to be a part of. We start with our focus on great food and service, but we always consider how we can take the experience to the next level.”

**FINDING PARTNERS THAT  
ARE TRULY COMMITTED TO  
OUR RESIDENTS AND ARE  
INNOVATORS AND LEADERS  
IN THEIR FIELD BRINGS GREAT  
VALUE TO AGE CARE.**





## STRENGTHENING OUR RESIDENT-FIRST PHILOSOPHY THROUGH VALUED PARTNERS

With our resident-first philosophy, AgeCare strategically chooses to partner with organizations that are leaders in their areas of expertise and service delivery, and that also share our commitment to elevating resident experiences.

We began such a partnership with Marquise Hospitality (a division of Compass Canada) in 2022, in some of our British Columbia communities.

“Our leadership says that any business decision made relevant to improving the resident experience, is a good decision,” says Alan Campbell, Director of Business Excellence, Marquise Hospitality. “When we talk to our colleagues at AgeCare about providing great food and hospitality to residents, there is a sense of excitement. We share that excitement and common purpose.”

And while Marquise Hospitality delivers on its promises of providing clean and safe places to live, healthy and delicious meals, and warm and caring hospitality to AgeCare residents through a stringent quality management system, they also bring positive impact through simpler grassroots initiatives.

Their Brighter Smiles campaign is aptly named – brightening many of our residents’ days through personalized, handwritten, heartfelt messages from staff and managers on cards provided in Brighter Smiles Kits twice a year.



**PARTNERING WITH THOSE WHO HAVE COMMON PURPOSE, SHARED VALUES, AND BRING BEST PRACTICES SUPPORTS AND ENHANCES AGECARE’S RESIDENT-FIRST PHILOSOPHY.**



Growing our  
Vision for the  
Future

**TREES DON'T GROW WITHOUT STRONG HEALTHY ROOTS, AND THEY CAN'T SURVIVE WITHOUT THE WATER THAT TRAVELS FROM THOSE ROOTS THROUGH THE STEMS, BRANCHES AND LEAVES. THE AGECARE RESIDENT ENGAGEMENT STRATEGY IS LIKE THAT WATER – VITAL TO THE STRENGTH AND GROWTH OF OUR ORGANIZATION, AND TO THE OVERALL WELL-BEING AND QUALITY OF LIFE OF OUR RESIDENTS.**



AgeCare's Resident Engagement Strategy is a person-centred approach where residents and their families will be empowered and given the tools and supports they need to feel like they are in the driver's seat of their own health journey and comfortable and in control in their community. This approach will also support our staff in their efforts to deliver person- and family-centred care.

"AgeCare is founded on the belief that our residents are entitled to a rich quality of life, with the opportunity to live as independently as possible," says Salimah Walji-Shivji, AgeCare COO. "We are unwavering in our commitment to thinking beyond 'what is enough' to 'what is more than enough' to provide residents the opportunity to live as vibrantly as possible in their homes with us. Our Resident Engagement Strategy is the path to sustaining that commitment into the future."

Our Resident Engagement steering committee, made up of representatives from stakeholders, experts, and practice leaders, provides

support, guidance, and oversight. AgeCare has operationalized its vision spending three years developing, refining, and working towards offering a program that combines person-centred care with person-centred training and education. It is a transition from our highly regarded and successful AgeCare Dementia Strategy, which was rolled out in 2018 and is designed to recognize and be more inclusive of our changing resident population but will still include important components of our Dementia Strategy.

"Not all residents have dementia," explains Melanie Brophy, AgeCare Vice President of Operations, Alberta. "As AgeCare grows, we see younger people in our specialty and long-term care communities and it's essential they are part of our strategic focus. Diversity, equity, and inclusion are important components as well. We must provide all residents culturally sensitive, safe, and inclusive care."

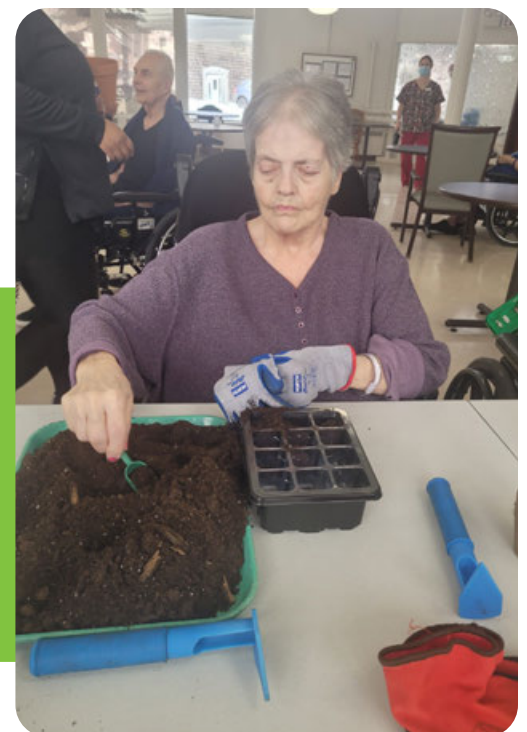
# Growing our Vision for the Future

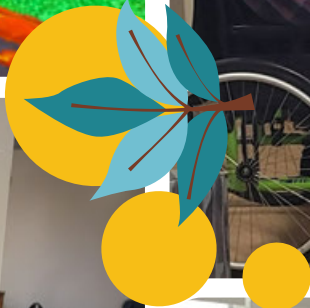
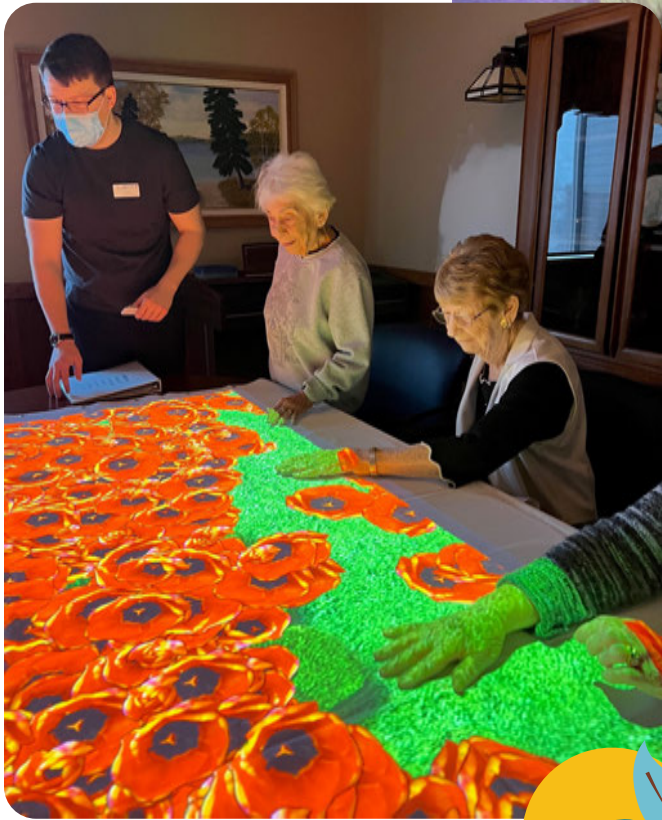
Khairun Jivani, AgeCare Vice President of Operations, British Columbia, adds, “This is a holistic strategy. We are combining learnings from various engagement models to offer extensive and meaningful programs and experiences for all residents. To ensure quality care from this strategy, a collaborative approach is being taken in which staff, residents, and families work together to reach important outcomes.”

There are health outcomes directly associated with enhanced resident and family engagement, including higher resident satisfaction, better clinical outcomes, and higher staff satisfaction. All AgeCare staff are encouraged to take time to engage with residents and their families, and to build caring relationships with them. Every staff member that goes into a resident’s room is encouraged to say hello, to know that person’s name, and to take a moment to look at their memory box to see and understand them as the person they are.

“When you visit an AgeCare community, you see the great work happening, the engagement with the residents, and the staff outcomes,” says Brophy. “It’s pretty impactful work when you are able to bring joy into someone’s day.”

**WE LOOK FORWARD TO FURTHER EXPANDING AND ROLLING OUT OUR RESIDENT ENGAGEMENT STRATEGY BECAUSE IT IS SO INTEGRAL TO THE WORK WE DO.**







**AgeCare**

**2022 ANNUAL REPORT**

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