

25 ANNUAL 26 REPORT



Providence Living
Honouring every life story

LETTER FROM THE CEO



Human dignity does not depend on a person's abilities, wealth, or position in life, nor on the right or wrong choices made; instead, it is a gift that precedes and transcends each person, endowed by God as an expression of his unfailing love

Leo XIV

Providence Living, and our advancement of the social-relational model of care called *Home for Us*, reflects the conviction that every resident's life holds inherent worth. As Pope Leo XIV affirmed, dignity is not earned through ability, status, or past choices, but is a gift that shapes Providence Living's commitment to design and deliver its care model and must be reflected in how residents and families experience each day.

Throughout 2025–26, Providence Living's leadership and staff have been steadfast in their dedication to the complex and demanding work of advancing Providence Living's Home for Us social-relational care model and culture change. This work calls for more than new practices; it requires fundamental reorientation of relationships, environments, and decision-making toward what matters most to residents and families - their sense of belonging, purpose, and connection.

We have made tremendous progress in dismantling institutional patterns and cultures, while recognizing that we still have significant work remaining in the years ahead. Over the past year, in partnership with Providence Health Care, teams across both organizations have deepened their understanding of social-relational care, strengthened interdisciplinary collaboration, and taken critical steps to embed this innovative approach into daily life across our homes and throughout our business operations. At the same time, workforce pressures, system constraints, and the scale of this transformation have required persistence, true caring, adaptability, and courage—qualities that I'm so proud to say, are evident every day in all our leadership and staff throughout Providence Living's homes and villages.

Together, these efforts demonstrate our shared commitment to ensuring that Home for Us is not simply a model we implement, but a lived experience and a driving mission—one in which every resident is known, valued, and feels truly at home. These efforts also reflect a broader organizational aspiration, reflected in a core foundational principle of our strategic plan: that everything we do at Providence Living is aligned toward becoming the leader in social-relational



seniors' care in British Columbia and beyond. Realizing this goal means Providence Living attracts and sustains staff and leaders who are deeply committed to working together in advancing and evolving Home for Us, and who consistently honor the dignity and inherent worth of every person we work alongside and serve.

This report is an overview of our governance and leadership activities throughout this past year. It features key highlights from 2025-26 in relation to our strategic priorities and goals; points to key successes in development, operations, quality and safety, truth and reconciliation and Indigenous



Cultural Safety; and shares where Providence Living is headed as we journey towards the years ahead. While there was much more to celebrate and it was difficult to select which topics to elaborate on, I hope the content in this report provides a clear picture of the dedication, competence, and unity of the Providence Living leadership and staff.

In my final year as President and CEO of Providence Living, it has been a pleasure to provide this 2025-26 Annual Report.

Mark Blandford, President & CEO, Providence Living
July 2026

Providence Living respectfully acknowledges with gratitude that we operate on the traditional homelands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), səlilwətał (Tsleil-Waututh), K'omoks, and Lheidli T'enneh Nations

TABLE OF CONTENTS

5	Who we are
6	Governance
8	Strategic Plan 2020 - 2027
9	Quality
14	People
17	Learning
21	Partnerships
22	The year ahead

WHO WE ARE

Who We Are

Providence Living is a mission-driven non-profit organization, focused on redefining our collective expectation of seniors' care in British Columbia. Providence Living prioritizes service delivery to underserved individuals and communities.

Who We Do

In 2025-26, Providence Living operated two Long-term Care (LTC) homes and one Assisted Living home (AL) in BC: Central City Lodge, 100 LTC beds, Vancouver; The Views, 156 LTC beds, Comox; Cooper Place, 69 AL beds, Vancouver

What We've Accomplished

In July 2024, Providence Living opened The Views in Comox, BC. The Views was the first publicly-funded LTC community designed based on the concepts of a dementia village.

The Views is also the first site to fully integrate the Home for Us model of care, which is reflected in the village design amenities, day-to-day life in each 12-person household, the staffing model, and the everyday leadership priorities.

Where We're Going

In 2026-27, Providence Living will be focusing on construction and operational readiness for The Rivers in Prince George. The Rivers is a 200-bed LTC home, fully designed to implement the Home for Us social-relational model of care. In partnership with the Northern Health Authority, The Rivers LTC home and village will open early 2028.

A key priority for the year ahead will include pre-development for a 244-bed LTC and AL home opening in Quesnel BC. This project is also in partnership with the Northern Health Authority and is set to open in 2029-30.

GOVERNANCE & LEADERSHIP

Providence Living Society members are appointed by the Archbishop of the Archdiocese of Vancouver. The Providence Living Society appoints the Board of Directors for Providence Living.

Providence Living Society Members, 2025-26

Michael Crean, Chair

Archbishop Richard W. Smith

Bishop Gary Gordon

Bishop Stephen Jensen

Barbara Kubik

Joyce Hackett-Kennedy



In March 2026, Providence Living Society appointed Mr. Fred Horne as Chair of the Providence Living Board of Directors.

Mr. Horne is a Canadian health policy consultant and former Alberta Minister of Health. He brings extensive experience in seniors' care, including LTC, AL, and related priorities and has served as a Director for the Providence Living Board since 2017. This appointment was supported by the outgoing chair, Mr. Tony Baena who continues to serve as a Director on the Board.

Providence Living Board of Directors Members, 2025-26

Fred Horne, Chair

Craig Crawford

Dr. Romaine Gallagher

Maria Harris

Sandra Heath

Tony Beana

Dr. Bev Holmes

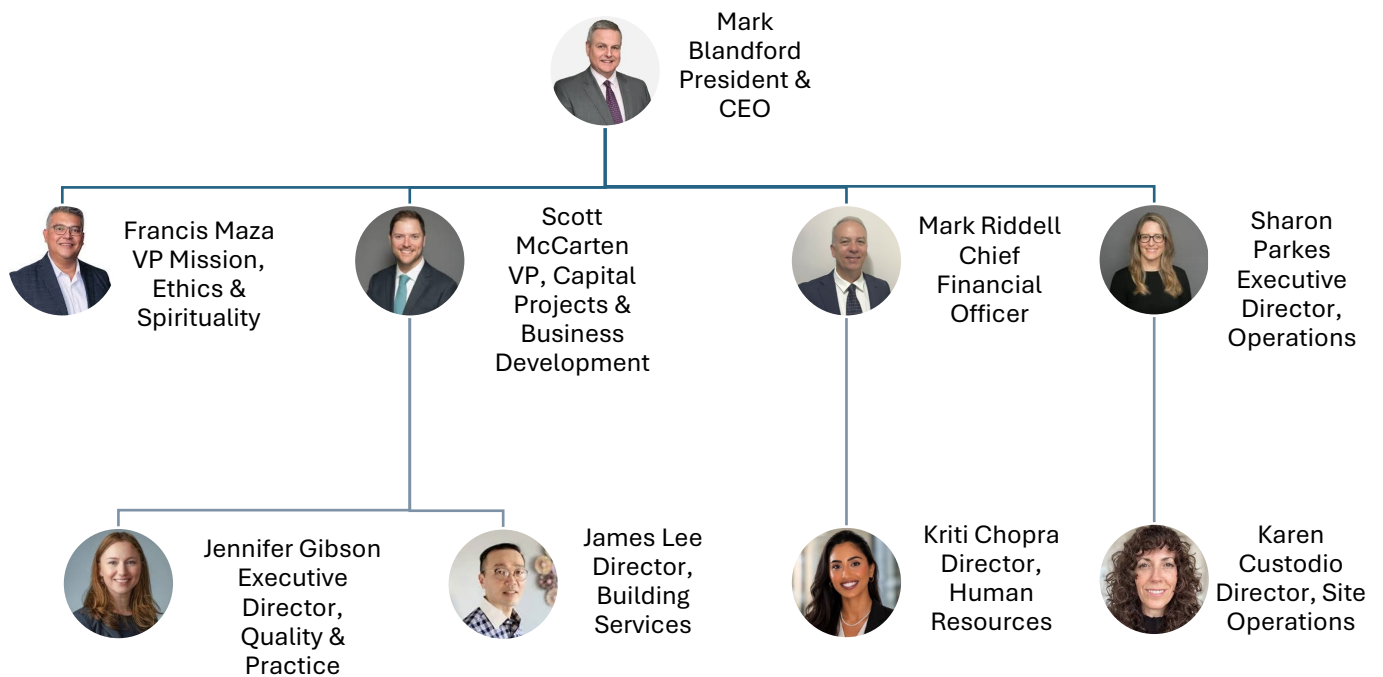
Jane Murphy

Jim O'Dea

Kate Perkins

Dan Wilton

2025-26 Leadership team



STRATEGIC PLAN 2020 - 2027

Providence Living focuses on four areas of excellence: Quality, people, learning, and partnership. Four foundational principles underpin these areas: Mission, vision, values; ethics; sustainability; and philosophy of care and innovation.

Quality	People	Learning	Partnerships
• Be leading innovators in seniors' care, including new seniors' homes based on the concepts of dementia villages, incorporated into broader vibrant communities of care • Have a strong and consistent culture throughout the organization, encompassing a social-relational model of care • Demonstrate excellence in quality of life and quality of care • Provide a continuum of services and programs supporting seniors in selected communities and a recognized voice for advocacy in seniors' health and care	• Be recognized as employer of choice for those working in seniors' care • Build a strong culture of diversity, equity, and inclusion reflected in governance, leadership and at all levels of the organization • Support engaged medical staff who are committed to leading innovation and excellence in seniors care	• Continue model of care transformation across all sites • Establish a highly recognized seniors' research centre • Develop strong relationships with educational and academic organizations to create innovative collaboration and programs • Build new villages as innovation hubs with leading-edge use of technology in villages and services	• Partner with residents and families and communities to understand and respond to their needs • Nurture positive community relationships, including Host Nations • Sustain strong collaborative relationships with provincial, national and international seniors' care organizations • Build strong partnerships with Foundations and Auxiliary to support achievement of vision through philanthropic support



QUALITY

The 2025–26 period marked an important milestone in Providence Living’s ongoing commitment to quality and safety. With the establishment of an enterprise-wide electronic health record and safety event management systems, we were able to update resident assessment tools and reorientate the care planning library from an institutional-medical focus to a social-relational focus. This work reflects our role as innovators in designing and delivering *Home for Us*, a social-relational model of care that places residents’ quality of life, dignity, and relationships at the centre of daily practice.

Within the Quality priority, Providence Living continued to strengthen three connected areas: building a strong safety culture, advancing social-relational care through *Home for Us*, and contributing a clear voice in advocacy for seniors’ health and care.

A strong safety culture: Strengthening digital quality and safety systems

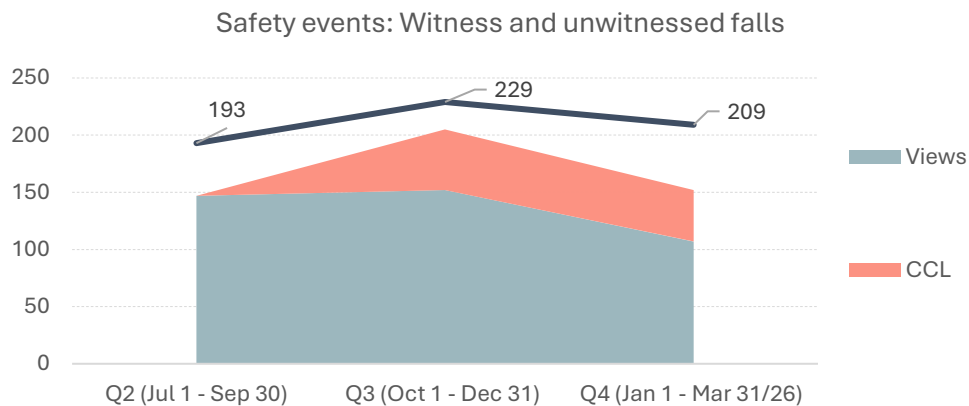
As part of Providence Living’s strategic priority to embed a strong quality and safety culture, under the leadership of Jennifer Gibson, a new electronic health record and risk management system was successfully implemented at The Views in July 2025 and expanded to Central City Lodge in October 2025.

The initiative created a comprehensive, organization-wide electronic health record and transitioned all resident-related safety events into an electronic reporting system (electronic safety event reporting became available at The Views in Q2 Jul 1 – Sep 30, 2025, and at Central City Lodge in Q3, Oct 1 – Dec 31, 2025).

This important initiative strengthened the Providence Living leadership team’s ability to complete timely safety event analyses, ensure effective follow-up, and identify trends that support prioritization of areas for continuous quality improvement.

Acting on Falls-Related Quality and Safety Data

Trend analysis of 2025–26 safety events showed that witnessed and unwitnessed falls accounted for the highest proportion of reported resident-related safety events.



At The Views, Q2 reporting from July 1 to September 30, 2025, identified 193 safety events, of which 147 were witnessed or unwitnessed falls, representing 76% of reported events. With Central City Lodge added to the electronic safety event reporting system in Q3, both homes reported a total of 229 events from October 1 to December 31, 2025; 205 of these events (89%) were falls-related. In Q4, both sites reported 209 events, including 152 falls-related events, or 73% of the total.

Although many residents who experience falls do not sustain physical injury, falls prevention and falls-related injury prevention remain important safety priorities. The Quality team used this data to focus on three areas of action:

1. **Practice guidance and documentation:** Reviewing and updating falls prevention and falls-related injury prevention decision-support tools, guidelines, screening processes, and documentation within the electronic health record and care plan
2. **Education refreshers:** Creating and sharing focused education on falls prevention, falls-related injury prevention, and post-falls monitoring to support early detection and intervention in the case of serious injury
3. **Resident-specific care planning and equipment:** Reviewing care plans to identify residents at higher risk of falling or experiencing a fall-related injury, and implementing

injury-reduction options such as padded floor mats, communication and mobility aids, and other individualized interventions

The Quality team will continue to monitor the effectiveness of these interventions by tracking and trending falls-related safety data throughout 2026–27.

Advancing social-relational care through Home for Us

Providence Living continues to advance *Home for Us*, its social-relational model of care, with support from a team who are independent health researchers from the [Centre for Advancing Health Outcomes](#).

Led by Dr. Amy Salmon and team, the research project evaluates the impact of *Home for Us* across three resident-related domains:

- 1. Resident health and wellness:** Researchers are analyzing resident assessment data from the RAI-MDS, a standardized resident assessment tool used in publicly funded LTC homes in British Columbia and Canada. This analysis will examine how *Home for Us* impacts measures such as social engagement, frailty, cognitive performance, depression, independence in daily life, and other meaningful health and wellness indicators. Findings are expected in 2026–27.
- 2. Resident quality of life:** Using two validated quality-of-life tools, residents across seven long-term care homes have been invited to complete quarterly surveys. This sampling approach will provide both longitudinal data in the form of pre- and post-move results at The Views. This approach will also provide comparative data between The Views and homes where *Home for Us* has not yet been implemented. Early trend analysis following the one-year post-move milestone in July 2025 suggests improved quality of life for residents at The Views, particularly in selected



domains.

3. **Health utilization and system impact:** The model is designed to support residents to remain as independent as possible for as long as possible. Researchers are examining whether greater independence is associated with improved health and well-being, as well as potential system-level impacts such as reduced hospitalization and visits to the Emergency Department. Findings from this analysis are expected in 2026–27.

Family experiences and impacts on staff and volunteers are also studied in this research project and, importantly, will also make up our understanding of how Home for Us impacts all members of the community.

As a learning organization, Providence Living is continuously incorporating evidence from research partnerships such as this and adapting the model of care from ongoing feedback and learnings captured from day-to-day observations and inputs.

A Clear Voice in Advocacy for Seniors' Health and Care

Throughout 2025-26, Providence Living leadership continued to advance its strategic goal of advocating for seniors' health and care. This work took place within a challenging fiscal and policy environment across the health sector, reinforcing the importance of sharing evidence, experience, and leadership in social-relational care.

The leadership team's engagement with academic, community, and sector partners included the following highlights:

- **Strengthening a Palliative Approach in Long-Term Care (SPA-LTC), March 2025:** Scott McCarten and Jennifer Gibson presented to this Canadian-led research program and healthcare framework group, focusing on the principles of the *Home for Us* model of care and its application to capital development and building design.
- **Dialogue on Aging, May 2025:** Mark Blandford and Jennifer Gibson presented "A Day Well Lived," highlighting the culture transformation required to advance *Home for Us* and the model's purpose in promoting independence, fostering social connection, and nurturing purposeful living.

- **Health Forward Summit, November 2025:** Sharon Parkes presented at the Nanaimo Regional Hospital District's Health Forward Summit, which brought together First Nations, the Government of British Columbia, local governments, Island Health, community health organizations, and other partners to discuss the future of healthcare in Canada. Her message emphasized the importance of transforming seniors' care from an institutional model to a social-relational approach that supports quality of life and wellness through aging.
- **Canadian Centre for Health Facilities, May 2026:** Scott McCarten participated on a panel focused on cost control in health facility design and construction. Scott McCarten & Mark Blandford participated in a panel discussion on innovations in LTC home and village design.
- **Canadian Institute for Healthcare Infrastructure, June 2026:** Scott McCarten presented learnings from Providence Living at The Views in Comox and shared how these learnings have been integrated to improve design and construction on subsequent projects.

PEOPLE

Providence Living strives to be an employer of choice in seniors care, fostering a strong culture of diversity, equity, and inclusion at every level, while engaging staff and medical staff who are committed to leaning innovation and excellence.

Under the leadership of Sharon Parkes, key achievements in 2025-26 included strong operational performance and workforce stability, implementation of performance and quality improvement initiatives, and effective response to funding reductions including overtime as well as other cost pressures.

An employer of choice

At Providence Living, being an employer of choice means creating environments where people feel fulfilled, supported, and safe. We are committed to ensuring that every team member has access to the tools and resources they need to succeed, along with the flexibility required to maintain a healthy and sustainable work-life balance.

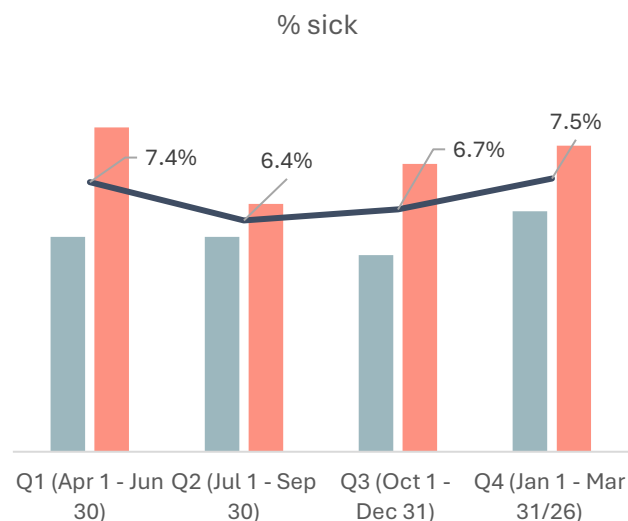
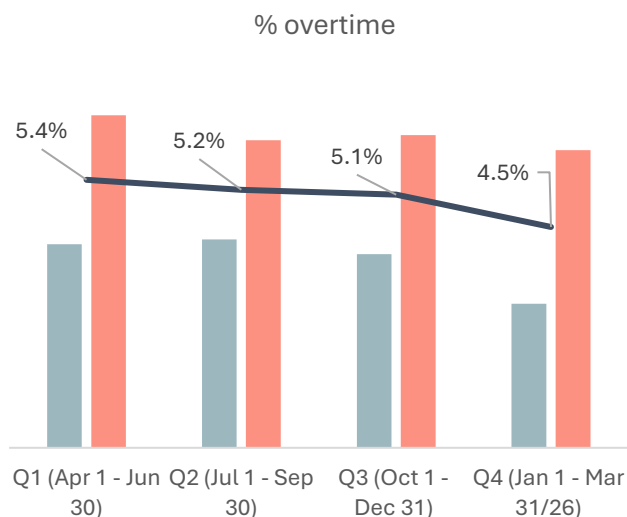
In 2025–26, our People Leadership team advanced this commitment through the successful implementation of a new Human Resource Information System (UKG). In partnership with our IT Leadership, staff were also given access to company email and single sign-on technology.

These investments now provide every employee with access to a professional email, streamlining communications throughout the organization. Staff now also have access to an individual digital portal, enabling each staff member to view their own schedule, request time off, and track professional milestones such as education and training.

This improved access to information that matters to our staff has improved the quality of work life across Providence Living while improving data quality and information.

Quality of work life: Overtime, sick time, and turnover

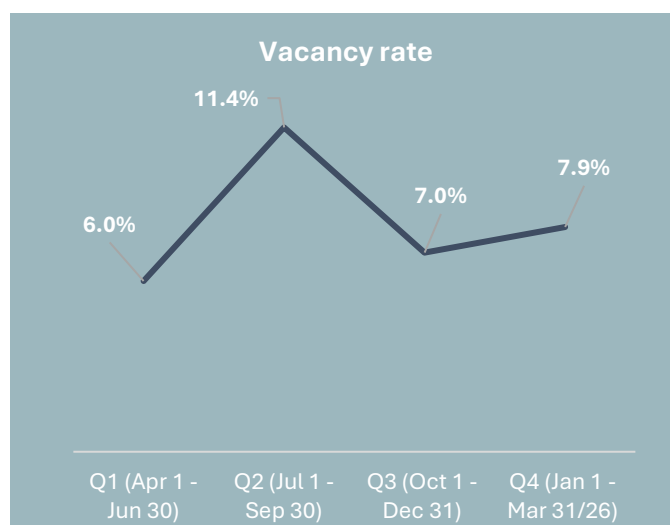
Providence Living also monitors quality of work life with other metrics including overtime, sick time, and staff turnover rates.



While overtime rates were higher at Central City Lodge (shown in red), overall overtime across Providence Living averaged approximately 5% throughout 2025–26, which is significantly below the 11.5% average reported by the Canadian Institute for Health Information for hospital nursing units in British Columbia.

Sick time trends mirrored this pattern, with higher rates at Central City Lodge compared to The Views (shown in blue). In response, Providence Living continues to prioritize employee well-being through a range of supports, including Employee and Family Assistance Programs and comprehensive disability management programs.

A core element of our approach to workforce wellness is maintaining a strong focus on recruitment and retention. We aim to keep the vacancy rate below 8% with the goal of reducing workload pressures and supporting healthier work environments. In 2025–26, we achieved this target in every quarter except Q2 (July 1 to Sep 30, 2025); this focus will continue into 2026–27.



Staff recognition

Staff recognition is not simply a “nice to have” in LTC, it is a core leadership practice that strengthens workforce stability, quality of care, organizational culture, and the resident experience.

Staff in LTC carry complex emotional, physical, relational, and clinical responsibilities every day. They support residents through daily routines, transitions, decline, loss, family concerns, expressions of needs and complex behaviors, and moments of joy. Meaningful recognition makes this often-invisible work visible and affirms that the organization values not only the completion of the many tasks in a day, but also compassion, judgment, connection, resilience, and dignity in care.

For Providence Living, staff recognition is directly aligned with the Home for Us social-relational model of care, which depends on staff building trusting relationships and creating a true sense of home for residents. Recognition must therefore be intentional, timely, specific, and embedded at all levels of leadership as a practical strategy to support retention, morale, psychological safety, and sustained culture change.

At Providence Living, staff are recognized across the organization and appreciation is embedded into daily leadership practices through team huddles, service milestones, peer acknowledgement, and organizational celebrations. Examples include Star of the Month, employee spotlights, annual staff BBQs, and Long Service Awards. Together, these practices help reinforce a culture where staff feel seen, valued, and connected to the mission of providing compassionate and person-centered care.



LEARNING

Providence Living is advancing learning and innovation by embedding its social-relational model of care across all new capital projects including design and development of new care villages. This work strengthens research leadership, deepens academic and educational partnerships and positions new villages as hubs for emerging practices, innovation, and technologies.

New villages as hubs for emerging practice, innovation, and technologies

In May 2025, the [Ministry of Health and Ministry of Infrastructure announced](#) Providence Living's partnership with Northern Health Authority and the opening of a 200-bed LTC home in Prince George, on the traditional homelands of the Lheidli T'enneh First Nation.



St. Anne's House at The Rivers in Prince George will open in early 2028 and will be home to 200 residents living in 12-person households.

Designed as a fully-integrated Home for Us village, the community will have great amenities for residents, families, and staff including a 37-space onsite daycare, 30-person Adult Day Program, an Indigenous Spiritual Space, multi-faith chapel, hair salon, maker's space, grocery store, community hall, and on-site dining available at the bistro.

The Rivers integrates key learnings from Providence Living's operational and practice leadership, insights from the concurrent evaluation conducted in partnership with the Centre for Advancing Health Outcomes, and the lived experience of staff and leaders at The Views.

Under the leadership of Scott McCarten, these inputs have informed several important functional design enhancements:

- Expanded grocery store: Recognizing its role as a central hub of village life, compared to The Views, the grocery store The Rivers has been enlarged to better support both everyday resident and family experiences and the practical needs of village supply, including food and personal items. The smaller footprint at The Views highlighted the need for greater capacity to fully realize this dual function
- Redesigned shared laundry spaces: Laundry is a meaningful daily activity for many residents and families. The shared laundry area has been reimagined to improve accessibility while creating a more social, lounge-style environment with comfortable seating to support connection, engagement, and purposeful living
- Enhanced staff spaces and flow: The design of The Rivers prioritizes ease of movement and efficient workflows. Centralized access points enable nursing, allied health, and care staff to effectively support residents across multiple households
- Integrated robotic supply support: Building on the use of self-propelled robotic TUGs at The Views, The Rivers incorporates intentional design features to optimize their function. Dedicated back-of-house logistics pathways have been separated from resident areas to improve efficiency and minimize disruption

While 2025-26 was a year with increasing financial difficulties across the province, Providence Living's transparent and open-book approach to construction and procurement positioned the company as a key solutions partner to Health Authorities and government. Providence Living would like to thank the Spirit of the North Foundation and the Northern Development Initiative Trust for the financial support they have provided to this project.



Pre-development work commenced in the Fall 2024; throughout 2025-26, the project tracked ahead of schedule and on budget. Occupancy is expected in February 2028, projecting a 4-year design-to-completion achievement for this wonderful new LTC village in Prince George.

Looking ahead to 2026-27 and beyond, Providence Living's capital development team will, in partnership with Northern Health Authority, commence work on projects in a 244-bed LTC and AL home in Quesnel and a 192-bed mixed use LTC and AL home in Smithers—all built with the guiding principles of the social-relational model, Home for Us.

PARTNERSHIPS

Throughout 2025-26, Providence Living built strong, collaborative partnerships with residents, families, communities including Host Nations, as well as Health Authorities and sector organizations such as Colleges and Universities. Providence Living continues to also work closely with Foundations and Auxiliaries to advance its vision through responsive, relationship-centered and philanthropic efforts. As a key component to successful partnerships, Providence Living works closely with Health Authorities and is committed to responsible stewardship of public funds.

Building partnerships with Host Nations

In 2025–26, Providence Living continued to deepen its commitment to meaningful engagement and partnership with Indigenous Peoples and Host Nations. Building respectful, reciprocal relationships remains foundational to how we serve and grow within the communities entrusted to us.

We are privileged to operate on the traditional and unceded territory of the K'ómoks First Nation. In partnership with the K'ómoks First Nation, we established an Indigenous Working Circle that brings together Elders and Providence Living leadership. Over the past year, this circle has played an important role in reimagining programming and guiding the use of sacred space, while also informing the design of the entrance through collaboration with a local Indigenous artist. These efforts reflect our shared commitment to creating spaces that honor culture, connection, and community.

Looking ahead to 2026–27, and with the opening of Providence Living at The Rivers in Prince George, we are focused on strengthening relationships with the Lheidli T'enneh Nation and other Host Nations. Supported by a philanthropic investment, we are partnering with Lheidli T'enneh to introduce our first Indigenous Cultural Advisor. This role will help embed Indigenous Cultural Safety within our Home for Us model of care, while fostering meaningful relationships with Host Nations and the broader community.

Together, these efforts represent important steps in Providence Living's ongoing journey toward reconciliation and culturally safe, inclusive care.

THE YEAR AHEAD

The Office of the BC Seniors' Advocate noted that in BC currently, there are 33,000 LTC beds within 407 provincially-regulated homes. About 89% (28,840) of these beds are publicly subsidized and 11% are private pay. Within the next ten years, the demand for LTC beds is expected to increase to 55,000, leaving a bed shortfall of over 20,000 beds.

The BC government's 10-year LTC expansion plan aimed to deliver over 5,000 new publicly-subsidized spaces by 2030. Escalating construction costs in 2025-26, now exceeding \$1.3M per bed in some projects, resulted in the announcement in March 2026 of re-pacing or delay of several major infrastructure initiatives, including seven priority LTC developments.

Without alternative delivery approaches, BC risks falling behind on urgently needed capacity. Providence Living brings expertise in advancing timely, high-quality solutions to meet the growing needs of the province's aging population while simultaneously improving the overall care experience of resident and families and being an innovative, reliable development and operations partner in British Columbia.

In the year ahead, Providence Living will continue its mission to be a leader in the transformation of seniors' care with a mission-driven focus on supporting individuals and communities who have been traditionally underserved and who have the greatest needs. Our goals for 2026-27 include:

- Pre-development work on the Quesnel site will be underway from Jun 2026 onward, bringing 144 AL beds and 144 LTC to the community by 2029-30
- In partnership with Providence Health Care, Providence Living will begin operational readiness for a 240-bed Home for Us village, St. Vincent's Heather, in Vancouver. Staff-focused foundational culture change and knowledge building work will ramp up. Leveraging Providence Health Care's successful opening of the Home for Us pilot household at Youville Residence, the Home for Us project team will continue to focus on scaling and expansion to existing sites to be well prepared for the move to St. Vincent's Heather in 2029-30
- Providence Living has unique partnerships with philanthropic organizations who support the Home for Us evaluation, capital investments, and model of care transformation costs including change leaders, mentors, and education and training. Through 2026-27 and beyond, philanthropic support will allow Providence Living to partner with the Lheidli T'enneh to hire an Indigenous Cultural Advisor to guide Providence Living's leadership team

in its commitments to truth and reconciliation and Indigenous Cultural Safety throughout the Home for Us model and in Providence Living's day-to-day business operations

CONTACT US



4865 Heather Street, Vancouver BC, V5Z 0B3
1-833-747-1311

info@providenceliving.ca

www.providenceliving.ca



Providence Living
Honouring every life story