

Our Future

Advancement
Collaboration
Sustainability



ANNUAL REPORT

APRIL 2025 - MARCH 2026

Message from the Board Chair

These are transformative times marked by challenges that are very broad in scope for our long-term care sector. In reflecting upon the past year for NHNSA, it has been one filled with advocacy, advancement, collaboration, best practices knowledge exchange and the showcasing of this incredible sector.

Our NHNSA collective, from our Board members to our Executive Director and contract professionals, are all devoted to supporting our long-term care sector strategically representing our members with professionalism, integrity and unwavering commitment.

Across the nation, Long-Term Care has become increasingly intricate and multi faceted. Staffing demands have intensified and resident needs have become much more complex.

A key pillar of the Association is the important responsibility to advocate for sustainable Long-Term Care across Nova Scotia as our sector navigates workforce pressures, rising care complexity, and ongoing discussions around fairness, sustainability, and system capacity.

The leadership and work ethic that has been demonstrated by management teams under compounded stresses has been truly extraordinary. You

have demonstrated tremendous resilience but something even deeper. Something defined by courage, quality caring for your residents and families, progressive support for your teams and an inner fortitude that is rare.

In turn the support, investments and innovations by our corporate members has been nothing short of uplifting and we value our government partners and other partner organizations.

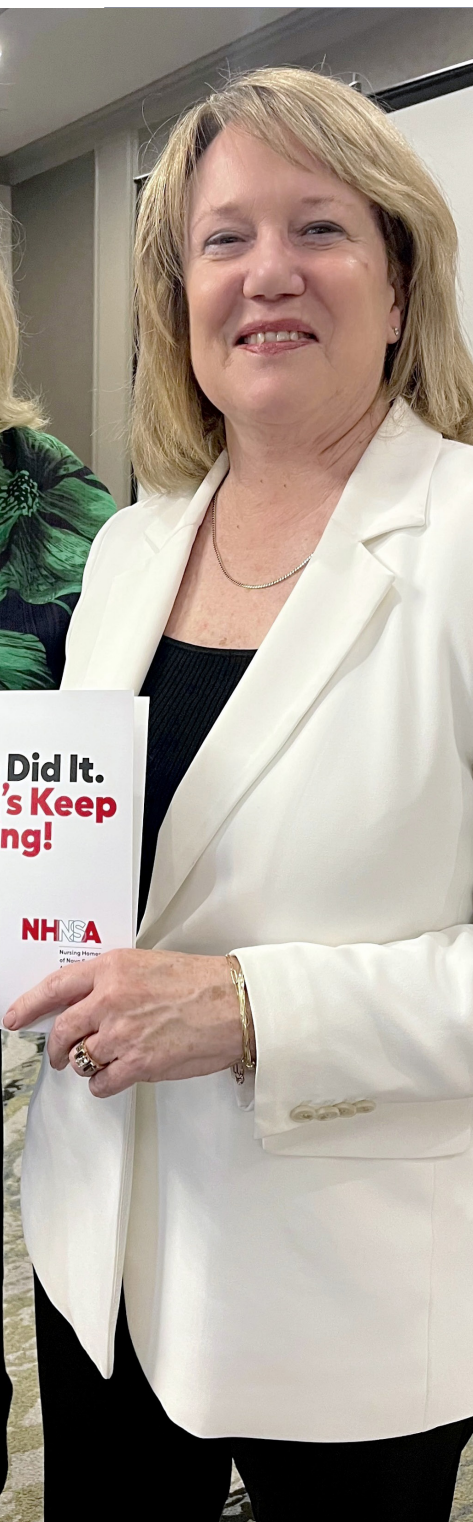
As our sector prepares for the future, we are also navigating operational pressures that are simply not sustainable. Across Nova Scotia, the cost of essential goods and services continues to rise astronomically. For long-term care homes operating within fixed funding models, this scenario can not be sustained. Cost increases over the past five years are in the range of 56% for food, 91% for insurance, 16% for taxes and 63% for incontinence and personal care products. Operational funding has not kept pace with these realities. These are expenses essential to resident care, safety, infection control, and workforce stability.

NHNSA is advocating for provincial funding to match true cost of care. Investing in operational budgets means investing in people, for residents who deserve dignity and comfort, and staff who deserve safe, supported, and motivating workplaces.



In closing, I want to also emphasize our commitment to continue to celebrate and showcase the depth and breadth of our sector including the meaningful work that is being done that assures dignity, comfort, security and connections for our cherished residents and valued teams.

Krista



Message from the Executive Director

It has been my privilege to work in long-term care and on behalf of the sector with the Association. The NHNSA mission stands on three pillars; advocacy, professional development, and exchange of best practices. To accomplish our mission takes a team effort from the Board, operations team, nursing home leadership, corporate members, and other sector partners. Any of the initiatives carried out are a result of a team effort. We are stronger together in facing today's many challenges. This past year we continued to face challenges as a sector with unwavering commitment and determination. We have come a long way.

The Association has focused on supporting the sector and the work you do through advocacy, sustainability initiatives, and exchange of best practices at our events and professional development sessions.

As I retire, I offer my sincere gratitude to the operations team and the Board for their support during my tenure as Executive Director and all the best to my colleagues as you forge the path forward in long-term care. As leaders in LTC, you make a meaningful difference every day in the lives of the residents, families and staff that you serve with dignity. It is your leadership that creates a home for residents and establishes the workplace culture, and your skills and dedication have seen us through Covid, floods, fires, and the most recent fiscal challenges.

Thank you to all members for your support and engagement. Gratitude also to our generous sponsors and supportive sector partners. I want to thank our Board members for their vision, commitment and engagement and my appreciation to the operations team for their professionalism. Thank you to all for your contributions and passion each and everyday to serve LTC.

Menna

2025 *to* 2028 STRATEGIC PLAN



OUR VISION:

Creating the Very Best Long-Term Care for Nova Scotians

OUR MISSION:

Collaboratively building timely solutions for Long-term Care

OUR VALUES:

Courageous - We empower our members to challenge the status quo, address shared issues and develop actionable plans and measurable outcomes to create meaningful system changes that advance world-class nursing homes.

Innovative - We leverage partnerships, research and best practices to improve quality of care and service in LTC.

Accountable - We are grounded in integrity and trust with a forward-thinking lens. We are accountable to our members and those they serve. We are solutions-focused and make well informed decisions.

Inclusive - We embrace diversity in all its forms as reflected in our organizations and communities and actively pursue opportunities to learn, understand, embrace and leverage diversity, equality and inclusion as a value system for growth and enrichment.

STRATEGIC PRIORITIES:

Priority 1: Capacity building in governance, operations & membership

Priority 2: Creating & enhancing partnerships

Priority 3: Positioning the Association within the Province as the compelling advocacy voice for long-term care



Quality of Care and Leadership Development

GALA AWARDS OF EXCELLENCE

It was a star-studded evening and wonderful celebration for long-term care in Nova Scotia as our annual NHNSA Awards of Excellence Gala took place on November 20, 2025, at the Delta Marriott in Dartmouth. Congratulations to all award recipients, finalists, and nominees! At the event we share best practices and enable follow up between participants to spread best practices throughout Nova Scotia. You uplift us with your passion, compassion, integrity, grace, and vigilance. The innovation, dedication, and leadership shown by our nursing homes and their teams are completely inspiring! A big applause and congratulations for the 2025 NHNSA Awards of Excellence winners:

- **Leading the Way** - Stephen Doiron, CEO and Administrator, County of Inverness Municipal Housing Corporation
- **Cultural Harmony** - Yarmouth Heights, DEI Committee
- **Trailblazer** - Cinderella Cruz, Recreation Programmer, Arbourstone Enhanced Care, Shannex
- **Better Together** - Northwood Bedford Campus and Charles Allen High School Grade 12 Leadership Class
- **Champion for Dignity** - Harbournstone, Cedarstone, Parkstone, Behavioural Support Teams, Shannex
- **Spirit** - Brynn Lowe, CCA, Nakile Home for Special Care

Thank you to all our generous sponsors, special guests, and performers: The Honourable Barbara Adams, Deputy Premier and Minister of Seniors and Long-term Care, Province of Nova Scotia; Emcee extraordinaire Cindy Day, Jodi Hall, CEO, Canadian Association of Long-Term Care and entertainers Doris Mason and James Logan.



NHNSA CONFERENCE HIGHLIGHTS

Conference participants were all struck by the knowledge, experience, and authenticity that Augy Jones brought to us in his keynote presentation, *The Value of an Inclusive Mindset*. The face of our workplace is changing and leaders in LTC continue to learn and embrace change.

In the pre-conference survey requesting conference topics, we received requests for ways to obtain additional IT support and cost-saving strategies. We responded by introducing you to Dennis Kearney with Scotia Comp Technologies and reintroducing you to Nick Mombourquette and Katherine Perry of New Ground Financial and Paul Wheeler of IBST. Jonathan McCready delivered a talk on a NASA based approach to leadership.

Jodi Hall, the CEO of CALTC, joined this year's conference presenters to provide perspective on the factors that impact the present and future of LTC in Canada. Jodi's evidence-based presentation enables us to collaboratively plan for the future.



PROFESSIONAL DEVELOPMENT SESSION

In response to the Province of Nova Scotia's recent legislation regarding WCB coverage for gradual onset psychological stress, the Association brought in Louise Trotter with Sprout Safety, to provide a Psychosocial Risk Management training series with Workplace Initiatives government funding grant. This program offered both education and practical tools to manage psychosocial safety in a comprehensive and evidence-based manner in LTC.



TRADESHOW CONTINUES TO EXPAND

We could not offer our Annual NHNSA Conference without the support of our corporate members, sponsors and tradeshow exhibitors. This provides significant opportunity for LTC management to come together with exhibitors and learn about the programs and services available to support the sector and advance quality of care. The number of tradeshow exhibitors at our events continues to expand.

Tradeshow Participants

Ainsworth	Go Easy Care
Colliers	Gordon Foods
Almara Group	Guldmann
Atlantic Business Interiors	Health Connex
Canadian Nurses Association	Medline
Chandler Sales	New Ground Financial and CSBT
Comfe Med	Niuz
Complete Purchasing	PMT Security
Dept. of Labour, Skills, Immigration, Safety	Staff Schedule Care
Essity	Surge Learning
First Quality	Sysco
Global Health Solutions	SGP Purchasing Network



2024/25 AGM KEYNOTE ADDRESS

The essential nature of taking a moment for ourselves to balance our personal and work lives was the topic of our keynote address by Melissa Pike at our 2025 AGM. Melissa specializes in health & wellness, mindset shift, stress management and navigating tough workplace situations and continues to be available to sector leadership teams. Her session was both informative and applicable, especially during these days of so many intense pressures.

Advocacy



Additional Staffing to Address Gaps

In discussions with DSLTC the Association presented the need for funded human resource personnel in LTC to support recruitment and retention during a healthcare human resource shortage. We also stated that the sector required additional social work/discharge planning resources and additional nurse managers if the sector was expected to implement seven day admissions. While not all facilities received additional FTEs, most did.

Three Percent Rollback

The past several months have been unsettling ones in long-term care in Nova Scotia and as your Association we have been working diligently on your behalf to advocate for increased investments and support from our provincial government. When the funding cuts of three percent in the provincial budget were on the horizon, meetings were held with DSLTC, as well as correspondence and briefs issued. Our concerns were expressed officially and candidly to both the NS Government and the Opposition. The Association also spoke to media representatives regarding these issues and encouraged our membership to directly contact their MLAs. This strong collective voice for our sector received the response we had hoped for and resulted in the retraction of the three percent cuts. This was most welcomed news, and we celebrated together during the Spring Conference.

Corporate Members Fiscal Support

Our NHNSA Board Members in collaboration with other administrators in the sector spearheaded approaching corporate suppliers and requested price cuts or freezing of costs for our Members. We were met with collaboration and support, and the list of these businesses was distributed to our Members for implementation in your cost saving initiatives. Thank you so much for the support provided by our Corporate Members in assisting us to manage through these fiscal challenges.



NHNSA continues to communicate with the Department of Seniors and Long-Term Care regarding several areas of ongoing concern. We have had subsequent meetings with the Department representatives communicating our position on the issues firmly on underfunded operational deficits, essential services contracts, and the possible slowdown of new facility planning and construction.

NHNSA, as the collective voice of the LTC sector, stated that rising operational costs focusing on municipal taxes, fuel, insurance and food costs were beyond the nursing homes control, and reflect the challenges being faced by all Nova Scotians. We clarified that these escalating costs could not be managed by removing the lines between protected and unprotected envelopes or the use of protected funds or capital reserves but instead require additional resources. We also requested the Department look at their procurement agreement for fuel for LTC homes.

Although past the timeframe identified in this retrospective Annual Report, we want Members to be assured these discussions with DSLTC are ongoing. We have proceeded with a professional three-week public awareness advocacy campaign targeted at the need to fund operational deficits, April 28 - May 17 through our social media platforms of Facebook, LinkedIn, and X. The approach was again, respectful but firm. The messaging became

increasing more compelling throughout the three weeks distribution. We started with awareness, moved into education and then highlighted urgency. As of May 25, the total views from our Facebook page were 8,014 views. Through LinkedIn the total of impressions was 2,455 and on X the total was 258 views. Thank you to everyone who shared or responded to posts as this helped maximize effectiveness and expand reach. These ads were made available to the membership for your own distribution. A public social media advocacy campaign will continue in June integrated with the Long-Term Care Day which will be held on June 13, 2026, across Canada.

While a few provinces have cancelled new facilities, the Association pursued receiving assurance from the Department that there is continued commitment to build all announced facilities. The Department responded by stating their continued commitment to proceed in a timely manner with all new builds announced.

A secure channel for communication and support was established for CEOS/Administrators to easily share information province wide. This channel can be used to support one and other through challenges and discussion of key issues as they unfold in the future.



We continue to add our voice to the table of our national long-term care association. CALTC advocates on behalf of our sector at the national level and encourages more federal investment and have also been collaborating with the Health Association of Nova Scotia on both the 3% rollback and continued investment in the sector.

Communications

The Nursing Homes of Nova Scotia Association (NHNSA) has a strategic and proactive communications framework that supports our mission, vision, and strategic priorities. This communications strategy protects and enhances the NHNSA brand and values through consistent, targeted, and values-based communications and brand standards. Pillars of the strategy are brand professionalism, consistent messaging, authenticity, respecting diversity and inclusion, compassion, caring and clarity and transparency.

Our key communications goals are to enhance NHNSA influence, elevate the long-term care (LTC) sector, help build trust and lasting connections with key stakeholders/partners, and to position the Association as the leading & most compelling collective voice for long-term care in Nova Scotia.

There is an annual social media communication strategy highlighting sector and community milestones as well as other key occasions such as Long-Term Care Day and Continuing Care Month. Event planning management and marketing of major events such as the Awards of Excellence Gala, Spring Conference, Membership Meetings, and AGM are also part of communications services.

Through our strategic communications we strengthen the NHNSA and LTC brands, enhance sector leadership and Association credibility as well as help lead public and sector conversations around long-term care challenges, innovations, threats and opportunities. Key messaging is adapted to changing priorities with a key focus on Advocacy and celebration of the sector's accomplishments, collaborations and advances. Projects also include management of three social media platform and a professional Website, advocacy strategies and public awareness campaigns, promotions of professional development programs, sponsorship and partners acknowledgements as well as the production of publications and marketing collateral.

Kim & Maureen

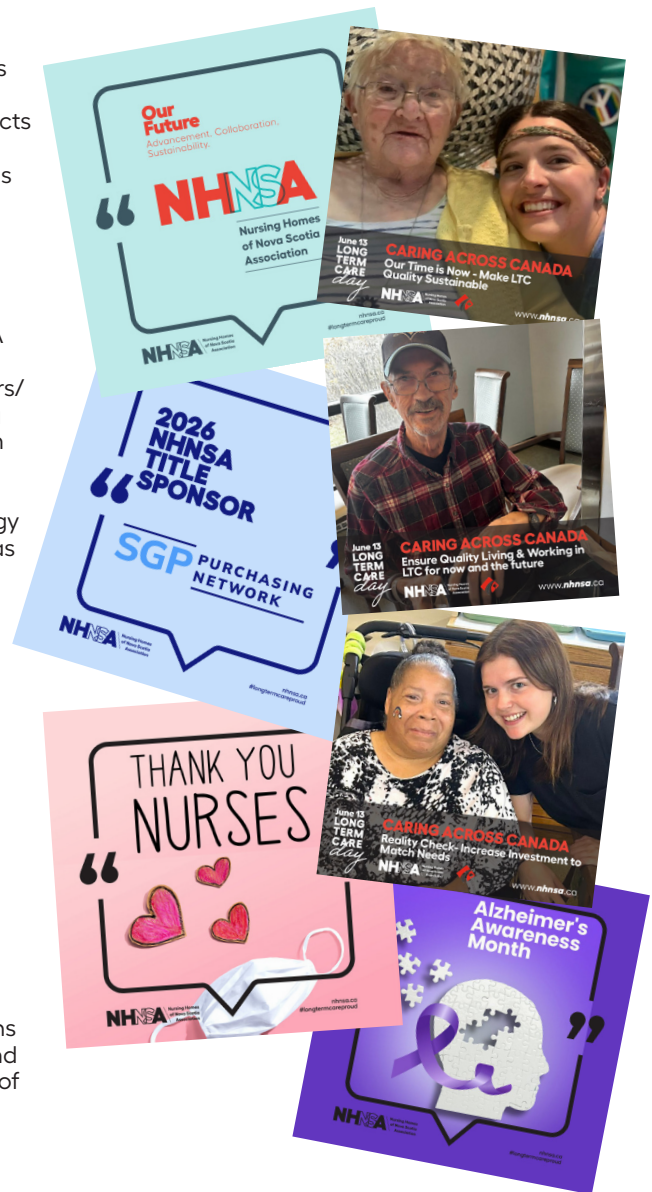


30 Day Views from April 30-May 27, 2026- 46,950
90 Day Views from February 27-May 27, 2026 -75,515
60 Day Views from March 29-May 27, 2026- 61, 538

Some Exceptional Facebook Views :
Announcement of New Executive Director- 22,789
Nominees for Gala Awards of Excellence- 18, 012
Glen Haven Manor New Build Ground Breaking- 6,673



Some Top Posts Impressions:
Retirement of Executive Director- 2,100
Trade Show Recap- 1,739
Spring Conference Recap- 2,071
Advocacy Statement- 549
Message re Mass Casualty Anniversary-622





2025/26
NHNSA BOARD MEMBERS
Governance



Krista Beeler,
Board Chair



Kyle Richardson,
Director



Jessica Pulley,
Director



Andrew Holland,
Director



Tara Fiander-
Deveau, Director
& Treasurer



Jennifer Jesso,
Director



Erin Fortin,
Director

Thank you

NHNSA would like to thank Stephen Doiron for his leadership serving as Chair of the Association. We wish Stephen much happiness in his retirement as CEO/ Administrator of Inverary Manor and also much success on his new ventures. Stephen served on our Board as Chair and as a director for many years with great dedication and commitment.

We also offer our gratitude to Kyle Richardson on his stellar service to our Association as a Director and a previous Board Chair. Kyle also led NHNSA with passion and expertise. Board Director Andrew Holland is also concluding his tenure with the Board and we are grateful for his strong commitment over the past several years.

Thank you to our current Board directors for their work on behalf of our sector and we welcome new Board members and look forward to their vision and contributions. All of these leadership contributions to the Association play an important role in advancing our critical sector in this challenging yet impactful and rewarding era of long-term care.

Sincerely,

Krista
Krista Beeler
Board Chair, NHNSA

Menna
Menna MacIsaac
Executive Director, NHNSA

Thank You Corporate Members

2025-26 TITLE SPONSOR SGP PURCHASING NETWORK



A special thank you is extended to SGP Purchasing Network for their generous sponsorship and investments in LTC!

NHNSA extends heartfelt thanks to our 2025–26 sponsors, whose continued investment and partnership strengthen both our Association and the Long-Term Care sector across Nova Scotia. Special appreciation goes to our Title Sponsor, SGP Purchasing Network, for their exceptional commitment and ongoing support. We also gratefully acknowledge our corporate and associate members, along with our government partners, whose collaboration and shared dedication continue to help advance and support quality long-term care for seniors throughout the province.

NHNSA Corporate Partners

- Ainsworth Inc.
- Amaze Care
- Beacon Clinical Group
- Biomiq
- Bird
- Bullitt Staffing
- CAN-med Healthcare
- Carelynk
- Chandler Sales
- Colliers Project Leaders
- ComfeMed
- Complete Purchasing Services
- CSBT (Community Services Benefits Trust)
- Dallas Mercer Consulting
- DER Solutions
- Eastpoint Engineering Limited
- Edgecombes
- Essity Canada
- First Onsite Restoration
- First Quality Products (Fempro)
- Global Health Solutions (Canada)
- Gordon Foods
- Greenwich Road Consulting Ltd.
- Grey Cardinal
- Guldmann Care-Lift Solutions
- HCSC
- HealthConnex
- Lawton's Drugs
- MarshMcLennan
- Medline Canada Corporation

- Mimak Care
- New Ground Financial
- Niuz (Point Click Care partner)
- NS Power
- Peace by Chocolate
- SGP Purchasing Network
- SHIFT-Strategies
- Staff Schedule Care
- Surge Learning
- Sysco
- Verge Technologies

NHNSA Associate Partners

- Age-Well Inc.
- Aware NS
- HANS

Nursing Home Members

Thank you to our nursing home members across Nova Scotia. We salute you for your insights and the devotion and outstanding care given to your cherished residents, families, teams, volunteers and communities.

- Alderwood Baddeck
- Bayside Home
- Dykeland Lodge
- East Cumberland Lodge
- Evergreen Homes for Special Care
- Foyer Pere Fiset
- GEM - Canso Seaside Manor
- GEM - Gables Lodge / Centennial Villa
- GEM - Heart of the Valley
- GEM - Melville Gardens
- GEM - Melville Lodge
- GEM - Milford Haven
- GEM - The Admiral
- GEM - The Mira
- GEM - White Hills Long-term Care
- GEM - Yarmouth Heights
- Glen Haven Manor
- Grandview Manor
- Harbour View Facility
- Harbour View Haven
- Harbourview Lodge Continuing Care
- High-Crest Home New Glasgow
- High-Crest Place Ltd
- High-Crest Sherbrooke Home for Special Care
- High-Crest Springhill Home for Special Care
- Highland Crest Residential Care Facility
- Highland Manor
- Hillside Pines Home for Special Care
- Inverary Manor
- Maple Hill Manor
- Maritime Odd Fellows Home
- Mayflower Meadows (Haliburton)
- Miner's Memorial Manor
- Mountains and Meadows Care Group
- Musquodoboit Valley Home for Special Care
- Nakile Home for Special Care
- North Queens Nursing Home
- Northside Community Guest Home
- Northwood Bedford Incorporated
- Northwood Care Incorporated
- Northwood Ivy Meadows
- Northwood Shoreham Village
- Oakwood Terrace
- Ocean View Manor
- Queens Manor
- R.C. MacGillivray Guest Home Society
- R.K MacDonald Nursing Home Corporation
- Richmond Villa
- Rosedale Home for Special Care
- Roseway Manor
- Sagewood Continuing Care Centre
- Saint Vincent's Nursing Home
- Seaview Manor
- Shannex - Arborstone Enhanced Care
- Shannex - Bissett Court Continuing Care Residence
- Shannex - Blomidon Court
- Shannex - Cedarstone Enhanced Care
- Shannex - Celtic Court
- Shannex - De Paul Hall (Caritas)
- Shannex - Debert Court
- Shannex - Elk Court
- Shannex - Glasgow Hall – Parkland at the Lakes
- Shannex - Harbourstone Enhanced Care
- Shannex - Kiknu
- Shannex - London Hall
- Shannex - Maplestone Enhanced Care
- Shannex - Northumberland Hall
- Shannex - Orchard Court
- Shannex - Parkstone Enhanced Care
- Shannex - Ryan Hall
- Shannex - Vimy Court
- Shannex Mary's Court
- St. Anne Community and Nursing Care Centre
- Taigh Na Mara
- Taigh Solas
- The Admiral
- The Birches
- The Cove Guest Home
- The Magnolia
- The Meadows-Tidal View
- Tideview Terrace
- Valley View Villa
- Villa Acadienne
- Villa Saint Joseph-du-Lac
- Waterford Heights
- Willow Lodge
- Windsor Elms Village
- Wolfville Nursing Home

A portrait of Menna MacIsaac, a woman with blonde hair, wearing a black top and a patterned scarf. She is smiling and has her arms crossed. The background is a soft, out-of-focus grey.

Menna Retires

Our NHNSA Executive Director Menna MacIsaac will be retiring from the Association as of June 18.

Krista Beeler, NHNSA Board Chair stated, "Menna has given our Association and sector strong leadership during her tenure. She has contributed outstanding dedication and integrity and played a keynote in active advocacy for the advancement of our sector while also leading highly successful LTC events, professional development opportunities, awards celebrations and impressive education and best practises programs,. She has also worked diligently on operational efficiencies and our strategic plan., We wish Menna all the best as she enters a new chapter and express our gratitude for her expertise, devotion and hard work on our behalf"

Menna commented, "It has been a privilege to serve the Association and its members and it is a professional experience I will look back upon with appreciation. I will miss the daily interaction with long-term care leaders, colleagues and our many partners and affiliated. I will also hold this sector in high regard and with deep respect. I am excited to now spend more time with my growing family after such a rewarding career."



MEET OUR *Operations* TEAM



Nursing Homes
of Nova Scotia
Association



Menna MacIsaac
Executive Director
NHNSA (outgoing)



Debra Boudreau
Executive Director
NHNSA (incoming)



Jennifer Schmalz
Executive Assistant
NHNSA



Kimberly Dickson
Communications/
Marketing
Consultant



Maureen Connors
Website
Administrator
Creative Designer/
Consultant

Welcome **DEBRA BOUDREAU**

The Nursing Homes of Nova Scotia Association is very pleased to welcome Debra Boudreau as our Association's new Executive Director, effective June 18. Ms. Boudreau brings to the position outstanding experience and credentials in leadership, the long-term care sector, other healthcare sectors, human resources, and provincial government healthcare operations. She has 25 years of experience in executive management, team development, and project management.

Krista Beeler, NHNSA Board Chair says, "Debra is a much respected and highly regarded leader within both the long-term care and wider health care sector

and brings with her an impressive track record of innovative, progressive leadership, professionalism and integrity. We welcome Debra and are looking forward to her leadership depth."

"I am honoured to join the Nursing Homes of Nova Scotia Association as Executive Director," states Boudreau. "Supporting members, strengthening advocacy efforts, and contributing to system-level transformation are priorities I bring to this role. I look forward to working together to ensure nursing homes across Nova Scotia are supported, resilient, and positioned to provide high-quality care now and into the future."



Nursing Homes
of Nova Scotia
Association

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