



ANNUAL REPORT

2026

Canadian Association for Long Term Care (CALTC)

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LAND ACKNOWLEDGEMENT

The Canadian Association for Long Term Care acknowledges the Indigenous Peoples of all lands we are in today and ask that we consider the importance of this land we call home. We do this to reaffirm our commitment and responsibility to improving relationships between nations. From coast to coast to coast, we acknowledge the ancestral and unceded territory of all the Inuit, Metis, and First Nations people as we work to move forward in a spirit of truth, reconciliation, and collaboration.

SPONSORS

PointClickCare is a leading healthcare technology platform enabling meaningful collaboration and access to real-time insights at every stage of the patient healthcare journey. More than 2,600 long-term care homes in Canada, as well as 25,000 skilled nursing and post-acute care providers, 2,800 hospitals and 2,000 ambulatory clinics, every major U.S. health plan across the U.S, and over 75 state and Government agencies use PointClickCare, enabling care collaboration and value-based care delivery for millions across North America.

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CareRx is Canada's leading provider of specialty pharmacy services to seniors. They serve approximately 94,000 residents in over 1,600 seniors' and other communities such as long-term care homes, retirement homes, assisted living facilities, and group homes. CareRx's mission is to enhance the health of Canadians with unique or complex medication needs, and to equip healthcare teams with the tools, technology, and expertise to make medication management for residents safer and easier.

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MediSystem's vision is to empower Canadians to be well by providing the most advanced, dependable and personalized care. MediSystem will lead and shape our industry by being the experts in the pharmacy services and programs we provide. Our actions will be driven by our desire to positively impact the quality of lives of those we service. Our initiative, integrity, and commitment to excellence will define MediSystem as the premier provider of innovative health care solutions in Canada.

mediSystem
by SHOPPERS DRUG MART

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Founded in 2009, **Axiom** Infrastructure is an independent employee-owned fund manager dedicated to investing in the infrastructure sector. With over 110 employees, the firm benefits from the extensive infrastructure backgrounds of its team of professionals who have gained, over their career, significant experience acquiring, developing, financing, operating, and managing infrastructure assets. Axiom's investment strategy focuses on core infrastructure assets with an active approach to operations, asset management and integration of strong environmental, social and governance ('ESG') principles. Since 2017, Axiom has developed 5 long-term care joint ventures, which includes 105 facilities and more than 14,000 beds. These joint ventures are in partnership with; Extendicare, AgeCare, Optima Living and Kirby Group who also are responsible for managing the day-to-day operations.

A X I U M
LONG TERM CARE

First Quality is a leading manufacturer of everyday essentials for personal and household care, we're a privately-owned business founded in 1989. Every day, we strive to make things better for our team members, customers and communities.

First Quality

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Home Depot Canada is Canada’s leading home improvement specialty retailer, with 182 stores in ten Canadian provinces. Stores stock as many as 40,000 home improvement products, tailored to the communities they serve. The Home Depot is also proud to be one of our country’s top employers and employs more than 27,000 Canadian associates. The Home Depot caters to do-it-yourselfers, as well as home improvement, construction and building maintenance professionals. The Home Depot Canada’s stores offer professional customers, special services, and support to make them more successful on the job site. To learn more about the Home Depot Members Reward program, [click here](#).



[Website](#)

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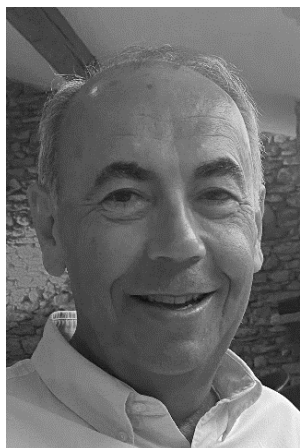
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Commercial Affiliates



BOARD CHAIR GREETINGS



In my message last year, I reflected on the saying, "*May you live in interesting times*," a phrase often attributed to British statesman Austen Chamberlain following his experiences in China during the 1930s. If Chamberlain were living today, I suspect he would choose a far stronger word than "interesting" to describe the times we face.

Governments across Canada are confronting unprecedented financial pressures. Every province is grappling with budget deficits, and several have experienced credit rating downgrades. While I am not an economist, I often recall a lesson from a health ethics professor who described the fundamental challenge of healthcare as balancing unlimited demand against limited resources. That reality has never felt more relevant.

Against this backdrop, I am proud of the work CALTC has undertaken over the past year to advocate for the resources and policies necessary to ensure that seniors requiring long-term care are not overlooked as governments make difficult funding decisions. Meaningful policy change is rarely quick or easy. Advocacy requires persistence, patience, and a willingness to engage in difficult conversations. While the journey has at times been challenging, we are beginning to see progress.

Over the past five years, CALTC has evolved from a relatively unknown organization into a respected and trusted national voice for the long-term care sector. Today, our expertise is sought by government committees, policymakers, and sector leaders who recognize the value of the perspectives we bring on behalf of providers and the seniors they serve.

Although provincial governments have the most direct influence on long-term care operations, federal policies continue to play a critical role. Decisions regarding capital funding, immigration pathways for internationally educated healthcare professionals, health workforce planning, and emerging technologies such as artificial intelligence all have significant implications for the future of long-term care in Canada. It is essential that the sector has a strong and informed voice at these national tables.

I would like to extend my sincere thanks to our provincial association members and provider members for their ongoing commitment and support. Through committee participation, advocacy efforts, and engagement at events and lobby days, our members have been instrumental in advancing CALTC's mission. As an organization with a small staff complement, our accomplishments are only possible because of the active involvement and dedication of our members.

I would also like to recognize the exceptional leadership of our CEO, Jodi Hall. The relationships we have built with policymakers and stakeholders did not happen by chance. Jodi's tireless efforts, strategic vision, and ability to transform introductions into lasting partnerships have significantly elevated CALTC's profile and influence across the country.

Finally, I want to express my gratitude to our sponsors. Despite the financial pressures affecting organizations throughout the healthcare sector, our sponsors have continued to invest in CALTC and support our advocacy efforts. Their partnership enables us to continue advancing the interests of long-term care providers and the residents they serve.

The challenges facing long-term care in Canada remain significant. Building a sustainable, high-quality system of long-term care homes and services that can meet the needs of an aging population will require commitment,

collaboration, and innovation from all of us. While the road ahead may be demanding, I am confident that by working together, we can continue to make meaningful progress.

I look forward to continuing this important work alongside our members, sponsors, and partners in the year ahead

Sincerely,



Robert (Bob) Breen
Board Chair
Canadian Association for Long Term Care



CHIEF EXECUTIVE OFFICER GREETINGS



CALTC Members,

We are pleased to present the 2026 Annual General Meeting Report of the Canadian Association for Long Term Care (CALTC).

When I began in this role five years ago, the long-term care sector was facing unprecedented challenges. The demands of the moment required our full attention, and it was often difficult to see beyond the immediate pressures confronting providers, residents, families, and staff. As I reflect on my fifth year as Chief Executive Officer, I am proud of the steady and meaningful progress CALTC has made in elevating the profile of long-term care on the national stage and ensuring that the sector's voice is heard in important policy discussions across Canada.

While Canada continues to face economic uncertainty, evolving trade relationships, demographic pressures, and persistent workforce challenges, CALTC has remained focused on advancing practical solutions and advocating for the long-term sustainability of the sector. Through consistent engagement and collaboration, we have achieved important incremental progress toward our advocacy objectives and strengthened recognition of long-term care as an essential component of Canada's continuum of care.

Over the past year, CALTC has continued to engage federal decision-makers and key stakeholders to ensure that the needs of long-term care providers, residents, and families remain a national priority. We have advocated for increased investment in long-term care infrastructure, recognizing the urgent need to modernize existing homes and expand capacity as waitlists continue to grow across the country. Encouragingly, the federal government's focus on housing, infrastructure development, workforce participation, and economic productivity aligns with many of the priorities CALTC has advanced on behalf of the sector.

CALTC has further strengthened its role as the national voice for long-term care in Canada. We have continued to build awareness and recognition of National Long-Term Care Day, while the launch of the National Survey on the State of Long-Term Care in Canada represents a significant milestone for our organization. The survey has generated considerable interest among stakeholders, and sector leaders, reflecting the growing demand for reliable national data and evidence to inform policy and planning.

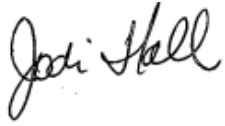
Our policy and advocacy work has continued to evolve in response to a changing policy environment. This year, CALTC engaged on a range of important issues, including immigration and workforce policy, information technology and artificial intelligence, implementation of the Federal Plastics Registry, veterans' access to long-term care, and federal-provincial-territorial discussions affecting the future of care delivery in Canada.

As a result of these efforts, we have continued to advance CALTC's strategic pillars: Advocate, Connect, Lead, and Sustain. Through strong partnerships, informed policy development, and meaningful engagement with governments and stakeholders, we have reinforced our position as a trusted and respected voice for the long-term care sector.

I would like to extend my sincere gratitude to our members—including provincial associations and long-term care home operators—our Board of Directors, our partners at Santis Health, and our sponsors for their ongoing support, collaboration, and commitment. The achievements of the past year are a reflection of our collective efforts and our shared vision for high-quality, sustainable long-term care across Canada.

Together, we have made meaningful progress, and I look forward to continuing this important work in the year ahead.

Sincerely,

A handwritten signature in black ink that reads "Jodi Hall". The signature is fluid and cursive, with the first name "Jodi" and last name "Hall" clearly distinguishable.

Jodi Hall
Chief Executive Officer
Canadian Association for Long Term Care

Our Priorities

Advocate

To act as the leading voice for the long-term care sector on issues of national importance.

Connect

To be a trusted information source about the long-term care sector through fostering partnerships and enabling sectoral information sharing.

Lead

To raise the long-term care sector's profile as an essential partner in facilitating system transformation in Canada.

Sustain

To adapt our organization's capacity and operations to meet the evolving needs of our sector and members.

ANNUAL GENERAL MEETING

AGENDA

1. WELCOME
2. ADOPTION OF THE AGENDA
3. ADOPTION OF MINUTES:
 - a) Annual General Meeting of June 19th, 2025, at 1:00 p.m. ET
4. ADOPTION OF AUDITOR'S REPORT
5. ADOPTION OF REPORT FROM THE TREASURER / FINANCE COMMITTEE
6. ADOPTION OF ANNUAL FEES 2027-2028
 - a) Provider Members
 - b) Association Members
7. RECEPTION OF REPORTS:
 - a) Annual Report from the Chief Executive Officer
 - b) Annual Report from Santis Health
8. RECEPTION OF COMMITTEE REPORTS:
 - a) Engagement, Communication, and Public Affairs Committee
 - b) Policy and Knowledge Transfer Committee
 - c) LTC Physician and Clinician Advisory Committee
9. ACKNOWLEDGEMENT OF 2025-2026 BOARD MEMBERS
10. ELECTION OF OFFICERS
11. INTRODUCTION OF 2026-2027 BOARD MEMBERS
12. APPOINTMENT OF AUDITORS
13. NEW BUSINESS
14. ADJOURNMENT

AGM MINUTES

JUNE 19TH, 2025 | 1:00 PM ET

Present:

Bob Breen, DHA (BB), chair

Donna Duncan, OLTCA (DD)

Adam DeCaire, Sienna Senior Living (ADC)

Jason Lee, PEI (JL)

Menna MacIsaac, NBNHA (MM)

Denise Milne, ACCA (DM)

Vaughn Hammond, HANS (VH)

Darlene Oaks, NHAPEI (DO)

Richard Losier, NBANH (RL)

Jill Pilgrim, Santis Health (JP)

Victor Shea, Atlantic Baptist Housing (VS)

Owen Saull, Extendicare (OS)

Bill Dillane, Responsive Health Management (BD)

Aly Devji, Langley Lodge (AD)

Joy Parsons, DHA (JP)

Jodi Hall, CALTC (JH)

1. WELCOME

The Board Chair, Bob Breen, welcomed everyone to the meeting and called the meeting to order at 1:02 pm ET. BB read the Land acknowledgment.

2. ADOPTION OF THE AGENDA

The agenda was approved as circulated.

Moved by JL. Seconded by ADC. Motion carried.

3. ADOPTION OF MINUTES:

a) Annual General Meeting of June 20th, 2024, at 12:00 p.m. ET

The minutes were approved as circulated.

Moved by ADC. Seconded by JL. Motion carried.

4. ADOPTION OF AUDITOR'S REPORT

Mr. Claude Leger, independent auditor of Fredericton, NB, presented the audited financial statements as of

March 31st, 2025. The Auditor's report was approved as circulated.

Approved by JL. Seconded by DM. Motion carried.

5. ADOPTION OF REPORT FROM THE TREASURER

JL presented the Treasurer's Report. The report was approved as circulated.

Approved by MM. Seconded by DM. Motion carried.

6. ADOPTION OF ANNUAL FEES 2026-2027

a) Provider Members

b) Association Members

The proposed annual fees with a 2% increase for Association members, and 0% for Provider members was adopted as circulated.

Approved by VS. Seconded by ADC. Motion Carried.

7. RECEPTION OF REPORTS:

a) Annual Report from the Chief Executive Officer

CALTC ANNUAL REPORT 2025

JH presented the CEO report. The report was approved as circulated.

Approved by ADC. Seconded by DM. Motion carried.

b) Annual Report from Santis Health

JP presented the report.

8. RECEPTION OF COMMITTEE REPORTS:

a) Engagement, Communication and Public Affairs Committee

ADC presented the Engagement, Communication and Public Affairs Committee report. The report was approved as circulated.

Approved by ADC. Seconded by VH. Motion carried.

b) Policy and Knowledge Transfer Committee

AD presented the Policy and Knowledge Transfer Committee report. The report was approved as circulated.

Approved by ADC. Seconded by DM. Motion carried.

c) LTC Physician and Clinician Advisory Committee

JH presented the LTC Physician and Clinician Advisory Committee report. The report was approved as circulated.

Approved by VH. Seconded by ADM. Motion carried.

d) Finance Committee

JL presented the Finance Committee report. The report was approved as circulated.

Approved by JL. Seconded by ADC. Motion carried.

9. INTRODUCTION OF BOARD MEMBERS

BB reviewed the list of Board Members who have served over the last year.

10. APPOINTMENT OF AUDITORS

It was approved to appoint Mr. Claude Leger, independent auditor of Fredericton, NB, as CALTC's Auditor for the following fiscal year.

Approved by JL. Seconded by DO. Motion Carried.

11. NEW BUSINESS

12. ADJOURNMENT

The AGM was adjourned at 1:30 pm ET.
Moved by VS. Seconded by ADC.



REPORT FROM THE TREASURER

FINANCE COMMITTEE

Finance Committee Members:

- **Vaughn Hammond**, CALTC Treasurer (June 2025-December 2025)
- **Bob Breen**, Board Chair, Acting Treasurer (January 2026-March 2026)
- **Mary Polak**, CALTC Treasurer (as of March 2026)
- **Diane MacKinnon**, Bookkeeper
- **Jodi Hall**, CEO

Over the past year, the CALTC Finance Committee met four times and oversaw several financial reviews and oversight of CALTC operations. This work was successfully completed and not impacted as the Treasurer role had two appointments during the fiscal year. **Mary Polak** was appointed as CALTC Treasurer in March 2026. The work completed reflects a continued commitment to responsible financial management and long-term organizational sustainability.

Key accomplishments include:

- **Budgeting:** Completed the preparation of the 2026/2027 CALTC budget. This included a thorough review of CALTC's financial commitments and consideration of the strategic and operational plan.
- **Cash Flow Monitoring:** Maintained close monitoring of cash flow and financial projections to ensure financial stability.
- **Investment Management:** Renewed the annual GIC investment.
- **Audit and Financial Oversight:** Supported CALTC's annual financial audit, which continues to demonstrate good financial governance.

Throughout the year, regular Treasurer duties were fulfilled, including the presentation of the annual budget, providing financial statement and budget updates to the CALTC Executive and Board of Directors, and making recommendations as needed.

CALTC's cash flow is closely monitored throughout the year given the budget's limitations and steps taken to address challenges as they arise.

I would like to extend my sincere thanks to the members of the Finance Committee, Executive, and Board of Directors for their continued support, collaboration, and contributions over the past year.

Respectfully submitted by:

Mary Polak

CALTC Treasurer

CEO, BC Care Providers Association

ANNUAL REPORT FROM THE CHIEF EXECUTIVE OFFICER

Over the past year, the Canadian Association for Long Term Care (CALTC) has continued to strengthen its position as the national voice for long-term care in Canada. Through focused advocacy, strategic engagement, and organizational stewardship, we have worked diligently to advance our priorities while responding to an evolving policy and economic environment.

As I reflect on my fifth year as Chief Executive Officer, I am proud of the progress we have made in elevating the profile of long-term care at the federal level and building relationships with policymakers, stakeholders, and sector partners across the country. While challenges remain, CALTC has continued to demonstrate leadership and influence on issues critical to the future of long-term care.

Governance and Committee Engagement

CALTC continues to operate within a strong governance framework that emphasizes accountability, transparency, and member engagement. During the past year, the Association convened four Board of Directors meetings, four Executive Committee meetings, four Policy, Knowledge Translation and Public Affairs Committee meetings, four Engagement and Communications Committee meetings, four Finance Committee meetings, two Long-Term Care Advisory Committee meetings, and four Member Touchpoint sessions.

Our standing committees continue to play a vital role in advancing CALTC's mission and strategic objectives. The Engagement and Communications Committee, chaired by Adam De Caire, and the Policy, Knowledge Translation and Public Affairs Committee, chaired by Aly Devji, provided valuable leadership in advancing communications initiatives, reviewing existing policy positions, and developing new policy recommendations on emerging issues, including immigration and information technology modernization. Their efforts support an integrated approach to advocacy, government relations, and stakeholder engagement.

The Finance Committee experienced several leadership transitions during the year due to unforeseen circumstances. Despite these changes, the Committee maintained strong oversight and ensured fiscal responsibility, budget adherence, and prudent management of Association resources. I would like to extend my sincere appreciation to Vaughn Hammond, Bob Breen for serving as Acting Treasurer, and our current Treasurer, Mary Polak, for their commitment and leadership.

To support CALTC's long-term sustainability, the Business Development Working Group, which I chair, met during the year and continued discussions through regular correspondence to review organizational priorities and business development opportunities. While generating sustainable revenue remains an ongoing challenge for the Association, efforts continue to identify opportunities that will strengthen CALTC's future capacity and impact. I am grateful to all committee members and volunteer leaders whose dedication and expertise contribute significantly to the Association's success.

Advocacy and Government Relations

Advocacy remains central to CALTC's work, and the Association maintained a strong presence in Ottawa throughout the year. Following the federal election and the arrival of many new Members of Parliament, CALTC prioritized outreach and relationship building with elected officials and senior federal representatives.

Over the past year, CALTC participated in more than 45 meetings with Members of Parliament, Senators, and federal officials. These engagements included our annual in-person Lobby Day in Ottawa last October, a spring advocacy day, and numerous virtual meetings throughout the year.

One of our key advocacy priorities focused on securing recognition of long-term care infrastructure needs within the federal government's housing and infrastructure agenda. CALTC submitted recommendations through the Build Canada Homes consultation process and engaged directly with officials from Housing, Infrastructure and Communities Canada (HICC). We also incorporated these recommendations into our submissions to the House of Commons Standing Committee on Finance and the federal government's pre-budget consultation process.

Although long-term care homes were ultimately not included in the Build Canada Homes initiative, CALTC continues to advocate for dedicated federal support through the Healthcare Infrastructure Fund and other emerging programs.

CALTC also continued its advocacy efforts related to the development of a national caregiving strategy, with particular emphasis on paid caregiving and workforce sustainability. Under the previous federal government, I was appointed to serve on the Sectoral Table on the Care Economy. While that table was not renewed, the federal government has since announced a series of Workforce Alliances, including one focused on caregiving. CALTC has initiated discussions with government officials to better understand the scope and objectives of this work and will continue to monitor developments closely.

In addition, CALTC prepared a submission in response to consultations on Canada's National Artificial Intelligence Strategy. With the recent release of the updated strategy and its emphasis on healthcare innovation, we are actively assessing opportunities to support the adoption of responsible and effective AI solutions within the long-term care sector.

The Association also responded to developments related to the Federal Plastics Registry. Following a court ruling allowing the federal implementation to proceed, CALTC became aware that Phase Two requirements may extend to long-term care homes. In response, we developed an advocacy strategy that includes correspondence and engagement with Environment and Climate Change Canada to ensure the unique realities of long-term care providers are considered in future implementation plans.

Through these efforts, CALTC continues to ensure that the perspectives and priorities of long-term care providers are represented within federal policy discussions.

Strategic Priorities and Sector Needs

CALTC's strategic priorities continue to focus on workforce development, housing and infrastructure, and information technology modernization.

As federal priorities evolve, so too must our policy positions and advocacy strategies. Emerging discussions related to artificial intelligence, infrastructure investment, labour force development, and immigration policy have reinforced the importance of maintaining current and evidence-based policy recommendations that reflect the needs of long-term care providers across Canada.

While long-term care was not included in the Build Canada Homes initiative, CALTC has had a recent productive engagement with the Canada Mortgage and Housing Corporation (CMHC), which is currently reviewing infrastructure challenges and financing gaps within the long-term care sector. We look forward to learning the outcome of this work and considering potential next steps with CMHC to advance the sector's infrastructure needs.

The release of the National AI Strategy also presents new opportunities for long-term care. As artificial intelligence increasingly influences healthcare delivery and operations, CALTC will continue to monitor developments and advocate for initiatives that support innovation while enhancing quality of care and operational efficiency.

To support evidence-informed advocacy, CALTC launched the National Survey on the State of Long-Term Care in Canada. Data collection recently concluded, and work is now underway with our research partners to analyze the results. This important initiative will provide valuable national insights and strengthen our ability to advocate on behalf of the sector using current and credible data.

Partnerships and External Engagement

CALTC's participation in national discussions and collaborative initiatives continues to active.

Over the past year, I served on five national advisory committees, each providing an opportunity to bring a long-term care perspective to broader healthcare and policy discussions. These roles help ensure that the experiences and challenges facing long-term care providers are reflected in national conversations.

CALTC also maintained regular engagement with more than fifteen national organizations. These relationships facilitate information sharing, collaborative advocacy efforts, and coordinated communications initiatives, particularly around important awareness campaigns such as National Long-Term Care Day. These partnerships remain essential to advancing our strategic objectives and amplifying the voice of the sector.

We are equally grateful for the support of our sponsors and commercial affiliates. Throughout the year, twelve sponsor meetings were held to exchange updates, discuss engagement opportunities, and gather valuable insights. Quarterly summary reports were provided to sponsors to maintain transparency and strengthen collaboration, and all sponsors were invited to participate in our annual in-person meeting in Ottawa.

Outreach and Representation

Throughout the year, I had the privilege of representing CALTC at several key events and forums, including:

- Panelist, ACCA Invest in Alberta's Continuing Care Think Tank
- Speaker, NHNSA Annual Conference and Members Meeting
- Guest, "Minute with Maxwell" podcast
- Guest host of OLTC's October Knowledge Break webinar

These engagements provide valuable opportunities to raise awareness of long-term care issues, share sector perspectives, and contribute to important discussions shaping the future of care in Canada.

Member Contributions

I would like to extend my sincere appreciation to all CALTC members for your continued support, engagement, and commitment to the Association.

Your participation in meetings, willingness to share provincial perspectives, and contributions to federal advocacy efforts strengthen our collective voice and enhance the credibility of our work. I would also like to thank the members who serve on the Board of Directors, Executive Committee, and various committees for their leadership, expertise, and dedication.

The success of CALTC is built upon the active involvement of its members, and I am grateful for your ongoing partnership.

Acknowledgements

I would like to express my appreciation to Santis Health for their strategic counsel and collaboration throughout the year. I also wish to thank Melanie Eva for her dedicated administrative support and Diane McKinnon for her financial and bookkeeping expertise.

To our sponsors and commercial affiliates, thank you for your ongoing partnership and engagement. Your support contributes significantly to the Association's ability to advance its mandate and serve the long-term care sector. Finally, I extend my gratitude to our members, association leaders, long-term care providers, sponsors, affiliates, and stakeholders across the country. Your commitment to improving the quality and sustainability of long-term care in Canada continues to inspire and guide our work.

As we look ahead, CALTC remains committed to advancing practical solutions, strengthening our advocacy efforts, and ensuring that long-term care remains a national priority. I look forward to working with all of you in the year ahead.

Respectfully submitted by:

Jodi Hall

CEO

Canadian Association for Long Term Care (CALTC)

Vision

A sustainable sector that provides quality long-term care for all.

Mission

As the national voice for long-term care, we drive change to support Canadians to live and age with dignity.

ENGAGEMENT, COMMUNICATIONS AND PUBLIC AFFAIRS COMMITTEE REPORT

Members:

- **Adam DeCaire**, Sienna Senior Living, Chair
- **Nicola Major**, Responsive Health
- **Joy Parsons**, Denominational Health Association
- **Imran Amin**, Extendicare
- **Lindsay Penny**, Alberta Continuing Care Association

This committee has been active over the last year, with four quarterly meetings held, and one additional ad hoc meeting to plan for National LTC Day.

Highlights of the committee's work include:

- Review of quarterly CALTC social media analytics prepared by Santis.
- Development of social media campaigns in collaboration with Santis.
- Advice on communications planning to support government relations advocacy, including review of key messages for fall and spring lobby day.
- Contribution to communication toolkits for CALTC members to support advocacy and awareness.
- Development of National LTC Day theme and compilation video.
- Advice on communication related questions and distribution planning for the national LTC survey.

Outcomes:

- Social media calendar and resulting analytics have continued to show growth over the last year.
- Communications support for advocacy events were successful.
- Planning for National LTC Day social media campaign member toolkit/ comms kit for supporting stakeholder organizations was well received.
- National participation in the survey.

I appreciate the opportunity to serve in the Chair role, and I thank the members of the committee and Santis for this work over the last year. I appreciate your commitment and contribution.

Respectfully submitted by:

Adam De Caire

Committee Chair

Senior Director, Public Affairs & The Sienna For Seniors Foundation, Sienna Senior Living

POLICY AND KNOWLEDGE TRANSFER COMMITTEE REPORT

Members:

- **Aly Devji**, Langley Care Society, Chair
- **Lara Croll**, BC Care Providers Association (BCCPA)
- **Marion Godoy**, Responsive Health Management
- **Darlene Oaks**, Nursing Home Association of PEI (NHAPEI)
- **Tara Preston**, Alberta Continuing Care Association (ACCA)
- **Wiesia Kubicka**, Policy Advisory, Ontario LTC Association (OLTCA)

This committee has been active over the last year, with four meetings held. Highlights of the committee's work include:

- Development and Board approval of the following position papers:
 - AI Note Taking
 - Work Integrated Learning
 - Immigration and LTC
 - Information Technology Modernization in LTC
- Updates made to the position paper on LTC housing and infrastructure.
- Contributed to the development of a briefing note on the history of LTC home development in Canada and the current needs.

I would like to thank the members of the committee for this work over the last year, and for your active participation in discussions on various policy considerations impacting the long term care sector.

Respectfully submitted by:

Aly Devji, CPHR

Committee Chair

Chief Executive Officer, Langley Care Society

LTC PHYSICIAN AND CLINICIAN ADVISORY COMMITTEE

COMMITTEE REPORT

Members:

- Dr. Andrea Moser
- Dr. Paddy Quail
- Dr. Albert Ng
- Dr. Hugh Boyd
- Dr. Fred Ball
- Dr. Lee Anderson
- Dr. Preetha Krishnan, NP
- Sarah Peason, NP
- Jodi Hall, Chair

This advisory committee meets bi-annually and met this past year in September 2025 and March 2026. Their mandate is to contribute to developing the role of long-term care Medical Clinicians, and offering recommendations as requested regarding CALTC positions that can be advanced to CALTC committees and Board of Directors.

The meetings of this committee focused on an overview of the Federal government activities regarding long term care, and policy positions of CALTC. To date, the committee has offered advice on:

- Recommendations for questions that could be considered for the National LTC Survey.
- Feedback on the draft position papers on IT Modernization and AI, immigration and LTC workforce development, and infrastructure needs and development in LTC.
- Aging with Dignity Bilateral Agreements and what investments have been noted from their perspective and where the agreements could have further benefit.

The committee has offered advice and feedback to the CALTC committees and the board on strategic priorities. I thank the committee members for their time and active contribution.

Respectfully submitted by:

Jodi Hall

Committee Chair

CEO, Canadian Association for Long Term Care (CALTC)

BOARD OF DIRECTORS

2026-2027

Contact	Organization
Bob Breen	Denominational Health Association (DHA)
Richard Losier	NB Association of Nursing Homes (NBANH)
Adam de Caire	Sienna Senior Living
Darlene Oakes	Nursing Home Association of Prince Edward Island (NHAPEI)
Donna Duncan	Ontario Long Term Care Association (OLTCA)
Mary Polak	BC Care Providers Association (BCCPA)
Denise Milne	Alberta Continuing Care Association (ACCA)
Sue Vovchuk	Long Term & Continuing Care Association of Manitoba (LTCAM)
Debra Boudreau	Nova Scotia Nursing Home Association (NSNHA)
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