



Annual Report 2025-2026

Carefor

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This past year, Carefor has remained focused on what matters most: helping people live safely, independently, and with dignity in their homes and communities. As a not-for-profit agency delivering a wide range of homecare, community support, residential, hospice and assisted living services, we play a vital role in supporting both individual well-being and the needs of the communities we serve.

Across Ontario, pressures on the health system continue to grow. An aging population, increasing complexity of care, and sustained demand for services are being felt in every community we serve.

These realities reinforce a clear truth: home and community care is essential not only to quality of life, but also to a sustainable health system.

Carefor continues to deliver high-quality, compassionate care while adapting to meet these evolving needs. This is a direct reflection of our people. We would like to thank our staff, volunteers, and caregivers for their professionalism, dedication, and commitment. We also extend our gratitude to our system partners, and our Board of Directors for their continued collaboration and support.

This year, we strengthened our impact across the healthcare system. Our hospital transitions programs are a great example of the role Carefor plays in supporting individuals as they move between care settings while improving continuity and helping achieve better outcomes for clients and families. This is integrated, community-based care in action.

Carefor is a trusted and valued partner across the system. We are committed to working collaboratively and remain open to new approaches that improve coordination, expand access, and enhance client experience. At the same time, we are disciplined in how we manage our resources to ensure long-term sustainability.

The home and community care sector has never been more relevant. As more seniors choose to age in place, and as governments continue to invest in care outside of more traditional institutional settings, there is a meaningful opportunity to build on the recent progress made and expand the impact of community-based services.

Looking ahead, Carefor will continue to focus on expanding access, stabilizing and supporting our workforce, deepening partnerships, and advancing practical, innovative approaches that improve outcomes. We will also continue to advocate for the critical role of home and community care services in meeting the needs of a growing and aging population.

Care is most effective when it is delivered where people want it most, at home and in their communities. This principle will continue to guide our work in the year ahead.

Thank you for your continued trust and support.

John MacKenzie
Chair

Steve Perry
President & CEO

CAREFOR BY THE NUMBERS

2025-2026



Hours of care provided
by Carefor PSWs:
705,024



Visits by nurses:
67,332
Average appointments
per day: **184**



Allied Health*
appointments:
31,043



Admissions to Transition
Programs: **467**
Discharges: **377**



Residents living in our
Retirement Homes:
163



Admissions to
Hospice Cornwall:
526



Meals delivered:
64,837
People served:
2,880



People served at adult day
programs: **646**
Attendance days:
13,894



Transportation drives:
59,102
People served:
3,206

*Physiotherapy, Occupational Therapy, Dietetics & Social Work

Partnership & Innovation

Helping Relieve Pressures on our Healthcare System

This year, Gerardus “Jak” Jak learned how quickly life can change. After contracting RSV, his diabetes spiraled and a small heel ulcer rapidly became a severe infection. “Everything happened so fast,” he said. “One day I was fine, the next my heel was falling apart.” After ten months of treatment at Queensway Carleton Hospital, the infection still wouldn’t heal, and Jak made the difficult but clear decision to undergo a leg amputation. “Two days after the surgery, I felt 100% better.”

But recovery meant more than healing; it meant rebuilding his life. Jak and his wife are now selling their beloved log home and searching for a wheelchair-friendly bungalow. “I never thought I’d be learning how to transfer from a wheelchair to a car at 70,” he joked. His humour, sharp and constant, has been one of his greatest tools in his recovery.

Through Queensway Carleton Hospital’s Hospital to Home Program, Jak receives eight weeks of coordinated support at home. His Carefor nurse, Sarah, visits twice a week to

manage his wound care and keep his spirits up.

Meanwhile, he is also receiving personal support, occupational therapy and physiotherapy from other agencies. Currently he is preparing for a prosthetic leg — the key to returning to the golf course. “[The physiotherapists] push me hard because they know I want to walk again. I want to golf again,” he said.

Carefor is part of three hospital to home programs which supported 467 clients last year. These innovative partnerships are uniting agencies around client care to help people transition out of hospital and to their lives as seamlessly as possible.

“I still have things I want to do,” Jak added. “This program is helping me get there.”



Strategic Plan 24-27

This year was the middle year of our 2024-2027 Strategic Plan and we are making great progress on building a strong foundation for future growth.

The Strategic Plan is based on four Enabling Initiatives:

- **AlayaCare Implementation:** Giving our staff the tools to work effectively and efficiently in a modern world.
- **Recruitment and Retention:** Finding and keeping the best people for the job.
- **Strategic Partnerships:** Collaborating with partners to develop client-centred care initiatives.
- **Client Care Investment Strategy:** Ensuring high quality care that supports the needs of our clients and the healthcare system.

Building an Exciting Future

Everything we do is grounded in this Strategic Plan. We’re excited not only to see the progress we’ve made to this point but also how it sets us up for opportunities to expand our services while growing new ones.

Healthcare is in a constant state of flux as government and agencies collaborate to improve outcomes for clients. With the right tools, strategies and actions, Carefor has grown by over 25% since 2020.

This is in part due to the quality of care our staff provide but also our role as a not-for-profit agency that provides home care *and* community support services. Working together with our partners, we’re excited for what’s to come.

Respect

Helping People and a Community in Need



When the radio crackles “Code Abby,” Oluwaseun is already moving.

Inside the Shepherds of Good Hope TED Program, there is no hesitation, only action. Code Abby means someone isn’t breathing.

Alongside nurses from Ottawa Inner City Health, she runs toward someone in crisis. A woman lies on the floor; she is blue. Within seconds, Oluwaseun is at her side, delivering breaths, working in rhythm with her team. They call the woman back, refusing to give up, refusing to let her slip away.

Moments later, another Code Abby. Another life hanging in the balance.

This time, it’s a man in his 70s. No pulse. No movement. For thirty relentless minutes, Oluwaseun and the team from Shepherds and Ottawa Inner City Health take turns performing CPR, hands replacing hands, determination replacing doubt. The effort is exhausting, physical, emotional, but no one steps away. No one stops. Because here, every single life matters, no matter the circumstances that brought them here.

When paramedics arrive, the team finally steps back, unsure of the outcome.

Two days later, Oluwaseun learns the unimaginable: he survived.

For her, it’s a moment of quiet triumph but also something deeper. It reinforces why she shows up every day, not just to respond to emergencies, but to care for people who are too often overlooked, stigmatized, or forgotten. She sees beyond the crisis to the human

being in front of her, someone deserving of dignity, compassion, and connection.

That commitment is at the heart of a vital partnership between Carefor, Shepherds of Good Hope, and Ottawa Inner City Health. Together, we are addressing one of Ottawa’s most urgent and complex challenges: the human reality of homelessness and substance use. This work goes beyond emergency response. It is about meeting people where they are, providing care without judgment, and ensuring no one is left to face crisis alone.

Oluwaseun spends most of her time working at the Ottawa Mission providing care and dignity to people who may have been forgotten during their last days. For her it’s about seeing someone but also listening. Our community is dealing with some significant hardships, but so are people living it day to day.

Carefor is proud to play a key role in this partnership, providing skilled, dedicated Client Care Workers like Oluwaseun. Their expertise, paired with deep compassion, helps sustain both immediate life-saving interventions and ongoing, person-centered care.

The work of this team is not just about saving lives in critical moments, though that matters deeply, it is about showing up, again and again, with determination and humanity.

Together, this partnership is proving that even in the most difficult circumstances, care, connection, and hope can endure, and that every life is worth fighting for.

Responsiveness

Bringing Health & Housing Together to Deal with a Growing Problem



When David arrived at the Carefor Mackay Centre in Pembroke late last year, he was a senior in crisis. At 79, he had spent years in an unsafe and increasingly unstable living situation that left him isolated, unwell, and without the support he needed. But within weeks of moving into Mackay Centre, everything changed. He stabilized, regained strength, and rediscovered something he had been missing for a long time: a sense of community.

David's story is personal, but it reflects a much larger issue facing seniors across Ontario. As the cost of living rises and affordable housing options are harder to find, more older adults are finding themselves vulnerable, unsupported, and with nowhere safe to go. Carefor, as a not-for-profit organization, is often one of the few remaining lifelines for seniors who fall through the cracks.

A Crisis Many Seniors Face

Before coming to Mackay Centre, David had been living in a situation that had become unsafe for his health and wellbeing. His mobility challenges made daily life increasingly difficult, and despite receiving home care services, he was not getting the support he needed. His niece, Jacky, described the moment she realized how serious things had become: "I don't know what would have happened to him if Carefor didn't take him."

David's experience is far from unique. Nearly 1 in 5 seniors in Ontario lives on a fixed income that has not kept pace with inflation. The cost of living has risen more than 15% since 2020, while pensions have increased only marginally. Ontario faces a shortage of over 7,000 affordable supportive housing units for seniors, leaving many with few or no options, especially in rural communities where services are limited. For many older adults, especially those with complex

health challenges, the choices are stark: remain in unsafe housing, stay in hospital far longer than necessary, or face homelessness.

Carefor Steps In

When hospital staff determined David could not return home, his niece worked urgently to find a safe alternative. Carefor Mackay Centre was the only retirement home able to work with his extremely limited income. Thanks to their ability to access government subsidies to support David's physical needs, staff called back with the words Jacky didn't expect: "We can make it happen."

With support from family and Carefor, David moved into Mackay Centre and began to flourish almost immediately. Within two months, he was healthier, more social, and fully engaged in daily life. "He's a changed man," his niece said. He participates in programs, plays bingo, chats with neighbours, and proudly refers to his room as "his apartment."

A Community Solution to a Community Problem

David's story underscores a critical truth: housing is a health issue. Carefor's community services help seniors age safely at home, but when home is no longer safe, seniors need somewhere to go, somewhere where they can get the support they need at a price they can afford.

That is why Carefor is working with donors and partners to ensure seniors like David have access to safe, stable housing with care supports when they need it most. As his niece put it, "If not for the support of Carefor and the community, people like my uncle would be in even more dire straits."

Excellence

Connecting a Community with Grief Support and Palliative Care

When Danny Sinagra lost his wife Maria, his world came to a standstill. "I was lost," he says. He stopped going out, stopped connecting, and lived surrounded by memories—her belongings untouched, him still watching their favourite shows. Talking to her picture became his way of holding on.

It wasn't until Danny connected with Carefor Hospice Cornwall's Grief and Bereavement Services that something began to shift.

Importantly, that support didn't happen inside Hospice walls, it met him where he was. Carefor's programs extend into the community, offering one-on-one counseling and group sessions that help people navigate grief in their own lives, in their own time.

At his first session, Danny was given a small stone engraved with the word "Hope". "That rock changed everything," he says. It became the start of a personal ritual—collecting stones that now form a small shrine for Maria, grounding him in moments of grief and reflection.

Through regular group meetings at Hospice, Danny found something he didn't expect: connection.

"At first, I didn't think it would get better," he admits. "But people kept saying it would. And one day it did." In those sessions, laughter and grief coexist, helping participants rediscover a sense of belonging.

Slowly, Danny began rebuilding his life. He started volunteering in the community, delivering Meals on Wheels and helping others. "Now I feel useful again," he says.

His journey is a powerful reminder that healing doesn't happen in isolation. Carefor's community-based programs ensure that support reaches beyond hospice, bringing care, compassion, and connection directly to people like Danny, where they need it most, when they're ready to take the first step forward.



You make us better

For 128 years Carefor has existed because of our community and for our community. Thanks to staff, volunteers, partners and donors, we are able to support over 20,000 clients per year.

This wouldn't be possible without those who work alongside us, such as volunteers giving their time, donors helping

others by supporting services, and advocates speaking out about the importance of home and community care. Thank you for being with us on our journey.

And if you want to be part of helping bring comfort and dignity to those in need, please join us. Your support means people getting the help they need and deserve. carefor.ca

VOLUNTEER



DONATE

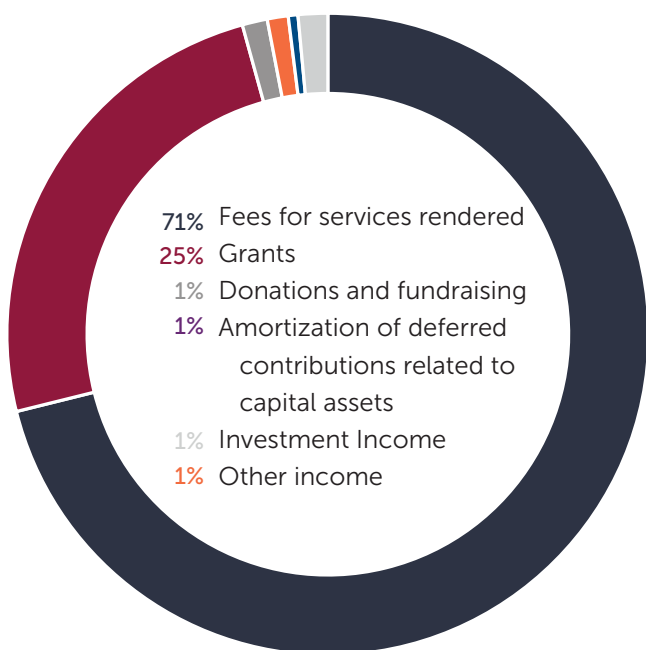


ADVOCATE





CAREFOR AUDITED FINANCIALS 2025-2026



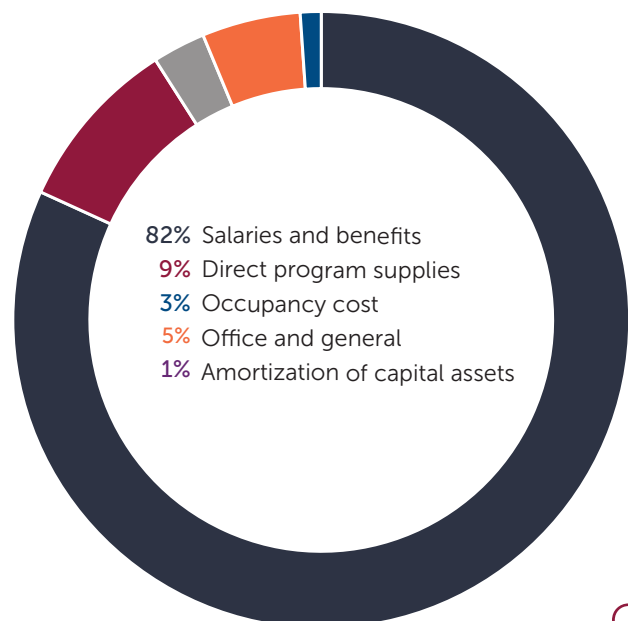
Revenues

(in thousands of dollars)

2026

Fees for services rendered	\$55,611
Grants	19,216
Donations and fundraising	987
Amortization of deferred contributions related to capital assets	689
Investment Income	380
Other income	1,163

78,046



Expenses

(in thousands of dollars)

2026

Salaries and benefits	\$65,026
Direct program supplies	7,278
Occupancy cost	2,205
Office, information technology and general	4,108
Amortization of capital assets	869

79,486

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(1,440)