Kristus Darzs Latvian Home Management Report to Annual General Meeting for January 1, 2025 – December 31, 2025 Executive Director: Inese Pogule

As we look back on 2025, first, we would like to highlight our 40th anniversary. This occasion was marked in three meaningful ways: a gala event with the Board of Directors, community and family members, an offsite staff party with games, performances and dancing, and a celebration with residents at Kristus Darzs that included a musical performance, champagne, and traditional kliņģeris. These events were a fitting way to honour our history and people.

Values Statement

Throughout 2025, the Executive Director met with team members, department leaders, family members, residents, and the Board of Directors in small focus groups to gather their input in creating Kristus Darzs Latvian Home's Values Statement.

More than 100 individuals participated in this process. Participants not only identified the values that mattered most to them but also shared what those values meant in practice and why they were important to the culture and care provided at Kristus Darzs. Here is the statement as approved by the Board of Directors:

> *At Kristus Darzs Latvian Home, we provide exceptional care with heart, integrity, and kindness.*
>
> *We treat every resident, family member and colleague as part of our extended family - honoring each person's story with compassion and respect. We work together as one team, supporting one another and sharing responsibility to ensure the best possible outcomes for those we serve.*
>
> *We act with honesty, accountability, and professionalism, building trust through transparency, and ethical decision-making.*
>
> *Rooted in our Latvian heritage and faith-based traditions, we foster a warm and inclusive home where everyone feels valued, supported, and truly at home.*

The values statement at Kristus Darzs Latvian Home will be actively used to guide operations by shaping our practices, decisions, and workplace culture. It will be part of resident care, staff training, leadership, communication, and community involvement.

Resident Census

Age. As of December 31, 2025, the average age of residents was 88 years - 83 for men and 89 for women. The majority (73) were between 81 and 99 years old, while 6 residents were 100 or older.

Latvian Residents. The percentage of Latvian residents decreased to 38%.

Advocacy for Cultural Admissions

Throughout 2025, Executive Director actively monitored the waitlist and engaged directly with Latvian applicants and their families. Executive Director provided guidance on navigating the healthcare system and strategies to support timely admission. As a result of this proactive support, twelve Latvian applicants were successfully admitted to Kristus Darzs.

To be admitted to Kristus Darzs, applicants must be assessed by their Ontario Health atHome case worker. The case worker determines the applicant's category. **Applicants in the crisis category have a greater likelihood of admission**, as crisis applicants receive priority over all other categories. Kristus Darzs is a culturally specific Home and Latvian applicants within the crisis category receive priority admission.

Resident and Family Satisfaction

Resident and Family Annual Satisfaction Survey 2025. Resident and Family satisfaction with the Home remains high as suggested by the 2025 survey results.

How would you rate Kristus Darzs overall?

Residents: In the latest survey, ninety-three percent (93%) of resident respondents rated the home as "good", "very good" or "excellent" a slight drop from ninety-seven percent (97%) in 2024.

Families/SDMs: One hundred percent (100%) of respondents rated the home as "good, very good" or excellent", an improvement from ninety-six percent (96%) 2024. "Excellent" responses increased to 66% vs 33% in 2024 suggesting increasing satisfaction with Kristus Darzs.

Would you recommend Kristus Darzs to a family member or friend needing long-term care?

Residents: Eighty-nine percent (89%) of resident respondents would probably or definitely recommend Kristus Darzs, a decline from ninety-seven percent (97%) in 2024. Uncertainty increased with 8% of respondents responding "Don't know" up from 0% in 2024.

Families/SDMs: One hundred percent (100%) of family/SDM respondents would definitely or probably recommend the home, an improvement from ninety-one percent (91%) in 2024. These ratings indicate sustained satisfaction with the quality of care and services provided.

Infection Prevention and Control

Last year, Kristus Darzs experienced only one respiratory outbreak, which occurred in December and lasted only 2 weeks. This is a strong testament to the Home's effective Infection Prevention and Control (IPAC) practices, as well as the commitment of staff in maintaining a safe environment for residents, families, and each other.

Risk & Compliance

Emergency Preparedness. The Home completed all required emergency code drills and updated our Emergency Preparedness Plan. A full Code Green evacuation drill was successfully conducted on September 18, 2025, in collaboration with the City of Vaughan Emergency Preparedness team. Observers, including the Fire Marshall, commended our leadership, organization, and readiness. The annual fire evacuation drill was also successfully completed.

Cybersecurity. In 2025, two of Kristus Darzs' service providers experienced cybersecurity breaches. As a result, some resident personal information was also implicated. Both providers completed full investigations and confirmed that there was no evidence to suggest the information was used in a malicious manner. The Home continues to work closely with its service providers to ensure appropriate safeguards are in place and to reduce the risk of future incidents.

Kristus Darzs has further strengthened its own cybersecurity protocols and procedures. This includes implementing monthly network security scanning to proactively identify and address vulnerabilities, as well as enhancing staff education and awareness to support safe digital practices and reduce risk.

Ministry of Labour. We did not trigger any Ministry of Labour inspections. One hundred percent (100%) of our employees completed the Health and Safety training before the end of the year.

Ministry of Long-Term Care. Last year, we had five Ministry of Long-Term Care inspections triggered by our proactive reporting of critical incidents. Inspectors validated our investigations. These outcomes reflect strong internal oversight, transparency, and effective follow-up processes.

Finance

In 2025 we broke even. We ended the year with only $2700 overspent.

The value of our aging building has decreased, and this will be reflected in the amortization amount of $109,000.

Programming

Thanks to the generous support of Daugavas Vanagi Latvian Relief Society, we were able to host at least one Latvian entertainer or guest at Kristus Darzs each month. These engaging visits included musical performances, folk dancing, educational lectures, and visits from dignitaries, enriching the lives of our residents through meaningful cultural connection.

Service Providers

In 2025, we transitioned from traditional commercial cleaning and laundry products previously purchased from Procter & Gamble to the **Diversey cleaning system**, a more affordable and environmentally responsible solution that uses concentrated products and refillable dispensing bottles. This change has helped reduce packaging waste, lower transportation and storage needs, and improve cost efficiency while maintaining high standards of cleanliness and infection prevention throughout the Home. The new system also supports more consistent product dilution and safer chemical handling practices for staff.

Purchasing and Revenue Share Agreement with Silvergroup Purchasing (SGP). In May, we signed agreement with SilverGroup Purchasing - a group purchasing service through membership, whereby members of the Volume Discount Program benefit from volume discounts negotiated by SGP on certain goods and services (including, but not limited to clinical, food service, housekeeping, laundry, maintenance, capital equipment, furniture, and fixtures). We negotiated a substantial rebate for revenue sharing and $10,000 signing bonus.

Building

Replacement of nursing stations. Our old nursing stations had sustained some damage which made it difficult to adequately clean and sanitize them. In the Spring of 2025, we replaced all three nursing stations on each unit.

New mattresses. Thanks to a generous donation from a member of the Latvian community, we were able to purchase new mattresses for our residents, replacing mattresses that were over 15 years old. This thoughtful gift has provided residents with greater comfort and improved quality of sleep. The therapeutic features of the new mattresses have also supported skin integrity and contributed to the prevention of pressure ulcers among residents at risk of skin breakdown.

Septic System Maintenance. A number of building projects also involved essential maintenance

of the septic system, including the replacement of septic pumps. These upgrades are important to ensure the continued reliability and proper functioning of the system.

Boiler and Heating System Maintenance. Due to the mineral-rich nature of our well water, calcium and other mineral deposits accumulate within the pipes that supply the boilers. This buildup places added strain on the system, making regular maintenance and costly periodic repairs necessary.

Our aging building continues to be a significant source of ongoing maintenance requirements and operating expenses. As systems and infrastructure reach the end of their useful life, increased attention is needed to ensure safe, reliable, and compliant operations. Continued investment in repairs, upgrades, and preventative maintenance remains essential to support the sustainability of the Home and the well-being of our residents.

Technology Upgrades

In 2025, we purchased 6 new computers to replace older machines which could no longer be upgraded to Windows 11 24H2.

Personnel

Settlement with the Union A 3.5% wage increase was agreed upon for both 2024 and 2025. In addition, Registered Practical Nurses (RPNs) received a $2.00 per hour increase to ensure an appropriate wage differential between PSW and RPN positions. Arbitration was avoided, and for the first time in a long time, the Home successfully reached a negotiated settlement with the Union. The current collective agreement expired in December 2025. The next round of collective bargaining is expected in 2026.

Employee Engagement Survey 2025. At the end of 2025 we collaborated with Karen Yatabe, Quality Care Consulting Inc. to administer employee engagement survey. We had an exceptionally high response rate from our employees. One hundred and fifty (150) respondents were given an opportunity to complete the survey. Ninety-seven (97) respondents completed the survey accounting for a sixty-five percent (65%) response rate. Thirty percent (30%) is considered a good response rate for surveys of this type.

Employees reported high levels of satisfaction with their workplace**:**

- **I am happy to come to work,** (86% strongly agree/agree). 12% of respondents indicated a neutral level of satisfaction and 2% strongly disagreed.
- **Overall, how satisfied are you with your job at Kristus Darzs?** (86% satisfied). 14% indicated a neutral level of satisfaction.

- **I would recommend Kristus Darzs as a workplace to my friends and family.** Eighty-eight percent (88%) of employee respondents would recommend Kristus Darzs as a workplace to others. 11% indicated they would "maybe" recommend the home while 1% stated they would not recommend the home.