

2025 – Driving Change, Delivering Results!

Over the past year, we have pursued growth and innovation while also staying firmly focused on the issues that matter most to you in delivering high-quality care to seniors.

A key example is our great progress with sector partners and government on Nursing Homes Without Walls, a game-changing model that brings LTC home resources directly to seniors in their homes – and we were proud to be chosen as the jurisdictional lead for Ontario's NFP LTC homes.

The government's Community Access to LTC pilot that supports those on LTC wait lists is also a sector success – and the kind of approach we've been advocating for to advance innovative, senior-focused care.

In our role as the first provincial hub for CanSPARK, we're excited to support pan-Canadian LTC research and contribute to nationwide innovation.

These are examples of the ways we are working to encourage change and advancements in the system that will make it better for seniors.

We also had some big wins this year – government recognition and funding for emotion-focused models of care, a new capital funding program that is more supportive of NFP and municipal homes, consolidated nurse practitioner funding, and over \$600M in new funding for the sector – all significant achievements, especially in a time of economic restraint and uncertainty.

While celebrating these successes, we continued to tackle critical issues and advance key priorities and supports for members: Bill 14

provisions that will pose serious challenges to the operation and governance of homes if enacted, vulnerable sector check delays, increase in residents experiencing mental health and addictions issues, reinstating cultural LTC admissions, improving proposed life lease legislation, and addressing challenges related to HSCPOA, interRAI implementation, resident support aide changes, and more!

With the help of members, our efforts on Bill 14 seem to be paying off, and – we are hearing it may not be moving forward this fall.

I am so thrilled that our work is resonating with others – our membership has grown by 33% since 2018!



It's been a busy and rewarding year, and we hope our efforts have made a difference for you and your organization. We look forward to continuing to support your work, champion your priorities, and drive positive change in 2026.

RESULTS

Queen's Park – Visible and Influential

Lobby Day 2025

Board members and staff brought your voice to Queen's Park on November 24, meeting with ministers, political staff, officials and opposition parties on our top priorities: LTC funding, seniors' supportive housing, and addressing increased referrals of individuals with mental health and addictions to LTC. This kind of direct, in-person advocacy that we do each year is vital to helping government understand the challenges our sector faces so it can take meaningful action.

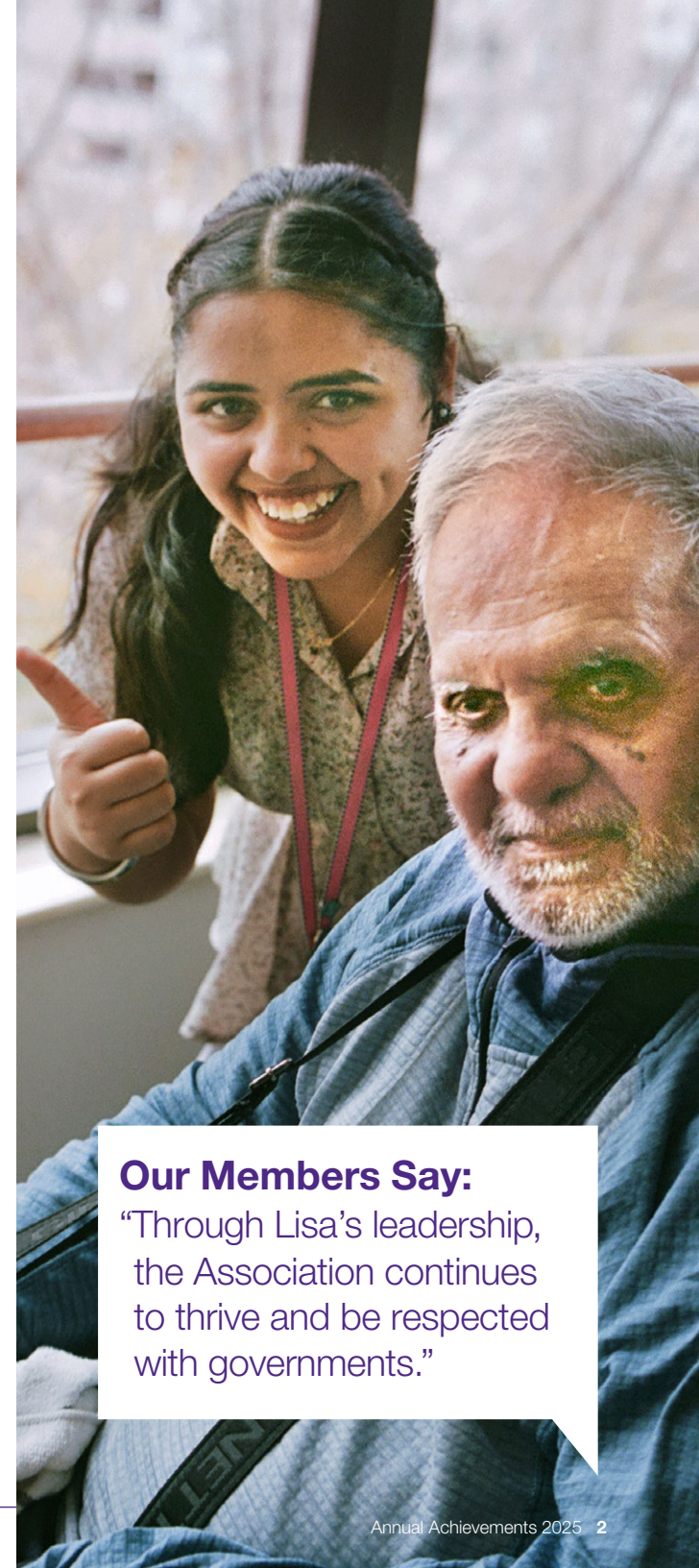


Strong Government Relationships

- > Strong and productive working relationship with LTC Minister Natalie Kusendova-Bashta.
- > Regular meetings with and access to LTC Minister's office and senior policy staff.
- > Close and ongoing connections with LTC Deputy Minister Peter Kaftarian and ADMs Sean Court (policy), James Stewart (capital), Gillian Steeve (planning/partnerships) and Sandra Lawson (operations)
- > Meetings with Premier's Office, Treasury Board, ministries of finance, health, municipal affairs and housing, and seniors and accessibility

Our Members Say:

"Through Lisa's leadership, the Association continues to thrive and be respected with governments."





RESULTS

Increased Funding: \$604M in 2025

We're delivering results that matter – turning advocacy into real dollars for seniors' care.

The 2025-26 provincial budget and in-year announcements brought major new investments across LTC, community services, home care, and housing — proof that our collective voice is driving change where it counts most.

Long-Term Care

\$97 million

2.1% LOC funding increase

\$395 million

3.1% increase for four hours of care (nurses, PSWs, AHPs); now permanent base funding

\$89 million

Community Paramedicine in LTC; now permanent program

Our Members Say:

“AdvantAge Ontario does an excellent job representing the not-for-profit sector. Continue doing what you're doing!”

PLUS:

- > **\$100 million** for new Consolidated IPAC Program
- > **\$390 million** for PSW Permanent Wage Enhancement
- > **\$102.5 million** for Comprehensive Minor Capital Program
- > **\$10 million** for Supporting Professional Growth Fund (SPGF)
- > **\$35 million** for Local Priorities Funding
- > **\$35 million** for Integrated Technology Solutions Program (IPITS)
- > **\$3.7 million** for Skin and Wound Care Training Programs through NSWOC and Wounds Canada
- > **\$9 million** over three years to increase access to Improving Dementia Care Program
- > **\$110 million** over three years for Nursing Partnership for Learning, Employment, Development, Growth, and Experience (Nursing PLEDGE) program
- > **\$70 million** over three years for Jumpstart Opportunities in Nursing in Long-Term Care (JOIN LTC) program
- > **\$665,000** for the Externship pilot program

Home and Community Care

\$3 million

Over three years for dedicated veteran-focused stream in Seniors Community Grant Program.

\$1.1 billion

Over three years to expand home care services and the Hospital to Home (H2H) program.

What's Next

We have finalized our 2026-27 pre-budget submission focused on enhanced supports for LTC residents with rising acuity and expanding assisted living supports and home and community care for older adults.

RESULTS

Capital Investments Support NFP and Municipal LTC

We had a lot to celebrate with the government's new capital funding program. It delivered key advocacy wins and clearly showed that our message that NFP and municipal homes need specialized support was heard!

- > Eligibility is no longer time limited
- > NFP and municipal operators will receive 35% of their 85% eligible funding during construction and the remaining 65% over 25 years.
- > Planning grant doubled to \$500K for NFP and municipal LTC homes.
- > Eligible costs now include non-built-in furniture, fixtures and equipment, borrowing and financing costs, professional/consultant fees, and land purchase.
- > Indigenous and hospital LTC operators will receive all eligible construction funding upfront.



Craigswiel Gardens



Muslim Welfare Centre of Toronto



Fairvern Nursing Home

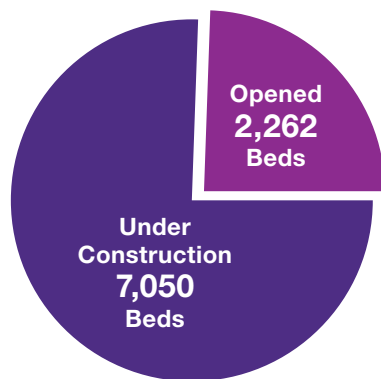


Foyer Richelieu Welland



Communauté Du Trille Blanc

56 Member LTC Projects Opened or Under Construction



Total Beds 9,312



The Elliott Community Long Term Care Residence



Maxville Manor



Twenty Valley Terrace

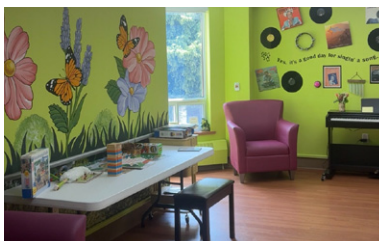
RESULTS

Moving Emotion-Focused Care Forward

Thanks to years of steady advocacy, emotion-focused care is gaining the attention it deserves.

The Ministry's September launch of the Improving Dementia Care Program (IDCP) marks a major step forward in recognizing and supporting these models. An investment of \$9 million over three years will support staff training and new programs for residents in up to 15 homes.

We continue to spread awareness of innovative initiatives and models of care. This spring, we hosted a three-part webinar series highlighting three emotion-focused care models.



Research and Innovation

Nursing Homes Without Walls

Over the past couple of years, we have led efforts to bring New Brunswick's successful Nursing Homes Without Walls (NHWW) program to Ontario. This innovative model supports aging in place by enabling LTC homes to provide seniors living in the community with essential services and supports where gaps exist.

Working with Health Care Excellence Canada (HEC) and The Waltons Trust, we are helping design a pilot program for Ontario and are pleased to have been selected as a jurisdictional lead for NHWW in Ontario for NFP LTC homes.

CanSPARK and OnSPARK

Canada Supporting Partnerships to Advance caRe and Knowledge in Long-Term Care (CanSPARK LTC) is an exciting and collaborative initiative with the goal of ensuring that all LTC home decisions, and care provided, are grounded in evidence and focused on the individuals who live and work in LTC Canada. We have been involved since the early stages and are proud to have been approved as the Ontario Hub!

We are also actively involved with OnSPARK (Ontario Supporting Partnerships to Advance Care and Knowledge), Canada's first and largest real-time LTC data-sharing network.

MORE RESULTS

Four Hour Target Achieved

Thanks to increased government funding and the incredible efforts of LTC homes, the sector reached a longstanding target: a provincial average of four hours of direct care!

Nurse Practitioners

Advocacy win with recently announced consolidation of NP funding.

LTC Pharmacy Freeze

We secured a freeze on pharmacy funding for 2025/26 after the government had planned cuts, and we continue to advocate for a much-needed increase.

Ward Room Funding

Successfully advocated for 100% of Level of Care funding, including OA envelope for each unoccupied third and above bed in a ward room for LTC homes with 64 or fewer beds.

Community Access to LTC

Three member organizations – Peel Manor, Wellbrook Place and St. Joseph's Villa Dundas – were announced as pilot sites for this new program, allowing seniors to access services on-site from participating homes while remaining in the community.

Staffing Agencies

Our advocacy paid off with Bill 11 bringing greater transparency for staffing agencies by requiring them to report data on their services and fees to the government.

IPAC

Our efforts helped secure regulatory amendments giving LTC homes greater flexibility to meet IPAC lead certification requirements.

Development Charges

Legislation passed in June eliminated municipal development charges for NFP LTC homes.



Action on Other Issues

Bill 14

- > Members have raised serious concerns about the heavy compliance requirements in Bill 14, *Support for Seniors and Caregivers Act, 2025* – and advocating for amendments has been a top priority for the Association.
- > We have briefed officials numerous times, prepared a submission, and engaged members through our advocacy toolkit.
- > Our efforts seem to be paying off: we are hearing the Bill won't be tabled this fall.

HSCPOA

- > Registration requirements for legacy PSWs under the Health and Supportive Care Providers Oversight Authority (HSCPOA) are a significant concern and will add further strain to the sector's HHR crisis.
- > We are supporting members through education and resources – and we are getting traction in our discussions with the ministries of Long-Term Care and Health.

Our Members Say:

“AdvantAge Ontario works hard to ensure our voices are heard and relevant issues are addressed.”

Wage Harmonization

- > Partnering with nine other associations on #ForUsForYou campaign to urge government to close the wage gap between community health care workers and health workers in other sectors.

Cultural Homes

- > We are actively involved in the provincial pilot enabling 29 homes to prioritize crisis admissions based on religion, ethnicity or linguistic origin.
- > Progress is positive, and we continue to press for a “crisis cultural bed” category to be put in place for all cultural homes.

PLUS

- > Build Canada Homes
- > Federal relationship building and advocacy
- > Life lease proposed legislation and member resources
- > Northern and rural HHR issues
- > Provincial and federal elections
- > Seniors' housing forum
- > Tariffs
- > Vulnerable sector check

Submissions

- > Bill 11: Letter of Support (Temp agency reporting) and regulation submission
- > Federal Election Platform Document
- > Provincial Election Platform Document
- > 2025-26 Federal Pre-Budget Submission
- > 2025-26 Ontario Pre-Budget Submission
- > Bill 14 Advocacy Toolkit and Submission
- > Build Canada Homes Submission
- > FLTCA Red Tape Submission
- > Bill 10, Schedule 8 Letter (Liability for housing providers)

Presentations

- > Rural Ontario Municipal Association 2025
- > Association of Municipalities of Ontario 2025
- > Council on Aging of Ottawa's Age-Friendly Housing Committee
- > Ontario Non-Profit Housing Association Conference
- > Bill 14 briefings with MLTC
- > Mental Health and Addictions briefings with MLTC and MOH
- > Federation of Northern Ontario Municipalities (FONOM) Conference
- > Background briefings for elected officials and staff following the Ontario and federal elections earlier this calendar year
- > Aging Panel at Longwoods Breakfast Series

Our Priorities in the Media

We made headlines by bringing attention to key issues facing members and the sector.



Release: Tariffs Can't Trump Everything
AdvantAge Ontario, February 13
U.S. tariffs should not overtake the conversation during the current election campaign, according to a group representing not-for-profit seniors' care, which is urging political hopefuls to come up with bold ideas to make it easier for seniors to age at home. "Tariffs need to be taken seriously, but they shouldn't trump everything," said Lisa Levin, Chief Executive Officer of AdvantAge Ontario.

Levin: Seniors' housing should be a huge election issue

All this tariff talk mustn't 'Trump' discussion of other serious problems as Ontario voters go to the polls next week.

Ontario faces calls to dedicate surplus land for long-term care homes to non-profits

By Isaac Callan & Colin D'Mello
Posted January 22, 2025 7:00 am • 3 min read



Ontario facing health care funding shortfall: FAO

The Elliott Community becomes first accredited Butterfly Home in Guelph

The Elliott Community has earned an 'Excellent' accreditation from Meaningful Care Matters, becoming the first facility in Guelph to implement the internationally recognized Butterfly Approach to dementia care

GuelphToday Staff
Jun 24, 2025 4:45 PM



Smaller nursing homes are cropping up across Canada. While experts say they are better for residents and staff, why is Ontario going another route?

Facing criticism for a funding model that favours large, 'institutional-style' nursing homes, the government said there is 'no minimum bed requirement' for new homes.

Updated Jan. 24, 2025 at 3:37 p.m. | Jan. 24, 2025 • 4 min read



Experts say small nursing homes like this one near Rochester, N.Y., have benefits for residents and staff, including limiting the spread of infection.

Ontario breaks ground on long-term care home in Picton

To be built on grounds of H.J. McFarland Memorial Home in Picton

Postmedia Staff
Published Jun 27, 2025 • Last updated Jun 27, 2025 • 3 minute read



Craigswiel Gardens marks 75 years and celebrates new build

Scott Nixon
Published Jul 31, 2025 • 2 minute read



Ontario still short of long-term care bed goal, data in fiscal update show



A long-term care home. (Photo by Jonas Goller/picture alliance via Getty Images)

By Liam Casey and Allison Jones, The Canadian Press
Posted November 6, 2025 5:19 pm. Last Updated November 6, 2025 5:23 pm.

Ontario has built nearly 6,700 long-term care beds with another 18,000 beds in the pipeline, a far cry from the province's goal to add 58,000 new or upgraded beds by 2028, numbers released in the province's fall fiscal update show.

Ontario launches pilot project to support dementia patients in long-term care

Long-Term Care Minister Natalia Kusendova-Bashta has announced a pilot project that will award 15 homes — with roughly 1,800 residents — \$9 million in funding for individual-first philosophies and models that are focused on people living with dementia.

Updated Sept. 25, 2025 at 6:51 p.m. | Sept. 25, 2025 • 1 min read



A Cherry walks with Geva Lindsay, a personal support worker, on Sept. 25, 2025.

Minister Kusendova-Bashta visits Lanark Lodge, praises dedication of staff

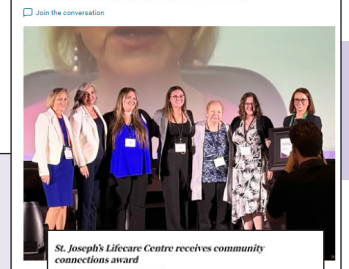
17 August 2025 • Sarah Burch



Grey County's approach to mentoring LTC students wins award

Grey County's long-term care program, Colour It Coach, won an innovation and excellence workplace quality award

Scott Dunn
Published May 08, 2025 • Last updated May 12, 2025 • 1 minute read



St. Joseph's Lifecare Centre receives community connections award

Blue Water Rest Home marks 60 years of compassionate care

Concern mounts over large wage gap in Ontario health care sector

BY JOSH BOYCE
JANUARY 22, 2025 • 12:00PM
There are increasing concerns about a growing \$2 billion wage gap in Ontario's community health care sector.

LTC expansion underway in Parry Sound

By Robin MacLennan, Editor, Ontario Construction News • May 20, 2025



Childcare in long-term care: Groundbreaking program will bring generations together at Perley Health

Elizabeth Fane
Mon, November 1, 2025 at 9:05 am EDT



Perley Health is launching a new program to provide a space for a generation of children to connect with their grandparents. From left: Perley Health's CEO, Linda Bouchard, right, with the company's government affairs manager, the Senior Vice President, and the Chief Executive Officer.

Ontario narrowly misses target of 4 hours direct care for long-term care residents

PC government set target in 2021, aimed at boosting amount of care residents received

Point-of-care testing in long-term care reduces hospital transfers

Peel Region presents results at AdvantAge Ontario's 2025 Convention

BRAMPTON, ON (May 2, 2025) – Hospital transfers can be stressful for long-term care residents, increasing their risk for delirium, hospital-acquired infections, and functional decline. In early results being presented at AdvantAge Ontario's 2025 Convention (#ASC2025) today, Peel Region saw improved health outcomes and a promising reduction in hospital transfers by expanding point-of-care testing (POCT) across all five of its Long Term Care Centres.

Exclusively for Members

Membership definitely has its privileges! Our team works very hard to provide members with a range of exclusive programs, supports and resources that you can't get anywhere else.

Policy Exchange

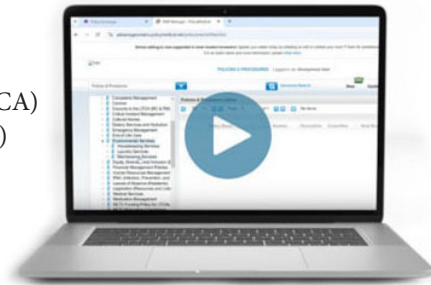
AdvantAge
Ontario

Policy Exchange – Over 1,200 Resources and Growing!

This high value, members-only online library features an easy-to-use interface and over 1,000 LTC and housing policies and resources – with new ones added every month!

Policies are grouped under five areas:

- > Fixing Long-Term Care Act, 2021 (FLTCA)
- > Infection prevention and control (IPAC)
- > Quality improvement (QI)
- > Medical Director contracts
- > Retirement homes



Data and Analytics Service (DAAS)

Unique and hugely valuable member benefit! Powerful, robust, actionable LTC data that is not available anywhere else. DAAS provides members with access to reports and custom analyses that can be used for board and council reports, budgeting, operational reviews, decisions on staffing, compensation, and benefits, and more.

Key products include:

- > LTC Expenditures Report
- > HR Benchmarking Report
- > LTC Home Inspection Dashboards



CEO Update Webinars

Interactive monthly forum hosted by CEO Lisa Levin on current sector issues and featuring ministry speakers and guest experts along with a regular Q&A segment. Over 1,400 members participated in 2025!

Capital Development Library

Extensive online repository of resources, tools and templates to support members through every stage of project development.

HHR Community of Practice

Monthly health human resources (HHR) forum for LTC homes to share and learn about common challenges and best practices for addressing HHR issues.

Group Buying Programs

- ✓ Arjo – tubs, lifts, beds, and more
- ✓ Complete – food and non-food products
- ✓ ECNG – gas and electricity management
- ✓ HUB – property and casualty insurance
- ✓ Silver Meridian – RN/RPN leadership training

Member Forums and Advisory Groups

- > IPAC Community of Practice
- > HHR Community of Practice **NEW IN 2025**
- > EDI Knowledge Exchange
- > Municipal LTC Homes Advisory
- > NFP/Charitable LTC Homes Advisory
- > Hospital-Based LTC Homes Advisory
- > Housing and Community Support Services Advisory
- > Health Care Provider Advisory **NEW IN 2025**
- > Nursing Sub-Committee
- > Cultural Homes Working Group
- > Education Advisory
- > Life Lease Advisory
- > Funding Advisory
- > Northern and Rural Advisory

Our Members Say:

“Monthly CEO updates and weekly reports are invaluable.”

Centre for Education in Senior Care (CESC)

We delivered over **50 education sessions** attracting more than **5,000 participants** with an overall satisfaction rating of 97%

Core Annual Programs

- > Administrator Leadership Program (virtual and in-person)
- > Convention and Seniors' Care Expo
- > Housing Forum
- > HR Year in Review
- > LTC Funding and Reporting
- > LTC Governance and Leadership (on-demand Learning Hub program)
- > LTC Management Training Program (fall and winter cohorts)

Learning Hub – On-Demand

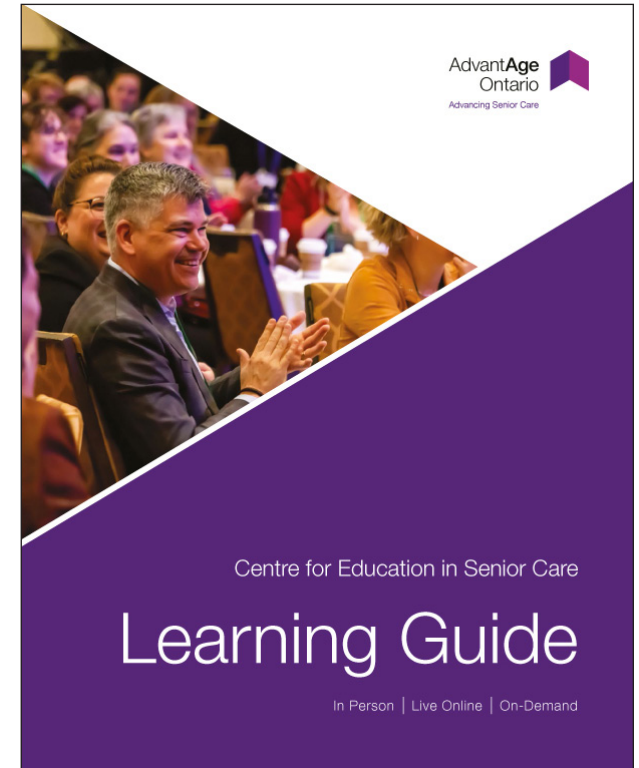
Our members-only Learning Hub offers sector-specific on-demand education. It features over 35 timely, expert-led courses and webinars on a platform that allows users to learn at a time and pace that suits their schedule.

Our Members Say:

“Education is always amazing and a main reason for us belonging to the Association.”

Issue-Specific Sessions – 2025

- > College of Nurses: Scope of Practice Changes
- > Bill 235 – Support for Seniors and Caregivers Act, 2024
- > PSW Authority: What Employers Need to Know
- > Addressing Security Challenges in Seniors' Care Centres
- > Understanding the Transition to interRAI LTCF Assessment Tool
- > Capital Financing and Development Highlights
- > Harnessing Technology to Meet Organizational Needs
- > Essential Reporting Requirements (three-part series)
- > Emotion-Focused Care (three-part series)
- > LTC Capital Development (two-part series)
- > Expanding Community Wellness Hubs in Ontario
- > LTC Capital Development Case Studies
- > Supportive Hygiene for People Living with Dementia
- > Advanced LTC Funding, Budgeting and Reporting
- > LTC Funding and Reporting (three-part series)
- > Seated Sling Application for Proper Resident Positioning
- > Level-Up the Board-CEO Relationship
- > Building and Managing a Safe Patient Handling Program
- > Navigating HHR in Seniors' Care
- > Privacy Law in the Changing Seniors' Care Environment
- > Quality Improvement
- > Planning for Occupancy (two-part series)
- > Benefits of Pressure Wound Therapy
- > Special Webinar for Municipal Councillors
- > Maximizing Ontario's New LTC Capital Funding Program



Your Board of Directors



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Region 3 Representative



Hamlet Nation
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Angela Malcolm
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Region 6 Representative



Linda Tracey
Marianhill Long Term Care Home
Region 7 Representative



Tanya Baker
Pioneer Ridge Long Term
Care Home
Region 9 Representative



Glen A. Chow
Yee Hong Centre for Geriatric Care
Member at Large

Recognized as a Top Workplace

We have earned multiple national workplace accolades, including two new distinctions this year: *Best Workplaces in Canada Led by Women* and *Best Workplaces in Canada in Government and Social Services*.



Growing Stronger

AdvantageAge Ontario members provide care and services in communities all across the province. This year, our membership increased to over 800 organizations – the highest ever – and we continue to grow!

Our Members Say: “
Everything would be
lost without you!”**”**



AdvantAge Ontario

Advancing Senior Care

For more than 100 years, AdvantAge Ontario has been the voice of not-for-profit seniors' care in Ontario. We represent over 530 providers of long-term care, seniors' housing, supportive housing and community service agencies, including 98 per cent of all municipal long-term care homes and 88 per cent of all not-for-profit long-term care homes.

AdvantAge Ontario

64 Jardin Drive, Unit 3B
Concord, ON L4K 3P3
T. 905.851.8821 F. 905.851.0744
advantageontario.ca

Photo credits: Belmont House, Communauté Du Trille Blanc, Craigwiel Gardens Inc., Fairvern, Foyer Richelieu Welland, Holland Christian Homes, Maxville Manor, Muslim Welfare Centre of Toronto, Shepherd Village, Tall Pines Long Term Care Centre, The Elliott Community Long Term Care Residence, and Twenty Valley Terrace.



Our Members Say:

“We value the collegiality amongst members and everyone’s willingness to share.”