

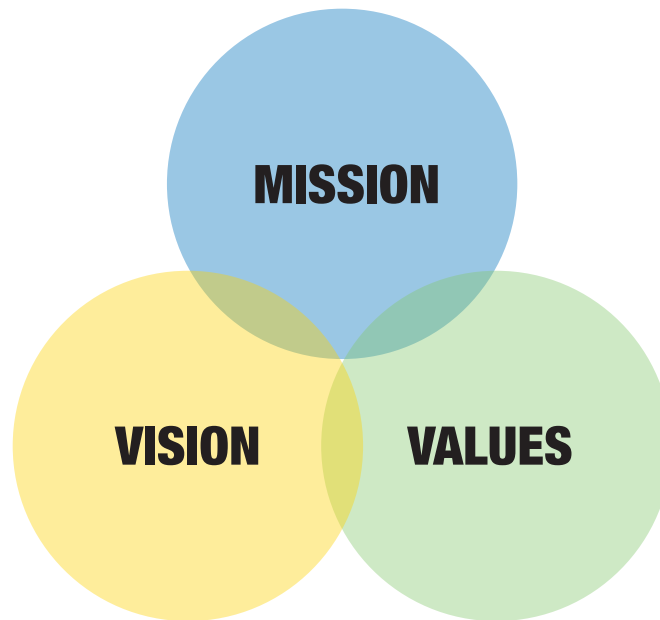


GREENWOODS
ELDERCARE
SOCIETY



OUR COMMUNITY OF CARE ANNUAL REPORT 2025–2026

OUR MISSION, VISION AND VALUES



Mission

To provide person-centred long-term care, assisted living, and community programs that support the Salt Spring Island community.

Vision

To be a sustainable, innovative organization delivering high-quality, life-enhancing care that respects the dignity, individuality, and self-worth of every person we serve.

Values

Values describe enduring, collective beliefs that guide the decision-making of the Board and that staff put into action.

- **Home:** recognizing the deep value of creating a sense of “home” for residents and families.
- **Compassion:** delivering care and services with empathy for residents, families and clients.
- **Respect and dignity:** respecting the individual worth and value of each resident, client, staff member, volunteer and guest.
- **Person-directed care and self-determination:** acknowledging the right of individuals to direct their own care to the greatest extent possible.
- **Collaboration:** working with residents, clients, families, healthcare organizations, and the Salt Spring community to provide efficient and effective programs and services.
- **Excellence in care and service:** striving for excellence in all areas.

We acknowledge with gratitude that we have the privilege of providing care and services on the ancestral and unceded traditional lands of the Hul’qumi’num and SENĆOTEN speaking peoples.

MESSAGE FROM THE BOARD CHAIR

Fifty years ago, on November 27, 1975, Greenwoods Eldercare Society was incorporated. A traditional proverb speaks to an anniversary such as this: a society grows great when people plant trees in whose shade they know they will never sit. The strength of this organization has always come from its people, both those who planted and those who carry forward what they began. In October 2025, the Board honoured that spirit, dedicating the Barb Aust Family Room, named for a former Board Chair whose leadership shaped Greenwoods in ways that continue to guide us.

During the year, the Board adopted a new Strategic Plan for 2025–2030, renewing our vision of care that respects the dignity, individuality, and self-worth of every person we serve. The plan sets six goals for the years ahead, spanning care and programs, workforce, financial resilience, community visibility, fund development, and Board governance. Now that the plan is in place, the Board will approve annually a strategic operating plan, setting out the steps to be taken toward the goals and the measures by which progress will be assessed.

Two significant visits marked the year. In July 2025, the Seniors Advocate for British Columbia, Dan Levitt, visited Greenwoods and Braehaven and spoke directly



Visit of the Seniors Advocate, July 2025

with residents and family members. In November, the then Minister of Health, Josie Osborne, toured Greenwoods and met with Greenwoods leadership and Board representatives. That visit was arranged by



Visit of the Minister of Health, November 2025

Rob Botterell, MLA for Saanich North and the Islands, who accompanied the Minister, and the Board is grateful for his support and advocacy on our behalf. Together, the two visits gave

residents, families, and those entrusted with their care the opportunity to speak about the important role our homes and programs play on Salt Spring Island and the need for an adequate funding model for long-term care.

The year was also one of transition in leadership. After eight years as Executive Director, Aletha Humphreys departed Greenwoods. The Board thanks her for her contributions and wishes her well. David Thompson stepped in as Interim Executive Director, and the Board is grateful for the steady leadership he has provided, and for the smooth transition he has overseen. The Board launched a search for a permanent Executive Director with the assistance of an external recruitment firm. Since year end, that search has concluded, and I am pleased to report the appointment of Deanna Friesen as Executive Director, effective October 5, 2026. The Board looks forward to introducing her to the Greenwoods community.

An anniversary of this kind rests on the efforts of many. In the Society's first years, before the building opened its doors, volunteers raised funds and laid the groundwork for everything that followed, planting the trees in whose shade we now sit. In the decades since, generations of team members have provided the daily care, skill, and kindness on which the wellbeing of residents and those we serve in the community has depended. To our team today, whose dedication sustains the quality of life at Greenwoods, thank you. Particular thanks to Janice Benson, Director of Care, and Trish Staicesku, Operations Manager, whose leadership through a year of change allowed the work of care to carry on uninterrupted. To the volunteers who drive our Meals on Wheels routes and give their time across our programs, thank you. To our donors, including the Lady Minto Hospital Auxiliary Society, Country Grocer, the Salt Spring Island Foundation, and the many individuals whose generosity supports Greenwoods, thank you. And to our Board of Directors, who give their time and expertise in service of the organization, thank you as well.

Eleanor Dawson
Board Chair

MESSAGE FROM THE RESIDENTS AND FAMILY COUNCIL CHAIR

I have been participating in the Resident and Family Council since May 2023 when my mother, Ruby Kerr, moved to Greenwoods. Since March 2024, I have been Chair of the Family Council.

Happily, I have met many wonderful and hard-working people who have participated on the Family Council. We have accomplished many wonderful things. Such as, The Gardening Party get togethers 2 or 3 times a year where the Council and some able residents tidy up the garden beds of the three beautiful Greenwoods gardens, beloved by all Residents. It makes a tremendous difference. The Council meets every month and also provides new families valuable information regarding their loved one's new place of residence. This transition can be VERY difficult. We try to ease their way along and we have liaisons who are always available to talk. They are very grateful. We also participated in interviewing prospective candidates for the Executive Director position. We hope our input helped.

Sadly, eventually this residency comes to an end and we try to ease the families' grief by reading the Story of the Dragonfly to all new members and hopefully when the time comes they will find some comfort from it. We also send condolence cards to all families of Residents who have passed.

I will try to do my best and continue on as Chair of the Residents and Family Council.

Yours truly,

Lorna de Bruyn



OUR PROGRAMS AND SERVICES

Greenwoods Long-Term Care

The Greenwoods Long-Term Care residence has 50 single bedrooms which provide a home-like setting for individuals who require 24-hour person-centred care and support. Residents have access to our gardens, atrium and common room. Our activities department provides recreational and therapeutic programs seven days a week. In addition to our 50 long-term care residents, Greenwoods supports the community through an additional room designated for respite care, offering short-term stays that give family caregivers a rest.



Braehaven Assisted Living

The Braehaven Assisted Living residence offers 30 one-bedroom suites with additional access to common areas, gardens and our patio area. Braehaven provides housing and hospitality services for adults who are able to live independently but require some assistance. Lunch and dinner meals are provided, and residents have access to Home Care Services through Island Health.



Community Programs

Our community programs exist to support elders of Salt Spring Island, enabling them to remain in their homes for as long as possible. These programs are an essential element of the continuum of care offered by Greenwoods Eldercare.

Our *Adult Day Program* operates three days per week and gives seniors living in the community the opportunity to spend part of their day at Greenwoods. Participants enjoy companionship, recreational activities, and a hot lunch, while family caregivers receive valuable support. The connections formed between participants and our residents enrich the lives of both. The program is a vital part of the services Greenwoods offers. Thanks to the hard work of our team, it has continued to flourish, and we are grateful for our partnership with Island Health in offering it on Salt Spring Island.

The *Community Bathing Program* is offered in collaboration with Island Health. Community Health Workers access the Braehaven bathing space to provide community residents with a spa bath.

Our *Meals on Wheels* program delivers an average of 16 meals each weekday to seniors in our community. The meals are prepared in our kitchen and support the nutrition and independence of those who receive them. Delivery is made possible by our 22 volunteer drivers, a familiar sight on Salt Spring roads, who travel approximately 250 kilometres each week.

Accessing Our Programs

All applications for Long-Term Care, Assisted Living and our Community Programs are through Island Health's Community Health Services. People interested in accessing our programs and services may, however, contact us for further information on how to apply. Inquiries should be directed to our Braehaven reception at 250-537-5520.

RESIDENT AND COMMUNITY LIFE

Activities and Outings

We have continued to enhance the activities offered to our residents and families; many of these are generously supported by the Lady Minto Hospital Auxiliary Society and our amazing volunteers. We have increased the number of activity programs offered to our residents – we engaged new facilitators, held three resident and family events and increased the number of bus outings.



Intergenerational Programs

We are very proud of our intergenerational programs, which take place in both long-term care and assisted living. Ranging from Moms and Babes gatherings to visits from students at various schools, they are popular with residents and visitors alike. They bring the community into our homes and give children and students the opportunity to engage with our seniors.



OUR PEOPLE

Team Profiles

Each year, we profile members of the Greenwoods team who make such a difference in the lives of those we serve. This year, we are sharing the stories of Cindy Croonen (right) and Ferdmil Nanje (left).

Cindy joined Greenwoods in 2023, after moving from the Lower Mainland to Salt Spring Island. She started as a Dietary Aide and is now our Senior Cook. Her time in Dietary gave her the chance to get to know our residents, and she still feels a strong connection to them, even though most of her day is now spent in our kitchen. Cindy loves to bake and enjoys making special treats for residents, such as donuts, scones, muffins, and desserts. She came to Greenwoods wanting to serve the Salt Spring Island community, and she is especially proud of the meals Greenwoods prepares for Meals on Wheels clients. She is equally proud of her colleagues in Food Services, who, in her words, do a phenomenal job working together to provide the best possible meals for residents. Cindy had hoped for a slower pace of life when she moved to Salt Spring Island, but that has not proved to be the case. We are very pleased that she made the move and became part of the Greenwoods team.



Ferdmil is a participant in the Health Career Access Program (HCAP) and will graduate from the program in the fall of 2026. Originally from Cameroon, he moved to Canada in 2022, and his interest in HCAP brought him to Salt Spring Island, where he joined Greenwoods in February 2026. Through HCAP, Ferdmil was able to spend time working at Greenwoods before beginning his formal Health Care Assistant education. He says this gave him the chance to get to know residents and their backgrounds, and that residents, in turn, have taken an interest in him and his background. He speaks English and French, although he has had little opportunity to use his French at Greenwoods. He has found the Greenwoods staff very welcoming, and says they work as a team and are always ready with tips and guidance. When he graduates, Ferdmil will continue with Greenwoods as a Health Care Assistant, and we look forward to welcoming him in that role.

Staff and Volunteer Appreciation

Each year, we take time to thank the staff and volunteers whose work sustains Greenwoods. In June 2025, Meals on Wheels volunteers were honoured at a brunch at Salt Spring Ciderworks, in recognition of their dedication throughout the year. In January 2026, the Board hosted a buffet for staff to thank all members of our team and to celebrate the Society's fiftieth anniversary of incorporation.

FINANCIAL MATTERS

Year in Review

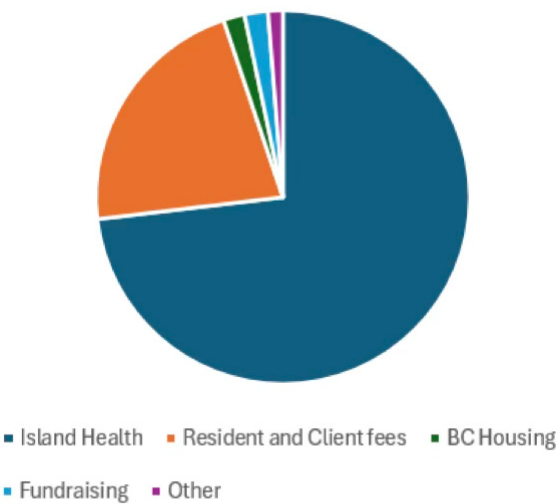
In 2025–2026, as in prior years, Greenwoods Eldercare Society continued to experience challenges with escalating labour and non-labour costs. COVID-related funding provided by Island Health in the first part of the year enabled Greenwoods to end the fiscal year with a small surplus of \$67,540.

Total annual revenue exceeded \$10.1 million with 72% of funding provided by Island Health, supplemented by resident fees and BC Housing support.

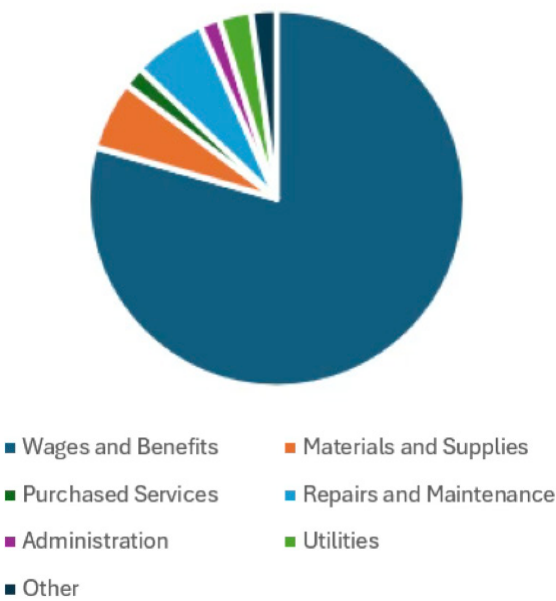
Greenwoods is very pleased to report that fundraising activities, including the annual campaign, the summer bench raffle and other donations, generated \$202,836 in support of those living at Greenwoods and Braehaven. Residents benefited from the generous support of various local organizations including the Lady Minto Hospital Auxiliary Society, the Salt Spring Island Foundation and Country Grocer. Purchases of capital equipment by the Lady Minto Hospital Auxiliary Society further contributed to the wellbeing of residents. Provincial funding for the Health Career Access Program contributed \$371,602 over the fiscal year to assist employees undertaking health care assistant training.

Operating expenses at Greenwoods were predominantly related to staffing, with over 81% allocated to employee salaries, benefits and purchased services. Long-term debt was reduced by \$247,441 during the year as the Society continued to pay down outstanding mortgages on both the Greenwoods and Braehaven buildings.

OPERATING INCOME



OPERATING EXPENSES



Community Support

Greenwoods Eldercare Society gratefully acknowledges the generous support of our major donors in the community during this fiscal year, including the Lady Minto Hospital Auxiliary Society, Country Grocer, 100 Women Who Care and the Salt Spring Island Foundation.

GOVERNANCE AND ADMINISTRATION

Directors and Officers

Greenwoods Eldercare Society is governed by a volunteer Board of Directors, composed of community residents elected by the Society's members or appointed under the Society's bylaws. The Board bears ultimate responsibility for the direction, integrity, and long-term sustainability of the organization. Its members bring a diverse range of professional backgrounds, including healthcare, education, business, law, marketing, and communications. The Board meets monthly and carries much of its work forward through standing and ad hoc committees addressing matters such as finance, governance, and quality of care. Beyond setting strategic direction and overseeing performance, directors advocate on behalf of residents, support fund development, and maintain relationships with funders, partners, and the wider community.

Board members as at March 31, 2026

Eleanor Dawson, Chair
Pam Ramsay, Vice-Chair
Lenore Pickering, Treasurer
Dorrie Ferster, Past-Chair
Silk Questo, Director
Stan Shapiro, Director
Dean Olafson, Director
Holly van Schoor, Director

Changes in Board membership, April 1, 2025 – March 31, 2026

Mark Cleveland (resigned)
Nigel Knight (resigned)
Gloria Hunter

The Board thanks Mark Cleveland and Nigel Knight for their service to Greenwoods. Mark served as a director for seven years, during which he held the offices of Secretary and Treasurer and served as Board Chair.

The Board was deeply saddened by the passing of director Gloria Hunter during her term. We remember with gratitude her service to Greenwoods and extend our sympathy to her family and friends.

Administration

Deanna Friesen, Executive Director
Janice Benson, Director of Care
Trish Staicesku, Operations Manager

Mailing address

133 Blain Road
Salt Spring Island, BC V8K 1Z9

Telephone

250-537-5561

Email address

reception@greenwoodseldercare.org

Website

www.greenwoodseldercare.org

For information about Programs and Volunteering

250-537-5561
reception@greenwoodseldercare.org

For donor inquiries and information

Deanna Friesen
250-537-5561 ext. 222
giving@greenwoodseldercare.org