

2024-2025 ANNUAL REPORT

Greystone Transitional Care

PREPARED BY



Santé
Bruyère
Health

Bayshore[®]
HealthCare



Integrated
Care Solutions
Harmonizing Patient Care



Message from Our Leadership

As President of Bayshore HealthCare Ltd., I am honoured to present our 2024 Annual Report for the Greystone Transitional Care. The strength of the Bayshore HealthCare team lies in their unwavering dedication and thoughtfulness. Our healthcare providers, management, administration, and all members of the Bayshore family have shown remarkable commitment to our patients and their families, especially during times of crisis. This collective effort is what drives Canadian healthcare forward, ensuring continuous quality improvement. Bayshore's team of leaders and compassionate employees have demonstrated their sincere commitment to achieving solutions. Their daily dedication to service at the front lines is a testament to their resilience and passion for healthcare. This commitment allows us to explore new paths and find innovative solutions, all while staying true to the mission and vision that define Bayshore HealthCare.

The collaborative spirit and relentless pursuit of excellence by our team are the cornerstones of our success. Together, we continue to make a meaningful impact on the lives of our patients, embodying the values of empathy, innovation, and quality care.

– Kevin Webster, President, Bayshore HealthCare



Integrated care models are designed to enhance patient outcomes by seamlessly integrating all aspects of the healthcare system. This approach ensures a smooth transition from hospital care to in-home support, fostering a collaborative partnership between community health services and hospital teams. The foundation of this model lies in the strong alliance between care providers and patients, aimed at delivering high-quality, patient-centric care. Our team is dedicated to this mission, bringing together their expertise, compassion, and commitment to shift the focus towards the needs of the patient. This transformation is an ongoing process, requiring continuous alignment of care practices, innovation, and a steadfast commitment to excellence. We prioritize empathy and strive to implement innovative solutions to address the most critical healthcare challenges. By focusing on responsive, equitable, accessible, cost-effective, and quality-driven care, we aim to make a meaningful impact on the lives of our patients.

– Anita Fitches, Managing Director, Integrated Care Solutions

ABOUT BAYSHORE

Bayshore HealthCare is one of the country's leading providers of home and community health care services and a Canadian-owned company. Its services are purchased by government care programs, insurance companies, workers' compensation boards, health care organizations, the corporate sector, and the public.

In the past 34 years, Bayshore has seen an immense amount of growth and a number of acquisitions, making us one of the leading health care companies in Canada. The result is several business divisions, each defined by its therapeutic and market specialty: Bayshore Home Care Solutions, Bayshore Home Health, Bayshore Specialty Rx, Integrated Care Solutions, and Carepath. Our goal is to enhance the quality of life, well-being, dignity, and independence of Canadians of all ages.



Letter from Bruyère Health Leadership

Bruyère Health is Eastern Ontario's leading health organization specializing in aging, rehabilitation, and complex care.

We believe that every step in a patient's journey matters — and this is evident in the care provided at Greystone Transitional Care through our partnership with Integrated Care Solution, a division of Bayshore HealthCare.

Opened in 2020 as part of the regional COVID-19 response, Greystone Transitional Care serves as a vital link to help patients safely reintegrate into the community—whether by returning home, moving to a rehabilitation program, or transitioning to long-term care.

Over the past four years, we have supported more than 1,500 patients at Greystone Transitional Care, ensuring that they receive the right care at the right time.

This model of care bridges the gap between hospital discharge and recovery at home or entry into long-term care homes, providing essential support during a pivotal time in each patient's health care journey.

By facilitating smoother transitions, we are not only enhancing patient outcomes but also relieving pressure on hospitals. This contributes to a more efficient health care system.

Bruyère Health Greystone Transitional Care stands as a cornerstone of our community's health infrastructure, reducing systemic strain and offering support to our aging population.

Guy Chartrand

President and CEO, Bruyère Health



**Khulood Al-Katta,
Clinical Manager**

As a Clinical Manager, I've had the privilege of managing an incredible team that has contributed to meaningful improvements on our floor for our patients. The introduction of weekly team huddles has been instrumental in ensuring seamless communication and collaboration with the interdisciplinary team, allowing us to align on patient care plans and deliver the best possible outcomes. We have also implemented staff recognition boards to celebrate our team's hard work and to foster a positive, supportive environment on the floor. It's been an incredible experience working alongside such dedicated colleagues, and I truly love my job and the opportunity to care for our patients each and every day.



**Tanya McAdams
Interim Managing Director, Integrated
Care Solutions**

As I enter my second year with Bayshore, as the Regional Director for Greystone Transitional Care, I am humbled daily by the amazing work of our Bayshore staff and our phenomenal partnership with Bruyère Health. Here, at Greystone, amidst the busy corridors one need only to look around to find compassion, dedication, and commitment to patient care. The distinct blend of clinical expertise, and passion for quality is woven into the daily work at Greystone and is visible for all to see. I am thrilled to celebrate another amazing year at Greystone, and look forward to continued partnerships, and exceptional patient outcomes.



Pushpavani Bonigala RN BScN Reg. (Ont.)

IPAC/Clinical Manager

Ever since I joined Greystone Transitional Care family in June 2022, I've had the opportunity to work with a supportive team. In my capacity as IPAC and Clinical Manager, I get to collaborate with an amazing team to give our patients and their loved ones the best treatment possible while empowering employees through training opportunities. developed new procedures and assisted in improving existing ones. We learn to grow as a team and as individuals in order to overcome challenges and provide outstanding care.

MANAGEMENT TEAM



**Julie Langton
Area Director, Greystone Transitional
Care
Interim Regional Director – Eastern
Ontario**

As Greystone Transitional Care approaches our 5 year anniversary in 2025, I am reflecting back on how far we've come. The ever- changing landscape of healthcare has kept our teams and hospital partners on their toes and ready to adapt to meet the needs. I believe that Greystone has been a steadfast and high performing care provider to the vulnerable seniors of Ottawa and surrounding regions. Our partnership with Bruyère Health has supported us to continue in the past year to elevate our practice, strengthen our teams, and further establish our positive reputation with our referral partners and community. While we have evolved as a strong player across the system, I must also bring things back to the family we have developed within Greystone. Our atmosphere is that of a caring and committed family, with membership from across the globe. The cultural diversity of both our workforce and patient population is celebrated every day at Greystone, not without bumps in the road, of course, but we embrace those too as opportunities for growth. I am so proud that my Greystone family allows me to hold their trust as a leader, work Mom, and friend. Cheers to the next year!!



**Jeffrey Carlson-Graves, Senior
Manager of Clinical Quality and
Professional Practice**

In my new role as Senior Manager of Clinical Quality and Professional Practice, I am proud to support the amazing team here at Greystone Transitional Care. Quality care depends on quality staff, and I have been consistently impressed by the level of dedication and caring which the staff display, not only in their daily patient interactions, but also in their eagerness to improve the quality of the patient and employee experience. While my transition from bedside nursing to this newly developed administrative role this year has proven to be quite a challenge in some respects, I am lucky to be a part of this fantastic team and am proud of the accomplishments that we have achieved together. Our never-ending quest to imagine "being the difference" to our patients and families is a strong motivator. I look forward to the coming year to champion quality initiatives and facilitate advancements in clinical practice at Greystone.

Executive Summary

The past year has demonstrated success of Greystone Transitional Care which was established in Ottawa as part of a regional response to COVID-19. Overseen by Bruyère Health and managed by the Bayshore HealthCare's Integrated Care Solutions (ICS) division, this initial 120-bed care unit has expanded by an additional 12 beds each Winter for three years.

337

Patients Admitted

608

Patients Referred

75%

Acceptance Rate

98.5%

Occupancy Rate

Bruyère Health and Bayshore's Integrated Care Solutions division worked collaboratively to help ease the challenges faced by the region with respect to the availability of beds and consistent flow of patients through the creation of an alternate type of care. The establishment of the unit was meant to alleviate immediate pressure on the Ottawa-based and regional hospitals in response to the COVID-19 pandemic, reduce the hospital Alternate Level of Care (ALC) rates for patients who were destined for home and long-term care, and support an effective emergency department diversion strategy.

Greystone Transitional Care is particularly helpful for patients who are no longer in need of the acute care provided by the hospitals and instead, require supportive care focused on maintenance or improvement of function before returning to the community or a long-term care setting.

Greystone Transitional Care has continued to highlight the importance of education and training opportunities among its employees. Over the past year, it has offered training on a number of skills such as Lift and Transfer Training, Wound Assessment and Dressing Product knowledge, Venipuncture and Laboratory processes, oxygen supplies as well as GPA and CPR certification courses. In addition, we have strengthened our relationship and clarified processes with our pharmacy, which enabled us to move to same day discharges and admissions.

It's partnerships below help support positive patient experiences and effective hospital transitions. By leveraging strengths within different landscapes of the health sector, we have been able to support a solution for the community, bringing patients back home where they wish to be.



CHALLENGE

In late 2020, patients in the Ottawa region who were ready to leave the hospital, but not yet ready to return home needed to be decanted from acute care. The pandemic activity required an urgent response to ensure additional capacity for patient care with the growing number of COVID-19 cases. In the post-pandemic environment, the challenge has been managing the volumes of patient transitions with an ever-present shortage of staff within the entire healthcare industry. Greystone Transitional Care fairs better than some due to a high volume of employee referrals.

APPROACH

Greystone Transitional Care is a regional facility for patients transferred from hospitals across the Champlain Region including Bruyère Health, The Ottawa Hospital, Queensway Carleton Hospital, and Hôpital Montfort. The interdisciplinary team applies a holistic approach to plan seamless transitions to a number of destinations, including Rehabilitation, LongTerm Care, Assisted Living, Retirement Home, Home, or alternate community destinations.

Bayshore provides 24/7 interdisciplinary support and care to patients in the unit while working together to determine the best care plan for discharge.

Program Goals

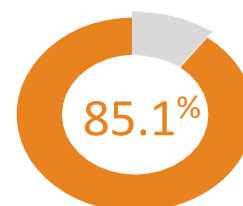
- Decreasing the number of patients in inpatient beds.
- Reducing avoidable hospital re-admissions and unscheduled, preventable Emergency Department visits by patients.
- Maintaining a consistent occupancy rate above 95-97% and a favourable average length of stay.

Program Highlights

- Lowest total number of falls per fiscal year (304) since Greystone Transitional Care's opening.
- Decreased number of unique fallers, demonstrating greater proactivity at falls prevention and presenting an opportunity to further reduce fall rates by focusing on repeat fallers.
- 0.5% reduction in falls per 1000 patient days.
- Completion of 25 recommended action items resulting from reviews of patient falls with serious injury, in partnership with Bruyère Health's Quality and Risk Team.
- 41.5% decrease in medication errors (41 in FY 23/24, 24 in FY 24/25).
- Reduction of physician order transcription errors.
- Improvements in post-fall practices and documentation, including the implementation of post-fall huddles.
- Strengthened our relationship and clarified processes with our pharmacy, which enabled us to move to same day discharges and admissions.
- Added part time positions to Nursing and PSW, which improved our ability to consistently optimize staffing.
- With no prolongation and without any comments from Ottawa Public Health, outbreaks ended successfully.
- IPAC champions and the IPAC manager conducted hand hygiene and PPE audits, which are up to par.
- IPAC meetings, huddles and floor educations to multidisciplinary team helped close gaps and non-compliance.
- The Aramark team and Greystone Transitional Care's IPAC team collaborated closely in all IPAC- related areas, including laundry, cooking, and environment for employee and patient safety by monthly meetings, educations, and audits.

TRANSITIONAL CARE SERVICES

Nursing
 Personal Support Workers
 Physio & Occupational Therapy
 Recreation & Therapy
 Support Personnel
 Social Work
 Patient Support Staff



would recommend this care
to friends/family

Program Challenges

- Inpatient care providers like Greystone Transitional Care experienced a strong shift in infectious diseases during the winter months, away from COVID-19 to higher numbers of Influenza A and RSV for patients and staff, resulting in outbreak status on three patient care units in January 2025 while at peak occupancy of 132 patients. Outbreaks were well controlled and over in 2 to 4 weeks.
- Greystone Transitional Care continues to experience challenges with visitor parking, which is limited to small areas of approved street parking. Snow removal by the City of Ottawa is also insufficient in the Winter, creating traffic bottlenecks. As the surrounding residential community continues to grow with construction it is anticipated that these challenges will persist and possibly worsen.
- CPO/CPE outbreak at The Ottawa Hospital due to delayed communication with majority of the outbreaks from admissions in wandering units and in noncompliant families.

Staff Perspective

"I have been at Greystone Transitional Care for almost 5 years now. When I first started, I thought I would take this position just for a short period of time during the pandemic. Little did I know that it would turn into my second home and family. I was a part of the original team and really saw this place start form scratch. The work environment here has truly allowed me to grow as a person and strive to do better each and every day. I have gained friendships that I have always dreamed of. I am able to strive as my happy self because I am trusted by my seniors to do my job whilst maintaining a friendly environment. This makes me look forward to coming to work each and every day and for that I am truly grateful!"

- Unit Clerk

"Since joining the Greystone Transitional Care family in November 2021, I've had the opportunity to work with a supportive team. In my dual role as the Allied Health Clinical Lead as well as Occupational Therapist, I have the chance to help improve processes, assist in empowering staff by setting up educational opportunities, and work in collaboration with an amazing team to best support our patients and their loved ones. We learn to grow as individuals and as a Team to overcome challenges and to provide outstanding care."

- Allied Health Clinical Lead/OT

"Since I started working at Greystone Transitional Care, "I've had the privilege of working in an incredibly supportive and collaborative environment. The team dynamic here is one of the best I've experienced, everyone from the therapists to the nursing staff is committed to not only delivering excellent care to our patients but also creating a positive and welcoming space for each other. There's a strong sense of teamwork, and we're all encouraged to share ideas and collaborate on patient care plans. What really stands out is the level of respect and trust that exists between staff members. The managers and area director are always open to feedback, and they genuinely invest in the professional development of their team. I've learned so much just by observing and working alongside experienced colleagues who are always willing to mentor and guide me. It's also been a great environment for personal growth, as I've been able to take on new responsibilities and expand my skill set in a way that feels both challenging and rewarding."

- Rehab Assistant

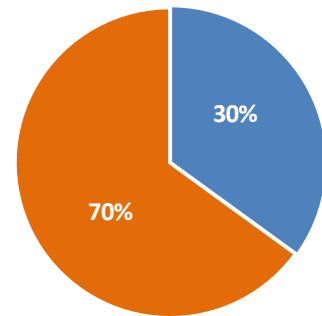
"We are truly grateful for the opportunity to work as physiotherapists at Greystone Transitional Care. Being part of a multidisciplinary team where collaboration, respect, and shared goals are at the heart of everything we do is both empowering and rewarding. We deeply value the support and mutual respect among our colleagues across all departments, and we're proud to contribute to a team that puts patient care and recovery first. Thank you for fostering such a positive, professional, and compassionate environment—it makes a meaningful difference in the work we do every day."

-Physiotherapists

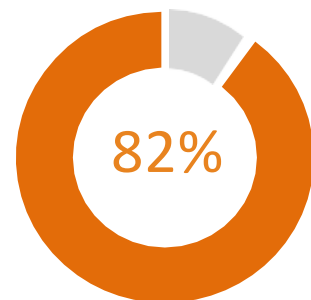
"At Greystone Transitional Care, we developed specialized themed socials in our main floor lobby. We had menus on each table where the patients could order a special drink of their choice! This program was enjoyed by all patients, and we did two other socials with the same theme due to the good feedback from our first one."

- Recreation Coordinator

Staff Ratio

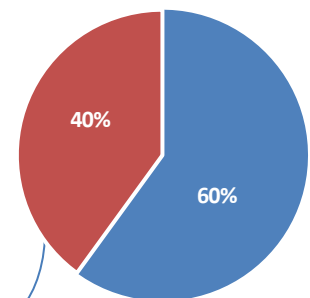


■ Male ■ Female



Full time staff ratio

Languages we speak to serve our patients



■ English only ■ Other

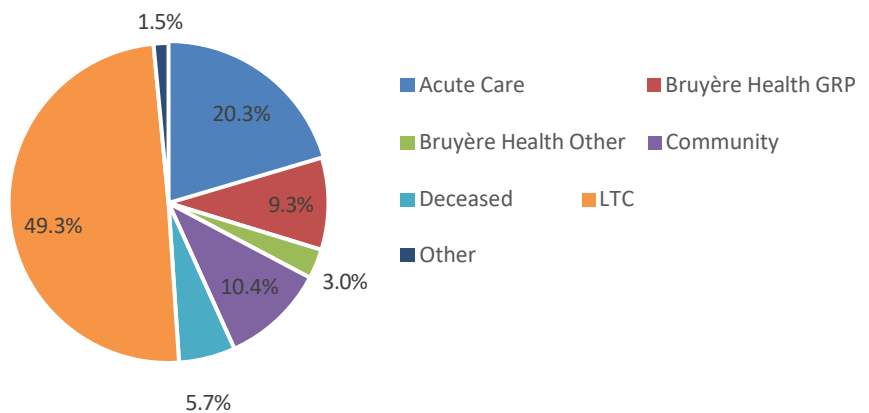
Amharic, Arabic, (Haitian) Creole, Dari, Farsi, French, Fulani, (Indian) Gujarati, Marathi & Hindi, Italian, Igbo, (Rwanda) Kinyarwanda, Kirundi, Malayalam, Mandarin, Punjabi, Portuguese, (Filipino) Tagalog, Telugu, (Sri Lanka) Sinhalese, Spanish, Swedish, Urdu, Vietnamese, Wolof, (Nigeria) Yoruba



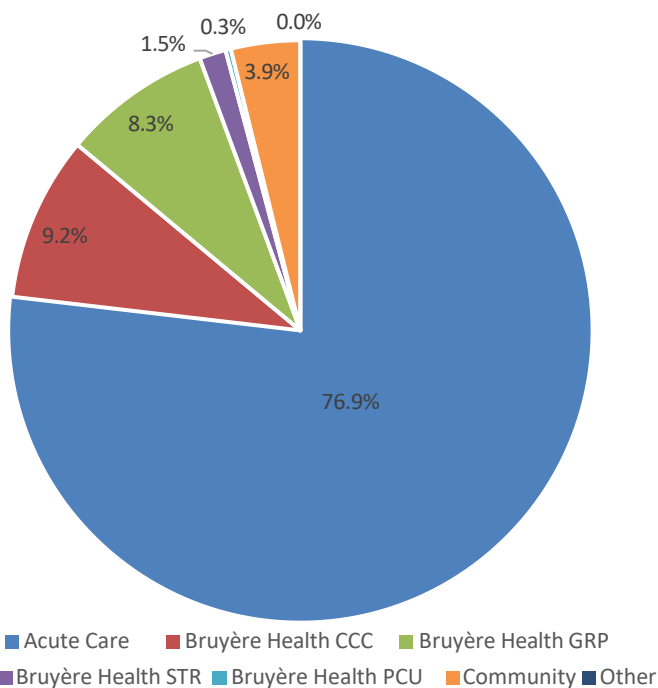
Summary Impact of Program

April 2024 – March 2025

Discharge Disposition by Percentage



Admission by Source



Maximum Capacity
(45,252 Days)

(44,552 Days)

Occupied

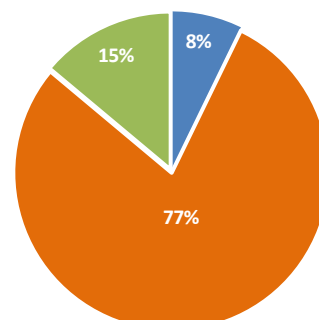
(700 Days)

Empty

119.3 Days

Average length of stay

Languages Spoken



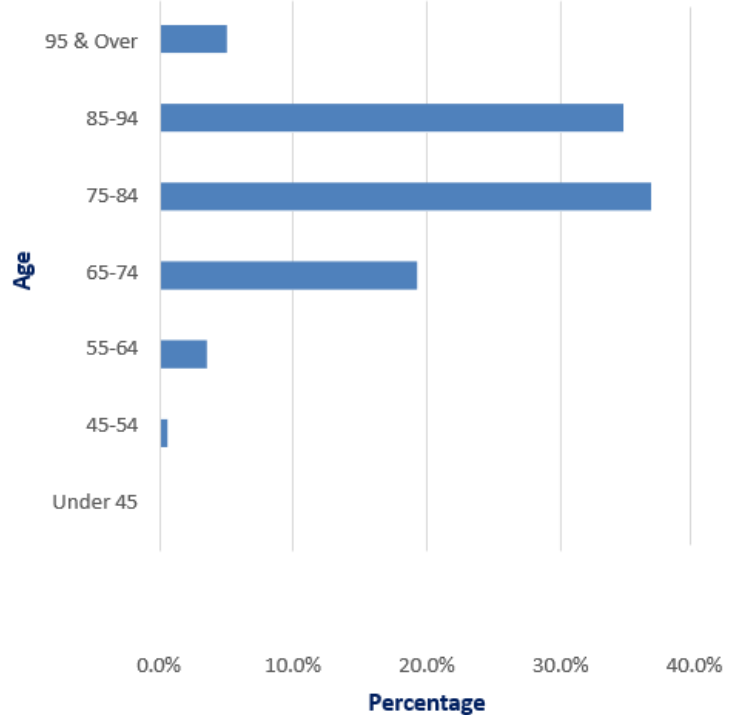
A Patient's Journey

Peggy was a patient at Greystone Transitional Care for over two years. She came to Greystone Transitional Care from Hospice as a chronic palliative patient. She had multiple chronic illnesses that significantly impacted her level of function and overall medical stability. She was on comfort care status, but her steadfast nature kept her fighting to stick around for her family. Peggy celebrated her 102nd birthday with her wonderful family and her Greystone family, with cake for everyone. Peggy was a lovely person and so appreciative of the care she received. Even if she was in pain, she always made sure to thank the staff. Peggy was always happy when the staff would braid her hair and paint her nails in bright colours. Her daughter and son-in-law visited faithfully with her little dog Teddy.

Teddy insisted on visiting his favourite people at Greystone Transitional Care (ladies only) one by one on his way to Peggy's room, even bringing a few lucky ones a gift of chocolate at Christmas. Peggy passed away peacefully on February 27th, 2025 at Greystone Transitional Care, surrounded by her loving family. It was a difficult day for the staff on the 6th floor as well, but they were very honoured to care for her in both life and death. Peggy's obituary acknowledged Greystone Transitional Care by saying "Special thanks to Dr. Zayed, nurses, PSWs, and staff at Greystone, all who provided extraordinary care for Peggy." The presence of Peggy, her family and Teddy is still missed every day by the staff. Some patients leave a lasting reminder of how important Greystone Transitional Care is to the people that need us the most in their journey through healthcare and transition to their next destination, wherever that may be.



By Age



Team Building Learning



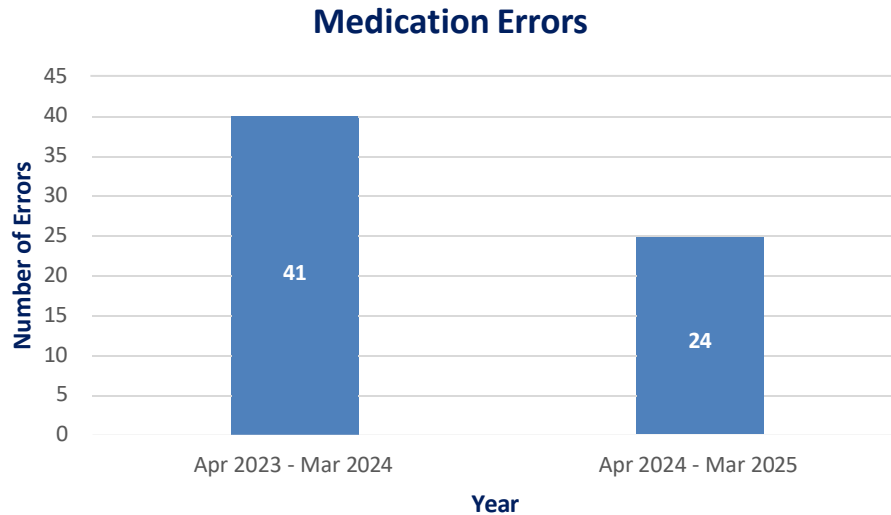
- Patient Experience Week and Caregiver Week
- Monthly Awards for Reduction of Missed 4P Rounds – Silver Award, Reduction at Shift Changes, 7th Floor
- Monthly Awards for Reduction of Missed 4P Rounds – Gold Award, Overall Reduction, 5th Floor
- World Cultural Diversity Day Parade
- Holiday Appreciation Party for Staff
- Learning opportunities include: Lift and Transfer Training, Wound Assessment and Dressing Product knowledge, Venipuncture and Laboratory processes, oxygen supplies as well as GPA and CPR certification courses.



Medication Administration Data

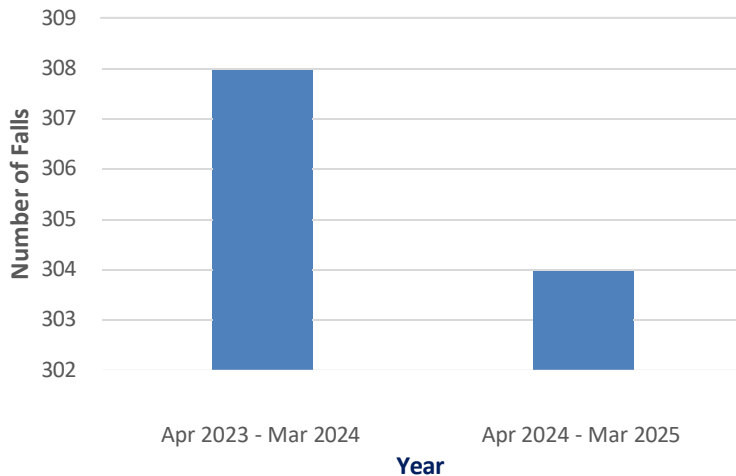
Medication errors documented decreased from the year prior. There were several potential factors for this decrease:

- Reinforcement and improved reporting culture among staff and managers through education and data initiatives.
- Increased staff competency in MediTech and incident reporting systems from staff to management level.
- Transition to a new and more collaborative provider.
- Increase in the number of beds and thus number of patients.



Falls Data

Falls



Average falls over the course of the program decreased from 308 to 304. However, for falls that resulted in injury, the average stayed relatively consistent.

Measures taken to reduce falls include:

- 1:1 patient ratio for high-risk patients.
- Frequent checks 72 hours post-admission and hourly rounding for the remainder of a patient's stay. Rounds on the 4 Ps: pain, position, personal belongings, personal needs.
- Falls mats and low bed for bedbound and restless patients.
- Beds set to patient's knee height and wheels locked for safe transfers.
- Bottom bed rails are kept down unless the patient and/or family are requesting them up. Medical order and consent are needed.
- Non-slip footwear for ambulating patients.
- Bed alarms, chair alarms.
- Move high-risk patients closer to the nursing station.
- Assessment with the Morse risk assessment.
- Pictogram flag in the doorway to identify patients that are at high risk of falls.
- Rooms are big and spacious, decluttered, and free of trip hazards.
- If there is a fall, a post-fall huddle is conducted, OT/PT will reassess the patient.
- Recurrent fallers will have a medication review with the pharmacist.

Education and Training

Greystone Transitional Care continues to highlight the importance of education and training opportunities among its employees. Over the past year, it has offered training on a number of skills such as Lift and Transfer Training, Wound Assessment and Dressing Product knowledge, Venipuncture and Laboratory processes, oxygen supplies as well as GPA and CPR certification courses. Greystone Transitional Care welcomed external vendors from Arjo, National Capital First Aid and ProResp to facilitate training and empower "Champions" on all of the units.

Here are some comments from the staff who attended training over the past year:

"I really enjoyed the format as we got a chance to perform each lift and transfer on each other"

"Lots of hands on practice"

"Very helpful for the safety of my patient and myself"

"Very interactive and educational. Awesome"

NEVER EVENTS

Greystone Transitional continues to collaborate with its partners in numerous areas of patient care and safety. One such area includes the proper assessment and staging of pressure injuries to reduce the progression of a worsening wound, which is classified as a Never Event. Greystone Transitional Care has contributed to discussions to improve the process of identifying wounds and interventions which has led to improved documentation within the EMR to include "offloading strategies" as part the assessment process

SWAN SCOPE OF PRACTICE

Skin Wellness Associate Nurse or SWANs are uniquely recognized for their advanced knowledge and their contributions as wound, ostomy and continence nurse champions in their workplaces and communities across Canada. SWAN nurses have an enhanced ability to provide optimal care for individuals with wound, ostomy and continence issues. Furthermore, Greystone Transitional Care will have access to the knowledge and skill of their very own SWAN, Anli Dai.



Quality Assurance

Bayshore is committed to providing the highest standards of care and services consistent with our written Code of Ethics and the professional and ethical standards set by municipal, provincial, and federal colleges and associations, and current and emerging best practice.



Canada's Best Managed Companies continues to be the mark of excellence for Canadian-owned and managed companies. Bayshore is proud to showcase its achievement as a Best Managed Company for over 15 years.



Since 2015, Bayshore has achieved the designation of Best Practice Spotlight Organization (BPSO) from the Registered Nurses' Association of Ontario (RNAO) after three years of meeting the rigorous requirements of the candidacy program.



Fundamental to the core of our company is community commitment. We aim not only to help people through our direct services but also by enabling charities nationwide to provide basic support, life-saving research, and everything in between. At anytime throughout the year, Bayshore branches hold local fundraising events (e.g., BBQs, bake sales, raffles) in support of a registered charity, and all funds raised are matched 50% by the Bayshore Foundation for Empowered Living.



Forbes has selected Bayshore HealthCare as one of Canada's 2023 Best Employers.



The dedication and hard work of our Greystone Transitional Care staff and hospital partners at Bruyère Health plays a key role in uplifting the pressure from the health care system, resulting in positive patient experiences and effective hospital transitions.

