

# ANNUAL REPORT 2024-2025

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**A Year of Growth, Support  
and Shared Purpose**

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[www.maisonelizabethhouse.com](http://www.maisonelizabethhouse.com)





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# Section 1

MESSAGE FROM THE  
EXECUTIVE DIRECTOR  
AND THE BOARD  
PRESIDENT





# Message from the Executive Director

This has been a truly transformative year, full of energy, growth, and renewed purpose, driven by collaboration, care, and a deep commitment to our clients and their children. Every initiative we've undertaken has been guided by one central goal: to improve the experience of the families we serve, build confidence in their parenting journey, and support their successful transition to independent living.

While we await large-scale renovations at the Main House and PATH we've given some of our physical spaces face lifts, focusing on creating warm, welcoming environments, adding fresh paint, art, curtains, and new lighting. The family room was transformed into a whimsical educational and inviting space, we converted one common room into a tech-free reading nook that offers a cozy, calming retreat for moms and children to relax, recharge, or share a quiet story together.

We've continued to build meaningful connections with community partners, identifying shared goals and creating opportunities to amplify each other's impact. These relationships remain critical as we work together to meet the evolving needs of vulnerable women, children, and families.

We welcomed new members to the Foundation Board, their fresh ideas and energy are already making an impact. The Operations Board worked closely with our leadership team to strengthen governance practices and update key policies, ensuring we remain responsive, effective, and aligned with our mission.

Our preparations for Accreditation in September 2025 has given us the opportunity to reflect on our systems, leadership practices, and organizational culture, setting the stage for continued improvement in how we deliver services, support our staff, and remain accountable to our clients.

Fundraising efforts this year were strong, with \$272,942 raised to support our programming. We also proudly launched the Nurturing Families – Building Futures campaign, a bold \$5 million capital initiative to fund essential renovations at both the PATH and the Main House. This campaign will help us create more welcoming, functional, and therapeutic spaces that reflect the care and dignity we strive to provide every day.

The renovations will allow us to expand group programming, create more inclusive environments that better support father involvement, and ultimately, offer a stronger foundation for families working toward stability and independence.

As you'll see in this report, our progress has been both broad in scope and deep in impact. I am filled with gratitude and pride for what we've achieved together, and I look forward to building an even stronger 2025–2026, always keeping our clients and their children at the heart of everything we do.

**Anitra Bostock, Executive Director**

# Message from the Board President



It has been an exciting and busy year for the Maison Elizabeth House Board of Directors!

We have combined our meetings with the Maison Elizabeth House Foundation Board of Directors to ensure that the necessary information is delivered to both boards at the same time and in the same way. Our aim is to ensure that both boards work together harmoniously.

A major highlight this year was the launch of seven working committees. Members of both Boards, staff, and volunteers have brought energy and intention to these committees, driving meaningful, hands-on progress in every area of our work. These groups have been instrumental in building momentum, fostering knowledge-sharing, and translating big ideas into tangible outcomes.

Simultaneously, we have worked on the details of our five year strategic plan which includes massive renovations to both of our buildings to better serve our clientele.

As life seems to return to a pre-pandemic “normal”, we continue to meet both in person, but also virtually. Interestingly, meeting virtually has improved the attendance at our meetings.

And the work of Maison Elizabeth House goes on!

I would like to take this opportunity to thank all of our staff members, the members of both boards, and in particular, our Executive Director, Anitra Bostock, for their dedication to the mission of Maison Elizabeth House!

I am honoured to be part of such an organization.

A handwritten signature in black ink, which appears to read "Leigh Johnston". The signature is fluid and cursive.

**Leigh Johnston**  
**President, Board of Directors**

# Section 2

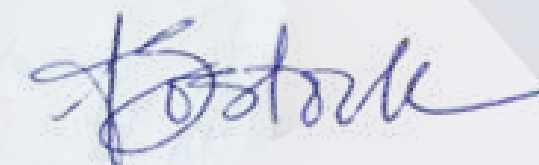
## DECLARATION REGARDING THE RELIABILITY OF DATA IN THIS ANNUAL REPORT

As Executive Director of Maison Elizabeth House, I am accountable for the accuracy of the information presented in this Annual Report and for the integrity of the internal controls supporting it.

The independent firm Raymond Chabot Grant Thornton audited the coherence and plausibility of the information presented in this report. A report to this effect was produced and is available in section 9 of the present document. The results and data in this report of activities for the fiscal year 2024-2025 of Maison Elizabeth House:

- accurately describe the mission, mandate, responsibilities, activities, and strategic orientations of the organization;
- accurately describe the objectives, the indicators, the targets, and the results obtained;
- present correct and reliable financial and statistical data.

I declare that the data contained in this Annual Report of Activities, as well as the related controls, are reliable and accurately reflect the situation as of March 31, 2025.



**Anitra Bostock**

**Executive Director, Maison Elizabeth House**

# Section 3

MAISON ELIZABETH  
HOUSE HIGHLIGHTS  
OF THE YEAR



# 3.1

## About Maison Elizabeth House

### Mission

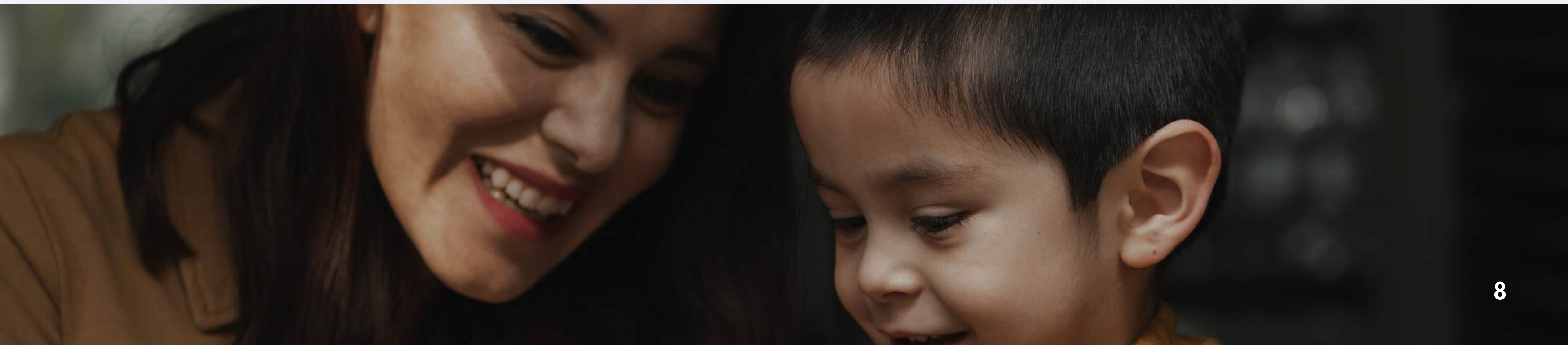
Empowering parents of young children with knowledge, skills, and support to help them nurture, protect, and guide their children toward a strong future.

### Vision

A future where every young family is empowered to thrive in a caring, respectful, and inclusive community, supported through collaboration and opportunities for growth.

### Values

Empowerment, Inclusion, and Growth



# About Maison Elizabeth House Continued

Maison Elizabeth House is a reintegrative centre that supports families with children aged 0–5 years through a continuum of individualized services. Located in Notre-Dame-de-Grâce in the west end of Montreal, we operate two residential properties that offer safe, supportive community living environments.

Our work is grounded in a strengths-based approach that prioritizes the unique needs of each parent. We primarily serve young mothers and mothers-to-be navigating the transition to parenthood, helping them build resilience, develop life and parenting skills, and break cycles of trauma, poverty, and homelessness.

We offer services through two main streams:

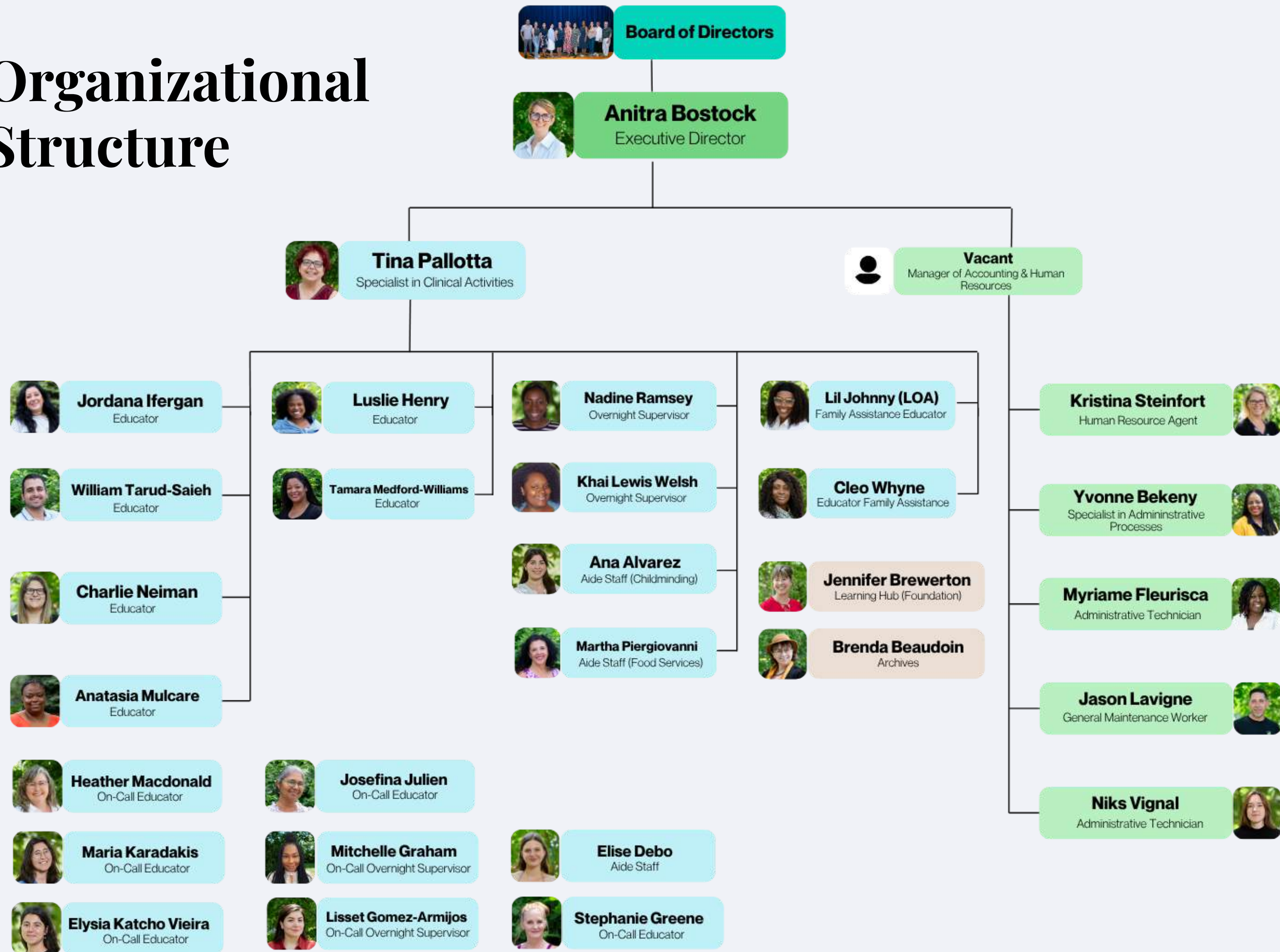
- Live-in programs, including Prenatal, Mother-Baby, Nursery, and summer services, which provide structured, around-the-clock support;
- External programs, such as transitional living, the Learning Hub, Community Kitchen, Life Skills Workshops, the food pantry, and the Family Assistance program. These services are also accessible to fathers.

Our programs are tailored for the English-speaking community of Québec and are primarily offered in the greater Montréal area.

Maison Elizabeth House is funded by the Ministry of Health and Social Services (MSSS) and supplemented by private donations, which help sustain and enrich our programming.



# Organizational Structure



3.2

# Board of Directors



“ A board is not a collection of titles, but a team of people with shared purpose, responsibility, and heart. ”

- Anonymous

**Howard Nadler**  
Vice-President  
Retired manager in health  
and social service

**Leigh Johnston**  
President

Retired assistant Executive Director of  
Batshaw Youth and Family Centres, with  
experience working and living in  
Nunavik

**Geneviève Morin**  
Treasurer  
Conseillère principale, Gouvernance  
financière et Performance  
opérationnelle, Mouvement Desjardins

**Donna Varrica**  
Director  
Director, Communications and  
Corporate Affairs, Dawson College

**Jackie Alvarado**  
Director  
Professor for the Special Care  
Counseling and ECE programs at  
Champlain College. Behavior  
Management Consultant at EMSB.

**Elsa Kelly-Rheaume**  
Director  
Lawyer

**William Tarud-Saieh**  
Staff Representative  
Educator, Maison Elizabeth House



**Anitra Bostock**  
Member Ex-officio  
Executive Director,  
Maison Elizabeth House

**Kim St. Hillaire**  
Director  
Director of Human  
Resources, Shriners  
Hospital for Children ® -  
Canada

**Linda Corbeil**  
Director  
Consultant and retired Finance  
Director from the Health and  
Social Services sector

**Tina Hillenbrand**  
Director  
Director- Orchard House Preschool

**Zoe Hurtado**  
Director  
Youth Protection Reviewer at  
Batshaw



# Committees & Advisory Bodies

# Committees

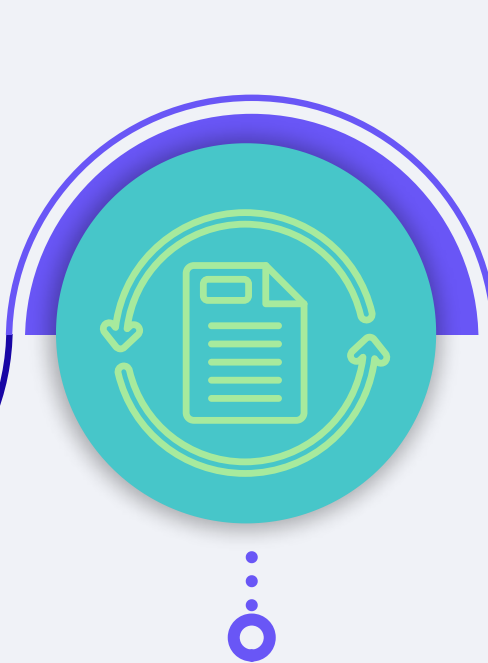
## FINANCE & AUDIT

The Finance Committee strengthened internal controls and financial accountability by overseeing budgeting, maintaining task segregation, and regularly reviewing MEH's financial statements. It also collaborated with other committees, ensured consistent Board reporting, and oversaw audits to support compliance, transparency, and long-term sustainability.



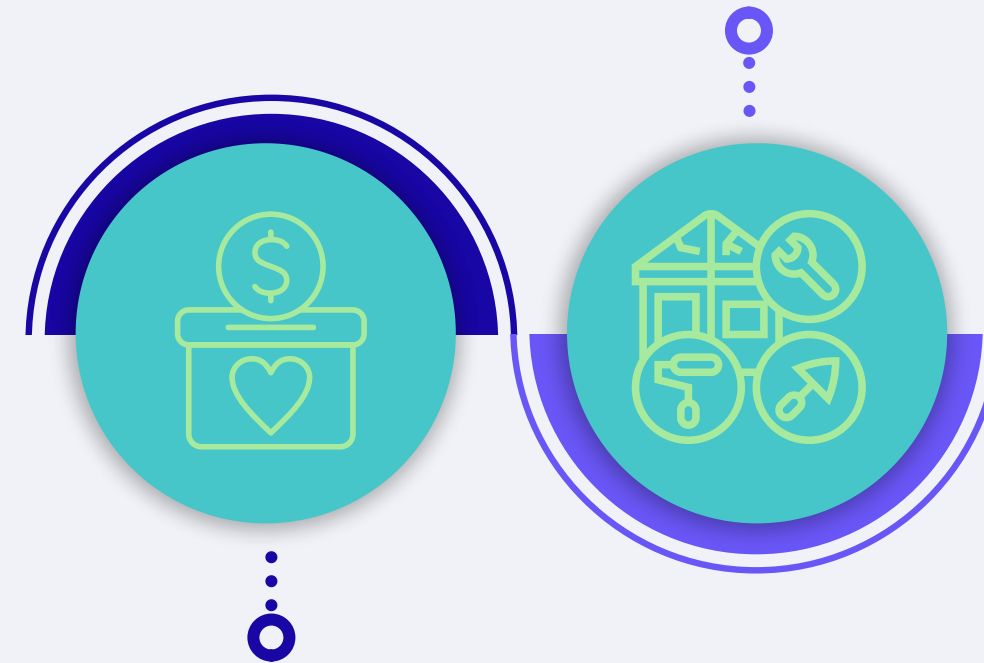
## CLINICAL PROGRAMMING & EVALUATION

The committee worked to standardize programs to align with MEH's mission and support positive client outcomes. Over six months of monthly meetings, members developed a resource database and expanded staff training opportunities. The next phase focused on evaluating program effectiveness.



## INFRASTRUCTURE

Renovation planning is well underway, with Phase 1 at PATH starting in January 2026 and Phase 2 at the Main House following. Architectural plans are complete, and permit approvals are pending as we engage trades and prepare to select a general contractor. The focus now shifts to transition planning and minimizing service disruptions, with additional committee members to be recruited as needed.



## HUMAN RESOURCES

The committee focused on strengthening HR practices by updating job descriptions, standardizing performance management, enhancing onboarding, and fostering a supportive workplace culture to position MEH as an employer of choice.

## ACCREDITATION - POLICY & PROCEDURE

The committee finalized the MEH Strategic Plan and began preparations for its five-year implementation, focusing on aligning policies with recognized organizational standards, tracking key performance indicators, and supporting ongoing improvement.

## FUNDRAISING

The committee aims to raise awareness about MEH's services and the need for growth by expanding community engagement and building the donor network. Over the next year, efforts will include outreach, events, and partnerships to support MEH's mission and long-term sustainability.

## MARKETING & COMMUNICATIONS

MEH is increasing its visibility by sharing authentic stories and expanding to TikTok and Instagram to reach a wider audience. Content will be shared across platforms with a strong focus on client privacy, aiming to build greater community support.

# Code of Ethics

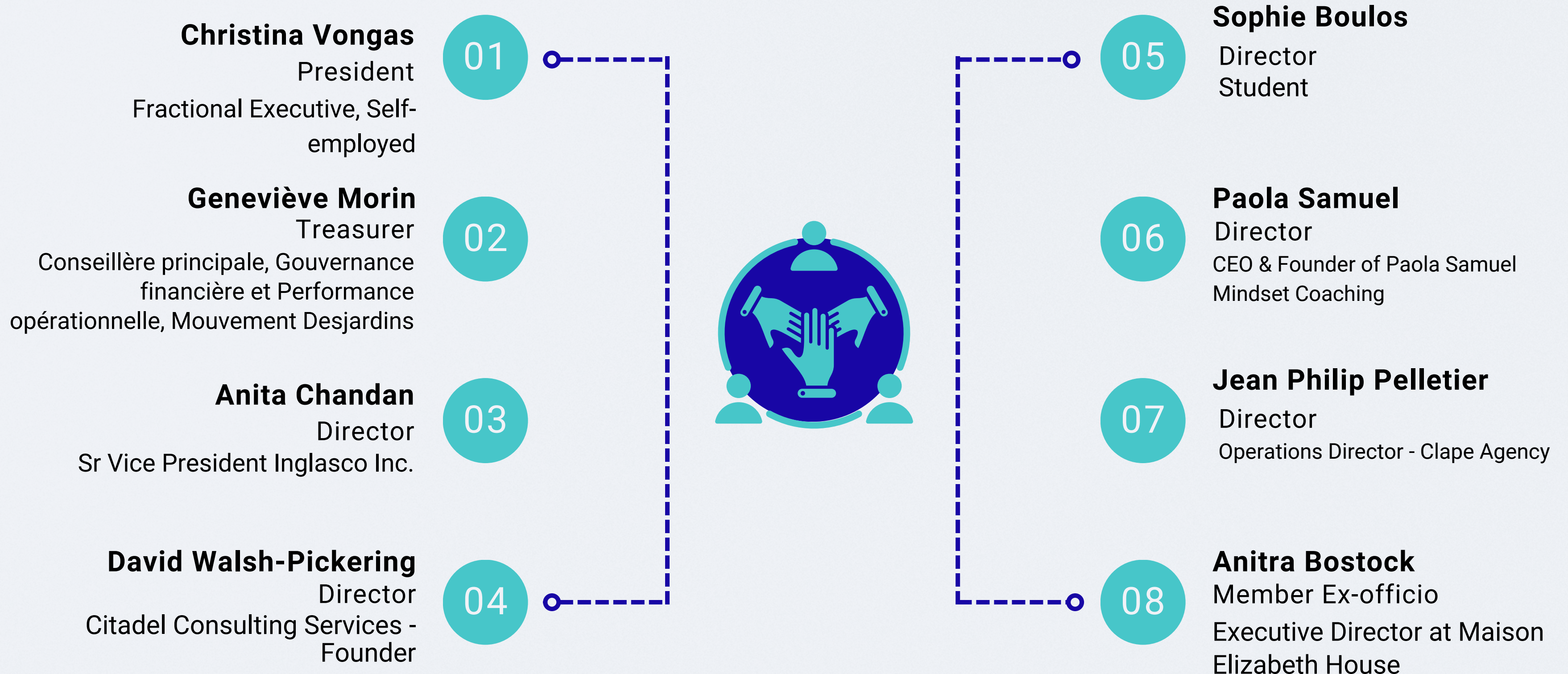
There was no violation of the Code of Ethics in 2024-2025. The code of ethics can be found at the end of this report.





# Elizabeth House Foundation Board

# Directors, Roles, and Job Titles



# A word from the Foundation President



For over 25 years, the Elizabeth House Foundation has proudly supported Maison Elizabeth House, an organization rooted in compassion, care, and community. This past year, my first as Foundation President, has been one of the most exciting and transformative chapters in our history.

A major milestone has been the launch of our first capital campaign: Nurturing Families – Building Futures. Our goal is to renovate and refresh our facilities, creating a warm, functional space for the young mothers and mothers-to-be who call Maison Elizabeth House home. These essential upgrades, including a new community kitchen, the Learning Hub, and transitional apartments, will support safe, nurturing environments and enhance our ability to deliver meaningful, life-changing programs.

We're proud to share that the campaign has surpassed expectations in its first year. Thanks to our generous supporters, we're on track—but there's more work ahead.

To begin construction in early 2026, we must keep the momentum going with more events, deeper donor engagement, and new opportunities to highlight the impact of Maison Elizabeth House. Alongside the capital campaign, we must also continue raising critical funds to sustain and grow our programming—ensuring families receive the support they need, every day.

This year, we also welcomed a dynamic new group of Board members. Their passion and commitment are already strengthening our efforts and expanding our reach.

As we move forward, we remain dedicated to being true ambassadors of this mission. Every step we take supports young mothers on their journey to stability, confidence, and community integration.

On behalf of the Elizabeth House Foundation, thank you for your continued support. Together, we're building brighter futures.

A handwritten signature in black ink, appearing to read 'Christina Vongas'.

**Christina Vongas**  
**President, Elizabeth House Foundation**

# Our Staff

At Maison Elizabeth House, our story is just beginning - and we'd love for you to be part of it.

# 3.3

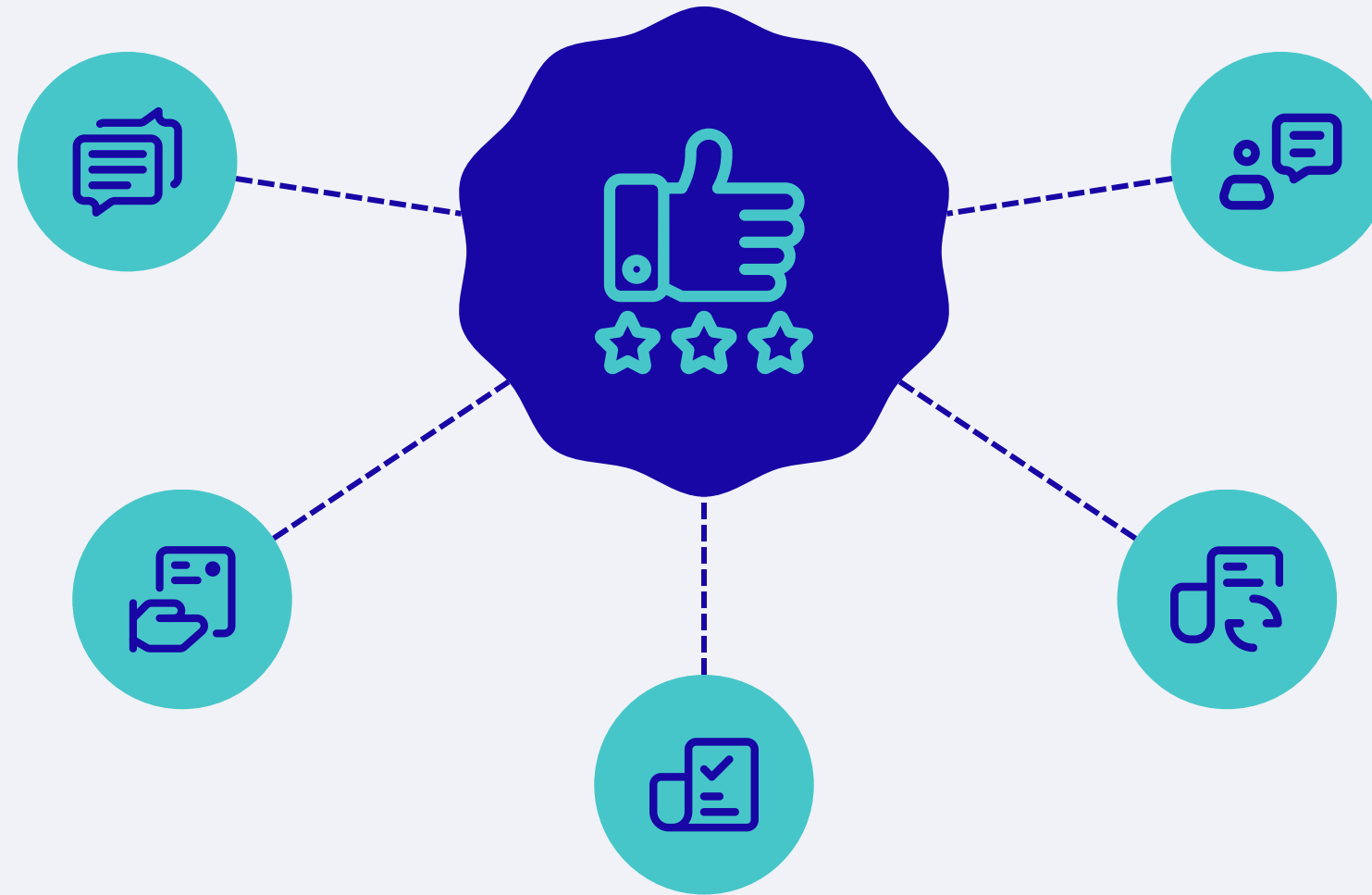
# Strategic Plan 2024 – 2025

## Clinical Approach

Our objective is to expand inclusive programming that builds essential life and parenting skills while supporting clients in completing their secondary education. We will enhance our ability to measure client success, strengthen risk management communication, and deepen Board engagement by leveraging relevant expertise. Additionally, we will pursue meaningful partnerships with other social service networks to broaden our impact and better meet diverse client needs.

## Funding and Public Awareness

We will build sustainable support for capacity-building projects through targeted fundraising efforts. A comprehensive communications plan will be developed to raise public awareness and strengthen the profile of Maison Elizabeth House. Additionally, we will create a donor relations plan to foster long-term engagement and stewardship.



## Governance

We will strengthen Board capacity by creating and implementing a formal selection and onboarding process, along with a cohesive recruitment strategy and succession plan. A Board member profile and skills matrix will guide targeted engagement and retention efforts, ensuring the necessary expertise and experience are in place. We will also monitor and measure Board effectiveness to support strong, strategic leadership for MEH and EHF.

## Infrastructure

We will develop a renovation plan that meets the needs of clients, staff, and the organization while adhering to all regulatory requirements. We will support realistic timelines, ensure transparent and accountable spending, and promote efficient use of materials, labour, and equipment. Active collaboration with project partners and stakeholders will be prioritized throughout all phases to address issues promptly and effectively.

## Human Resources

We will foster a caring, collaborative environment where employees feel valued and heard through targeted communication and engagement initiatives. We will ensure staff have access to relevant, ongoing professional development and implement a comprehensive onboarding plan to support effective integration and long-term success.

# 3.4

## Achievements of the Year

*"To love what you do and feel like it matters — how could anything be more fun?"*  
Katharine Graham, first American female Fortune 500 CEO

### Staff Development

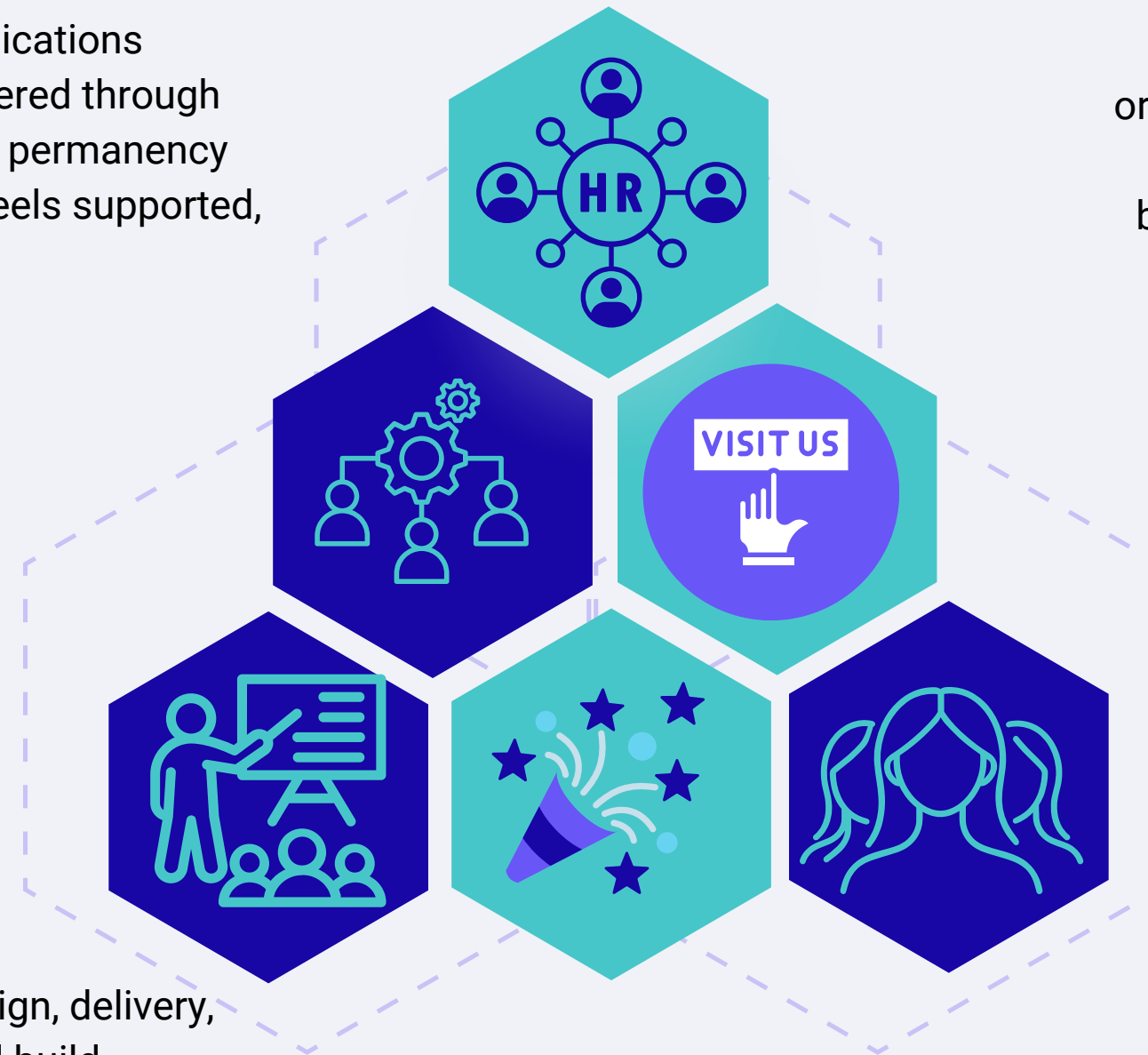
Staff development and training remained a priority, with the renewal of CPR and First Aid training for all staff, a communications workshop, and several clinical training sessions offered through Batshaw in defining and understanding neglect and permanency planning. These efforts help ensure that our team feels supported, equipped, and proud of the work we do.

### Staff-led Initiatives

Internally, we saw important shifts as staff led initiatives improved communication, built stronger connections among colleagues, and expanded recognition of our commitment to high-quality, client-centered care and reminded us that a supported team is key to a supportive environment for our families.

### Program Development

Our team was hard at work enhancing program design, delivery, and evaluation, collaborating to share expertise and build innovative, relevant supports. Student interns brought fresh energy and valuable skills, making a real and lasting impact. Every improvement helps our clients gain the confidence and tools they need to thrive independently.



### Visits and Tours

This year, we proudly opened our doors, hosting tours, meeting with donors, and welcoming community organizations, to share who we are, the impact we're making, and the renovations ahead. These moments of connection brought our mission to life and strengthened the bonds that make our work possible.

### Women's Day

Another incredible event with inspiring speakers, as we explored mental health, motherhood, and community care. Events like this matter more now than ever before, they foster healing, connection, and empowerment. We're excited to keep the momentum going.

### Firsts

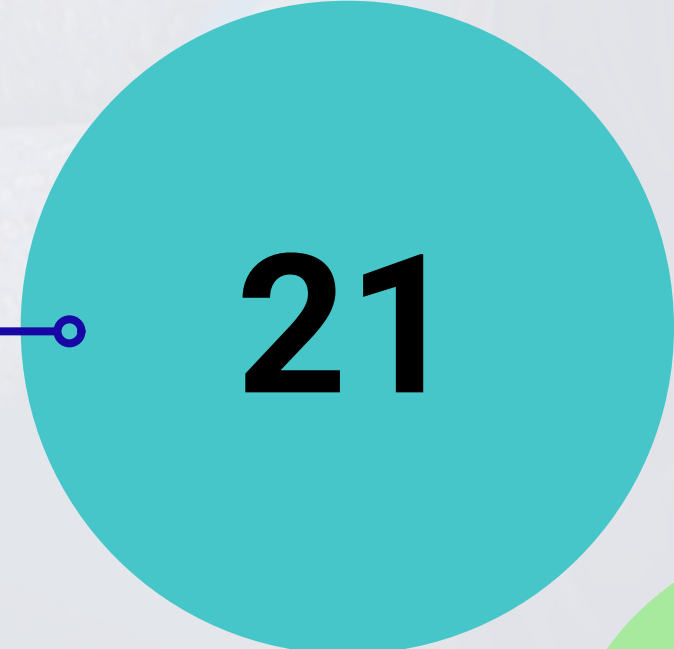
This year, the house was filled with many tiny milestones, first steps, first bites, first giggles. With so many little ones under 18 months, we had the joy of watching babies grow and moms blossom, gaining confidence, strength, and pride with every new moment. It's been truly heartwarming.

**3.5**

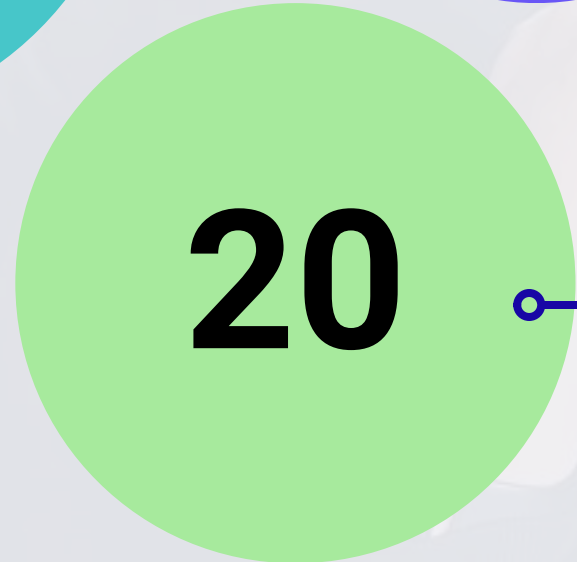
# Our year in Review

## Residential population in Numbers...

Mothers /  
Mothers-to-be



Average  
length of stay



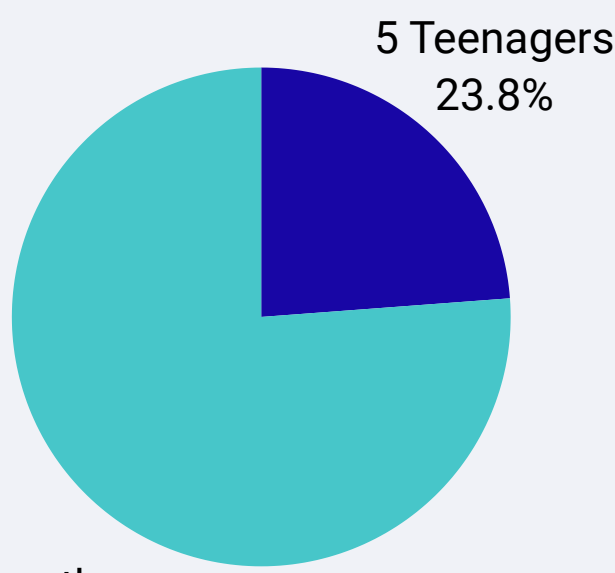
Children



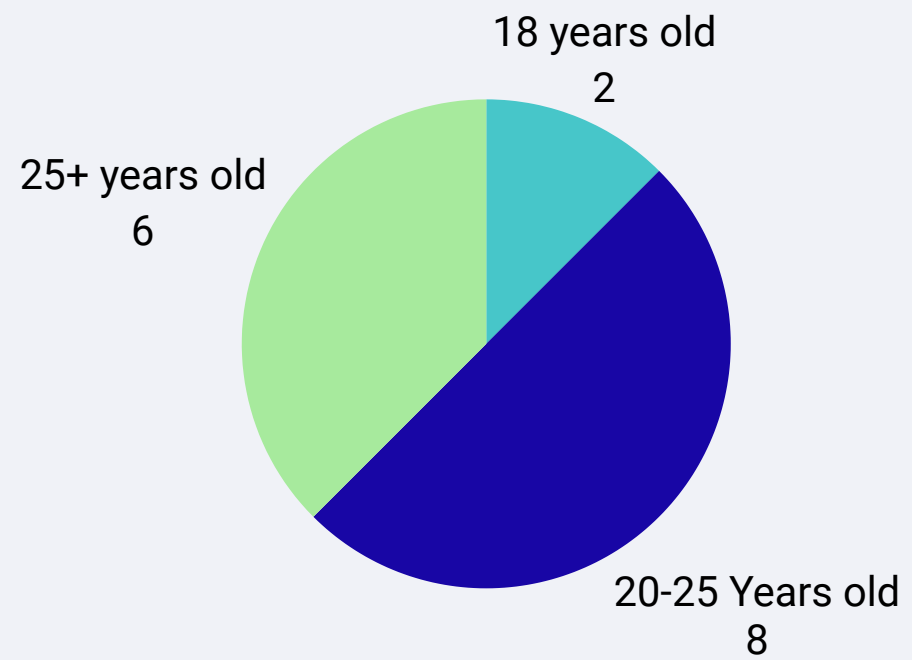
3.5.1

Mothers / Mothers-to-be

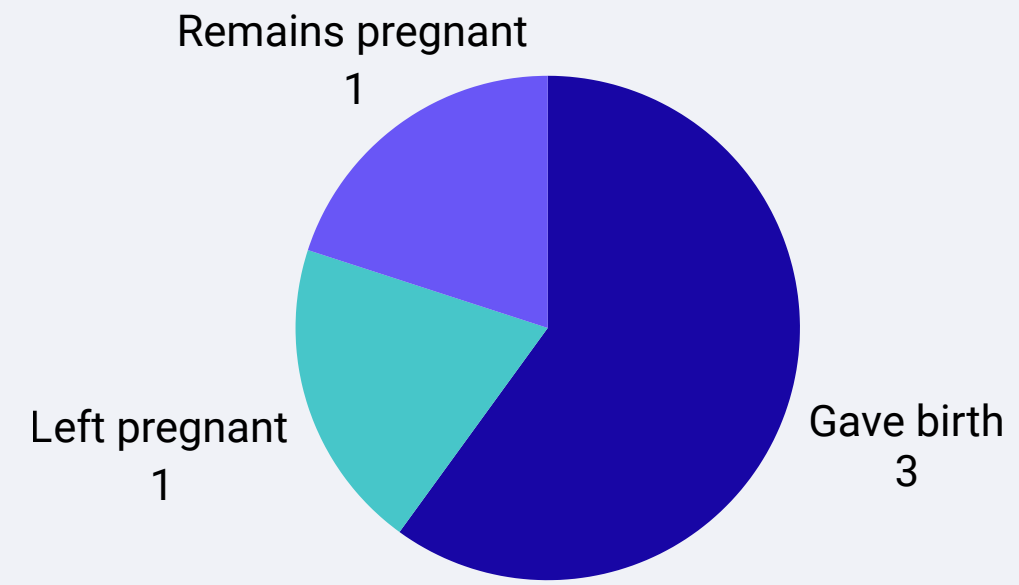
21 mothers / mothers-to-be (5/21 under Youth Protection)



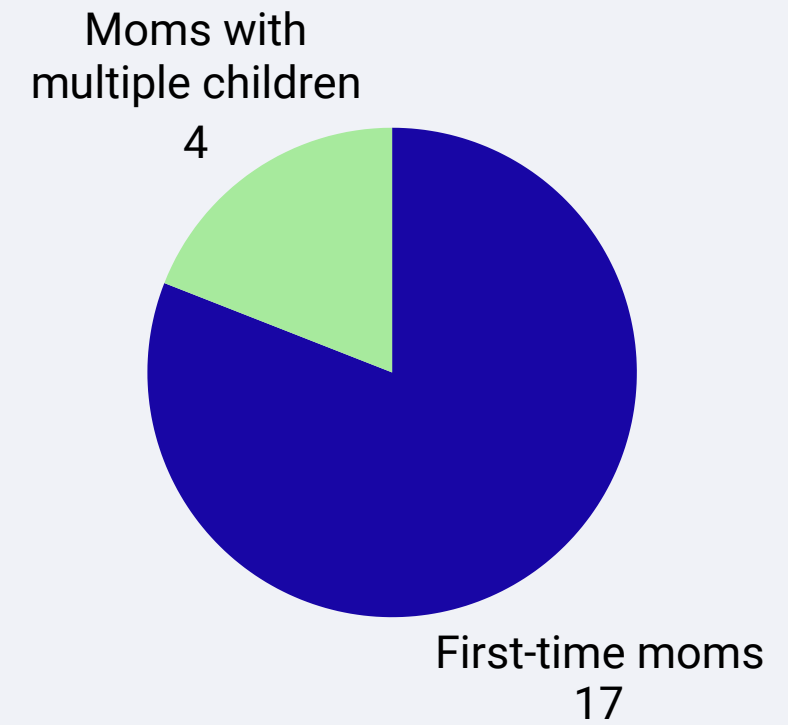
16 Adult mothers' age distribution



5/21 Residential Clients who came in Pregnant (23.8%)



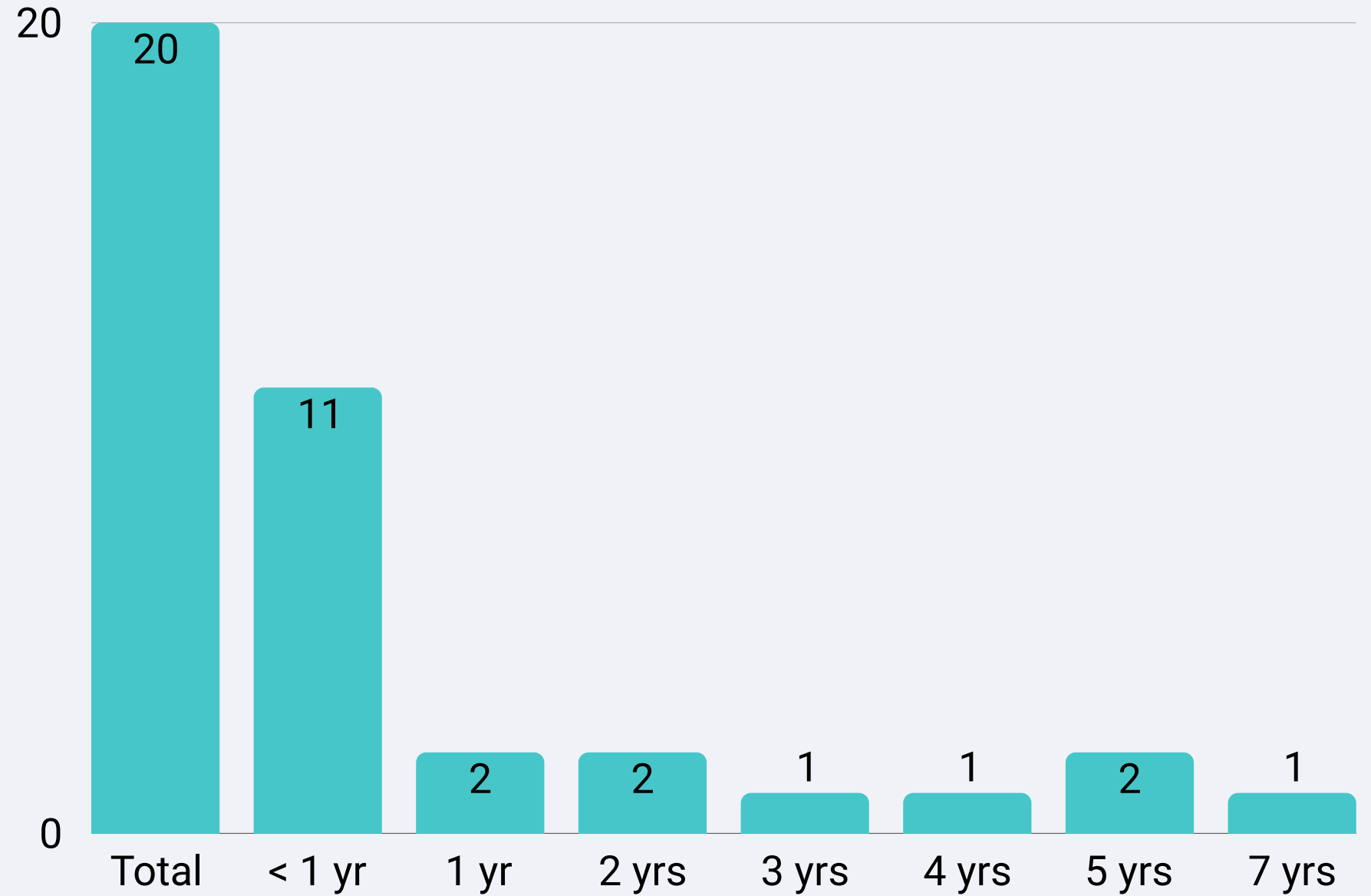
First-time moms & moms with multiple children



3.5.2

# Children's Demographics

● Number of children & Age Distribution



- 85% of children were under Youth Protection (17/20)
- 2 (of 5) moms and their children were both under Youth Protection

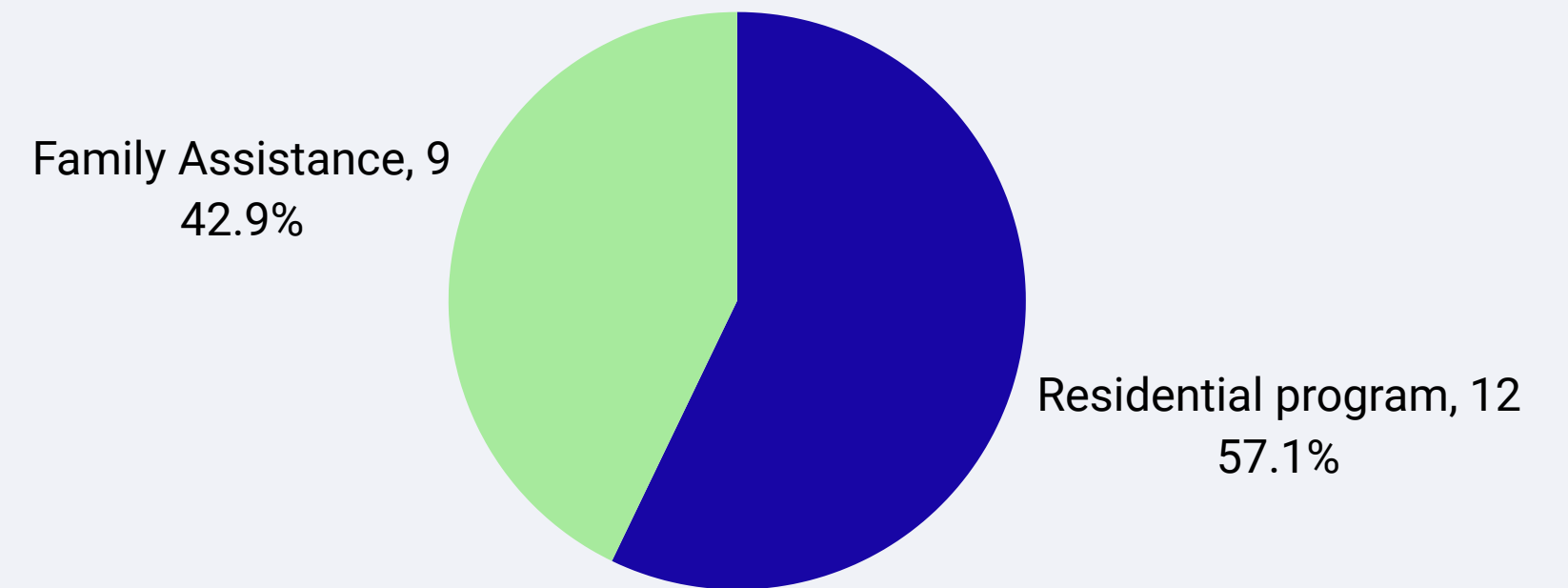
### 3.5.3

## Nursery Services in Numbers...

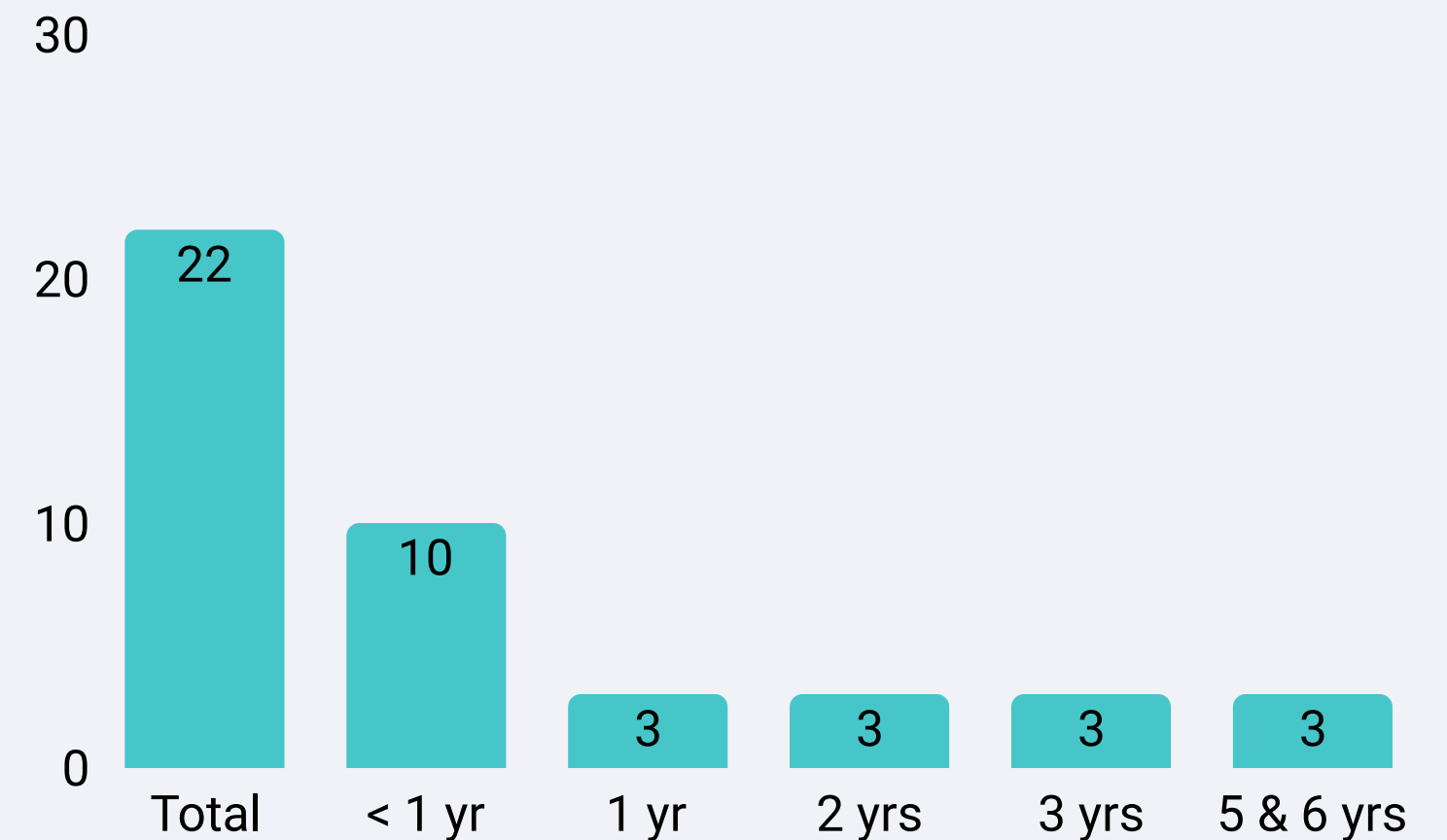
Nursery Services allows parents to participate in group or individual programming and provide respite periods as needed. Nursery services are also available to parents with children from 0 – 18 months who are continuing their high school studies through the Learning Hub.

**This year, we served a total of 22 children, 14 (63.6%) of whom were under Youth Protection.**

### Number of children per program



### Number of Children & Ages

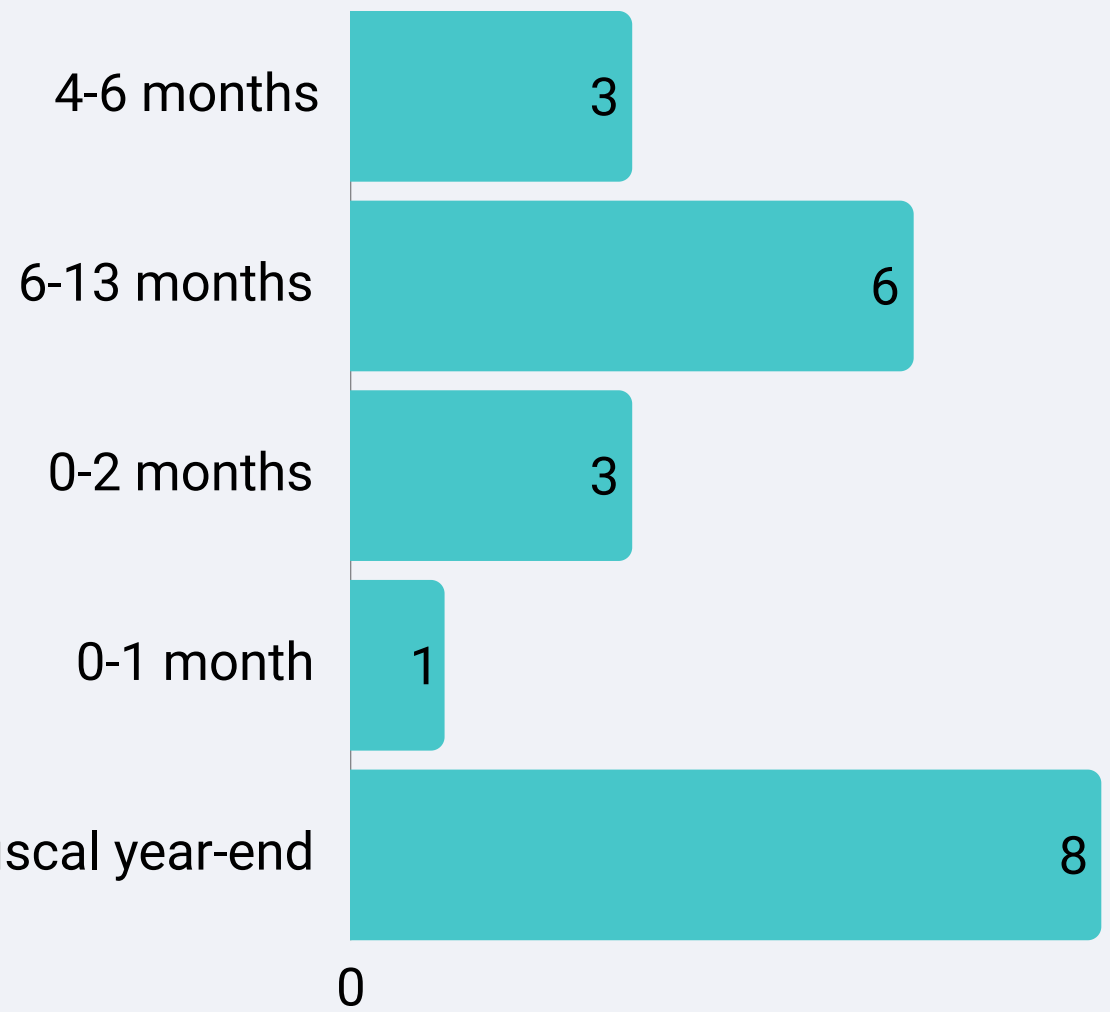


# Average length of stay

**119.42 days**

While this number represents our average length of stay, we want to highlight the following numbers:

Number of clients and average length of stay



3.5.4

# The Role of Dads in Numbers...

The role of dads for the children in the Residential Program:  
14 (70%) out of 20 children had their fathers declared on their birth certificates

1 father had shared custody of his child

1 father was part of a couple who would be living together once mother's stay in residential program was completed.

5 fathers had regular visits with their children.



1 father had limited or supervised contact with their child either due to distance or personal issues or issues related to Youth Protection involvement.

2 fathers had occasional visits/phone contact with their child.

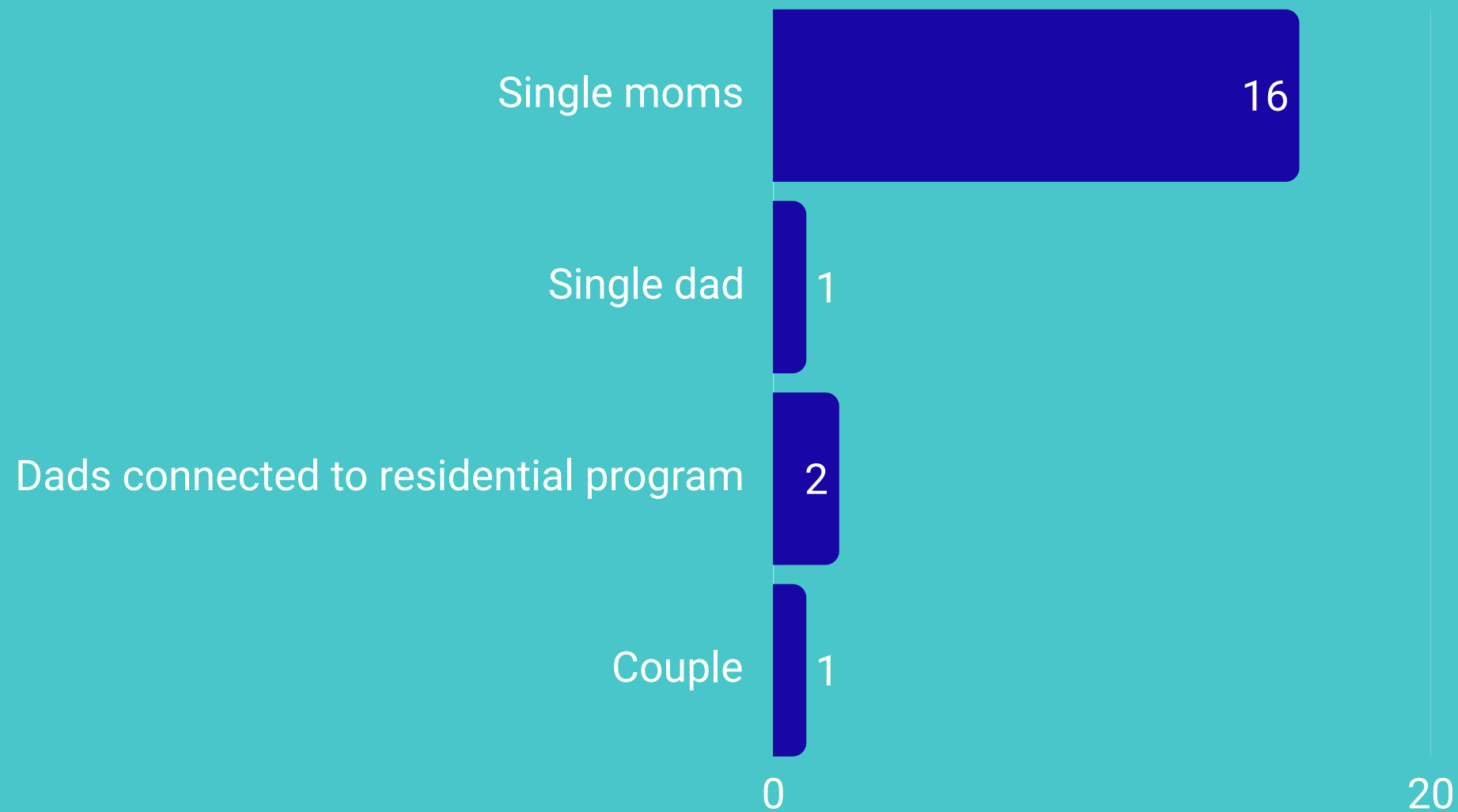
3 fathers no longer had contact with their children.

2 dads with a child in the Residential program were involved with the Family Assistance program.

21  
Parents

26  
Children

# Family Assistance Program in Numbers...



## Issues for Family Assistance service / main areas or reasons for referral:

- No parent was under Youth Protection
- No parent was Aboriginal
- 14/26 children were followed by Youth Protection (53.8%).
- 1 child was Aboriginal
- 1 mom, 1 dad, and one couple were involved in the ABC Infant Stimulation Program (working with parents to optimize supervised visits with their children).
- Connecting with community resources (CLSC, food distribution programs, mental health services, legal aid, etc.)
- Finding affordable housing
- Filling out paperwork related to welfare, child allowances, income tax, Medicare card, etc.
- Budgeting
- Parenting – child development, routines, structure, discipline
- Accompaniment & advocacy

# Continuum of Service in Numbers

5 (out of 21) residential clients were involved with other MEH programs during the same fiscal year (23.8%):

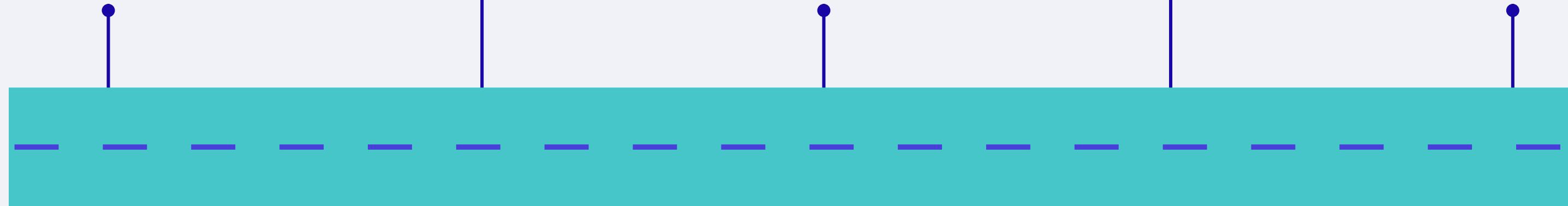
- All 5 residential clients were part of the Education program during the same fiscal year (23.8%).
- 2 residential clients were also involved with the Family Assistance program during the same fiscal year (4.7%).



5 FA clients were also connected with the Residential program in previous fiscal years.



4 clients have been involved in all 3 main programs during multiple fiscal years.



3 Education Program clients were also connected with the Residential Program in previous fiscal years.



2 clients were involved in all 3 main programs during this fiscal year.



# Programming

## **A** The Parenthood Development (PhD) Workshop

Since its inception, the Parenthood Development (PhD) Workshop has successfully completed three cycles (January 2024, October 2024, and March 2025), engaging a total of 18 participants. The diverse group included 2 single dads, 2 couples, and 12 moms, creating a rich environment for shared learning and support.

This 10-week program is designed to empower parents through engaging, relevant themes such as parental wellness, parenting styles, discipline strategies, child development, routines, and emotional regulation. Each session fosters a close-knit community where participants feel heard, validated, and connected.

The program's mix of residential, external, and community clients fosters diverse perspectives, enriching discussions and peer support.

Providing nourishing meals during sessions not only sustains participants but also encourages informal conversations, deeper connections, and ongoing dialogue with staff. Feedback surveys indicated high satisfaction, with participants noting increased knowledge and practical application of parenting strategies.

The combination of relevant themes, supportive environment, and personalized attention — facilitated through group discussions and informal one-on-one interactions—has been instrumental in its success.

We look forward to continuing the PhD Workshops and expanding our reach.

# B

## The Learning Hub - Education Program



The goal of The Learning Hub is to help all MEH parents interested in furthering their high school education at a pace that best suits them, taking into consideration their parental obligations and addressing personal issues.

For the 2024-2025 fiscal year, The Learning Hub had 6 students in total enrolled in the program, ranging in age from 18 to 30 years.

Within the fiscal year, we had one student who completed their high school studies and 2 students who moved on to full-time studies in an Adult Education Program.

As of the end of the fiscal year, The Learning Hub continues to work with 3 students. We have two dedicated students working toward their High School Leaving Certificates; one student is currently on maternity leave and will soon be returning to continue her studies.

It has been enlightening to observe that the first step of an academic journey often has to begin with the rebuilding of self-confidence and self-belief that had been lost years earlier with an unfortunate negative school experience. This work can begin with refocusing the lens on those experiences and with helping to highlight all of the subsequent life successes, and therefore the clear capacity to move forward toward attaining their goals!



## The Learning Hub - Education Program Continued

The determination that these students have to complete their studies despite all the demands that parenthood places on them is admirable. Recognizing those demands can sometimes call for an adaptable program.

A student may be scheduled that day to prepare for a French Oral exam, but when receiving a letter just prior to class that their financial assistance has been cut off, it is important to recognize where the priority lies. A student worried about their housing, will struggle to focus on that course-related preparation, but that practice can be applied concretely by contacting the agency involved and using their French skills to rectify their situation.

It is always good to connect what is being learned in the classroom as being positively applicable in real life situations. Recently, a student enrolled in a Math course also set her course work aside for the day in order to independently complete her income tax return. Again, a student taking responsibility for their situation, and a very concrete application of the skills that the student is presently studying. This adaptability is one the great parts of The Learning Hub.

It is, as always, a pleasure to be a small part of the student's positive learning journey!



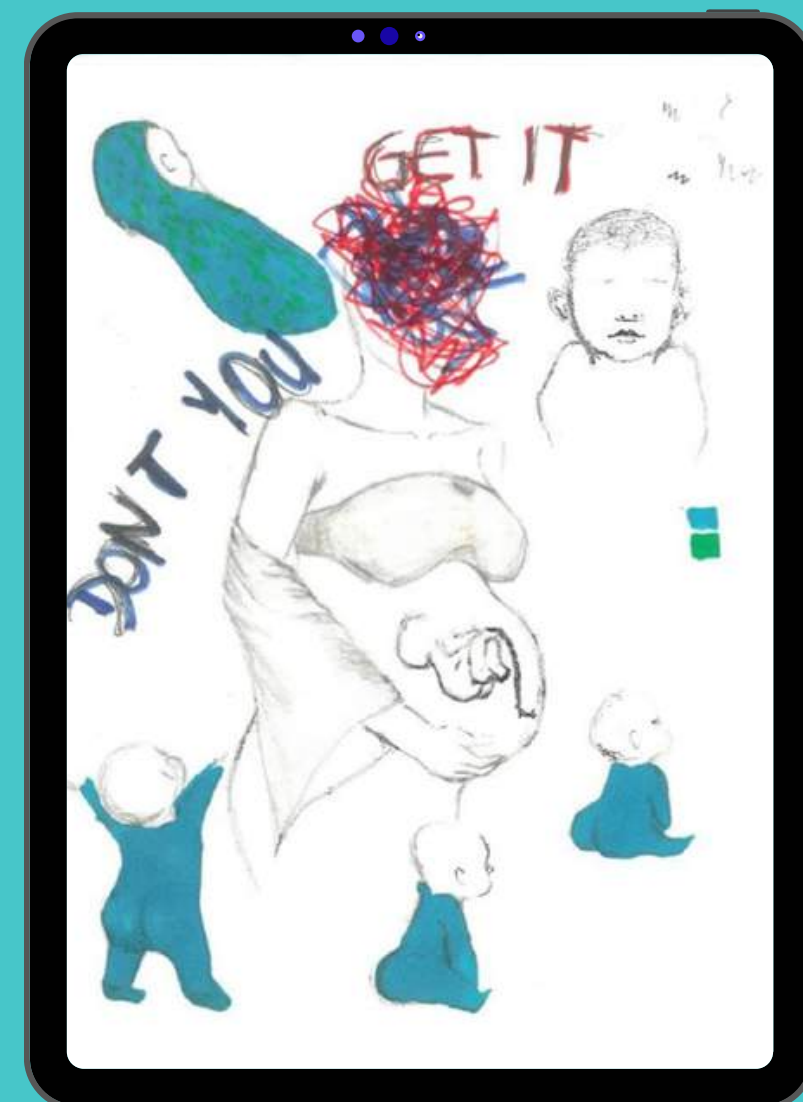
## Writing Workshop April – June 2024

Each year, Maison Elizabeth House partners with the Quebec Writers' Federation to offer our clients the opportunity to participate in the Writers in the Community program. This initiative provides a safe, nonjudgmental space for clients to express themselves through storytelling and poetry. The program runs over eight weeks, resulting in a collection of their writings compiled into a booklet, which is then presented to peers, invited guests, staff, and board members.

This year, we began the program with nine participants, including seven residential clients and two external clients. However, one external client chose not to continue, resulting in a total of eight participants completing the program. The program encourages participants to explore their creativity by writing about their thoughts and feelings. Additionally, one participant had the opportunity to draw and design the cover page of the booklet. All participants contributed to the creative process of selecting a title for the booklet, ultimately deciding on "Don't You Get It."

To provide a glimpse into the powerful work produced, here is a piece titled **"Masking Off the Fear"**:

*Birds, birds chirping..... I can hear them all around me calling out, screaming out my name for me to catch a grip. For me to get a hold of myself. I'm stuck in time and can't move my body... I can't think lowkey losing my mind. Everything is a mess, and I can't comprehend what I am going to do next... Suffering in silence was my goal and that was something I did best. Nobody can help me even if they wanted to.... I am trapped in my mind, my thoughts and anger cannot escape me. I hate it here..... trapped in my misery, my own hatred and fear... the agony, the pain, the way I want to scream out and cry.... Just to cuss everyone out but I can't so I'm stuck... stuck with this miserable and tiring life!*

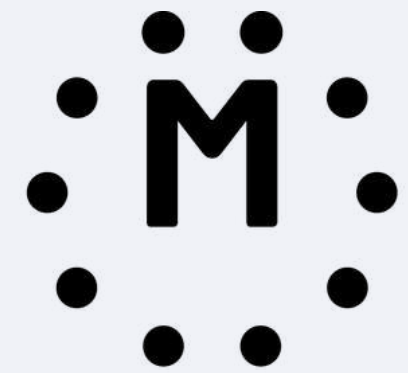




# Moisson Montréal Contribution Acknowledgment

Between April 1, 2024, and March 31, 2025, Maison Elizabeth House received **4,788.98 kilograms** of food from Moisson Montréal, representing a monetary value of **\$37,785.09**.

We are deeply grateful for this vital contribution, which strengthened our food security efforts and enhanced our pantry program, providing nutritious food to families in need and fostering meaningful connections.



**MOISSON  
MONTRÉAL**

In a time where solidarity is more essential than ever, we are proud to count Moisson Montréal among our valued partners. Their continued commitment to addressing food insecurity and their trust in our mission have had a direct impact on the well-being of the families we serve.

We look forward to continuing this important collaboration. The original letter of acknowledgement from Moisson Montréal is included in the appendix of this report.

# Archival Summary

We're pleased to report that 90% of the archiving of the Maison Elizabeth House documentation has been completed. Additional highlights during the 2024-2025 fiscal year included the update and approval by the Board of Directors of the 701 Archive and Historical Documentation Policy and Procedure Manual in November 2024, as well as the recent conversion of an archival reel-to-reel film to digital format.

This coming Fall, Concordia student, Janet Lewis, will be returning to M.E.H. to continue her thesis research detailing the transition of the Sheltering Home of Montreal to Maison Elizabeth House between 1960 and 1975.

Future project plans will focus on developing a Document Digitization Policy and Procedure Manual. Once approved, we will begin to digitize the active documents. Discussions will take place to determine the criteria for the potential dissemination of the confidential client file information, as well.

Important to note that there will be a relocation of the M.E.H. archives due to the P.A.T.H. building renovations. While no date has been set for the move, research for a new home has begun.



# Client Testimonial



*My name is Valerie, I'm 31 years old, and I'm a proud mother of four. Three of my children are in foster care, and one—my son—is now with me. I arrived at Maison Elizabeth House on October 9, 2024, after a long and difficult journey.*

*When my son was born, he was taken by DYP just four days later. For months, my partner, his father, and I had only visitation rights. The court told me to find a resource where I could prove I was ready to be reunited with him.*

*At first, I was scared. I didn't know if Maison Elizabeth House would support me or side with the system. But when they told me they were all about keeping families together, I knew I was in the right place.*

*Since then, I've grown so much. I've rebuilt my relationship with my social worker, learned to manage my emotions, and gained confidence as a mother. Thanks to the many programs, like the PhD and Family Assistance, my partner and I now co-parent with trust and tools.*

*The best part of being here is knowing I'm not alone. Even through the challenges of community living, I've been supported every step of the way. I'm going home on May 1st stronger, more focused, and ready.*

*One day, I hope to come back—not as a resident but as staff. Maison Elizabeth House helped me find my strength, and now, I know I belong.*

**Valerie Trudeau, former client**



## 35 Years of Service - We're Going to Miss You, Spike!

*It's almost impossible to imagine Maison Elizabeth House without you, Spike. For 35 years, you've been woven into the very heart of this organization. You've stood beside young mothers in their most vulnerable moments, with steady hands and a compassionate heart, teaching, guiding, and gently challenging them to believe in themselves and in their ability to care for their children.*

*From teaching how to bathe a slippery newborn or introduce solid foods, to offering wisdom, comfort, and unwavering support, you've been more than a helping hand; you've been a source of strength and care.*

*The number of former residents who return just to say hello, to introduce their now-grown children, or to show where their journey began is a testament to your impact. You remembered their names, their stories, and the tiny details that made them feel seen. Their smiles when they saw you again, still here, still caring, said everything.*

*You've also been a pillar of the MEH team, sharing your love of books and movies, your deep well of knowledge, and your kind advice. You've given so much of yourself to this place and the people in it.*

*Your legacy will live on in the lives you've touched, the stories you've helped shape, and the warmth you've left behind.*

*Thank you, Spike, from all of us. You will be deeply missed, and you will never be forgotten.*

**Anitra Bostock - Executive Director**



## 35 Years of Service - Continued!

*The legacy you leave behind is one of profound kindness, empathy, and selflessness. The countless lives you've touched will carry your influence forward for years to come. The children you've helped will grow up with your guidance in their hearts, and the families you've supported will forever remember the difference you've made.*

*Your presence, I am sure, will be greatly missed. We are so grateful for the mark you've left on Elizabeth House. I wish you nothing but happiness and fulfillment as you enjoy this new phase of your life. May it be filled with well-deserved rest, joy, and new adventures!*

*Thank you for your unwavering dedication and passion over the years. Enjoy every moment of your retirement—you've certainly earned it!*

*With deepest appreciation and warmest wishes,*

***Christina Jagiello - Retired Executive Director***

*I remember going to EH to apply to be a volunteer in the nursery as part of my SCC program requirements back in 1997. When I rang the doorbell, Spike was the one who came to the door. She was kind and helpful. Never would I have thought I would go on to almost 20 years with her. Spike is a kind, strong, resilient woman. She worked hard for retirement, and it is well deserved.*

***Sharon Mahbeer – former Educator at MEH***

# Section 4

## PARTNERSHIPS, COLLABORATIONS AND COMMUNITY LINKS



# 4.1

## Intakes

### 54 referral packages sent

- 26 request for services forms returned
  - 2 clients refused on file (following discussion with workers).
  - 4 clients withdrew / process on hold prior to meeting scheduled.
- 20 intake meetings held:
  - 4 clients withdrew from the process / process on hold following intake meeting
  - 3 clients were refused following intake meeting.
  - 13 clients admitted to residential program



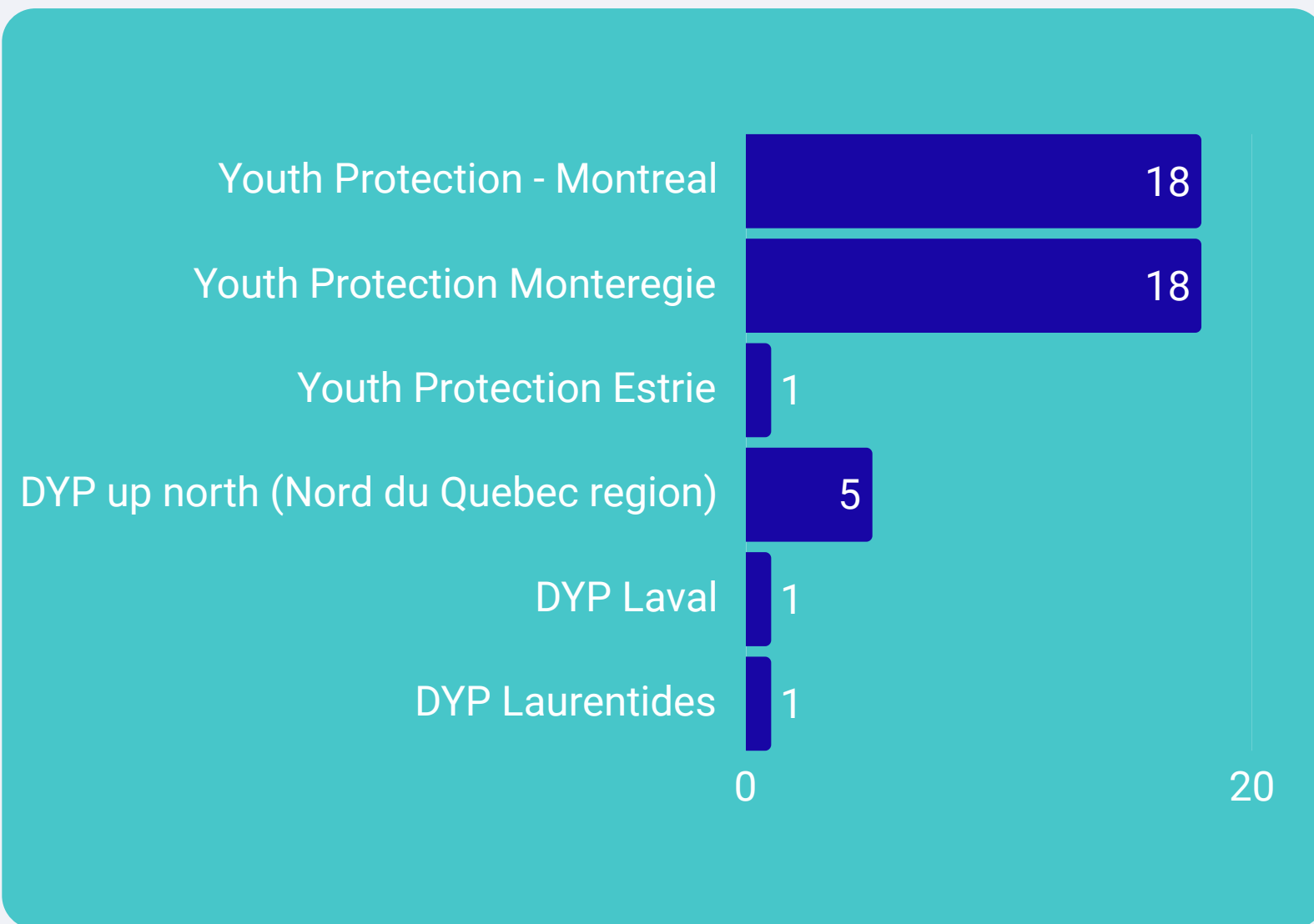
# Clients were referred by:

## 44 = Youth Protection

Referrals were either made by the Community Organizations or in conjunction with DYP

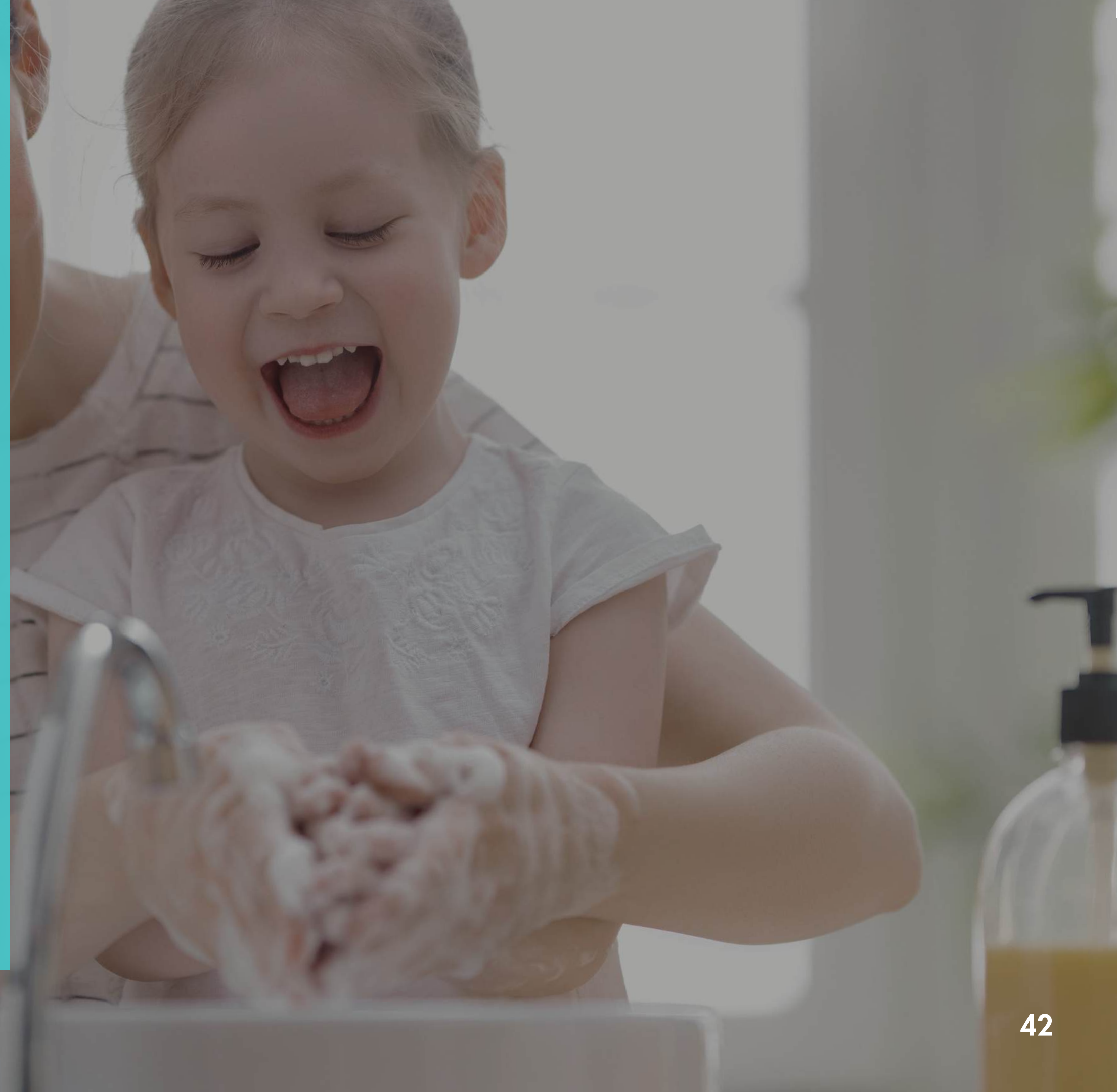
## 23 = Community Organizations

1. KSCS Kahnawake
2. CIUSSSE CHUS de l'Estrie
3. Maison Transitionnelles O3
4. Douglas Hospital
5. CROM
6. Herzl Clinic
7. Mtl Diet Dispensary
8. Le havre des femmes
9. Connexion
10. Maison le Paravent
11. CLSC Petite-Patrie
12. CLSC Benny Farm
13. CHUM
14. Old Brewery Mission
15. Elizabeth High School
16. L'Envol
17. CLSC Bordeau Cartierville
18. L'Arret Source
19. Maison des jeunes Mirabel
20. West Island women's shelter
21. Maison de Clarisse – Hebergement de la dauphinelle
22. Maison Marguerite
23. CAVAC de la Monteregie



# Section 5

## RISK MANAGEMENT AND QUALITY IMPROVEMENT





## Report from the Accreditation/Policy and Procedure Board Committee

This committee is composed of Anitra Bostock (the Executive Director), Yvonne Bekeny (MEH), Linda Corbeil, Elsa Kelly-Rhéaume, Donna Varrica, and Leigh Johnston of the MEH Board of Directors. David Walsh-Pickering of the Elizabeth House Foundation Board of Directors was also a committee member but has resigned due to a move to another province.

The committee has been meeting monthly since October 2024, with the exception of April 2025.

To date, we have brought seven policies and one bylaw revision before the MEH board for their approval.

Of note is that we will be bringing a revised policy on MEH governance to our 2025 Annual General Meeting.

We have also been working on finalizing the MEH Strategic Plan, and we plan to use the Accreditation/Policy and Procedure Committee to review our Key Performance Indicators regularly as we progress through the five-year plan.

I would like to take this opportunity to thank all the committee members for their valuable time!

**Leigh Johnston**  
**Committee Chairperson**



A close-up photograph of a hand stacking colorful wooden blocks. The blocks are in shades of blue, orange, and white. The hand is positioned in the center, with fingers visible as it places a block on top of another. The background is softly blurred, showing more blocks and a light-colored surface.

## 5.1

# The Safe Provision of Care and Services

At Maison Elizabeth House, our commitment to safety and service excellence is central to everything we do. In addition to meeting our legal responsibilities under the Act Respecting Health and Social Services, we have developed an internal system to track and report risk-related events that may fall outside the formal definitions of incidents and accidents.

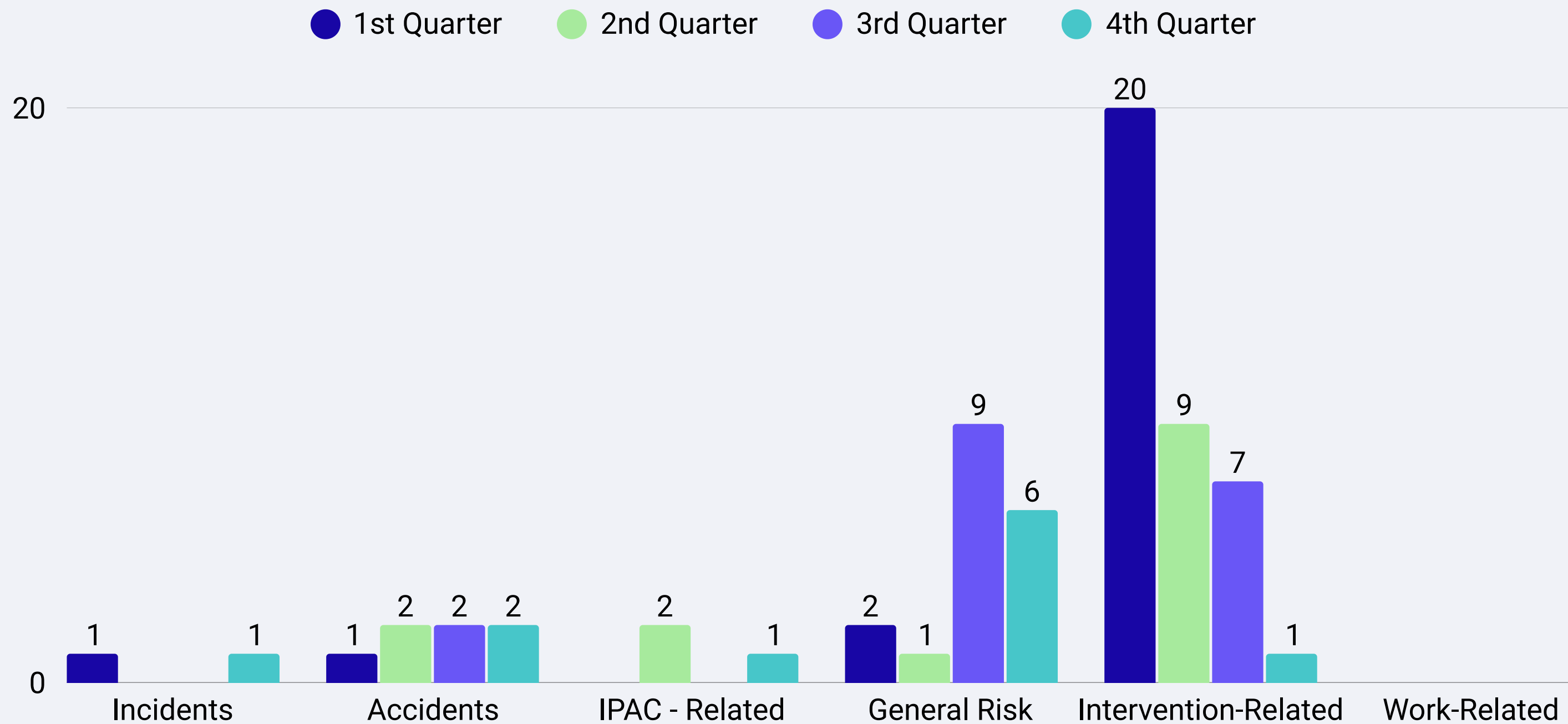
This proactive approach allows us to monitor a wide range of potential risks that could affect the health, safety, and well-being of our clients, students, visitors, volunteers, and staff.

We also promote a strong culture of risk awareness by ensuring that everyone connected to Maison Elizabeth House receives safety orientation from the very beginning of their involvement with the organization.

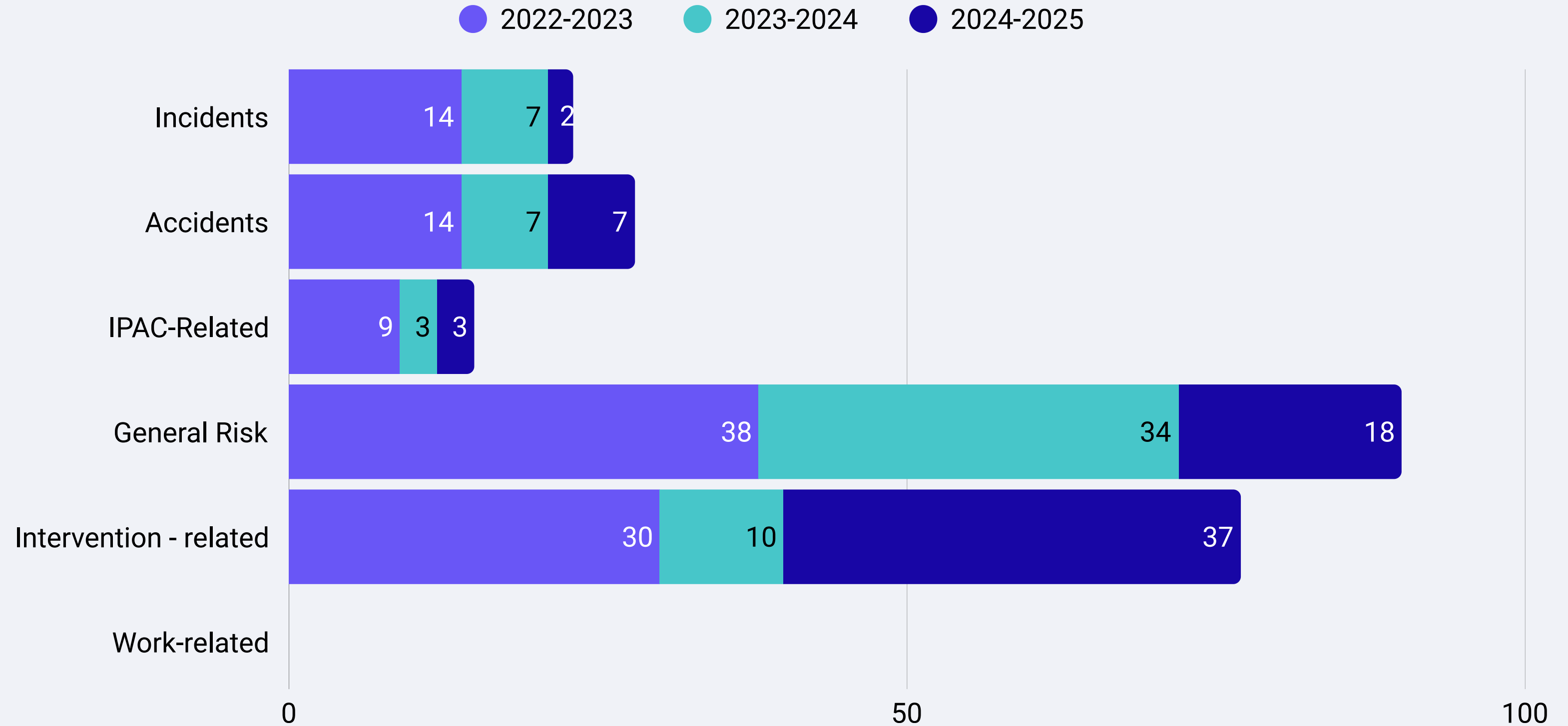
The risk manager, risk designate coordinator, and the quality improvement committee coordinate risk monitoring and response. As soon as risks are reported, active follow-up and timely interventions are carried out.

# Incidents/Accidents and Events

## Comparison between quarters



# Comparison with previous years



# Overall Trends

## Risk Event Reporting Summary – 2024–2025



This year, we observed continued shifts in risk event reporting across multiple categories.

Incidents declined for the third year in a row, dropping from 14 in 2022–2023 to just 2 in 2024–2025. This reflects stronger preventive measures and improved reporting systems.

Accidents remained stable at 7, unchanged from last year, indicating consistent risk management in this area.

IPAC-related events (Infection Prevention and Control) also held steady at 3, matching last year's total and down significantly from 9 in 2022–2023.

General risk-related events dropped by nearly half, from 34 last year to 18 this year.

### Of these:

- 5 events (27.8%) involved infrastructure or equipment (e.g., building-related issues),
- 13 events (72.2%) were general safety concerns (e.g., stove/oven left on, knives on counters, broken glass in shared areas).



Although these numbers are relatively low, routine safety practices, especially in shared spaces like kitchens, remain a priority. We will continue to emphasize vigilance, education, and clear protocols.

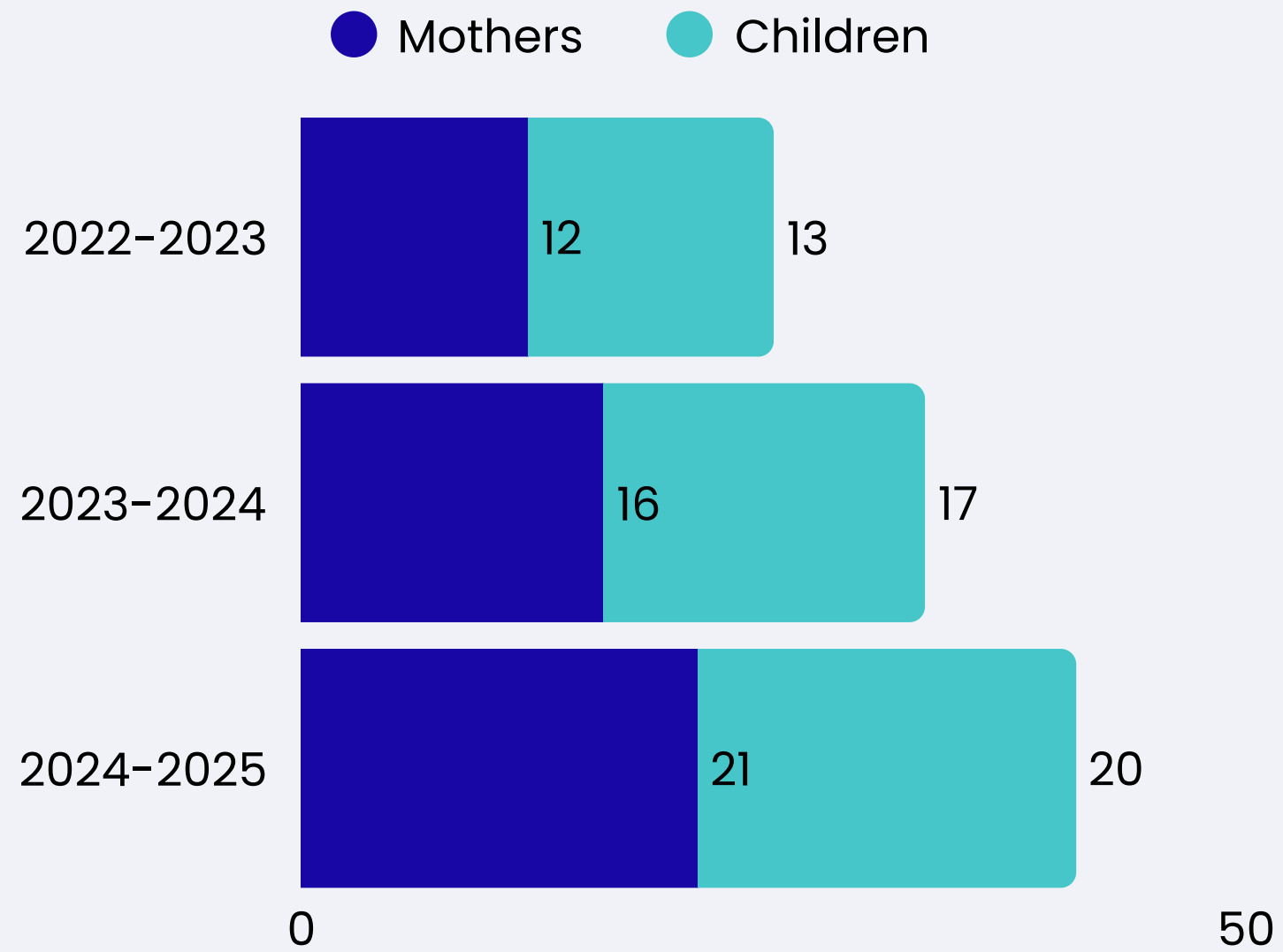
Intervention-related events increased significantly, rising from 10 last year to 37 this year (a 270% increase), exceeding even the 30 events reported in 2022–2023. Of these, 24 (67%) involved baby gates left open, an ongoing safety issue that staff continues to address with clients.

Work-related events remained at zero for the third consecutive year, a strong indicator of safe working conditions for staff.

### Three-Year Trends:

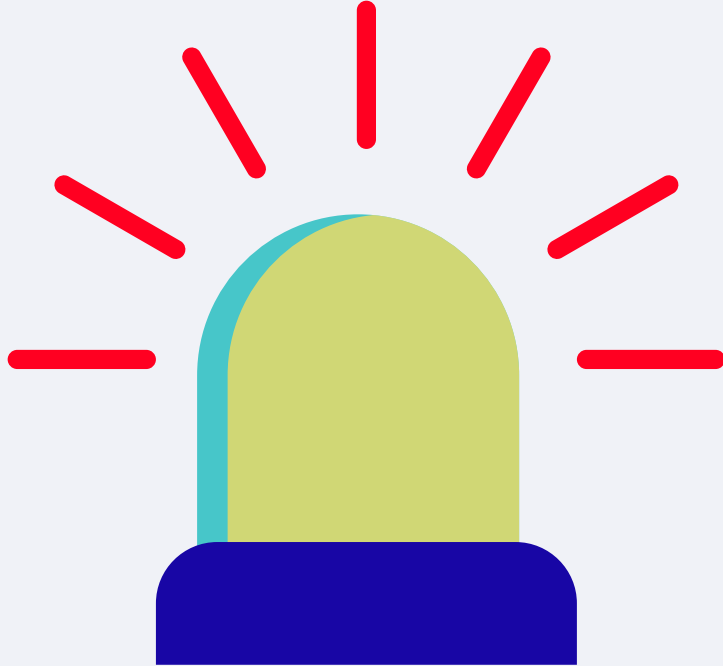
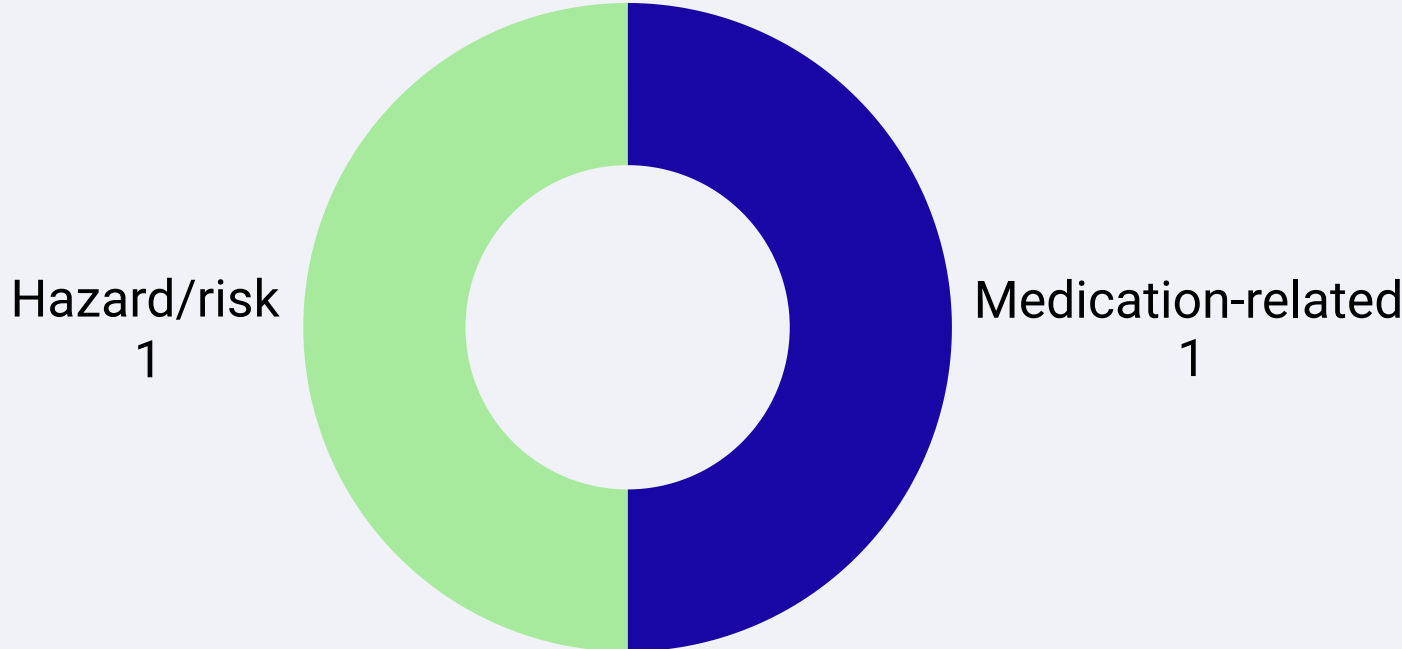
- Incidents, IPAC events, and general risks show a clear downward trend.
- Accidents have decreased since 2022–2023, but remained steady this year.
- Work-related risks remain at zero—an excellent outcome.
- Intervention-related events continue to fluctuate, with a sharp rise this year that will be closely monitored in 2025–2026.

# Comparison of Number of Clients



5.1.1

# Incidents



Incidents	Description
Medication-Related	A birth control pill was dropped, and staff could not find it.
Hazard/ risk	The kitchen stove in the main house made a loud noise and sparked a flame.

The two incidents reported this year were documented and reported promptly. The stove was shut off immediately, and staff instructed not to use the right side until a technician could assess it.

These events underscore the importance of clear communication, quick response, and ongoing attention to both medication safety and equipment maintenance.

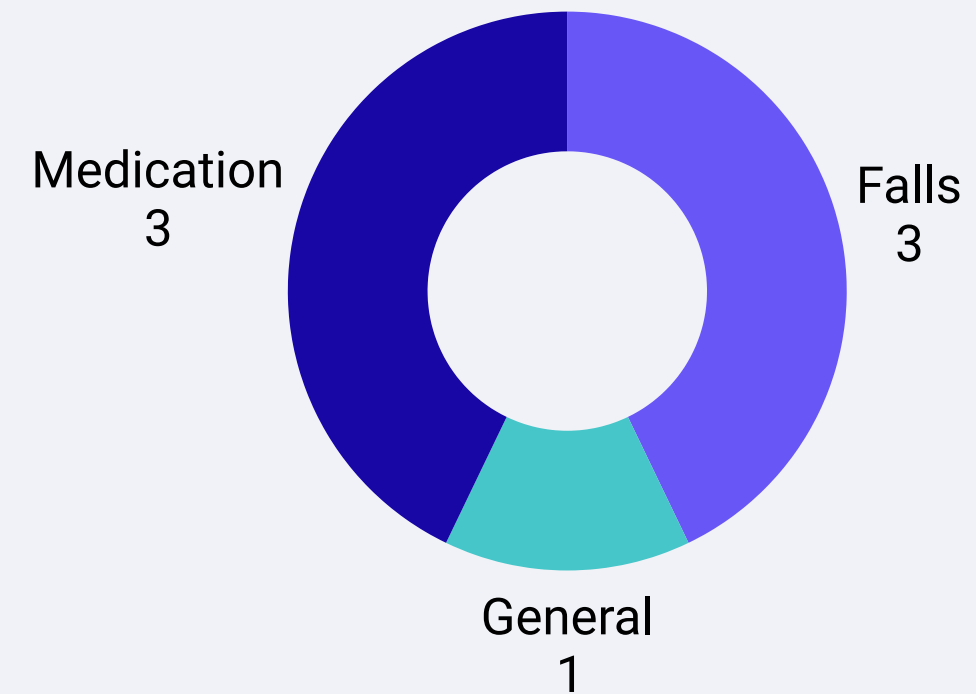
# 5.1.2

## Accidents

This year’s accidents included minor injuries during daily routines, play-related incidents, and one medication accident. All were managed promptly with appropriate first aid and follow-up.

Staff responded quickly, and preventive measures were implemented. These incidents highlight the ongoing need for childproofing, active supervision, and clear communication with clients about safety protocols.

Clients are regularly encouraged to stay vigilant and take proactive steps to maintain safe environments for their children.

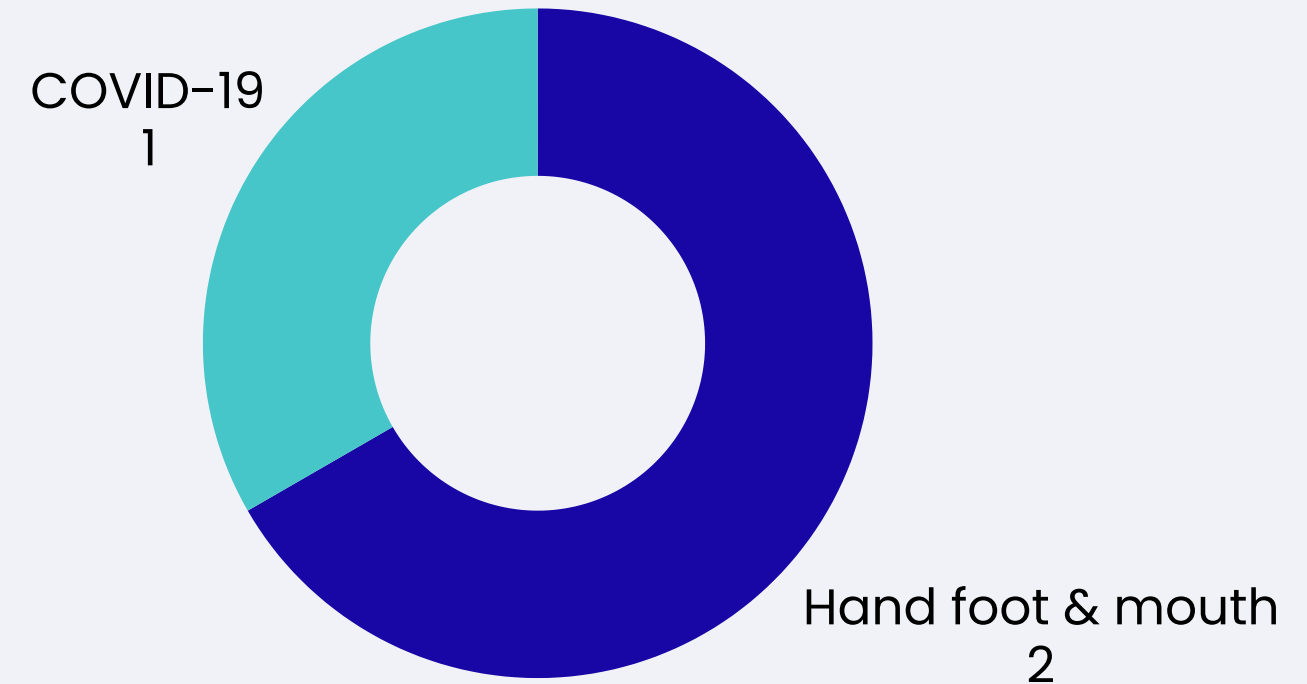


Accidents	Description
General	<ul style="list-style-type: none"> <li>• A child hit another on the face when they were fighting over a toy.</li> <li>• A mom got a few burns on her hand from a hot oil splash.</li> <li>• A mom stepped on a piece of broken glass that was not thoroughly swept.</li> </ul>
Falls	<ul style="list-style-type: none"> <li>• A child slipped and bumped his head while his mom was bathing him.</li> <li>• A child was playing on top of boxes and lost his balance and fell when the boxes moved.</li> <li>• A child fell in the playpen.</li> </ul>
Medication	<ul style="list-style-type: none"> <li>• A mom administered medication following the dosage on the package instead of the prescription.</li> </ul>

## 5.1.3

# Events

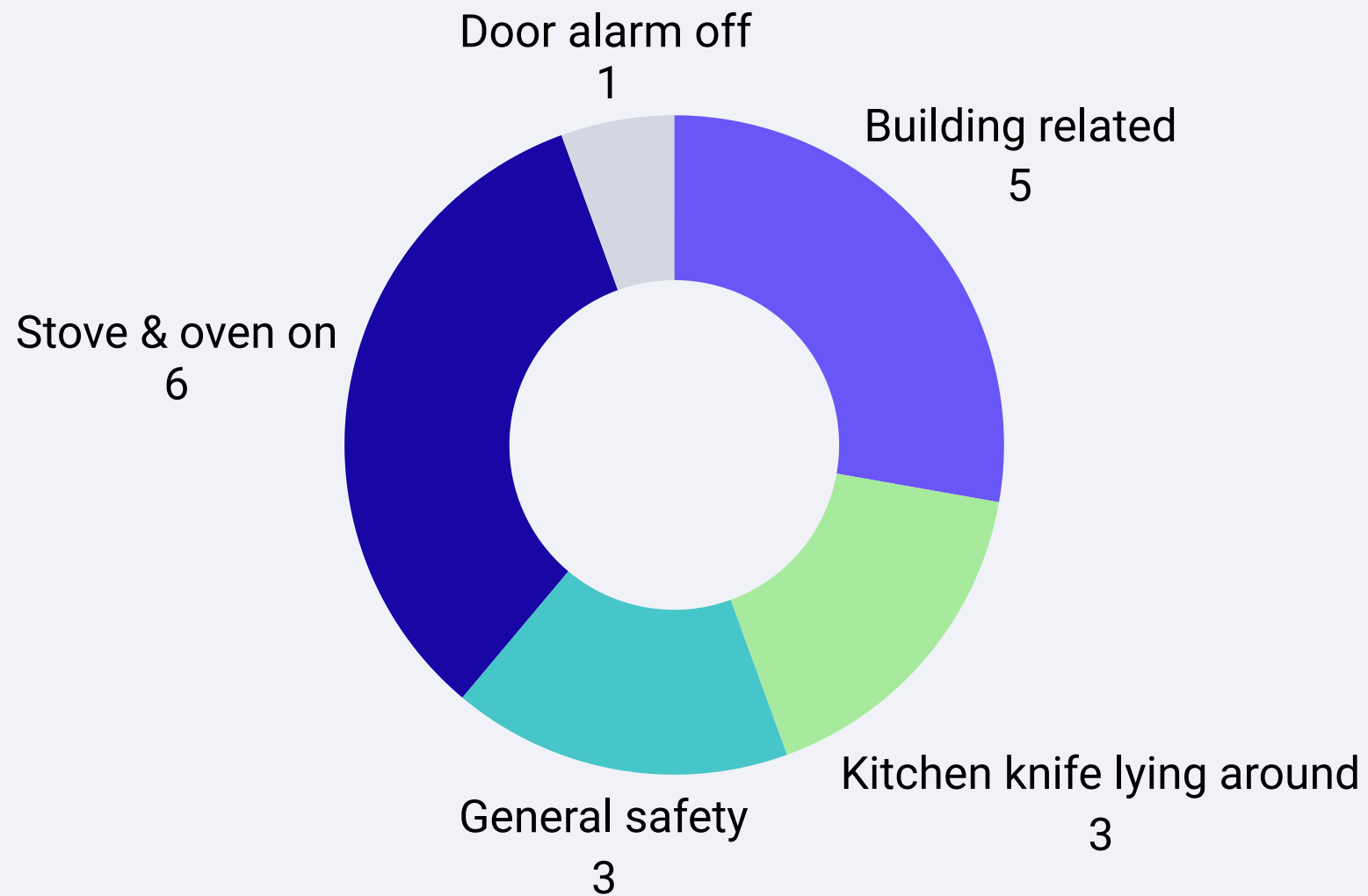
## a) Infection Prevention and Control



We have seen a consistent decline in IPAC events over the last two years. This year, we recorded one case of COVID-19 and two children infected with hand, foot, and mouth disease. Both events were quickly brought under control, with reinforced hand washing, disinfection, and several days of isolation for those infected. For the COVID-19 event, all staff were notified by email, and clients were informed verbally.

# Events Continued

## b) General Risk Events



General risk-related events dropped by 53%, from 34 last year to 18 this year.

### Of the 18 reported:

- 5 (28%) were building-related,
- 6 (33%) involved stoves or ovens left on,
- 3 (17%) involved kitchen knives left out,
- 1 (6%) involved a door alarm being turned off,
- 3 (17%) were other general safety concerns.

This decline reflects improved environmental safety and risk awareness. However, we continue to stress the importance of safety protocols, regular monitoring, and quick responses to maintain safe living and shared spaces.

# Events Continued



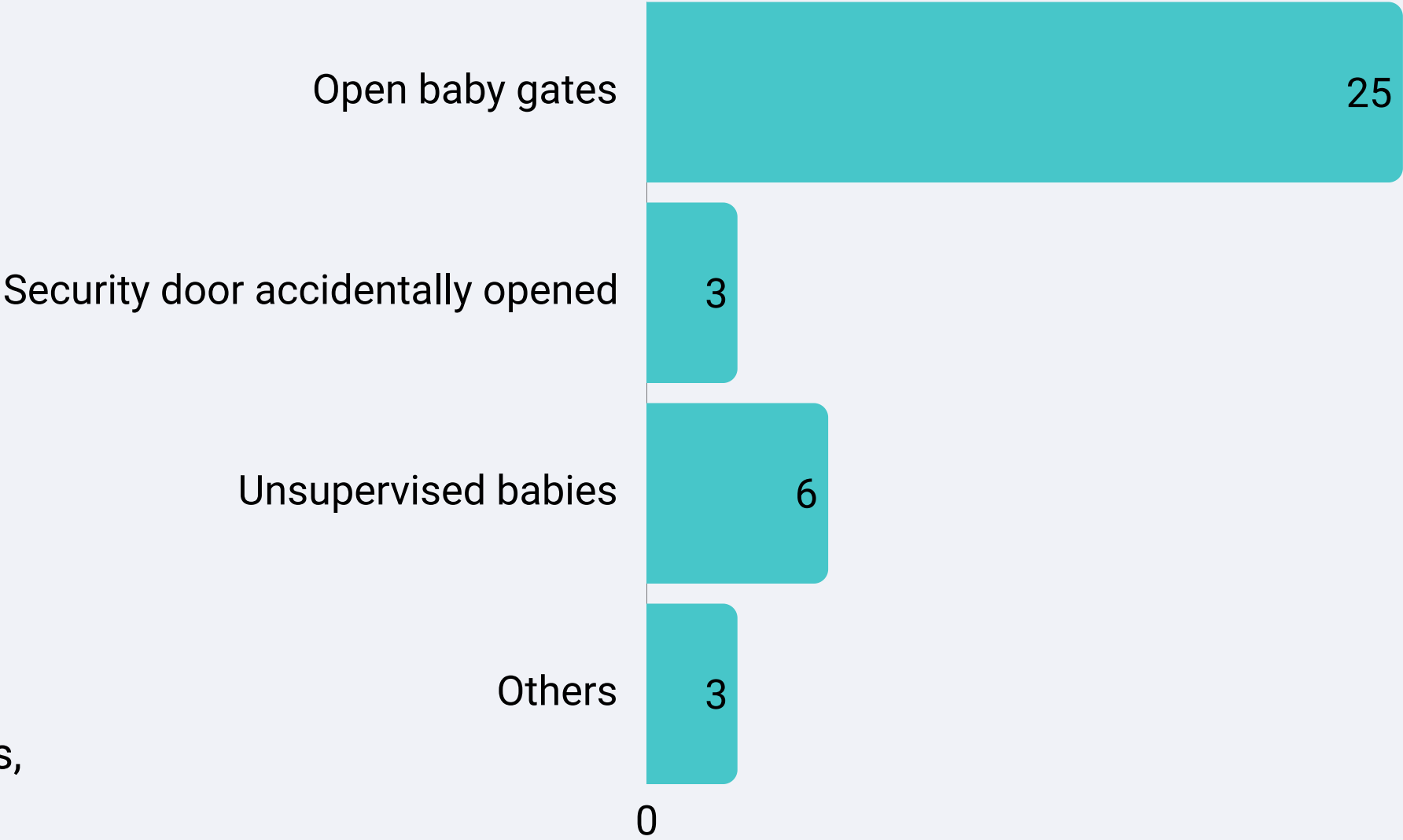
## c) Intervention-Related Events

Intervention-related events rose sharply to 37, up from 10 last year. Of these:

- 25 (68%) involved baby gates left open
- 6 (16%) involved unsupervised babies
- 3 (8%) involved the security door being opened accidentally
- 3 (8%) were other concerns

The high number of open gate incidents highlights a persistent safety issue that requires ongoing reminders and closer supervision.

Planned renovations include physical modifications to baby gates to help prevent future incidents. The increase in reports may also reflect changing client needs or improved documentation practices, which we will continue to monitor.



# Events Continued

## d) Work-Related Events

Once again, this year, no work-related events were reported.

### Risk-Related Incidents: Summary & Forward Focus – 2024–2025

This year, we observed significant shifts in risk-related incidents across several categories, reflecting both progress and emerging challenges.

Overall, general risk-related events dropped by 53%, indicating improved environmental safety and growing awareness of daily risks. Incidents related to infrastructure, unattended kitchen appliances, and unsafe object placement were notably reduced thanks to timely reporting and strong preventive practices.

However, intervention-related events rose sharply to 37, up from 10 last year. The majority (68%) involved baby gates left open, with additional concerns related to unsupervised babies and accidental access to restricted areas. This rise is partially linked to an increased population of young children, whose developmental stages naturally present more safety challenges. It may also reflect improved documentation and vigilance.



In light of this, the planned renovation project—specifically targeting the physical improvement of baby gates and safety infrastructure—will be a critical step forward. These modifications are designed to reduce recurring incidents, support safer routines, and ease the burden on staff managing high-risk areas.

Across all risk categories, prompt reporting, active monitoring, and clear protocols remain essential. Every member of the team plays a vital role in maintaining a secure environment, and this year’s trends reflect both their dedication and the evolving needs of the families we serve.

As we move forward, we reaffirm our commitment to diligence, open communication, and continuous improvement. With a growing number of young children in our care, and a team fully engaged in ensuring safety, we are confident that the combination of physical upgrades and consistent safety practices will further reduce risk and strengthen our community’s well-being.



## **The 2024–2025 Activity Report of the Office of the Ombudsman for Complaints and Service Quality, Central-West Montreal Island**

### **Maison Elizabeth House**

The Complaints and Service Quality Office, the Medical Examiner's Office, and the Review Committee for the Central-West Island of Montreal did not receive any complaints or interventions concerning Maison Élizab th House. However, one (1) request for assistance in filing a complaint was submitted to the Complaints Office (regarding a lost item). This assistance did not result in a complaint being filed.

In addition, five consultations were requested during the year. Specifically, there was one (1) request for consultation with the Commissioner from Maison  lizab th House (regarding an incident) and four (4) requests for the exchange of statistics between the two parties: AH-223 for periods 1 to 4 from Maison  lizab th House and statistics for the CVQ of Maison  lizab th House from the Commissioner's Office.

# Section 6

## DONATIONS AND FUNDRAISING



# Funding 2024-2025



We are deeply grateful to the individuals, Foundations, and partners who generously supported our programming efforts this year. Thanks to your contributions, we raised a total of **\$387,942**, directly funding services and spaces that are vital to our mission.

Your generosity has enabled us to invest in essential programs, welcome kits for moms, upgrade the playroom and girls' bedrooms, and smoothly run the Learning Hub. We are thankful for a **\$75,000** pledge toward our upcoming capital campaign, which will help us realize long-term improvements for our facilities. Each donation represents a commitment to the well-being and future of the families we serve. For that, we extend our heartfelt thanks to all of you for your continuous support.

## Donations in Kind

We also wish to recognize the many individuals and organizations who donated goods and supplies throughout the year. These in-kind gifts played a crucial role in creating safe, functional, and welcoming spaces for our clients.

Through your generosity, we were able to set up and run our Swap Shop, acquire food pantry contributions through Moisson Montréal, and seasonal donations such as clothing, snacks, hygiene products, and Christmas gifts, which all contributed to a supportive and dignified environment. Your thoughtful donations are a testament to the community's commitment to helping our families feel seen, supported, and empowered.

# Section 7

## HUMAN RESOURCES



# 7.1

# Staffing Levels



Maison Elizabeth House operated with 14 permanent full-time and 4 permanent part-time employees. There were 5 educators, 2 night attendants and 2 Residential Aides on the on-call list, working replacement shifts as needed for a total of 27 employees = 18.2 full-time equivalent positions.

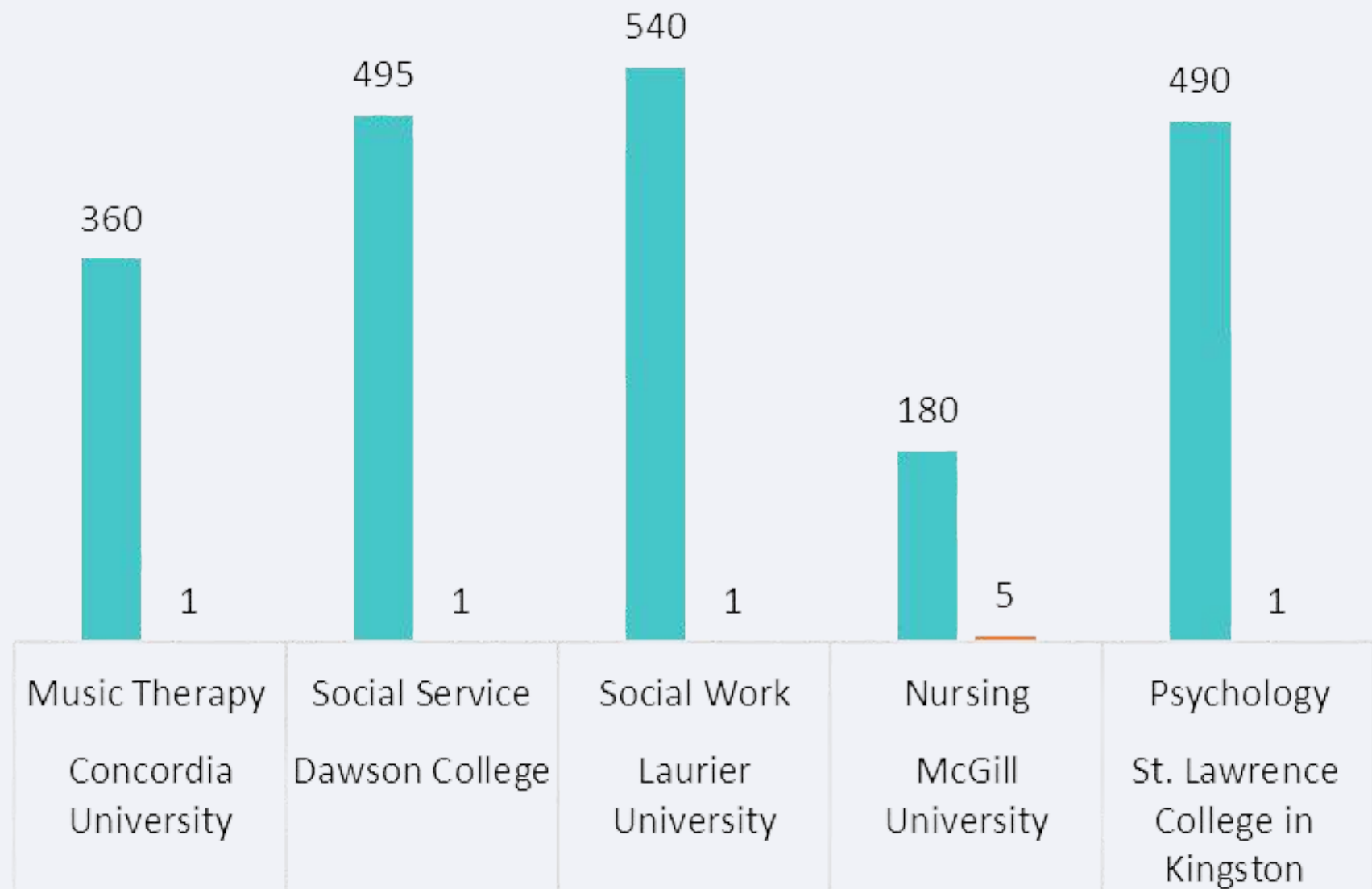
In addition, Maison Elizabeth House also used the services of consultants, contract workers and occasional laborers.

	Number of jobs on March 31, 2025	Number of FTEs in 2024-2025
	2025 Total	2025 Total
2- Paratechnical, auxiliary and trades personnel	8	3,75
3- Office staff, technicians and administrative professionals	4	4,1
4- Health and social services technicians and professionals	14	8,35
6- Custodial staff	1	2
<b>Total</b>	<b>27</b>	<b>18,20</b>

# 7.2

## Stagiaire Report

Number of hours and stagiaires



Each year, we're proud to support students as they put their studies into practice. This year, nine stagiaires from Concordia University, McGill University, Dawson College, St. Lawrence College in Kingston, and Laurier University brought their expertise in Behavioural Psychology, Social Work, Nursing, Social Services, and Music Therapy to Maison Elizabeth House, contributing a total of 2065 hours.

These placements offered valuable hands-on learning while directly enhancing our programs and services. We're grateful for their dedication and look forward to continuing these meaningful partnerships with academic institutions.

# Testimonials from stagiaires



*Completing my final internship at Maison Elizabeth House was an incredible journey of growth. I felt truly welcomed, supported, and encouraged to step out of my comfort zone. The hands-on experience, meaningful connections, and daily learning opportunities helped me grow personally and professionally. I'll carry these lessons and memories with me always.*

**Akayla Fraser**, Student Intern  
Dawson College



*It seems like just yesterday that I rang the doorbell as a new intern, and already the last seven months have come and gone! My time at Maison Elizabeth House has stretched me in ways I did not expect, and yet seemed to be exactly what I needed.*

*Each of our parents is going on a unique journey... with such diverse backgrounds and unknown futures stretching ahead of them. And somehow, somewhere in the middle, we have been given the opportunity to be a tiny landmark on their map.*

*Each client has helped me to grow and learn through sharing a part of themselves, and I know these moments would not have been possible without such a creative team of coworkers and staff who go out of their way to build a welcoming environment! I'm thankful for the opportunity to have been a part of the team here at Elizabeth House, and the meaningful service they provide to our community.*

**Gloriana Weeks** - Music Therapy  
Student Intern, Concordia University

# Volunteer Report

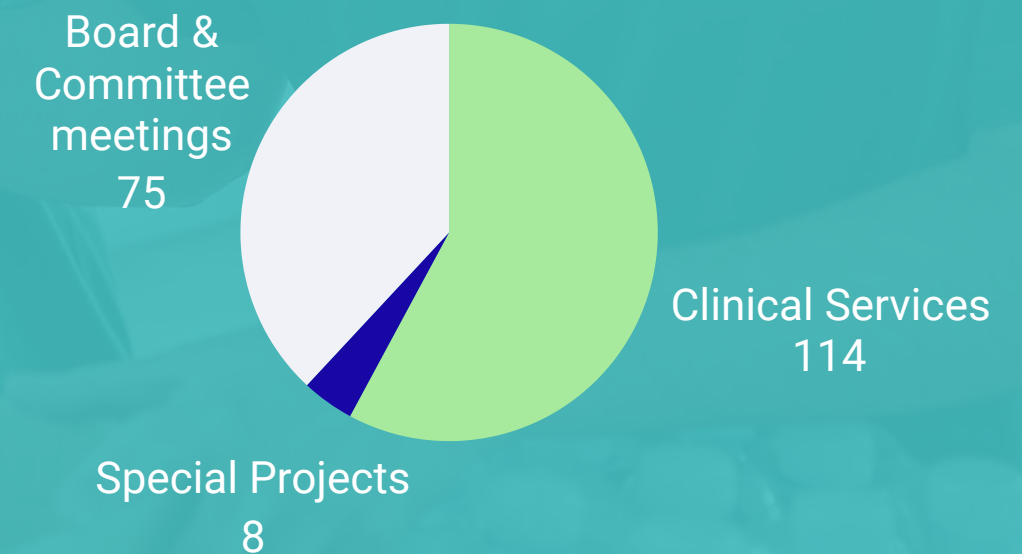
## Thank You to Our Volunteers, Board, and Committee Members

We are sincerely grateful to the 7 volunteers who dedicated a total of 197 hours this year, directly supporting our clinical services and special projects with care and commitment. Your contributions help bring our mission to life in meaningful ways.

We also extend our heartfelt thanks to our Board of Directors and Committee Members, who contributed 75 hours of invaluable expertise and leadership to our organization. As volunteers yourselves, you play a vital role in guiding our organization forward and ensuring the continued success of our programs and services.

Thank you for standing with us and with the families we serve.

197 Hours



# Section 8

## FINANCIAL RESOURCES



# 8.1

## Use of financial resources by program – To be added after audit

	2024 – 2025		2023 – 2024		Variance	
	Expenses	%	Expenses	%	Amount	%
<b>Programs - Services</b>						
<b>Public Health</b>	-	0%	-	0%	-	0,00%
<b>Youth in difficulty</b>						
<b>(Clinical Programs, Youth health &amp; others)</b>	\$ 1 023 830	51,73%	\$ 1 024 418	53,65%	\$ (588)	-0,84%
<b>Support Programs</b>						
<b>Administration</b>						
<b>(Administration, IT &amp; others)</b>	\$ 723 295	36,54%	\$ 700 981	36,71%	\$ 22 314	31,97%
<b>Support Services</b>						
<b>(Food services &amp; others)</b>	\$ 60 067	3,03%	\$ 27 527	1,44%	\$ 32 540	46,61%
<b>Building and Equipment Management</b>						
<b>(Hygiene, safety, functioning &amp; Maintenance)</b>	\$ 172 022	8,70%	\$ 156 494	8,20%	\$ 15 528	22,26%
<b>Total</b>	<b>\$ 1 979 214</b>	<b>100%</b>	<b>\$ 1 909 420</b>	<b>100%</b>	<b>\$ 69</b>	<b>100%</b>

## 8.2

# Budget Equilibrium

Budget Equilibrium Under article 2 of the Balanced Budget Act in the Health and Social Services Network (Chapter E-12.0001, an establishment must maintain a balance between its expenditure and its revenues during a fiscal year and must not have a deficit at the end of the fiscal year.

Elizabeth House finished the year 2024-2025 with a surplus of 23 819 \$.

We rely on the continuous support of the Elizabeth House Foundation to supplement the operating budget for needs related to client services, safety and program equipment replacement.



# Section 9

**OBSERVATIONS  
REPORTED BY  
INDEPENDENT  
AUDITOR**

# Auditor's Report

**READ NOW**



# Section 10

## DISCLOSURE OF WRONG-DOING IN THE WORKPLACE

There were no reports of wrongdoing at  
Maison Elizabeth House in 2024-2025



# **ANNEX 1: MAISON ELIZABETH HOUSE CODE OF ETHICS**

- Originally approved by the Board of Directors: June 2003
- Updated: July 2021, 2018, Sept 13/21
- Latest update approved by Board of Directors: Dec 3, 2024



**READ NOW**

THANK YOU



Artwork by: Gloriana Weeks