



# ANNUAL REPORT

2023-2024



Senior Persons  
Living Connected

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# MESSAGE FROM OUR LEADERS

A year has flown by since our last report and we are excited to share all the good things that we achieved from April 1st, 2023 to March 31st, 2024.

On April 1st we launched our new 5-year strategic plan. It is showcased on the next page. This plan reflects our mission in action. It was developed through in-depth engagement with our stakeholders to understand and respond to seniors' aspirations.

Our five-year goals aim to offer more community-based specialized care and do more to enable people to age at home, including working to establish additional seniors' housing. Expect to see SPLC expanding our presence in the community, forging partnerships, and advocating for community-based supports.

This work will help us fulfill our vision of creating inclusive communities where all seniors can live their best possible life.

How will we do this? It's the SPLC team – employees and volunteers – who are amazing at making great things happen. Our first year working towards these goals focused on preparing our people and getting technology in place that will make our future work successful.



**DIANE DUNCAN**  
EXECUTIVE DIRECTOR



**ANNA GIAGKOU**  
BOARD CHAIR

A focus on equity, diversity, inclusion, and anti-racism will be the first step in all of our planning. And to do that well, we began a learning journey together, and collecting social identity data of our employees, volunteers, Board members and clients. This informs us a great deal about who is currently a part of our SPLC community, who we haven't yet reached and how we might adapt to various unique needs for better outcomes.

There is so much more that we want to do, and we hope you will join us on the journey!

The following pages will highlight just some of what our team has been up to. Thank you to our many supporters who make all the difference.



# MISSION, VISION & VALUES



Building inclusive communities where all seniors are connected to living their best possible life.



Understand the aspirations of seniors and respond with innovative supports.



Compassionate



Inclusive



Resourceful



Collaborative



Leader

## STRATEGIC PLAN 2023-28

April 2023 marked the beginning of our new 5-year strategic plan from 2023 to 2028. This longer timeline allows us to account for multi-year projects and plan with a broader vision in mind.

2023-24 was a foundational year for this new strategic plan. Projects around digital transformation and equity, diversity, inclusion and anti-racism (EDIA-R) were completed, laying the groundwork for upcoming years of the plan.



### Service at Home

- Deliver community-based services and housing that enable aging at home and are diverse and inclusive



### System Leadership

- Lead system-wide integrated and specialized services grounded in aging at home principles.



### Enable Our People

- Enable the achievement of our strategies through wrap-around initiatives.





## Service at Home

### Helping at-risk seniors age at home

This year, we worked to create new supports for at-risk seniors. Those with dementia, in particular, are in need of these kinds of supports. They face serious mental, emotional, physical, and social challenges. The progression of most dementias can't be stopped. This means that finding ways to keep these seniors active and connected is key for maintaining quality of life.

*"Timely and accurate dementia diagnosis ensures that interventions can be initiated early, potentially reducing symptoms and improving quality of life. The true lynchpin of successful aging at home lies in the support of care partners, who enable the aging population in Scarborough to live fulfilling lives and age in place."*

*-Dr. Andrew Xiao MD, Care of the Elderly physician and SPLC GAIN Community Team partner*

As part of increasing community supports, we ramped up and redesigned our Adult Day Programs. We piloted a **Day Program at Home** project for seniors with dementia or cognitive changes unable to attend in-person services.

We built on last year's project with an enhanced activity package aimed at improving individuals' overall well-being. This holistic package included exercise, learning, creativity, play and "getting to know me". We also ensured that clients were paired with the same staff members over time to build connection and comfort.



Family members of those with dementia often have to take on new responsibilities, and caregiver burnout is common. This year SPLC launched a **Caregiver Support Group** for caregivers of Day Program clients. Participants had a chance to confide in others with similar experiences, discuss challenges and resources, and share the rewarding aspects and "wins" along their journeys.

*Dimetra is caregiver for her father, 93, who is a Greek Day Program participant. Her mother, who passed away in 2019, also attended the program. She joined the support group to share her story and hear from other caregivers. "I enjoy hearing others' experiences and learning I am not the only one going through the stress involved in caring for an aging parent. I thank SPLC staff for all your outstanding work and support." Dimetra also appreciates the chance to learn about assistive technologies through the group, including video monitoring options and velcro fastenings for clothing.*

*This year we piloted collecting social identity data as part of our **Living Our Inclusive Vision** plan. This means how we self-identify based on ethnicity, gender, sexuality, culture and more. We sought to better understand who we serve — to determine how best to serve them. Thank you to the 60 participants! We will use the rich information collected as part of future service planning.*



## System Leadership

### *Championing health equity and sustainability*



*Executive Director Diane Duncan with project partners at the BNC groundbreaking ceremony.*

After over a decade of planning, the site of the **Bridletowne Neighbourhood Centre** broke ground in an official ceremony on June 19th, 2023. This hub will make it possible for community members, including seniors, to access wrap-around care in one convenient location.

Over the last year, SPLC has collaborated with partners and architects to design the interior space for community health services on the fourth floor. The hub will co-locate healthcare services, including **Scarborough Health Network's** dialysis clinic, with community health agencies.

SPLC will offer active living classes, specialized geriatric services and more in the space. We are proud to be a part of realizing this innovative model for holistic community health and social services.

**24.8%** of the population in L'Amoreaux West **are seniors** - one of the highest proportions in the city.

*- City of Toronto census, 2021*



### **Environmental Stewardship Strategy**

We are all concerned about the impacts of climate change, but it can be difficult to know what to do and how to start. That's why we developed an Environmental Stewardship Strategy to guide us in caring for our shared environment in ways that are within our control.

The strategy lays out a framework for action up to March 2026. The focus will be on waste reduction and diversion, sustainability of the buildings and landscape, and education and awareness for staff and seniors. As the property manager for two multi-unit buildings, we know this is a great place to start because homes and buildings produce 13% of Canada's harmful greenhouse gas (GHG) emissions. We will also document the many efficiencies already in place to identify what more can be done.



## Enable Our People

### *Fostering an exceptional workplace*

This past year, SPLC worked to create a more inclusive and supportive work environment. We launched our **Investing in Our Teams** project, which was made possible by a one-time grant. In partnership with **Canadian Mental Health Association – Ontario** we delivered 10 psychological health & safety workshops. Staff learned together on topics including dealing with grief and loss, handling workplace stress, and mindfulness.

We also developed a new performance development program to focus on holistic reviews which encourage staff growth and development, with rollout to occur in 2024-25.

We engaged with staff from all levels of the organization to better understand how they want their work evaluated. We also resumed our **Decent Work Project**. A staff-led committee will help us choose initiatives to nurture an environment which supports employees and the work they do.

As part of our 2-year **Living Our Inclusive Vision** plan, we surveyed staff, volunteers and Board members to learn about our social identities and views on equity, diversity, inclusion and anti-racism (EDIA-R). Our people are strongly engaged in the importance of EDIA-R and identified learning interests. This informed our annual training plan. Work is already underway!

**100% of senior leadership team trained on Indigenous cultural awareness**  
**102 employees trained on Psychological Health & Safety**

In 2023-24, SPLC took a major step in digital transformation. We moved to AlayaCare as our client management software. This will create efficiencies and ultimately improve how we plan and deliver care. Better access to care plans, scheduling, and reporting are just a few of the gains we have already seen.



*SPLC staff celebrated GoLive on January 15th, 2024 - complete with a cake from AlayaCare!*



# VOLUNTEERS

Our volunteers generously give their time, care and knowledge to support us. We thank you!

## VOLUNTEER SERVICE AWARDS 2023

**5** Years

Anny Li  
Renee Munro

**10** Years

Betty Woo  
Sybil Gomes  
Joanna Yuen  
Eddie Cruz

**15** Years

Goamtie (Anita) Persaud  
Bob Ho  
Victor Tran  
Sally Liu

**20** Years

Lous Geraedts

## VOLUNTEER SOCIAL IMPACT



**7240**

**HOURS TO PROMOTE HEALTH AND WELLNESS**

Assistance with in-person and virtual programs and events, including recreation programs and support groups.



**435**

**HOURS TO REDUCE SOCIAL ISOLATION**

Friendly calling and visiting to spend time with older adults, from outings to playing games or just chatting.



**112**

**HOURS TO REDUCE FOOD INSECURITY**

Assistance with Meals on Wheels deliveries to ensure that seniors can access nutritious meals.



**10,398**

**HOURS PROVIDING GENERAL SUPPORT**

Assistance with events, customer service and other community outreach efforts to link seniors to our services.

# PARTNERS & COLLABORATORS

**We are grateful to these organizations for partnering,  
sharing and collaborating with us.**

- ACSA Community Services
- Alzheimer Society of Toronto
- Brain Beat Dance Canada Seniors Association (BBDCSA)
- Bridlewood Mall
- Calvary Manor
- Canadian Hearing Society
- Canadian Medication Appropriateness and Deprescribing Network
- Canadian Mental Health Association Ontario
- Carefirst Seniors & Community Services Association
- Centre for Addiction and Mental Health (CAMH)
- Centre for Immigrant & Community Services (CICS)
- Dr. Andrew Xiao
- Dr. Paris Lai
- Dr. N. Bethune Collegiate Institute – Co-op Students
- Home & Community Care Support Services Central East
- HANCA Seniors Association
- Hong Fook Mental Health Association
- Human Endeavour
- Love Toronto Korean-Canadian Community Services
- Mennonite New Life Centre of Toronto
- Miliken Christian Community Church
- Mon Sheong Court
- Mount Sinai Wellness Centre
- myHealth Medical Centre
- Newe Towne Medical Pharmacy
- Scarborough Centre for Healthy Communities - Palliative Care Community Team
- Scarborough Health Network
- Scarborough Ontario Health Team
- Scarborough Ride
- Seniors Care Network
- Sarvaa CPA Professional Corporation
- St. Paul's L'Amoreaux Centre
- St. Paul's Terrace Seniors' Residence
- The Access Point
- Toronto Community Housing
- Toronto Fire Services
- Toronto Police Service, 42 Division
- Toronto Public Health
- Toronto Public Library
- Toronto Seniors Housing Corporation
- TransCare Community Support Services
- Yee Hong Centre for Geriatric Care

# STAFF AWARDS

It's the hard work, commitment and support of our team which allows us to realize our vision.



**5 Years**

Dwayne Brown

**10 Years**

Qian Wen  
Chaudhry Siraj

**15 Years**

Carmen Kwok  
Jean Smith

**20 Years**

Grace Lee

Grace Lee was recognized for 20 years of service with SPLC at Employee Appreciation Week 2023.

## BOARD OF DIRECTORS

We extend our sincerest thanks to our volunteer Board of Directors for their excellent support and governance.

**CHAIR**

Anna Giagkou

**VICE-CHAIR**

Vanessa Perry

**TREASURER**

Reead Rahamut

**SECRETARY**

Kyle Shermet

**DIRECTORS**

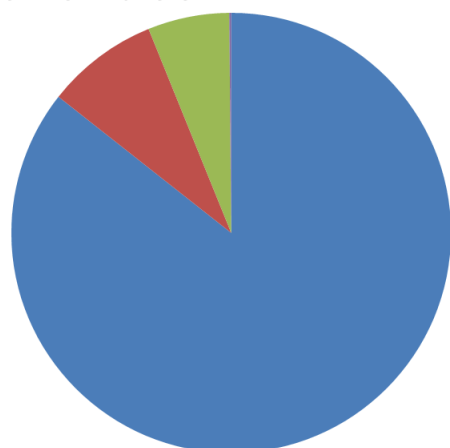
Anisa Shivji, Andre Bowen \*, Andrea Gounden \*, Ching Huang, Jennie Pickard, Julian Wang, Reginald Liu

*\*Resigned during the year.*



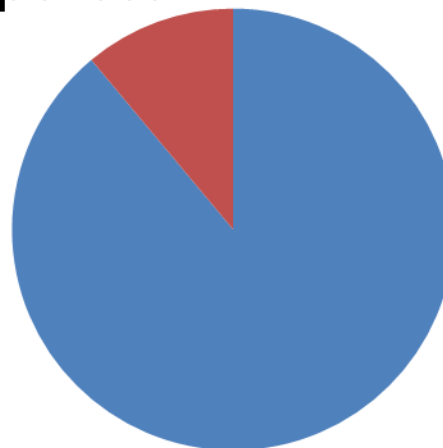
# FINANCIAL RESULTS

## Revenues



Programs & Services	\$6,088,562
Management Fees	\$586,974
Non-funded Services	\$426,279
Donations	\$9,820
<b>Total</b>	<b>\$7,111,635</b>

## Expenses



Programs & Services	\$6,088,562
Non-funded Services	\$758,396
<b>Total</b>	<b>\$6,846,958</b>

## OUR VALUED DONORS

Thank you for providing the vital support that enables SPLC to connect older adults with their community.

Ann Chan  
Barbara Yoskovich  
Betty Li  
Cathy Lee  
Diana Ing  
Diane Duncan  
Edwardo Castro  
Elsa Uy  
Esmine Chin  
Evan Ip  
Harry J. Rollo  
Huazhou Li  
Janice Duncan  
John Ding

John Lindayen  
John Pollard  
Joseph and Christine Manrique  
Karen Fountain  
Karen Leiva  
Karin Cool  
Kathy Nedelkopoulos  
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Shirley Chiu  
Siu Kwan Chak  
Tabrez Khodabocus  
Theresa Chan  
Tina Nip  
Tony Chow  
Veronique Ng  
Virginia Gottlieb  
Vithika Sritharan  
Wendy Lee  
Yee May Wong  
Zhihong Wang

Canada

Ontario

United Way  
Greater Toronto

Toronto



Senior Persons  
Living Connected



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**SPLC is Accredited with Commendation by  
Accreditation Canada. We have been accredited  
since 2007.**