



ANNUAL REPORT

2025-2026



Senior Persons Living Connected

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Message from Our Leaders

At the heart of responsive, high-quality care and support is a strong commitment to the people who make our work possible. That is why we continue to invest in a positive workplace culture and in the well-being and development of our employees and volunteers.

Our name, **Senior Persons Living Connected**, reflects both our vision and our purpose. We are a person-centred organization with a vision to enable seniors and older adults to realize their aspirations, live well and remain connected to their communities through engaging programs and individualized supports, care, and affordable housing.

This year marked the third year of our five-year strategic plan. We strengthened relationships across the health-care system to better integrate care and support, creating a smoother journey for seniors and care partners.



DIANE DUNCAN
EXECUTIVE DIRECTOR



ANNA GIAGKOU
BOARD CHAIR

We advanced models for more intensive and comprehensive community-based care, while deepening our commitment to equity, sustainability, and ensuring our teams have the skills, tools, and support they need to succeed. Stronger connections with primary care physicians have increased collaboration, helped connect seniors without a physician, and generated new referrals, so more people can access the right services at the right time. We also expanded the voice of older adults and care partners, whose insights inform key decisions and strengthen our planning in meaningful ways.

This year also reflected the extraordinary dedication of our teams as we prepared for our Accreditation Canada survey. We are proud to have achieved the highest level, Accredited with Exemplary Standing.

This distinction reflects years of commitment to safe, high-quality services and affirms our focus on continuous improvement, learning, equity, and environmental sustainability across service delivery, planning, leadership, and governance.

These efforts are reflected in the positive feedback we continue to receive from clients and employees alike. It speaks to the workplace and quality of service we strive to create every day: person-centred, holistic support for clients and a culture where employees and volunteers feel valued and supported.

Affordable, quality housing is essential to well-being and stability, especially during a housing crisis. SPLC employees help ensure the housing we manage remains well maintained and environmentally sustainable, while our supportive housing programs help older adults remain housed.

As we move into the fourth year of our strategic plan, we do so with renewed focus. We are refining our approach to better support seniors to age in place and we look forward to continuing this work alongside our valued partners.

Mission, Vision and 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

In the third year of our five-year strategic plan, we accelerated our efforts to create lasting community impact.

Throughout fiscal year 2025–26, we continued translating the lived experience of our teams and clients into operational innovations, enhancing our inclusive continuum of care, and strengthening our leadership in high-quality supports for ageing at home.



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

SPLC as Your Continuum of Care Partner

Ontario's Seniors (65+)

Fastest-growing demographic



3 million seniors | **+500** people turn 65 every day

1 in 6  **1 in 5**
is a senior. By 2031, it will rise to



SPLC at a Glance (2025-26)

96.7% clients recommend SPLC to their family & friends

97.4% clients had a good experience with SPLC

3600+ served | **25+** languages | **170k+** visits

At SPLC, person-centred care means tailoring services so no senior falls through the cracks of a complex system.

The seniors we serve often experience layered challenges and are proudly older: 76% of clients are over 70 and 19% are over 80, while 53% live with two or more chronic conditions. For many, community-based support is essential to remaining safe and well at home.

Our teams work with each senior to develop individualized care plans that reflect their needs, goals, and cultural and language preferences. This keeps each person at the centre of their care. SPLC's continuum of services responds to these needs: 58% of clients access two or more services, while 13% rely on an integrated combination of five or more to support independence and well-being.

As a trusted connector, we coordinate culturally safe and responsive care that promotes safety, dignity, and peace of mind. We also partner to ease caregiving pressures while ensuring seniors receive the comprehensive support they need.

Continuum of Care - Tailor to best fit each older adult's needs

Crucial clinical intervention and vital care partner support from health professionals through our GAIN Community Team, Adult Day Program, Care Management, and Addictions Support Program.

Safe, reliable transportation restoring freedom of movement and access to essential medical appointments, grocery shopping, and community outings.

Skilled, compassionate personal care and homemaking preserving dignity and independence for frail seniors managing daily routines from our Assisted Living and Home Support teams.

Integrated Geriatric Care



2200+ individuals served

Mobility

17,000+ trips made

In-Home Support



35,000+ hours served

Nutrition Security



29,000+ meals delivered

Active Living & Wellness

1,100+ sessions held

Safety & Reassurance



98,000+ visits made

Reliable access through Meals on Wheels and our community Fresh Food Market to healthy, culturally appropriate meals combatting nutritional vulnerability and inflation barriers to fresh food.

Interactive in-person and virtual programs through our Seniors Active Living Centre and Health Promotion teams, enhancing wellbeing and social connections.

Peace of mind and social connections for seniors and care partners from our trained volunteers offering Friendly Visiting and telephone check-ins.



System Leadership

Leading a Sustainable Future

We are creating safe, sustainable communities where seniors are supported to thrive through service excellence, environmental stewardship, and inclusive community building.

High Quality Service

This year, a meaningful reflection of our commitment to excellence was earning Accredited with Exemplary Standing from Accreditation Canada. It is an important milestone that reinforces our promise of peace of mind for seniors and care partners.

This highest level of accreditation confirms that SPLC exceeded the fundamental requirements of national standards for quality and safety.

At SPLC, our dedication to community care is grounded in everyday clinical excellence, equity and inclusion, and responsible stewardship. Since beginning our accreditation journey in 2007, we have remained continuously accredited.

We are proud of our team, whose commitment over the past several years, and throughout this year's preparation process helped make this achievement possible.

**SPLC achieved
Accredited with
Exemplary Standing
with Accreditation
Canada.**



**100%
99%**

**required organizational
practices met**

**500+ criteria met
in six different standards**

- leadership
- governance
- medication management
- home care
- service excellence
- infection prevention and control

We are grateful to the employees, volunteers, clients, and partner organizations whose insight and support contributed to this recognition.

Environmental Sustainability

Caring for seniors also means caring for the environment we all share. Following the completion of planning last year, we began implementing our Environmental Sustainability Action Plan to reduce waste and energy consumption and to build awareness across the buildings we manage. Interactive, multi-generational events and activities that encouraged local climate action were well received. Reflecting our shared values, 91% of surveyed seniors said they supported our environmental initiatives.

We are now analyzing the results of our waste and energy reduction actions, setting the next targets and identifying opportunities to expand these efforts across additional areas of our work.





Enable Our People

Fostering an Inclusive and Supported Workplace

At SPLC, responsive and innovative supports begin with caring for the people who make our mission possible. Our approach is grounded in supporting our employees and volunteers so they feel valued, well prepared, and equipped to serve our diverse community with compassion and excellence.

A Community of Care: Celebrating Our Staff and Volunteers

Caring for everyone in the SPLC community is central to our integrated and holistic model of care. This year's employee survey affirmed that commitment, showing that our people feel heard, respected, and supported. We see this strong workplace culture as the foundation that enables us to advance our strategic priorities and deepen our impact.

Over the past year, we continued to strengthen the building blocks of a resilient organization. Our employee-led Decent Work action plan moved into implementation, helping us better support employees. Together, we made progress on compensation improvements, increased revenue, met learning and performance goals, and expanded support for more seniors along their life journey.

Our teams advanced key organizational enablers, including deepening our understanding of equity-deserving communities and strengthening the information management systems that help us provide individualized support and comprehensive care.

This year, we celebrated an extraordinary milestone: Morant Cockburn's 35 years of service, our Personal Support Worker in Assisted Living Program. Morant is a deeply valued colleague whose compassion reflects our spirit of care.



Morant Cockburn
35 Years
of dedicated service



This culture of mutual support continues to inspire loyalty, pride, and remarkable stability across both our employee and volunteer communities.

We were pleased to welcome many new volunteers this year and to see volunteer hours grow 25% across our continuum of care. One volunteer marked 20 years, while another contributed 900 hours in a single year. Their generosity, alongside the commitment of so many others, is essential to the impact we make.



Our Volunteers

Thank you to our volunteers for generously anchoring our wrap-around care with compassion.

Volunteer Service Awards

5 Years

Chaitanyasinh Jetavat Shivali Srivastava
Gloria Ho Shue Winnie Ho
Jai Ravipati
Jialiang (Jerry) Chen
Keishini Selvaganesh
Mok Lee

10 Years

Carol Pergunas
Cecilia Kan
Lily Yuen
Lisa Kieu Ly
Susan Kelly
Susan Lan Lan Hsueh

15 Years

Zhi Xin (Jack) Xu

20 Years

Helen Mary Landrigan

*A heartfelt thank you to our 210 active volunteers!
We were thrilled to welcome 90 new volunteers and 22 student placements,
who brought vital energy and dedication to our community during 2025–26.*

Volunteer Impact



3,849

Hours Promoting Health and Wellness

Assistance with health promotion seminars and events, recreation programs, and community services placements.



2,966

Hours Building Social Connections

Assistance with friendly visiting, social groups and special events, including cultural gatherings.



5,466

Hours Supporting Frail and Complex Seniors

Assistance with Adult Day Programs, Meals on Wheels, support groups and security checks helping seniors living well with multiple chronic health conditions.



6,630

Hours Supporting Administration

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

Partners and Collaborators

Grateful to our partners and collaborators for building a resilient community of care alongside us.

- ACSA Community Services
- Alzheimer Society of Toronto
- Bridlewood Mall
- Calvary Manor
- Canadian Hearing Society
- Canadian Mental Health Association Ontario
- Carefirst Seniors & Community Services Association
- Centre for Addiction and Mental Health
- Centre for Immigrant and Community Services
- Chess For Connection
- Chinese Caregiver Network
- Dr. Andrew Xiao
- Dr. Paris Lai
- HANCA Seniors Association
- HF Care (Hong Fook Mental Health Association)
- Human Endeavour
- Milliken Christian Community Church
- MINT Memory Clinics
- Mon Sheong Court
- Mount Sinai Wellness Centre
- Newe Towne Medical Pharmacy
- North York Mandarin Alliance Church
- Older Adult Centres Association of Ontario
- Ontario Health atHome
- Polycultural Immigrant and Community Services
- Sarvaa CPA Professional Corporation
- Scarborough Centre for Healthy Communities
- Scarborough Health Network
- Scarborough Ontario Health Team
- Scarborough Ride
- Seniors Care Network
- Service Canada
- St. Andrew Kim Catholic Church
- St. Paul's L'Amoreaux Centre
- St. Paul's Terrace Seniors' Residence
- TAIBU Community Health Centre
- The Access Point
- Toronto Community Housing
- Toronto Chinese Evangelical Missionary Church
- Toronto Fire Services
- Toronto Metropolitan University
- Toronto Police Service, 42 Division
- Toronto Public Health
- Toronto Public Library
- Toronto Seniors Housing Corporation
- TransCare Community Support Services
- University Health Network - NORC Innovation Centre
- Vintage Garden
- Working Women Community Centre
- Yee Hong Centre for Geriatric Care
- Young Nak Korean Presbyterian Church of Toronto

Staff Awards

Celebrating the compassion and leadership that brings our vision to life.

5 Years

Diana Galarraga Contreras
Luz Rodriguez
Lydia Toquero Tismo
Roberto Quijano

10 Years

Carman Oi Man Ho
Lai Seung Fung
May Mei Ling Su
Vanett Hart

15 Years

Florence Wai-Ling Leung
Heying Tracy Yuan
Vera Hiu Yin Yu

20 Years

Jing Zhao
Marc Beauchemin
Sarafina Hui

35 Years

Morant Cockburn

Board of Directors

Honoring our volunteer Board of Directors for their strategic governance that enables our mission.

CHAIR

Anna Giagkou

VICE-CHAIR

Vanessa Perry

TREASURER

Reead Rahamut

SECRETARY

Kyle Shermet

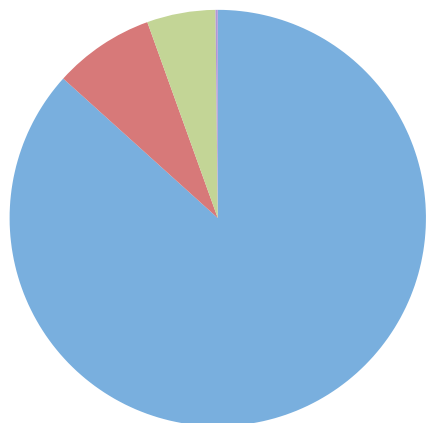
DIRECTORS

Anisa Shivji[^], Ash Matta, Ching Huang, Jennie Pickard, Kelly Kay, Matthew Dibden, Samira Firouzfar

[^]Resigned during the year.

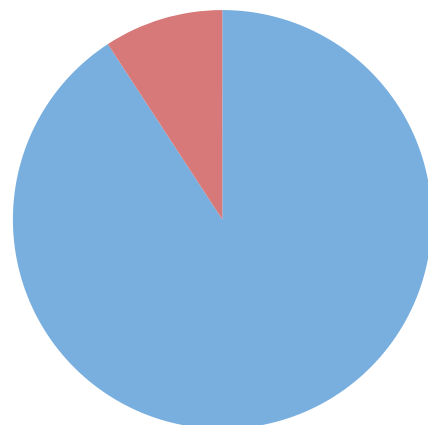
Financial Results

Revenues



Programs & Services	\$6,505,383
Management Fees	\$586,974
Non-funded Services	\$399,328
Donations	\$13,038
Total	\$7,504,723

Expenses



Programs & Services	\$6,505,465
Non-funded Services	\$659,760
Total	\$7,165,225

Valued Donors

Thank you for your generous support in keeping our seniors connected and thriving.

Alan Dean
Antonio Lee
Arlington Small
Ashraf Matta
Betsy Wu
Betty Li
Bing Yang
Chenyang Wang
Chor-Yue Grace Chan
Devayani Ondhia
Diana Ing
Diane Duncan
Dung Kim Tran

Edmund Fung
Edwardo Castro
Ernest Yap
Georgia Asproloupous
Harikleia Sarantopoulos
Helen Liu
Ian Tan
Janice Duncan
John Ding
John Mobilos
Johnston Jr Te
Jonathan Tsang
Joseph Sue-Ho

Kamla Balroop Edwards
Kanter Somaskanther
Karan Mathur
Kelly Yu
Kolen Yau
Kyung Ja Shin
Man Him Li
Nancy Chan
Nita Carew
Nora Lee
Oilin Pun
Paulyn Yao
Shirley Collins

Siu Kwan Chak
Susan Kelly
Susanna Wai Chui Fung
Tabrez Khodabocus
Ula Z
Vicky Liu
Wendy Lee
William Wong
Xia Rong Wang
Yee-May Wong
Yi Fan Li
Yukari Seko

Canada

Ontario

United Way
Greater Toronto

Toronto



Senior Persons Living Connected



Proudly accredited since 2007



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Senior Persons Living Connected



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