

Independent
Living Services

Simcoe County



The Impact We Made

2024 TO 2025
ANNUAL REPORT



Table Of Contents

1	A Message From Our Board Chair & Executive Director
2	Land Acknowledgment & Board Members
3	Partnerships & Collaborations
4	Strategic Planning
5	Performance Management
6	Client Services
7	Client Services CONT
8	Full Life Living Moments
9	Assistive Technology & Aging at Home
10	People & Culture
11	People & Culture CONT
12	Finance & Funding
13	Contact Us



A Message From Our Chair & Executive Director



Maria Kavanagh
Board Chair

This year, ILS Simcoe County achieved our second three-year CARF accreditation, a milestone that signals to clients, partners, and the broader community our commitment to professional standards, quality of care, and a culture of continuous improvement. This achievement reflects the dedication and expertise of our staff, whose focus on safety and excellence ensures clients receive consistent, person-centred services. Well done, everyone! I would also like to recognize the following retiring Board members Bruce Gennings (6 years), Heather Parsons (3 years), and Krista Dalcourt (3 years). Their guidance and leadership have strengthened the Board's capacity to support ILS, its programs, and its goals, leaving a lasting impact on our organization. As our community's needs evolve, ILS continues to grow as a leader in client-focused services—enhancing independence, supporting transitions, and delivering innovative programs. None of this would be possible without our incredible staff and dedicated management team. Together, we remain committed to meeting changing community needs and building stronger futures for the people we serve.

As you will read in this annual report, this has been an outstanding year for ILS in many ways. Our commitment to quality improvement helps us turn data into action—showing where we're making a difference and where we can do better—and this insight guides decisions that create positive, lasting outcomes for the people and communities we serve. Collaboration has also been key to our progress: working alongside the North Simcoe Ontario Health Team, and with funding from Ontario Health, we launched the North Simcoe Community Support Navigation Service in March 2025 to strengthen hospital-to-home transitions and support people to remain safe and well at home through Ontario Health at Home. As we look ahead, we will rely on strong partnerships to help drive our strategic priorities and create a more responsive, effective system of support for ILS clients and our community.



Cheryl Wilson
Executive Director



Land Acknowledgment

In the spirit of truth and reconciliation, ILS acknowledges with humility, gratitude, and respect that we are located on the traditional territory of the Anishinaabeg, the Haudenosaunee, and the Wendat Peoples. We extend our appreciation to the many First Nations, Métis, and Inuit Peoples both past and present for their stewardship of the land on which we operate. We value the significant historical and contemporary contributions of Indigenous Peoples as vital contributors of society.



Recognizing Our Board

We would like to thank our Board members for their support, innovation, and commitment to ILS between April 1, 2024 - March 31, 2025:

Maria Kavanagh, Chair
Magdalena Stapinski, Vice Chair
Maureen O'Connell, Director
Bernard Tate, Director

Beth Stefaniuk, Director
Amzy Syed, Director
Denroy Reynolds, Director
Joanne Thompson, Director

A special thank you to our retiring board members:
Bruce Gennings (6 Years), Heather Parsons (3 Years), Krista Dalcourt (3 Years)

Partnerships & Collaborations

We would like to express our sincere gratitude to the organizations ILS Simcoe County collaborates with through established partnerships. Your ongoing support and shared commitment to empowering individuals make a meaningful difference in the communities we serve.



SPINAL CORD INJURY ONTARIO
LÉSIONS MÉDULLAIRES ONTARIO



Barrie and Area
Ontario Health Team

Northern York
South Simcoe
ONTARIO HEALTH TEAM



NORTH SIMCOE
Ontario Health Team

Memberships



We Are CARF Accredited



We are proud to hold a 3-Year CARF Accreditation for Home & Community Services, Supported Living, and Governance Standards Applied. We spent countless hours working on achieving this accreditation to continue to give our clients the best quality of service we can offer.

Our Strategic Initiatives

ILS Simcoe County's 2024–2027 Strategic Plan focuses on four priorities: enhancing client experience, improving financial performance, strengthening operations, and investing in workforce development. These initiatives aim to deliver high-quality care, build system partnerships, and support long-term sustainability.



STRENGTHEN OUR CLIENTS' EXPERIENCE

We design and provide all our services to meet our clients' needs and expectations, ensuring fairness and inclusion for everyone. Our clients play an active role in making decisions, planning, guiding, and reviewing their own services, as well as having input on relevant areas of our overall service delivery.



INCREASE FINANCIAL PERFORMANCE

We run our organization in a financially sustainable way and follow recognized accounting principles and business standards. We will be efficient, effective, and maximize the use of our funding.



EXPAND SYSTEM COLLABORATION & MAXIMIZE OPERATIONAL EFFECTIVENESS

We actively seek and maintain partnerships with other providers, community organizations, and stakeholders. We use a fact-based approach to identify and address the need, and we track and manage our operations to ensure the organization's sustainability and growth. All staff are supported to participate in continuous improvement.



LEARNING AND GROWTH

Through recruitment, retention, teamwork, and overall employee engagement, we have a skilled and motivated workforce. All employees protect clients' rights to information, privacy, and confidentiality. They promote fairness, maintain an open and impartial perspective, and treat everyone with respect in all interactions. We develop opportunities to build our employees' careers through training, mentorship, and continuous learning.

Performance Management

ILS is integrating performance management into its strategic planning through a multi-layered framework that strengthens leadership accountability, governance, and service outcomes. Central to this approach is the adoption of a Balanced Scorecard, which realigns the strategic plan to ensure that performance metrics are directly linked to organizational objectives. To maintain relevance and drive continuous improvement, quarterly reviews and updates are conducted, reinforcing a dynamic and results-driven planning cycle.

Our Performance Management Process



Our Dashboard Data

What is Measured	2024 Target	Why it Matters	Corridor for 2024-25	Q1	Q2	Q3	Q4
			>85%				
% of clients who reply "Very Good" or "Good" on the annual survey when asked about the quality of our services provided, regardless of the employee, annual, all personal supports services clients.	85%	Directly reflects clients' perceptions of the quality of care or services provided, ensuring consistency in service delivery.	>85%				
			75-84%	N/A	94%	N/A	N/A
			<74%				
% variance from consolidated budget vs actuals, from all programs, excluding new funding & compensation expenses quarterly.	4%	Highlights over/under-utilization of resources, enabling us to adjust strategies and allocate funds more effectively.	>4%				
			5-6%	6%	9%	6%	3.8%
			<7%				
# of Ontario Health Teams's (OHT) ILS is a formal member of in Simcoe County by the end of Q4.	4	Strengthens regional collaboration to enhance service delivery.	>4				
			2-3	1	4	5	5
			<2				
% of our budget front line full-time equivalent (FTE) requirements are filled quarterly.	75%	Ensures the organization has sufficient front line staff to meet service demands, minimize disruptions, & maintain quality care.	>75%				
			60-74%	73%	68%	76%	83%
			<60%				



**75,916.25
Service hours
completed**



**21% increase in
clients served
from the last year**



**112 Total
Homemaking Clients
Served**

94%

of clients reply "Very Satisfied" or "Satisfied" on the annual survey when asked about the quality of our services provided regardless of the employee.



Personal Support Services



Assisted Living Services



Homemaking Services

Services



**94 Total Assisted Living
Clients Served**



**82,161 Total Client
Visits**



**132 Total Personal
Support Clients Served**

96%

of clients reply "Very Satisfied" or "Satisfied" on the annual survey when asked, "Do you feel you are treated with respect by our staff?".

Personal Support Services are available seven days a week from 6 a.m. to midnight, offering consistent, pre-arranged in-home assistance for essential personal care tasks, light homemaking support, and shopping—all designed to help clients maintain independence and well-being.

Assisted Living Services provide 24/7 support for personal care and homemaking, with care available on a scheduled or as-needed basis, continuous assistance for clients with high needs, and coordination of services such as laundry and shopping.

Homemaking Services offer consistent, pre-arranged in-home support for essential tasks, helping clients maintain independence and well-being while promoting quality of life for seniors and adults with physical disabilities; fee subsidy options are available through Ontario Health.

Building a Strong Workforce

In 2024–25, we strengthened our workforce to meet evolving client needs. We realigned Client Services, Corporate Services & Finance, and People & Culture to better support organizational goals. Key hires included a Senior Financial Analyst, Senior People Specialist, and Senior Manager of Client Services. Our focused Attendant recruitment, through targeted advertising and improved screening, led to record hires and reduced turnover. All these efforts helped move us toward our goal of a resilient, responsive workforce, ready to serve today and grow into tomorrow.



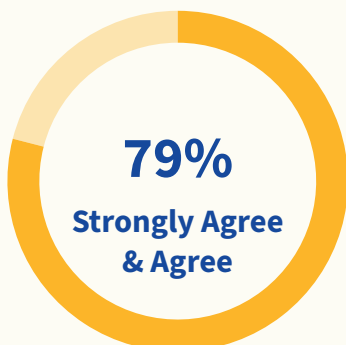
Belong. Here.

In 2024/25, ILS Simcoe County made significant progress in fostering a more inclusive and equitable workplace through its Belong.Here. DEI Committee. From hosting impactful DEI training sessions, to integrating DEI-focused questions into the Employee Engagement Survey, the organization prioritized connection, learning, and growth. These efforts laid the foundation for continued development and reinforced a shared commitment to creating a workplace where everyone feels seen, heard, and valued.

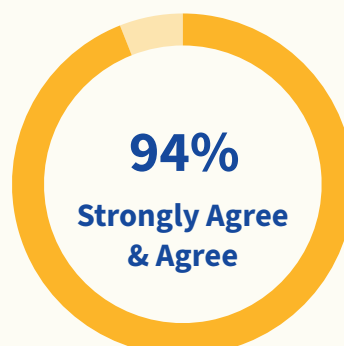


ILS staff signed poster showing our commitment to DEI.

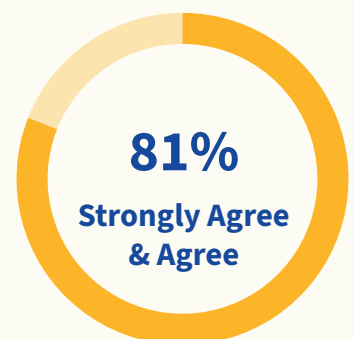
Employee Engagement



I believe that ILS invests time and energy into building diverse teams.



I feel-prepared to do my job.



I feel management is committed to keeping me safe at work.

Culture

Learning & Development

Attendants engaged in updated lifts and transfers training using newly acquired equipment, ensuring safer and more efficient support for clients. Cybersecurity training was also introduced, equipping teams with essential knowledge to protect sensitive data and navigate digital threats. Additional sessions focused on bowel and bladder care, professionalism, and mental health, reinforcing best practices and fostering a culture of empathy, respect, and resilience. These trainings reflect our commitment to continuous learning and high-quality care.



123.5% ↑

Increase in Attendant
Job Applications



40% ↑

Increase in Attendant
net new hires



33% ↓

Decrease in Attendant
turnover rate

Staff Milestones: Years of Service

5 Years

Michelle Ashby
Adeyinka Fajingbesi
Cheryl Wilson
Janessa Pink
Venessa Morely
Patricia Igbindidu
Katie Teel
Louise Marley

10 Years

Thalita Garcia
Julie Bernadelli
Shelley Hurley
Christine Majewski
Shade Ogunniyi

15 Years

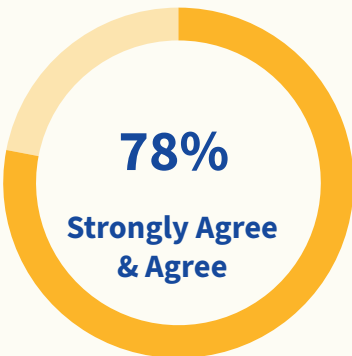
Maria Cecillia Eseron

20 Years
Sylvia Black

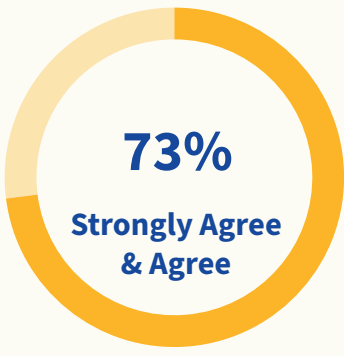
25 Years

Tara Cole
Nancy Ouderkirk
Sheila Tryon

Survey Highlights



I am happy at work.



I recommend ILS to my friends as a
great place to work.



I foresee myself working here
a year from now.

Full Life Living Moments



"We consider this program an indispensable resource for residents across Simcoe County, and we commend the organization for its dedication to accessibility and inclusion. We proudly and wholeheartedly supports the Centralized Funding Pool and the broader mission of Independent Living Services."
Innisfil Lions Club-Proud Donor

"Thank you so much for Brent's wheelchair. I truly appreciate it and look forward to hearing when the paperwork is finalized and the chair is ready."
Heather Swanson – Client

"Thanks to the Assistive Technology and Aging at Home program, we were able to deliver a wheelchair to Jocelynn on her birthday. She was deeply grateful. An occupational therapist volunteered to ensure the chair fit properly and praised its quality. This experience connected us with caring individuals who truly make a difference."
Jan Todd – Equipment Donor



"Holly, you're amazing! Your hard work means so much to me and to the client and their family."
Lori Mason – Occupational Therapist



"I've donated a wheelchair and walker through your contacts. Both recipients were very happy—thank you for making the connection possible."
Heather Davis – Equipment Donor

Assistive Technology & Aging At Home

Helping individuals access essential medical equipment and assistive devices to support safe and independent living at home. The program offers guidance and support, funding opportunities, and coordination with healthcare professionals to ensure clients receive the assistance they need for their comfort and safety.



124 devices
purchased

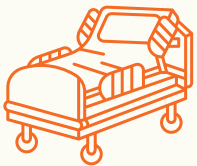


201 Clients
served



\$61, 882
Donations received

Top 3 Devices Purchased



Hospital Beds



Bed Rails



Grab Bars &
Wheelchairs



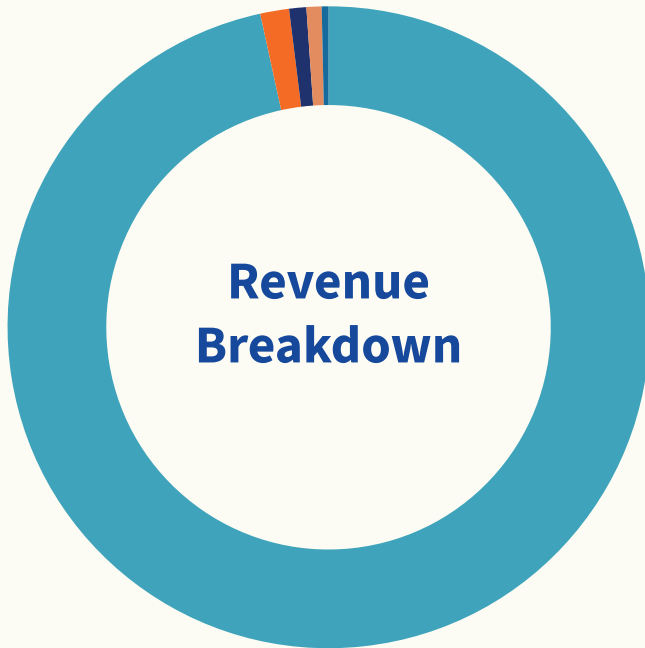
We Want To Say Thank You

We acknowledge and thank our employees for their consistent hard work, dedication, and commitment to client care. They embody our ILS values of care and compassion, empowerment, innovation, respect and inclusivity, while constantly striving to support full life living and, for that, we are profoundly grateful. Thank you to the many donors who helped support the purchase of assistive devices, home health equipment, and home & vehicle modifications for individuals in need.

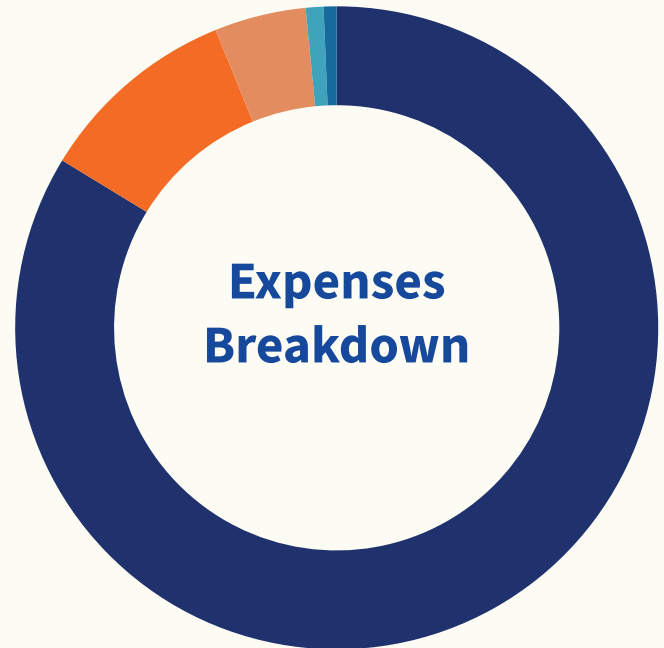
Emmanual Church Barrie
Kiwanis Club Barrie
Rotary Club Kempenfelt
Community Foundation Huronia
Lions Club Stayner
Lions Club Innisfil
Community Foundaion Orillia
Community Foundation Innisfil
Kinette's Club Wasaga Beach
Lions Club Penetanguishene

Civitan's Club Midland
Tiny Township Mayor's Golf Tournament Grant
MayCourt Club
CARP Barrie – Canadian Association of Retired
Persons
Tottenham Lions Club
Rotary Club Barrie
Port McNicholl Lions Club
Rotary Club Bracebridge
Lions Club Bracebridge

Finance & Funding



- Ontario Health (96.6%)
- Revenue Recognition and Investment Income (1.5%)
- Grant: County of Simcoe (0.9%)
- Service Fees/Other Revenues (0.8%)
- Grant: Canadian Red Cross Society (0.3%)



- Employee Compensation & Purchased Services (83.7%)
- Business Operations & Office Expenses (10.1%)
- Property and Long-Term Operational Expenses (4.6%)
- Transportation/Accommodation (0.9%)
- Staff/Volunteer Training, Conventions, Seminars (0.7%)

This year, we secured dedicated funding to establish navigation positions. These roles are designed to bridge the gap between hospital-based care and at-home supports, helping individuals transition more smoothly back into the community while contributing to reduced hospital readmission rates.

In addition, expansion funding for our Assisted Living Service in Barrie and Collingwood enabled us to increase our support for 28 additional clients and extend our geographic boundaries. This investment has strengthened our capacity and created a more responsive service model that enhances care delivery and continues to meet the evolving needs of our community.



Our Home Maintenance and Repair program which provided subsidized or no-cost support for seniors and adults with disabilities living in North Simcoe has unfortunately ended. We are currently exploring other funding opportunities to bring this service back to our communities. **12**

Mission

We will serve our community in ways that enable individuals to live full and independent lives.

Vision

Full Life Living is our vision for everyone. This means that we believe everyone deserves to have access to the resources and support they need to enjoy life fully.

ILS Values



Empowerment



Care and Compassion



Innovation



Respect and Inclusivity

Independent Living Services Simcoe County

15 Cedar Pointe Drive, Unit 10, Barrie ON L4N 5R7



(705) 737-3263



www.ilssimcoe.ca



