



2025-2026 ANNUAL REPORT

OUR MISSION

Wesway enhances the well-being of caregivers by:

- Offering personalized respite services,
- providing dedicated support, and
- advocating for a more responsive and inclusive community of care.

OUR VALUES

Wesway:

- Embraces caregiver choice and respects their experience and lived wisdom
- Recognizes that caregivers are the “experts” in relation to their family member’s care
- Is flexible, innovative, and responsive to people’s needs
- Acts with kindness, care, empathy, and respect
- Inspires excellence through listening, learning and continuous quality improvement
- Commits to equity, diversity, inclusion and belonging

MESSAGE FROM OUR BOARD PRESIDENT



As I come to the end of my first year as President of the Wesway Board of Directors, it’s a good time to reflect on the work we’ve accomplished together over the past year. I think it is fair to call it a year of preparing for change.

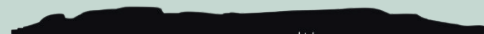
We knew that our CEO, Dana MacMillan, was planning to retire soon, and the Board began developing a CEO succession strategy. Central to that work was determining what qualities and experience would be needed in Wesway’s next leader, not simply someone to fill a position, but someone who would be the right fit for the organization. A leader grounded in Wesway’s mission, values and culture, while also possessing the skills and vision to guide the organization into the future. To support that process, the Board developed a CEO Opportunity Profile and statement of qualifications, updated the CEO job description, created a media package to advertise the vacancy, and established a timeline for the selection of a new CEO.

I use the words “select a new CEO” deliberately because I don’t believe it would be fair or accurate to say “replace Dana.” How does one replace somebody who has given 40 years of service to Wesway? Quite simply, you don’t. You thank her for that amazing service, hope that she will remain available during the transition and for advice moving forward, and wish her the very best in the next chapter of her life.

Dana has indeed submitted her retirement notice, and her last active day of employment will be December 31, 2026. Thanks to the great work completed by the CEO Search Committee of Rosie, Liisa, Verna and Nancy, the Board was well-positioned to select our new CEO.

Wesway respectfully acknowledges that our offices are situated on the ancestral lands of the Anishinaabe people, specifically the territory of the Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. Additionally, we respectfully recognize that our services extend across other traditional lands and Treaty Territories of First Nation, Métis, and Inuit Peoples.

At Wesway, we are privileged to walk alongside families, many of whom have always called this land home. Our work is rooted in relationship, community and care values that have guided Indigenous communities for generations.



Change is also happening within the Board of Directors. After three terms on the Board, I have the sad task of advising that Brenda Coopman will be leaving our Board. Brenda's commitment to Wesway and her contributions, specifically to the Governance Committee, are greatly appreciated, and she will be missed. As we recognize and thank Brenda for her years of dedicated service, we also look to the future. The Board continues to actively recruit new members who share a passion for Wesway's mission and can help guide the organization through its next chapter of growth and impact.

Building on the strong foundation established by dedicated Board members like Brenda, we continue to strengthen our governance practices and organizational oversight. The Board remains focused on governance and has made meaningful progress over the past year. Wesway's By-law was updated to modernize the language and better reflect our current practices. The Governance Committee, chaired by Heather Gray, is currently focused on enhancing our Risk Management and Quality Assurance governance practices. The Board also continues to support the work outlined in the Strategic Plan approved in the last fiscal year.

Our four strategic priorities – Improving Caregiver Services, Investing in our People, Enhancing our External Presence and Creating a Healthy Sustainable Organization remain deeply rooted in our core values and reflect our commitment to those we serve. Focusing our efforts in these key areas and embracing diversity, equity and inclusion strengthens Wesway and reinforces our ability to deliver the highest quality respite care to the caregivers who depend on us.

On behalf of the Board, I also want to thank Dana MacMillan, our Chief Executive Officer. Dana's leadership since accepting the CEO position has been instrumental in moving the strategic plan forward and guiding the organization through a time of meaningful change. Her leadership in guiding Wesway through an extremely trying funding challenge this spring was exemplary.

As I conclude this year, I do so with great appreciation of Wesway's Board of Directors. Their unwavering commitment to our mission and the valuable insight they consistently bring to the table ensure that Wesway remains in capable hands. I am certain the Board will continue to provide strong, thoughtful leadership as the organization moves forward.

Serving on the Wesway Board is a privilege, and I want to thank each of you, Board members, staff, volunteers, and partners, for your dedication, time and collaboration this year.

I look forward to seeing Wesway continue to grow and serve our community with excellence.

Tom Forsythe
President

OUR BOARD

Tom Forsythe
President

Heather Gray
Vice President

Liisa Osala-Simi
Secretary-Treasurer

Verna Brannan
Director

Brenda Coopman
Director

Nancy Veal
Director

Rosie Vita
Director



MESSAGE FROM OUR CEO



As I reflect on the past year, I am reminded that the true measure of an organization is not found in moments of certainty or abundance, but in how it responds when circumstances are difficult and needs continue to grow. At Wesway, our work is rooted in the belief that every caregiver deserves support, every family deserves to feel connected, and every challenge presents an opportunity to reaffirm our purpose.

This year, I witnessed remarkable resilience among the caregivers and families we serve. Despite the many pressures they face, caregivers continue to demonstrate extraordinary strength, compassion, and dedication. Their perseverance inspires our work every day and reinforces the importance of ensuring that no caregiver feels alone in their journey.

This resilience also emphasized the importance of ensuring that caregivers have timely access to the supports they need.

Throughout the year, our organization faced significant challenges in responding to both existing and increasing community needs.

Delays in receiving confirmation of funding from several major funders until late in the fiscal year impacted our ability to deliver the full range of services and supports we had planned. These uncertainties required difficult decisions and limited our capacity

to respond as quickly and comprehensively as we would have liked. We recognize the impact this had on the individuals and families who depend on our respite services, and we remain committed to advocating for the resources necessary to support caregivers.

“Wesway has given me my life back. Thanks for the change I have.”

Despite these challenges, our Board of Directors, staff, volunteers, and community partners remained steadfast in their commitment to our mission. Through collaboration, innovation, and a shared sense of purpose, we continued to find ways to support caregivers and strengthen the communities we serve. We were also encouraged by several significant investments in our work, including the establishment of permanent base funding for our Wait-at-Home (WAH) service, funding to provide respite services to Indigenous seniors living in remote communities, and additional support to expand services for older adults. These investments will strengthen our ability to meet the growing demands of our community.

As we look ahead, we do so with optimism and determination. The needs of caregivers continue to evolve, and so must we. Guided by our strategic priorities and grounded in our values, we will continue to invest in meaningful services, strengthen partnerships, and build a sustainable organization capable of meeting the challenges and opportunities of the future.

As I conclude my time with Wesway and prepare for retirement, I do so with immense gratitude and confidence in the organization's future. It has been a privilege to work alongside dedicated Board members, staff, volunteers, community partners, and funders who share a deep commitment to supporting caregivers and families. Most importantly, I thank the caregivers and families who have placed their trust in Wesway. Together, we have built a strong foundation, and I am confident that Wesway will continue to make a meaningful difference in the lives of those we serve for many years to come.

Dana MacMillan
CEO

2025-2026

OUR YEAR IN NUMBERS

More than 75% of care is provided by informal caregivers, not paid providers, making caregivers the essential, yet often the unseen, foundation of our health and social care system. Without their dedication, these systems would not be sustainable.

Caregivers consistently tell us that supporting a loved one is both a profound privilege and a source of deep connection. At the same time, they describe the experience as demanding, stressful, and exhausting. At Wesway, we respond to this reality by providing meaningful opportunities for respite care. Respite strengthens caregivers by offering essential breaks from the ongoing demands of caregiving, helping them continue in their roles with renewed energy and resilience.

SERVICE IMPACT AT A GLANCE

1,373

Individuals Served

...that's 1,373 stories, more than just a number!

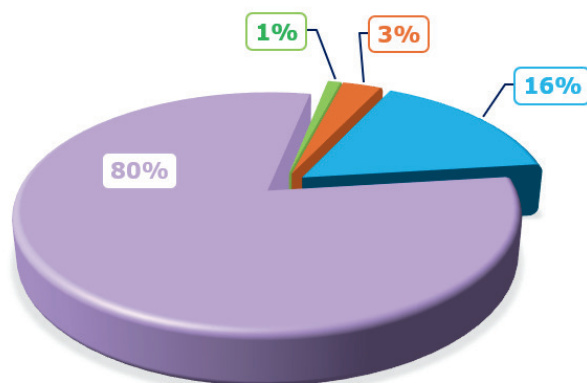
659,475

Hours of Service

...laid end to end, that's 75 uninterrupted years of someone showing up, every single day, no days off!

With the support of our fundraising efforts, generous donations, and Ministry funding, Wesway was able to provide approximately 36,942 hours of **crisis respite support** to 98 individuals and families. Since no one can predict when an emergency might occur, such as death, illness, or other extraordinary situations, Wesway strives to support families through some of life's most difficult respite care challenges with our crisis support.

BREAKDOWN OF SERVICE TYPE



1%

Volunteer

3%

In-Home

16%

Respite Home

80%

Family Directed Respite Funding

OUR SERVICES



Respite Home

A variety of respite services are available in Wesway's comfortable home-like settings. With the support of trained Respite Workers, small groups of participants enjoy social and recreational activities tailored to their interest, while being supported with their daily life routines.

In Home

Wesway's Respite Workers perform the daily care routine typically provided by the family caregiver. This support may be carried out in the family home, or if preferred, the worker may accompany participants to activities outside of the home.

Volunteer

Every week or two, Community Friend Volunteers share their time with an individual and together they enjoy a few hours of social or recreational activities in the community. Host Family Volunteers provide longer periods of respite by welcoming an individual into their home.

Family Directed Respite Funding

Family caregivers decide how they would like to receive their respite and Wesway reimburses the approved costs. Families are able to use the funding in a wide variety of ways.

1 in 4 people



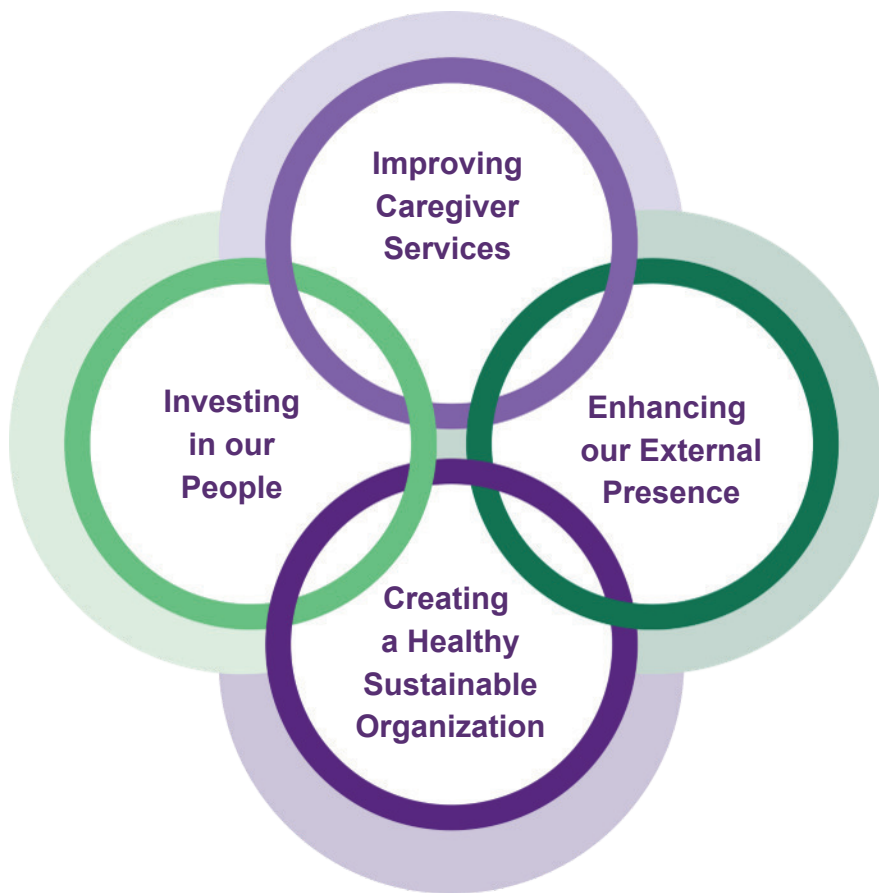
identify as a caregiver in Canada

1 in 2 people



will become a caregiver in their lifetime

STRATEGIC PRIORITIES



*“Hats off to all the
Wesway Workers.”*

*“We really appreciate the love and care
our child is getting from your most
professional and caring staff.”*

*“Your staff are very helpful. Whenever I’ve
reached out, someone has been there with
suggestions or to talk, and reassured me.”*

RECOGNITION

STAFF YEARS OF SERVICE

35 YEARS

Annette Tempelman

15 YEARS

Amanda DiGiuseppe
Jessie Myllyaho
Sean Murphy

10 YEARS

Donna Rickard
Heather Dyck-Niivla

5 YEARS

Amanda Gale
Ankitkumar Parmar
Cindy Commisso
Melanie McLaughlin

BOARD TERM MILESTONES

3 TERMS

Brenda Coopman

2 TERMS

Nancy Veal
Tom Forsythe

RETIREMENT

Pamela Dunk



STRATEGIC PRIORITIES

2025-2026 Key Developments and Accomplishments

IMPROVING CAREGIVER SERVICES

- Incorporated feedback from caregivers and staff to design a user-friendly online invoice form, making electronic invoice submissions easier and more accessible for caregivers
- Partnered with Ontario Health at Home to expand access to overnight respite (at our respite homes) for older adults and seniors across the region
- Worked in collaboration with community organizations and service providers to ensure a smooth transition for family members and caregivers as they transitioned to other services
- Strengthened caregiver services through consistent infection prevention and control practices, helping to provide safe and reliable supports for families and caregivers
- Partnered with the Ontario Caregiver Organization to facilitate an event where the primary purpose was to listen to the voices of caregivers about their wants and needs in relation to services and supports for caregivers
- Strengthened collaborative partnerships with community, health, academic, and Indigenous organizations to advance caregiver supports, inform program development, promote knowledge sharing and enhance service coordination across the sector

INVESTING IN OUR PEOPLE

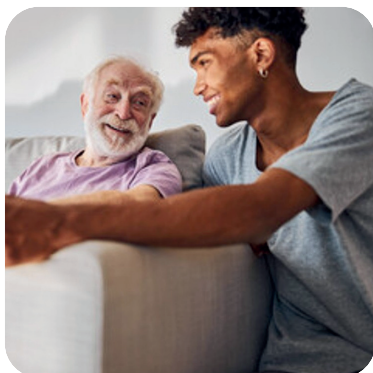
- Designed an EDI training module for all staff, enhancing Wesway's commitment to advancing equity, embracing diversity and fostering an inclusive environment within our organization and the communities we serve
- Completed Cultural Safety Training for all staff to strengthen cultural awareness and support inclusive, safe, respectful service delivery
- Provided Dementia-Friendly training to staff to enhance knowledge, strengthen dementia-informed practices, and improve support for caregivers and families
- Implemented an electronic worktime processing system, eliminating the need for staff to submit paper timesheets in person and improving efficiency, accessibility and deadline compliance
- Introduced new wellness activities for all staff, including yoga sessions and brain-training activities to support employee well-being, focus and team engagement
- Implemented a new process to acknowledge work anniversaries of all our staff, recognizing the valuable support they provide
- Reviewed all HR policies with an EDI lens and updated to include gender neutral and inclusive language

ENHANCING OUR EXTERNAL PRESENCE

- Posted Wesway's Mission and Values statement in our public spaces at the Victoria Avenue Office
- Developed a Land Acknowledgement Toolkit to enhance staff understanding and support the meaningful use of land acknowledgments, strengthening cultural awareness and advancing reconciliation
- Participated in several local, district, regional, provincial, national and international forums to ensure that we advocate for the unique needs of caregivers, while amplifying the voice of those we serve
- Strengthened relationships with local, district and regional partners, including health care providers and Indigenous service organizations
- Expanded public outreach and media engagement to raise awareness of caregiver needs and increase the visibility of caregivers and the organization
- Partnered with the Nishnawbe Aski Nation, Nokiiwin Tribal Council, Firefly, Inspire Centre and SLFNHA to extend our services and reach more families in remote areas of our province

CREATING A HEALTHY SUSTAINABLE ORGANIZATION

- Developed a comprehensive CEO Replacement Guide and Succession Profile to facilitate a smooth leadership transition following the retirement announcement of the CEO
- Supported the next phase of AlayaCare (an end-to-end software system) to help automate those aspects of our support services that can be streamlined by this system
- Trained and supported caregivers and staff on the use of AlayaCare
- Initiated a modernized SharePoint strategy to enhance collaboration, strengthen document management practices, and improve organizational efficiency
- Enhanced the annual Caregiver Experience Survey through a streamlined plain-language design and the implementation of an online format to increase accessibility and engagement





MESSAGE FROM OUR TREASURER

As we reflect on the past year, I am pleased to share that Wesway continues to maintain a strong financial position, having strengthened its net assets considerably over the prior year. As was the case in the prior year, confirmation of certain one-time funding was received very late in the year, resulting in a surplus position. The timing of these funding announcements, however, also meant that a significant portion of the funds could not be fully utilized before year-end and will need to be repaid to our funders.

The financial resources required to deliver these vital services are detailed in our Statement of Operations included in this report, as well as in our audited financial statements. Together, these documents reflect the ongoing investment in our mission by government funders and community partners.

Wesway continues to receive annualized/base funding from both the Ministry of Children, Community and Social Services and Ontario Health (Ministry of Health). This stable funding supports the continuity of our core respite services, which our families continue to rely on. We were also pleased to receive confirmation of long-awaited base funding from Ontario Health for the operation of the Wait-at-Home program, effective April 1, 2026. This program supports older adult families awaiting Long-Term Care and will further strengthen and stabilize our core respite services.

“Wesway has been a tremendous help in allowing me to have the freedom to carry out my life outside the home!”

In addition, Ontario Health confirmed new base funding for family-directed respite services for Indigenous older adults living in remote communities, as well as funding to support the expansion of respite services for seniors. This investment will allow us to expand our outreach to more than 100 additional individuals and better respond to the diverse and evolving needs of the communities we serve.

We continue to work closely with Indigenous Services Canada, with a three-year funding commitment provided under Jordan's Principle. In partnership with Nokiiwin Tribal Council, we remain committed to providing respite services for children and families connected to Nokiiwin. At the same time, we will continue to advocate for greater multi-year funding stability, allowing us to focus on delivering consistent, high-quality services to those who depend on us.

While our financial position remains strong, Wesway continues to operate with a significant amount of recurring one-time funding that is often confirmed well into the fiscal year. This creates ongoing operational challenges, which we continue to manage proactively through prudent cash management efforts and the strategic use of our operating reserves to ensure services remain uninterrupted, where possible.

The continued support we receive through provincial, federal and community-based funding streams is a strong affirmation of the trust placed in Wesway's ability to adapt, respond, and deliver our much-needed respite services.

Liisa Osala-Simi
Secretary/Treasurer

STATEMENT OF OPERATION

(For the year ending March 31, 2026)



REVENUE

Adult DS Support Services (MCCSS)	1,015,475
Children's DS Support Services (MCCSS)	915,422
Respite Services (MCCSS)	278,462
Autism Spectrum Disorder Program (MCCSS)	77,152
Complex Special Needs (MCCSS)	79,000
Community Support (MOHLTC)	4,664,786
Assisted Living-Wait at Home (MOHLTC)	1,477,297
Assisted Living-Client Billing	205,048
Nokiiwin Tribal Council	1,108,291
Indigenous Service Canada	3,543,414
Other Revenue	1,969,742
Amortization of deferred revenue related to capital assets	71,373
Total	15,405,462



EXPENDITURES

Adult DS Support Services (MCCSS)	1,026,671
Children's DS Support Services (MCCSS)	935,041
Respite Services (MCCSS)	285,235
Autism Spectrum Disorder Program (MCCSS)	80,322
Complex Special Needs (MCCSS)	79,000
Community Support (MOHLTC)	4,822,436
Assisted Living (MOHLTC)	1,798,485
Other Programs	5,389,863
Other Miscellaneous	153,151
Total	14,570,204
Surplus	835,258



*“Wesway cares and
we are grateful”*



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