



Mind Forward

Brain Injury Services

Annual Report 2025-2026

A reflection of the people we support

494 lives. Immeasurable impact.

494

\$89,964

290+

Lives touched through survivor and caregiver programs

Behind each number is a person navigating life after brain injury – or a caregiver trying to hold everything together. This year, we were privileged to walk alongside 494 people on their journey, listening, supporting, and helping to make the path forward a little clearer.

Funds raised

Every dollar represents someone who believes in our mission. Raised through community events, dedicated fundraising, and the generosity of individual supporters, this total is a testament to shared purpose – funds that go directly toward the people and programs at the heart of our work.

Day programs offered

Connection, structure, and engagement matter deeply for ABI survivors. This year, Mind Forward offered more than 290 programs – over 80 virtual sessions, 160 in-person programs, and 50 special events – giving our clients meaningful ways to participate, grow, and belong, wherever they are in their journey.

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A year of deliberate transformation

This past year has been a time of thoughtful transformation at Mind Forward, guided by a question that anchors everything we do: how can we better support our clients and their families on their journey?

To answer that, we looked inward. We shaped our teams and structures to be more responsive, more consistent, and better equipped to meet the evolving needs of our community – today and well into the future. We invested in tools that give our clinical staff deeper insights into client progress and free them to focus on what they do best: delivering life-changing, compassionate care. Modernizing these essential systems isn't about technology for its own sake. It's about removing barriers between our people and the clients who need them most.

That same spirit of purpose drove the work of our development team, who brought in vital new funding and helped advance the ABI Pathway initiative across our region. Their efforts are expanding what's possible for survivors and caregivers who too often find themselves navigating a complex system alone.

At the heart of all of it are our staff. Their dedication is not a footnote – it is the foundation. Every improvement we make is only meaningful because of the people who show up every day with genuine compassion and skill.

This spring brought a milestone that spoke to the truth of who we are. We named two of our assisted living residences to honour the legacy that shapes our work. Williams House stands as a tribute to our founder, Carol Williams, whose vision made all of this possible. Goegan House honours the steady, principled leadership of our Board Chair, Brad Goegan. These aren't just buildings. They're reminders of the enduring promise we make to every person we serve.

We are building something that lasts. And we are doing it together.

Hunter Saggar
Chief Executive Officer

Steady leadership in a shifting landscape

It has been one of the genuine privileges of my life to serve this community through Mind Forward. Having my name on one of our homes alongside our founder, Carol Williams, is a humbling honour – one I carry on behalf of every person who has contributed to this organization's governance, growth, and mission over the years.

The Board's role is to hold the long view. To ask not just what we're doing today, but whether we're building an organization that will still be here – and still be excellent – ten years from now. That responsibility weighs on us, especially in a landscape marked by real complexity. The demand for acquired brain injury (ABI) services in Ontario is growing. Funding remains uncertain. The healthcare system, as many of our clients know firsthand, doesn't always make it easy to get the right support at the right time. And yet, our confidence in Mind Forward's direction has never been stronger.

Our 2024–2027 strategic plan was built with eyes wide open to these realities. It is organized around six pillars – elevating the client experience, innovating programming, advocating for the ABI community, advancing operational excellence, developing long-term sustainability, and cultivating strategic partnerships – because we believe meaningful progress requires both vision and discipline. Not one or the other.

On behalf of the Board, I want to say something plainly: we are deeply grateful. To our staff, our donors, our partners, and to every person who trusts us with their care – thank you. Your belief in what we're building here is what makes it worth building.

Mind Forward exists to be a steady, knowledgeable, caring presence for those who need it most. That is our promise. And we intend to keep it.

Brad Goegan
Board Chair



STRATEGIC PLAN 2024-2027

CLIENT

Elevate client experience
Innovate client programming
Advocate for ABI community

STAFF

Champion an inclusive workplace
Promote a positive work culture
Foster growth and development

AGENCY

Develop agency sustainability
Advance operational excellence
Cultivate strategic partnerships

Collaboration

We embrace all viewpoints with an open mind and without bias, working together to achieve our shared objectives.

Accountability

We are committed to doing what is right, consistently and reliably, in every situation.

Respect

We value people for who they are. We show regard for all and learn from their words and actions.

Empathy

We strive to understand the feelings and circumstances of one another and act with compassion.

C A R E

OUR MISSION

To foster the highest quality of life for those impacted by Acquired Brain Injury.

OUR VISION

To be the leader of excellence and innovation in Acquired Brain Injury rehabilitation.

**Mind
Forward**
Brain Injury Services

Charting our path forward: 2024–2027 strategic plan

The landscape of brain injury rehabilitation presents a complex set of challenges. Our community navigates a highly fragmented healthcare system, ongoing funding uncertainties, and sector-wide staffing shortages. Furthermore, an aging population and the growing prevalence of brain injuries mean the demand for specialized, holistic care has never been more urgent.

But with these hurdles come meaningful opportunities to rethink how we support survivors and their caregivers. We're actively embracing technology to streamline our services and improve outcomes. By cultivating new strategic partnerships and embracing innovative care models, we're working to bridge existing gaps and advance genuine pathway integration.

To keep us focused and accountable over the next three years, we've anchored our work to six guiding pillars:

- Elevate client experience
- Innovate client programming
- Advocate for the ABI community
- Develop agency sustainability
- Advance operational excellence
- Cultivate strategic partnerships

These pillars guide our work every day. They ensure we deliver consistent, evidence-based care while keeping our organization strong for the long term. We're committed to building a reliable, reassuring hub of hope – rebuilding lives, one memory at a time, and making sure no one has to navigate the complexities of brain injury alone.



The landscape of brain injury care

The journey of acquired brain injury is lifelong, and the demand for specialized support continues to grow. Traumatic brain injury (TBI), one of the most prevalent forms of ABI, is expected by 2031 to be among the most common neurological conditions in Canada. Today, 2 per cent of the population lives with a TBI and falls remain the leading cause of brain injury for adults. These figures represent only traumatic causes; the true prevalence of ABI across all its forms is considerably higher.

For these individuals and their families, the path to recovery often feels like a maze with no clear map. Care for an acquired brain injury spans multiple systems – acute care, rehabilitation, mental health, and community services – each operating under its own funding rules and eligibility criteria. This disjointed approach creates an inconsistent journey, forcing people to navigate gaps between services, repeat their stories to disconnected providers, and find themselves without a clear path forward.

At Mind Forward, we stand as a steady, reliable guide through this complexity. Despite sector-wide funding uncertainties, we are deeply committed to easing the burden on a stretched healthcare system and providing a seamless, reassuring presence for everyone who turns to us. This year, we proudly supported 494 clients and caregivers. The trust they place in us is our highest honour. We are humbled and guided by the fact that 91% would recommend our services, and 90% are satisfied with the care they receive.



Programs and services: elevating the everyday

Individualized Service Plans

Our day-to-day work is rooted in truly knowing the people we support. This year, we focused on refining Individualized Service Plans (ISPs), ensuring that our care directly reflects the lived realities of our clients. By completing comprehensive clinical reviews across our Assisted Living, Community, and Seniors programs, we established a stronger baseline for consistent, high-quality care.

Housing partnerships

Securing appropriate housing remains one of the most significant barriers for ABI survivors and this year, we took meaningful steps to close that gap. We deepened our collaborative work to create more housing solutions, moving forward with partners like Indwell, Peel Living for the new Chelsea Gardens community and The Village of Ridgeview Court LTC in Milton.

Adult Day Programs

With the support of a strategic grant from Ontario Health, we expanded our Adult Day Programs to offer a wider range of activities focused on practical skill development, social connection and community engagement. This investment reinforced the vital need for structured, meaningful daytime support that enhances our clients' well-being and independence.



Year of firsts

Every organization has milestone moments – the ones that mark the beginning of something lasting. This year, Mind Forward had several. From our first signature gala to our inaugural community walkathon, 2025-2026 was a year of new beginnings that brought our community together, raised vital funds, and deepened awareness of acquired brain injury across the region.

Bella Notte Gala – April 2025 The inaugural Bella Notte Gala launched what will become a signature annual event for Mind Forward. Bringing together community partners, sponsors, and supporters for an elegant evening of awareness and impact, the Gala raised \$42,254 in its very first year.

Goegan House Car Wash – July 2025 In the spirit of community and connection, staff and clients at our Goegan House community (then known as TRSL) came together to host a neighbourhood car wash. More than a fundraiser, the day was a joyful expression of community pride – raising \$4,704 toward special activities for clients.

Minds in Motion Walkathon – September 2025 Mind Forward's first annual walkathon brought the local community out in force, raising \$17,185 while shining a light on the realities facing individuals and families living with acquired brain injury. Participants walked alongside staff, clients, and supporters – a simple, powerful act of solidarity.

Charity Gaming Our participation in the Charitable Gaming Program at Rama Gaming House in Mississauga generated \$12,367 in direct support of our programs and services.





Together, we raised \$89,964

Our new fundraising initiatives, combined with the generosity of individual donors and supporters throughout the year, raised a total of \$89,964 in the 2025-2026 fiscal year.

Every dollar raised goes directly toward the people and programs at the heart of our mission.



Celebration of Legacy and Service – Spring 2026 Just as our fiscal year closed, Mind Forward gathered to celebrate two extraordinary individuals whose dedication has shaped our organization and our community. The Celebration of Legacy and Service honoured Carol Williams, our founder and former Executive Director, and Brad Goegan, our long-standing Board Chair – an evening of gratitude, reflection, and shared purpose. It was also the occasion on which our two assisted living residences were formally renamed in their honour, as described in our CEO and Board Chair messages.

Key partnerships and major projects

This year, we strengthened Mind Forward's foundation for sustainable growth, advancing key system partnerships and major projects. Through this work, Mind Forward has deepened its role as a central connector across healthcare, housing, justice, and community services, with major projects including planning for a custom facility to support long-term sustainability.

ABI Pathway

We operationalized the ABI Pathway, presenting our progress at the 2025 Hamilton Health Science Neurobehavioural Conference. New partners – including St. Leonard's Place Peel and the Alzheimer's Society – deepened our cross-sector reach, reinforcing that brain injury requires coordinated care across mental health, housing, and justice. Next steps include expanding hospital-embedded services and advancing measurable client outcomes.

Fee-for-service initiative

To diversify revenue and address a clear and growing need, we launched a fee-for-service model centred on neuropsychological and neuropsychiatric assessments for medical-legal purposes. We established the business framework, built partnerships with clinicians, and launched a physiotherapy clinic as a complementary revenue stream. Early outreach to law firms, rehabilitation professionals, and insurance providers is establishing Mind Forward as a trusted provider – generating stable revenue for reinvestment into our core programs.



Grants

Our gratitude extends to the following funders, whose vital investment in our work empowers us to go further for our community. Some grants listed below are multi-year commitments; the amounts shown reflect the portion received in the 2025-2026 fiscal year.

- Law Foundation Ontario – \$99,000
- Ontario Trillium Foundation Resilient Communities Fund – \$95,700 (Year 1 of a multi-year grant)
- Ontario Trillium Foundation Seed Grant – \$94,900
- Halton Region Community Investment Fund – \$77,996 (Year 2 of a multi-year grant)
- TD Better Health – Ready Commitment – \$45,300
- Bourassa Savaria Foundation – \$5,000
- Rogers Youth Grant – \$5,000

Total grants received: \$422,896*

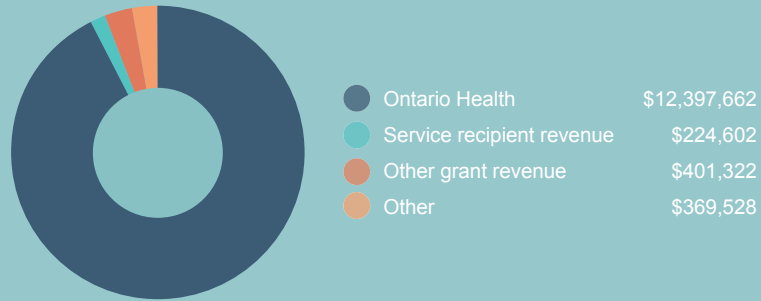
* Grant revenue recognition in the fiscal year may vary from the total grant awarded.



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Revenue



Expense



Investing in what matters most

Statement of Financial Position

As at March 31	2026	2025
Assets		
Current		
Cash	\$ 985,060	\$1,131,591
Short-term investments	1,014,277	700,000
Accounts receivable	379,625	255,936
HST rebate receivable	162,009	109,836
Prepaid expenses	16,720	35,215
	\$2,557,691	\$2,232,578
Capital assets	9,435	12,130
	\$2,567,126	\$2,244,708
Liabilities		
Current		
Accounts payable and accrued liabilities	\$1,485,902	\$1,400,982
Due to Ontario Health	263,123	263,123
Deferred revenue	199,025	23,660
	1,948,050	1,687,765
Net Assets		
Unrestricted net assets	619,076	556,943
	\$2,567,126	\$2,244,708

Statement of Operations and Net Assets

Year ended March 31	2026	2025
Revenue		
Ontario Health	\$12,397,662	\$12,247,719
Service recipient revenue	224,602	238,696
Other grant revenue	401,322	399,441
Other	369,528	347,968
	13,393,114	13,233,824
Expenses		
Salaries and benefits	10,514,726	10,395,682
Operating	841,804	704,571
Rent	746,989	711,311
Professional fees	561,781	293,331
Psychological and psychiatric consultation	151,538	148,250
Accreditation	6,347	1,790
Travel	53,546	52,874
Utilities	41,106	48,893
Education	46,981	57,850
Purchased recreation	96,000	96,000
Repairs and maintenance	267,468	357,702
Amortization	2,695	1,348
	13,330,981	12,869,602
Excess of revenue over expenses for the year	\$ 62,133	\$ 364,222
Unrestricted net assets, beginning of year	556,943	192,721
Unrestricted net assets, end of year	\$ 619,076	\$ 556,943

The financial information has been extracted from the 2025-2026 Audited Financial Statement. Complete details of the Auditor's Report are available upon request.

Board members

Chair *Brad Goegan*

Vice-Chair *Tom Jakubowski*

Directors *Andrew Cawse*

Dan Griffin

Andrea Guth

Alfred Ng

Susan Rosales

Andrew Wilson

Executive team

CEO *Hunter Saggar*

Chief Administrative Officer *Mike Redgers*

Chief Clinical Officer *Tanya Singh*

Chief Development Officer *Andrea Ure*

Chief Program Officer *Fabio Do Couto*

Clinical team

Head of Clinical Services *Dr. Seyone*

Clinical Lead *Ashley Budd*

Behavioural and Vocational Counsellor

Erik Petersen

Psychotherapist *Dorothy Heidbuurt*

Psychotherapist *Gulneet Mand*

Manager, Psychosocial *Natasha D'Souza*

Residential sites

Senior Manager, Britannia, Windsor Hill

Phil Gow

Senior Manager, Conover, Goegan House

Juliet Coombs

Senior Manager, Williams House

Hayley Walters

Manager, Britannia, Windsor Hill

Tanya Sethi

Manager, Conover, Goegan House

Richelle Macpherson

Manager, Williams House *Emily De Barros*

Community programs

Senior Manager, Day Services

Natalie Bogdon

Senior Manager, Supported Independent

Living and Community, and Seniors

Program *Maryam Yusuf*

Manager, Supported Independent

Living and Community *Kapila Al-Kayat*

Manager, Supported Independent

Living and Community *Michele Pessotto*

Manager, Supported Independent

Living and Community *Samantha Goulding*

Manager, Supported Independent

Living and Community *Sophia Simmons*

Manager, Seniors Program

Salma Aleemuddin

Manager, Seniors Program *Yvonne Gillison*

Administration

Executive Lead *Jennifer Thurner*

Operational Lead *Antonio Amoroso*

Coordinator, Williams House *Angela Maiato*

Senior Manager, Human Resources

Jessica Chiziebube

HR Generalist *Abhijay Hooda*

Account Coordinator *Muskan Sharma*

Development

Community Initiatives Lead

Mariana Ljuljdjuraj

Senior Manager Community Partners

and Engagement *Jessie Dhaliwal*

Hospital and Community Integration

Lead *Ashmita Singh*

Community partnerships

The strength of our work is inseparable from the strength of our partnerships. Across healthcare, housing, education, and community services, these organizations stand with us in ensuring that people living with acquired brain injury have access to the coordinated, compassionate support they deserve.

Allendale Long Term Care • Alzheimer's Society • Canadian Mental Health Association • Chartwell • Cheshire House • Community Head Injury Resource Services of Toronto (CHIRS) • Gather • Halton Healthcare • Hamilton Health Sciences • Humber College • Indwell • Mohawk College • Neurotrauma Care Pathways • Oakville Trafalgar Hospital • Ontario Brain Injury Association • Ontario Disability Support Program • Ontario Health • Peel Addiction Assessment and Referral Centre • Peel Living • Region of Peel • Sheridan College • Trillium Health Partners • UHN • University of Toronto • Village of Erin Meadows Long Term Care • York University



The people who made this year possible

Thank you to our donors and sponsors

Every gift – in every amount – is an act of belief in the people we serve. We are honoured to recognize the generosity of every donor and sponsor who stood with Mind Forward this year.

Accessible Daily Living • Adrienne Moriarty • Aimee Matuszczak • AlayaCare • All About Kids Physiotherapy • Andrew Cawse
• Andrew Wilson • Anna Orofiamma • Anchor Rehabilitation Support Services • Ashdeep Lamba • Aspi Kootar • Atlas-Apex Roofing
• Ayishatu Mohammed • Bhadresa Family • Blaney McMurtry LLP • Burban Air Systems Ltd. • Business Systems/INTEGR8
• Candles Banquet Hall • Crawford Family • David MacDonald Law • Dawn Benson • Deenen Family • Denis Olliver • Diane Blachford
• Dorothy Heidbuurt • Douglas Kerr • Dr. Chanth Seyone • Edite Juliao • Elnaz Bayandor • Enovis Canada • Everton Grant
• Gillian MacLeod • Gluckstein Law • Greg Klein • Gupta Family • Hank Deenen Landscaping Ltd. • Hillcrest Psychology • IC Savings
• Invisible-Care Inc. • Jack Taylor Packaging Products Ltd. • Jane Frustaci • Jennifer Rallis • Jennifer Thurner • Jill Whelan
• Joe and Patricia Farina • Julia Leslie • Juliet Lalor • Julianna Papp • Karen Beattie • Kim Welch • Kimberley Height • Knights of
Columbus • Lauren Sasaki • Leanne Baptista • Liz Kirk • Lisgar Developments Ltd. • Luvie Kalra • Maid of All Work • Marybeth Edge
• Maryjane Michael • Michele Pennington • Mike Killian • Mira Djakovic-Stimac • Mississauga Firefighters Benevolent Fund • Nahal J
• Nancy Mary Mackneson • Neelin Parmar • Nicola Cansdale • Oakpark Physiotherapy and Sports Performance • Olimpia Romita
• Param Seth • Patrick Martin • Pengelly Iron Works • Phoebe Hanna • Portuguese House Keeping • Prince Theodore Group/Eglinton
Churchill Pharmacy • Rajeshwar Vasdev • Ramadhar Family • Rohit Mehta • Sandy Golfetto • Sarah Drohan • Sarah Flanagan
• Scotia Wealth Management • Shane Parreno • Sheila Chisolm • Sherry Shamin • Simrat Dhaliwal • S.G. Cunningham (Kitchener) Ltd.
• Soccer World • Suzanne Graham • Taylor Caroline • Tom Jakubowski • Torque Barbell • Tracy Hang • UNC Machine Tools
• Ursula Hutchinson • Wendy Bodnoff

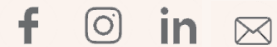
How to help



donate/mindforward.org
info@mindforward.org
mindforward.org



mindforward.org



Charity # 118954858 RR 0001