



Annual Report

2007-2008



VISION

Leading the way to Independent Living.

MISSION

Nucleus provides exceptional services to adults of all ages who require physical assistance in activities of daily living, which enables greater independence to the individual, their families and friends.

VALUES

- Independence**
- Individualism**
- Respectfulness**
- Teamwork**
- Advocacy**
- Openness and Accountability**

To be
revised
Fall 2008



PRESIDENT'S REPORT

I would like first and foremost to thank everyone at Nucleus Independent Living-our staff, the Leadership Team at Head office, the Board of Directors and the Ministry of Health and Long-Term Care for an exceptional year 2007-2008.

Nucleus Independent Living is committed to providing individuals with physical disabilities choices and opportunities to live independently and participate in community life. We are consistently striving to strengthen our organization and are excited about the future direction of our organization.

Nucleus continues to build work cultures that promote teamwork, diversity and quality. We are continuously embarking on new initiatives to improve upon the quality of service and ensuring a positive working environment. Our strength is and will continue to be, our people.

As the new year approaches, we are looking forward to another successful year and the challenges that lay ahead. With challenges come opportunities and we hope to continue growing and develop new and exciting programs in our regions.

Thank-you again for all your continuous dedication and support in the success of Nucleus!

Yours truly

Rick Kinsman
President



BOARD OF DIRECTORS

2007/2008

Executive Committee Members

Rick Kinsman

*President
Consumer*

Matt Hemmingsen

*Vice President
Community Member*

Al Reeves

*Treasurer
Consumer*

Craig Steven

*Secretary
Community Member*

Board Members

Yves Belanger

Community Member

Margaret Hoan*

Community Member

Robin McCrudden*

Community Member/Consumer

Chandar Singh*

Community Member

Garry Stockfish

Consumer

Barry Williams*

Consumer

* Position is up for re-election, completed 2-year term



PROPOSED SLATE OF DIRECTORS

2008/2009

Barry Williams

Chandar Singh

Robin McCrudden

Vacant

Vacant*

(*this position will be eliminated, pending approval of proposed By-Law change)



EXECUTIVE DIRECTOR’S REPORT

STRATEGIC PLAN 2008-2011

Introduction

Nucleus Independent Living is known for accomplishing much growth over the past 25 years. This includes building and maintaining two supportive housing sites in Toronto and an attendant outreach services program in Peel Region. During the last five years Nucleus has been in a period of stabilization and slowly began to examine its potential for additional growth. In the early spring 2008, the Board of Directors charged the Executive Director with a mandate to develop a Strategic Plan to pursue expansion.

In order to move forward, with a strategic direction, it is important to first identify the larger environmental context and current climate of healthcare in our community as well as identify the organization’s position within this context.

Environmental Scan: Current Healthcare Climate

Healthcare Expectations

In general, an assessment of the healthcare system requires a focus in three areas to be considered effective; Service Quality, Value-for-money and Innovation. These are defined below as they pertain to the services that Nucleus provides.

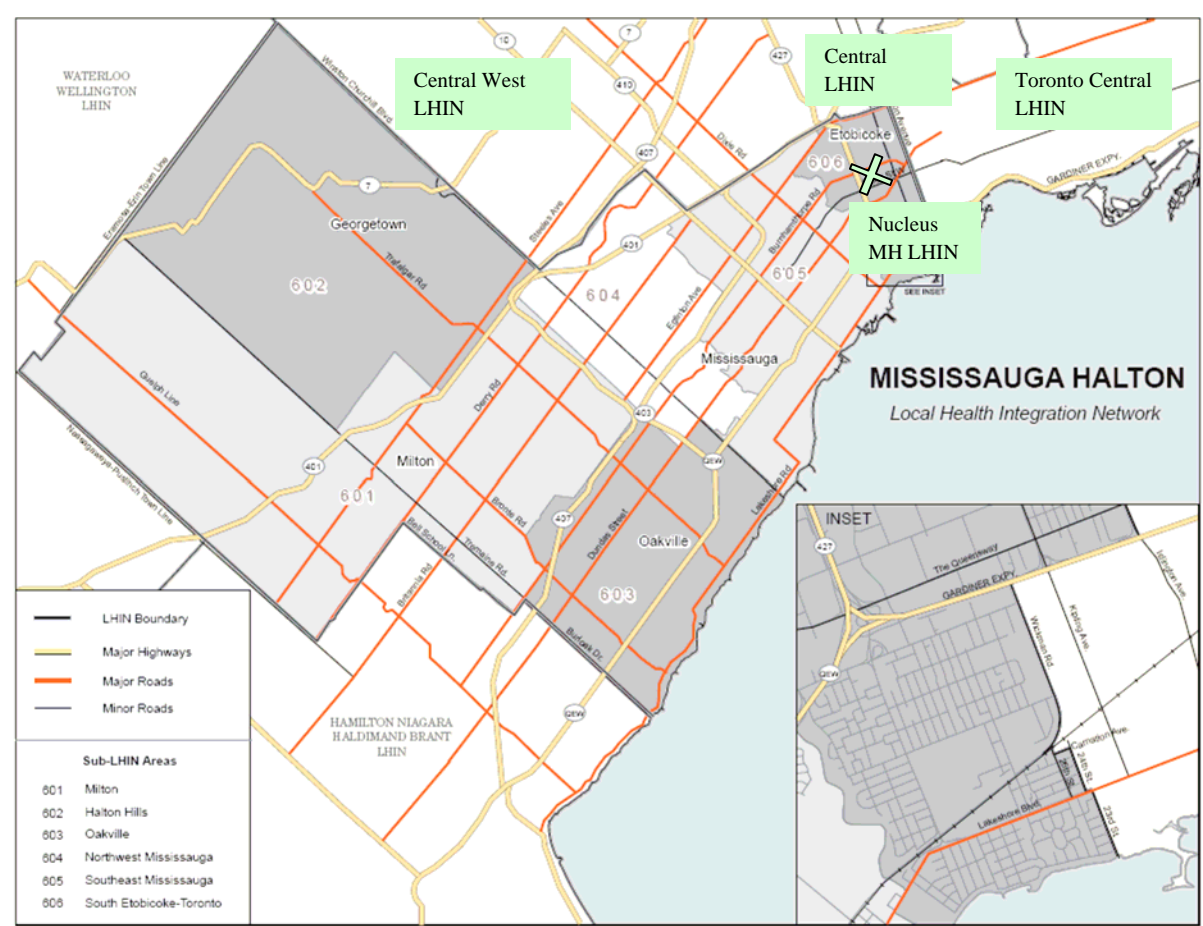
Service Quality	<ul style="list-style-type: none"> ✓ Service delivery standards ✓ Consumer/client/family experience and satisfaction ✓ Incorporation of proven best practices ✓ Evidence-based outcomes
Value-for-money	<ul style="list-style-type: none"> ✓ Accountability for funds (service units, per unit costs etc.) ✓ Cost effectiveness (less than institutionalization) ✓ Balanced budgets
Innovation	<ul style="list-style-type: none"> ✓ New frameworks and programs for service delivery ✓ Working beyond traditional service silos ✓ Accessing cross-sector successes and expertise

In light of the increasing pressures on existing healthcare infrastructure (limited resources, increased usage, wait times, aging staff etc.) the government has set a higher standard for accountability and transparency in the use of healthcare funds. All healthcare funded agencies now have an increased requirement to work collaboratively to maximize the impact of their services. As a result, the need for a coordinated and seamless healthcare system is of primary importance to all stakeholders. Integration is a reality due to existing duplication among providers and the number of smaller providers currently in operation. As a small organization that exists among much larger players, the future of Nucleus Independent Living may be at risk.

Ontario's Transformation Agenda

The Ontario health care system is currently transforming its fundamental operations with the implementation of the Local Health Integration Networks (LHINs) on April 1st, 2007. The 14 LHINs across the Province are legislated on behalf of the Ministry of Health and Long-Term Care, to plan, fund and monitor the performance of healthcare providers within their regions. The health priorities of each LHIN is identified in consultation with local community members and determines local health service priorities.

Although Nucleus Independent Living provides services in four separate LHINs (Central West, Mississauga Halton LHIN, Toronto Central LHIN and Central LHIN) due to the geographical location of our Head Office in Etobicoke, all funding is through the Mississauga Halton LHIN (MH LHIN) that is responsible for that geographical area.



Through community engagement, the MH LHIN has identified 5 priority areas for their strategic direction between 2007 and 2010: Improving Health System Performance, Strengthening Primary Health Care, Preventing and Managing Long-Lasting (Chronic) Conditions, Enhancing Seniors Health, Wellness and Quality of Life, Integrating Mental Health and Addictions Services. A more detailed description of these priorities is available at www.mississaugahaltonlhinc.on.ca

Our Local Drivers for Change

An analysis of the local healthcare climate shows that there are four key drivers within this region that formulate the context in which Nucleus operates.

Ministry of Health/LHINs (Political/Government)

- Funder - MH-LHIN
- Geographically driven
- Community needs based planning
- MOH & LHIN Strategic Priorities
- Emergency room wait time strategies
- Aging at Home strategies and funds
- Alternate Level of Care blocks to the system continuum
- Integration & Innovative Solutions
- Accountability (value for money)
- Quality performance indicators and measurements

Community Needs

- Client profile - aging population etc.
- Desire to maintain independence and dignity
- Ability to choose best fit for needs
- Under-served geographical areas (population density - i.e., Mississauga, North Halton)
- Cultural and ethnic diversity
- Ease of and timely access to services
- Increased need/demand for services
- Wait lists for services
- Seamless service continuum (coordination among providers and sectors etc.)

Service Model - Supports for Daily Living (SDL)

- New framework for SDL service delivery (formerly supportive housing services)
- Two models - in buildings & in neighborhoods
- Need for evidence based measurements (CHA-Community Health Assessments)
- Performance indicators
- Accountability agreements- funding formulas
- Innovative program design
- Collaborative efforts

Other Healthcare Providers

- Community Care Access Centres' (CCAC) regional mandate - extended reach and breadth into the community
- Linkages to Hospitals, Long-Term Care, Complex Continuing Care, Family Health Teams
- Competitors (similar size and/or services)
- Partners (complimentary services or locations)



Internal and External Assessment - SWOT Analysis

Before one can understand the strategic direction set forth in this document, it is important to first examine the organization's strengths, weaknesses, opportunities and threats (SWOT).

STRENGTHS

- 25 years experience providing services within an existing 'SDL Model'
- Service experience in both housing and into neighborhood environments
 - Easily adaptable and expandable service programs
 - History of balanced budgets
 - Skilled/knowledgeable, caring and dedicated staff
 - Excellent staff retention
 - Strong identified leaders in all areas of operations
 - Strong teamwork approach/relationships
- Openness to change/Non-complacency (Leadership Team and Board of Directors)

WEAKNESSES, LIMITS, OR NEED FOR....

- Clearly defined and understood goals, roles and accountabilities
 - Technology infrastructure
- Established and recognizable presence in the community
- Funding diversification (reliance on single funding envelope)
 - Customer service/service quality focus
 - Service performance measurement systems
 - Standardization/consistency in processes
 - Coaching/mentoring environment

OPPORTUNITIES

- Current MH-LHIN focus on SDL and other community investments
 - Geographical location in Etobicoke (MH-LHIN)
 - Positive relationship with MH-LHIN
 - Community contacts across all sectors
 - Supplementary income earned through Nuc-ability
- Nucleus (and Nuc-ability) recognition for innovation and achievements
 - Positive reputation as SDL Provider

THREATS

- Larger organizations providing similar services enables greater economies of scale
 - Regional bodies (CCACs) aligned to match LHIN borders
 - LHIN's power to force integration/amalgamation
- Dependence upon changing Government agendas for funding opportunities
 - Other agencies reluctance to partner in strategic initiatives
- Aging workforce and difficulty recruiting highly trained and qualified staff
 - PSW training lacks focus on customer service and service quality



Our Mission and Vision

As a result of this strategic planning process, a new Mission and Vision will guide our organization to 2011.

Mission:

Nucleus provides exceptional services to adults of all ages who require physical assistance in activities of daily living, which enables greater independence to the individual, their families and friends.

Vision:

Leading the way to Independent Living

Values:

To be determined in a stakeholder engagement session (Fall 2008)

Four Strategic Directions

In response to the current healthcare climate, local community drivers and environmental scan, Nucleus is taking an aggressive and proactive approach to setting strategic directions that will move this organization towards meeting our mission and vision.

Strategic Directions:

2008 to 2011 will be a time for ensuring Nucleus Independent Living's ongoing **sustainability through growth**. Concurrently, Nucleus will take a **focused approach** to achieving **service excellence**.

This strategic direction will be executed through four strategic goals and corresponding initiatives planned over the next three years. They are outlined below;



Strategic Goal	Year One 2008/2009	Year Two 2009/2010	Year Three 2010/2011	Outcome
1. Resources Focus and build resources to ensure sustainability	Establish a Brand Identity for Nucleus - Mission Vision and Values	Establish a presence for Nucleus within MH LHIN		A recognized brand for Nucleus and Nuc-Ability is established
	Establish a Brand Identity for Nuc-Ability - new revenue generating arm of Nucleus			
		Review Service Areas for growth potential and sustainability		Service areas ensure sustainability and growth
		Expand Etobicoke area for SDL services (in buildings)		
	Design a 24hr SDL mobile outreach strategy for MH LHIN	Pilot a 24hr Mobile SDL program	Expand Etobicoke area for SDL services (Mobile 24hr outreach)	
	Explore revenue generation opportunities and partnerships	Create a business plan for revenue generation opportunity	Pilot business plan	Multi revenue streams created
	Form service partnerships & explore integration opportunities			Demonstrated partnerships

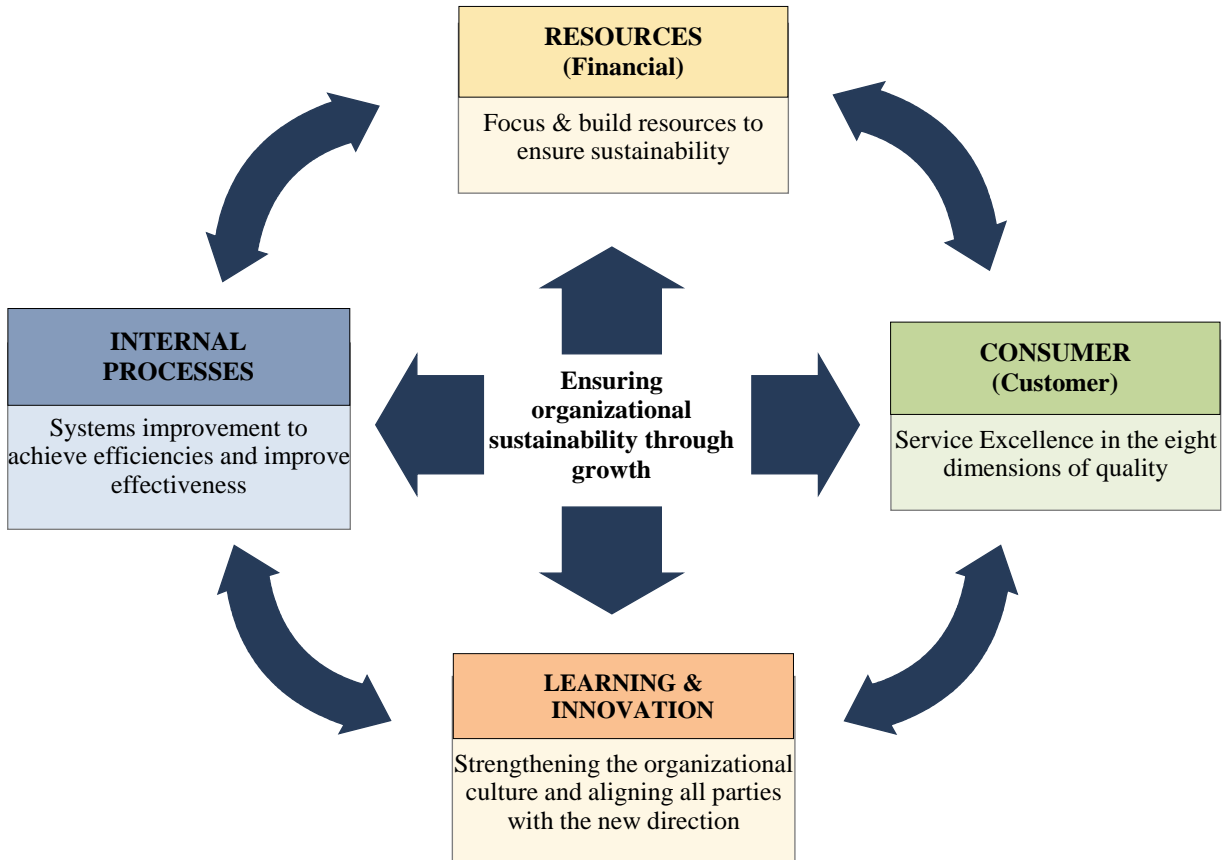
Strategic Goal	Year One 2008/2009	Year Two 2009/2010	Year Three 2010/2011	Outcome
2. Services Service Excellence in eight dimensions of quality for consumer-focused service delivery	Conduct a service quality review	Align service outcomes with MOH/LHIN performance indicators		Measurable impact on services
		Implement a balanced scorecard for service delivery performance measurement	Evaluate service delivery balanced scorecard	
	Roll out new service policies aligned with accreditation requirements and best practices			Ability to undergo accreditation process if required or desired
		Initiate pre-accreditation preparations		

Strategic Goal	Year One 2008/2009	Year Two 2009/2010	Year Three 2010/2011	Outcome
3. Internal Processes	Establish organizational Values and Principles of Service through a stakeholder engagement process			Buy-in from all stakeholders guided towards a common goal
Systems improvement to achieve efficiencies and improve effectiveness	Revise Board of Directors By-laws	Conduct Board of Directors governance training		Increase Board of Directors self-monitoring
	Process redesign/improvement initiatives (Master schedule, technology upgrades, protocols etc.)			Increase efficiency and effectiveness

Strategic Goal	Year One 2008/2009	Year Two 2009/2010	Year Three 2010/2011	Outcome
4. Learning & Innovation Strengthening the organizational culture and aligning all parties with the new direction	Conduct staff engagement survey	Implement staff engagement strategies		Front-line staff engagement with new organizational direction
	Conduct themed training initiatives for front-line staff	Conduct themed training initiatives for all employees to support expansion efforts		Front-line staff are champions of creating a great service experience
	Conduct themed training initiatives for management staff			Staff and consumers are informed participants in services and strategic directions
		Conduct themed training initiatives for all consumers		
		Conduct themed training initiatives for Board of Directors		Board of Directors leads and shares their experience and demonstrates partnerships that create more effective and efficient systems

Performance Measurement using the Balanced Scorecard Approach

One of the best ways to translate Nucleus’ strategic goals into action and measurement is through the use of the Balanced Scorecard. The Balanced Scorecard approach to strategic planning creates organizational goals and corresponding outcome measurements within four equally relevant areas creating a “balanced” perspective of organizational success using four areas: financial (resources), customer (consumer), internal (business) processes, learning and innovation. Nucleus has identified the Balanced Scorecard outcome measures as an area for development and implementation over the next year. This will become the performance management framework for the whole organization.



REPORT ON COMMUNITY INITIATIVES

Mississauga –Halton MH-LHIN Supportive Housing Working Group

In October 2007, Nuc-Ability (the consulting arm of Nucleus Independent Living) was fortunate to be able to secure a 6-month consulting contract with the Mississauga Halton Local Health Integration Network (LHIN) to provide project lead support to the Supportive Housing Working Group. As a result, Kristina Hall, Executive Director and Lisa Gammage, Program Consultant provided leadership and support to the Working Group in its efforts to develop a service delivery framework, pilot a common assessment tool and to identify requirements for a centralized registry.

The Working Group successfully achieved its objectives over a 6-month period, which included the development of an innovative new service framework called **Supports for Daily Living** (formerly Supportive Housing). This exciting new framework builds on the past accomplishments of the sector and provides a pathway for growth and expansion of existing supportive housing services.

Supportive Housing - Before Framework	Supports for Daily Living - After Framework
● Housing focused	● Service focused
● Low income housing only	● Any type of housing (i.e. condo, townhouse, own home etc.)
● Target population = people who require low income housing + services	● Target population = people who need services (income is not necessarily a determinant)
● 1 model of service delivery (buildings)	● 2 models of service delivery (buildings and neighbourhoods)
● Inconsistent service offerings	● Branding strategy, defining 3 core services, replicating core service offerings from all SDL providers
● Misunderstanding/misperception that service providers are landlords	● Name change captures what "we do" (services - not housing providers)
● Duplication of services with other services/sectors on the healthcare continuum	● 24hr support distinguishes SDL from other services/sectors
● Anecdotally based measurement	● Evidence based measurement (Community Health Assessment - CHA)

The MH-LHIN has made an initial investment for 337 people in piloting the new 24/7 Supports for Daily Living (SDL) services in the first year (2008/09) of its 3-year investment strategy. The SDL Working Group will continue to monitor the effectiveness of the SDL model and prepare for further investments in this important initiative. For more information about the work of this group or about Nuc-Ability, please contact Kristina Hall, Executive Director.



REPORT ON QUALITY

In the summer of 2007, I was hired to review and provide recommendations for a quality standards program at Nucleus. As part of the initial visioning of the Executive Director and Board of Directors in 2007, we will this year initiate a pre-accreditation review for Nucleus

The concept of service quality within healthcare is complex and requires a multi-layered lens as the definition of quality is often determined by the different perspectives held. For example, consumers would usually define quality in terms of how well their needs are met, Nucleus would define quality in terms of how effectively and appropriately they can deliver services and funders (MOH/LHIN) might define quality in terms of efficiency and the allocation of resources. As a result, it is important to consider all perspectives when we address the need for improved quality of services within the field of community support services.

Accreditation Canada is a non-profit organization that helps agencies across Canada examine and improve the quality of service they provide to consumers. Accreditation Canada uses 8 dimensions to assess an organization's quality for its accreditation process:

- **Population-focus** – anticipating and meeting the needs of the community
- **Accessibility** – providing timely and equitable services
- **Safety** – keeping people safe
- **Work-life** – supporting well-being in the workplace
- **Client-centred services** – putting clients and families first
- **Continuity** – coordinated and seamless services
- **Effectiveness** – doing the right thing to achieve the best possible result
- **Efficiency** – making the best use of resources

In order to improve or maintain a high level of quality in services, community support services organizations must continually evaluate their practices against established standards and measure their outcomes with the use of performance indicators.

Nucleus Independent Living is committed to achieving service excellence and as a result will be implementing several new initiatives to establish quality standards and measure quality outcomes and consumer satisfaction. More detailed information about these initiatives is outlined in our 2008-2011 Strategic Plan.

Respectfully Submitted,

Lisa Gammage
Program Consultant



REPORT ON HUMAN RESOURCES

Nucleus is dedicated to providing quality human resources support for all employees and consumers through the implementation of strategic initiatives. These initiatives are focused on delivering results for the future strategic direction of the organization.

For 2007/2008 the focus was looking at solutions for our internal procedures and process. We reviewed our Policies and Procedures, Complaint/Investigation Protocol, Scheduling processes and Abuse Awareness. With these areas in mind we took a look at how they affect the quality of service we deliver to our consumers. It was obvious that we needed to look at where we were 25 years ago and where we need to be in the future. The review and revamping of some of our policies, procedures and protocols will allow us to ensure we are striving for the highest level of quality and effective service delivery. Our employees will be trained in the coming year to understand these changes and the role they, as employees, play in exceeding consumer's service expectations.

As things have been evolving at Nucleus, the scheduling process was identified as a process that could be improved with positive results for both employees and consumers. Implementing the concept of a "Master Schedule" allows for employees to be on a consistent rotating schedule that reflects the needs of the consumer while at the same time allowing employees to better plan their lives with their families. We are looking forward to completing this goal in 2008 with success!

Abuse Awareness has catapulted on the scene for Community Health Providers. In order to be proactive in the awareness and prevention of abuse, Nucleus has been a part of an Abuse Prevention Team who developed a comprehensive binder and training for service providers. With this expertise under our belt we will be proactively training our employees to prevent abuse, supporting employees and consumers who report abusive situations and upholding our responsibility in ensuring an abuse-free workplace. We have already started training some of our employees with this knowledge and will continue to do so until everyone has a clear understanding and respect for Abuse Awareness and Prevention.

We will continue to strive for service excellence through Human Resources initiatives while supporting the strategic direction of Nucleus Independent Living. We look forward to a successful 2008/2009 with a focus on employee relations!

Respectfully Submitted,

Kay Blache
Manager of Human Resources



STAFF RECOGNITION

In 2008, Nucleus Independent Living honours 7 employees for their continuous dedication to great service. Nucleus would like to thank the following for their hard work and commitment to our organization:

Celebrating 5 Years:

Bainnie Dairam

Marilyn Sylvester

Vernica Williams

Celebrating 10 Years:

Kenny Supersad

Celebrating 15 Years:

Carlene Brown

Eze Powley

Celebrating 20 Years:

Leo Robinson

COMMUNITY PARTNERSHIPS

Collaborative Partnerships	
<p>Professional Associations:</p> <ul style="list-style-type: none"> ● Independent Living Service Providers of Ontario (ILSP) ● ADR Institute of Ontario 	<p>Attendant Services:</p> <ul style="list-style-type: none"> ● ILSP ● Toronto Executive Directors group ● Project Information Centre (PIC) through CILT
<p>LHIN's</p> <ul style="list-style-type: none"> ● Supportive Housing /SDL Working Group ● Decision Support Group ● Appropriateness Working Group 	<p>Housing:</p> <ul style="list-style-type: none"> ● Housing Connections ● Humberview Housing Co-op ● Metro Housing
<p>Health & Safety:</p> <ul style="list-style-type: none"> ● Work Well program of WSIB ● Health Care Health and Safety Association of Ontario ● Safety Group 	<p>SDL Work Group:</p> <ul style="list-style-type: none"> ● March of Dimes ● Trillium Hospital ● Links to Care ● Peel Senior Link ● Participation Housing ● MH CCAC ● Nucleus Independent Living ● Oakville Services for Senior's ● Public Member
<p>Abuse Prevention Project:</p> <ul style="list-style-type: none"> ● ARCH ● Access Apartments ● Tobias House ● PACE ● Nucleus Independent Living ● North Yorkers for Disabled Persons 	

CELEBRATING 25 YEARS OF SERVICE



*Capturing the
Celebration*



Nucleus Independent Living

Head Office and Outreach

16 Four Seasons Place
Suite 112
Toronto, Ontario
M9B 6E5
Tel: 416 620 0333
Fax: 416 620 1934
E-mail: info@nucleushousing.org
Website: www.nucleusonline.ca

Nucleus I

30 Denarda Street
Suite 309
Toronto, Ontario
M6M 5C3

Nucleus II

2100 Weston Road
Suite 1007
Toronto, Ontario
M9N 3W6

PHILOSOPHY OF INDEPENDENT LIVING

The Independent Living Philosophy is based on an individual's right to make choices and take risks.

We believe that people with physical disabilities have a right to live in their community and with that right comes responsibility. Consumers are responsible for letting us know what services they require, when and how they wish it to be provided and how they want it done.