



Annual Report

2005-2006

Thursday September 21, 2006
2100 Weston Rd
Toronto, Ontario



Vision

Nucleus has a vision in which we stand in the forefront as an organization that actively develops living alternatives for people with a physical disability.

Mission

Nucleus's purpose is to provide adults, with physical disabilities opportunities to live independently and, to participate in community life by providing attendant services.

Using the knowledge, strength and commitment of our people, we will strive for the highest level of attendant services that we can provide to each consumer. This level of service will encompass a new holistic approach that will allow a consumer to exercise personal values and to define, choose and direct their own unique service needs.



Values

We regard our values as all important beliefs in the daily plans and future goals of Nucleus. They are the ultimate measures of our success. They fix worth of everything we do.

Independence:

We believe in an independent living philosophy.

Individualism:

We acknowledge and celebrate each other's individualism with mutual respect.

Respectfulness:

We value people who are honest and trustworthy, who respect the rights and privacy of others.

Teamwork:

We work collaboratively promoting reliability and responsiveness.

Advocacy:

We advocate for the rights of people with disabilities.

Openness:

We embrace change, accept new challenges and promote personal growth and learning.

Accountability:

We place safety, quality and responsibility above all other concerns and are responsive to all internal and external parties.



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 2005-2006.

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.

2005/2006 fiscal year has brought some much-appreciated expansion of services. We had submitted 7 expansion proposals to the Ministry in March 2006 for three more supportive housing sites with attendant care, a respite program and two outreach expansion programs totaling over \$5 million dollars in targeted growth and expansion for Nucleus.

The Peel Attendant Outreach program received additional expansion of service funding from the Ministry of Health and Long-Term care and welcomed 11 new consumers to its program.

Nucleus 1 and Nucleus 2 continues to progress and we have witnessed vast improvements in quality and effectiveness of service provision at these locations. This quality in service has allowed us to obtain 2 additional supportive housing units at our Nucleus 2 location. 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.

Nucleus has been proud of the commitment and support it receives from its volunteer Board members. This year Nucleus had the opportunity to show this support by submitting a proposal to the Ministry of Citizenship and nominated 6 Board members for their continued years of service. They are: Myself, Al Reeves, Matt Hemmingsen, Yves Belanger, Robin McCrudden and Chandar Singh. Congratulations to you all!

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

Nucleus Independent Living.



Board of Director's
2005/06

Rick Kinsman
President
Consumer Representative

Chris Rees
Vice President
Consumer Representative

Al Reeves
Treasurer
Consumer Representative

Yves Belanger
Secretary
Community Representative

Jim Aiton
Board Member
Consumer Representative

Robin McCrudden
Board Member
Consumer/Community Representative

Matt Hemmingsen
Board member
Community Representative

Margaret Hoan
Board member
Community Representative

Chandar Singh
Board member
Community Representative

Craig Stevens
Board member
Community Representative

Proposed Slate of Directors
2006/07

The following names will be presented
to the membership for a vote.

Rick Kinsman

Al Reeves

Yves Belanger

Craig Stevens

Chris Rees

Barry Williams



Executive Director’s Report A Year End Check Against Delivery

It is with pleasure that I enclose a review of Nucleus Independent Living’s 2005/06 achievements. In it you will see our vision and the steps that we are taking to achieve our goals. These steps forward are largely due to the support from our volunteers, employees community and stakeholders – the many dedicated groups and agencies we are working with in our shared commitment to deliver attendant services to persons with physical disabilities.

This year our provincial government introduced legislation which represents a crucial step in the modernization of Ontario’s health care system. It is called *Local Health Integration Networks Act, 2005*. Bill 36, or LHIN’s.

Beginning in 2006 Health Service Providers like Nucleus will receive their direction and funding from these new LHIN’s. Nucleus will report to and be accountable in 4 LHIN geographical areas. They are:

LHIN	Nucleus Project	# of Consumer’s Served
Mississauga Halton Central West –LHIN 5	Outreach	38
Mississauga Halton – LHIN 6	Outreach & Head Office	50
Central – LHIN 7	Nucleus 2	17
Toronto Central – LHIN 8	Nucleus 1	14

The Government’s multi-year plan for transforming health care will be about changing culture, expectations and behaviours to achieve a vision of health care that is consumer focused, results driven, integrated and sustainable. The implementation of the LHIN’s provides a rare opportunity to address systematically the unmet diverse care needs of people with disabilities namely; rehabilitation and services for people with disabilities, chronic illness and cancer care; seniors health; community support services, children’s health; health promotion and mental health and addiction services. Nucleus’ primary goals within this new health care context will be to support or improve function, enable participation and enhance quality of life for persons with physical disabilities.

I would like to tell you a bit about some of the reforms we’ll be proposing, and to talk about change for Nucleus in 2006 in anticipation of the role out of LHIN’s. Our health care system and Nucleus needs to be transformed; it needs to be made more efficient and more accountable. That’s a big job. But its’ also a job that’s absolutely necessary. So for 2006 the Board, Leadership Team and its employees will roll up their sleeves and set out to get it done. Let me make a few comments to tell you what we are doing:

1. We're improving the delivery of Attendant Services at Nucleus by:

- ❖ Submitting 7 expansion proposals to the Ministry in March 2006 totaling over \$5 million dollars in targeted growth and expansion for Nucleus.
- ❖ Significantly reducing wait times in Peel Outreach Attendant Services with our expansion dollars received in late 2005.
- ❖ Respect the rights and privacy of consumers.
- ❖ Take a strong stand against misconduct and the abuse of consumers and created new case decisions.
- ❖ Increased attendant service hours at both Nucleus 1 & 2.
- ❖ Obtain 2 additional supportive housing units at our Nucleus 2 location.
- ❖ NEW: Taking all necessary steps to keep consumers safe by shifting the focus to prevention – fire safety, drills, emergency preparedness, and disease outbreaks is our focus in 2006.
- ❖ Continuing to track and respond to complaints and concerns from consumers. In 2005/06 complaints dropped by 30% from 2004/05.
- ❖ The quality of attendant services delivered to our consumers is dependant upon up-to date skills and knowledge, and positive attitude of our employees. Nucleus has tripled its training budget lines in the past year and provides more training opportunities to its employees than any other service provider in Toronto. We are shifting from training to performance improvement through a learning and development approach.
- ❖ We've strengthened the roles of our Team Coordinators and Managers to help shape what is in the best interest for their site and to best respond to the needs and interests at those sites with continued input from consumers and staff.
- ❖ NEW: In 2006 the Team Coordinators will take charge of site budgets, and monitor spending. This way under or over utilization of attendant service hours can be corrected in the month shown and not at the end of year. We will provide opportunities for under utilized bookings to be turned around within that month to become renewable booking times for other consumers who would like more time.
- ❖ Investigating and seeking funding for an assisted living program at Nucleus. It has become apparent that for some consumers attendant services alone is not meeting their total needs and quality of life is being compromised. New social service supports would greatly improve consumer's independence, daily interactions with staff and allow them to continue living independently.

2. We have improved our image and presence in our community by:

- ❖ Changing our company name and operating as Nucleus Independent Living (Nucleus IL), but keeping the name Nucleus Housing as a reminder of who we are and how far we have come.
- ❖ Increasing our visibility and competitiveness in the Peel community as a provider of choice in attendant outreach and respite services.
- ❖ Writing proposals within the private sector to create:
 - More community participation in assisting to fulfill our Vision and Mission
 - Revenue generation so we can service consumer's and reduce waiting lists
- ❖ Finding solutions with community partners by creating Joint Attendant Care (JAC) partnerships with four other attendant service providers in Halton, Brampton, Hamilton and Burlington to provide services, resources, best practices, and reduce administrative costs and duplication.
- ❖ Having a board membership that proportionally reflects a complementary mix of consumers, community, business members.
- ❖ Moving our organizational thinking and planning from organizational needs to global strategies for persons with disabilities.
- ❖ Preparing for LHIN's and Nucleus contributions as a key player in this new LHIN's network by:
 - Investigating issues and opportunities with local hospital partnerships and attendant services. (i.e., discharge-planning process, under use of attendant services in hospitals, lack of awareness of attendant services and role of the attendant service providers may not be optimally integrated into the in-patient care team.)
 - Engage the local community LHIN's by providing valuable and insightful input about needs and priorities in attendant service delivery
 - Contribute in the planning and priority setting for attendant service delivery in the communities we presently serve and future service expansion.
- ❖ Expand our social activities so that we have more interactions among our Nucleus people. This interaction will strengthen the unity circle and in essence provide more support and interaction for all involved in the organization.
- ❖ Being selected by our Ministry and 5 other service providers to create a comprehensive Abuse Prevention Protocol for our industry
- ❖ Being selected by the Ministry to be project lead in producing a comprehensive service plan and budget for a group of ventilator users in this province that meets their unique needs.

3. We are continually working to make Nucleus an employer of choice for existing and new employees by:

- ❖ Changing the way we hire new staff, ensuring that staff have the right skills, attitude and adaptability to meet the needs of the organization today and into future.
- ❖ Eliminating mandatory retirement for staff by recognizing the immense contributions, experience and history these staff have and utilizing these qualities to assist new staff in their orientation to Nucleus or mentoring staff that require assistance to get back on track in their performance.
- ❖ Created mandatory training to ensure all staff are provided with relevant up-to date training, and learning to make them safe, supported and knowledgeable at work.
- ❖ NEW: Introduce a master schedule protocol to empower staff and give them increased flexibility, advanced knowledge of when they will work and the new ability to choose when they want to work months in advance, while minimizing scheduling conflicts, staff shortage and agency staff utilization.
- ❖ NEW: Implementing a prevention strategies for staff so they minimize work burnout and reduce the risk of abuse
- ❖ The Health and Safety Committee is working hard on operation Health Protection – a plan to bring our daily practices to a high health compliance level to ensure we're absolutely able to deal with things like disease outbreaks and emergency responses effectively and do our daily jobs with “safety first” on all our minds.

We're also working to increase the number of Attendants, and to make their jobs more satisfying and safe. Presently we have 81 staff members at Nucleus.

And to demonstrate results, we're creating a system to measure and report to consumers, staff and stakeholders about Nucleus activities via a revised website with up-to date information in the summer of 2006. The web address is www.nucleusonline.ca

The people at Nucleus also deserve independent proof that they're getting a service that delivers the best possible quality of attendant service. And we're delivering this, through an organizational survey on service provision in the Fall of 2006.

These are all important steps in the transformation of our attendant service system. They're not just “more of the same.” Each one of these represents a new way of approaching things. But there's more that can be done. I hope we can count on many of you to help explain why it's the right thing to do. Let me be clear: this is not an exercise in cutting costs. This is an exercise in empowerment. And it's not an effort to introduce sweeping restructuring. It's an effort to do the exact opposite: to provide a degree of stability, and work site accountability.

We firmly believe that the best way to make decisions about change is to make them as close to the ground as possible. The work that many of you do on a daily basis forces you to confront realities which management, I'm ashamed to admit, was slow to grasp. But we're now learning these lessons. And we've learned that you have to make tough decisions, decisions about the long term, not just about what's expedient in the short-term.

I'm proud to say that the Leadership in which I serve is absolutely 100% committed to these principles and as Executive Director, I am doing all I can to deliver on our commitment. Finally, Nucleus is so proud of the commitment and support it receives from its volunteer Board members. This year Nucleus had the opportunity to show this support by submitting a proposal to the Ministry of Citizenship and nominate 6 Board members for their continued years of service. They are: Rick Kinsman, Al Reeves, Matt Hemmingsen, Yves Belanger, Robin McCrudden and Chandar Singh. I would personally like to thank the Board for their support and admirable leadership.

I would like to send a special thank-you to all Nucleus employees who worked so hard. Your contribution to our organization and your continuous support through the many changes Nucleus has undergone is most appreciated. We are looking forward to another successful fiscal year and the challenges that lay ahead.

Yours truly,
Kristina Hall
Executive Director



Leadership's Community Involvement, Networks and Partnerships

Professional Associations:	Labour:
<ul style="list-style-type: none"> • Independent Living Service Providers (ILSP) • ADR Institute of Ontario Inc 	<ul style="list-style-type: none"> • Labour Relations Network • HRDC employment opportunities for persons with disabilities (Employment Access) • ADR Employment Section Meeting
Health & Safety:	Attendant Services:
<ul style="list-style-type: none"> • <i>Work Well</i> Program of WSIB • Health Care Health and Safety Association of Ontario Safety Group (HCHSA Safety Group) • Safe Community Incentive Program (SCIP) • Toronto Fire Services 	<ul style="list-style-type: none"> • Project Information Center through CILT • Toronto Executive Directors Group (TEDG) • Peel Seniors Link • CCAC's • Toronto Abuse Prevention Working Group^[1]
Housing:	Education & Training:
<ul style="list-style-type: none"> • Halton Housing Advisory Committee • Halton Housing Accessibility Task Group • Toronto Housing Connections 	<ul style="list-style-type: none"> • Community Staff Development Committee (Peel/Halton) • ODSP, Employment Supports Services • York University Mentorship Program • Humber College • Sheridan College
Legal:	Hospitals:
<ul style="list-style-type: none"> • Ministry of the Attorney General • Ontario Mandatory Mediation Program • Toronto Police Services • ARCH • ADR Restorative Justice Section 	<ul style="list-style-type: none"> • West Park • Lyndhurst • Erin Oak • Humber Regional • Trillium • Credit Valley
LHIN'S:	Attendant Outreach Services (Peel):
<ul style="list-style-type: none"> • Mississauga-Oakville LHIN Steering Committee • Peel Region Metamorphosis LHIN 5,6 group • Mississauga –Oakville LHIN Expert Panel 	<ul style="list-style-type: none"> • Supportive Housing and Outreach Providers of Peel and Halton • Community Support Services Agencies of Peel & Halton • Joint Attendant Care Alliance (JAC)
Joint Attendant Care:	Abuse Prevention Project:
<ul style="list-style-type: none"> • Helen Homes • Carrey House • Streetsville Cheshire Homes • Joyce Scott Non-profit (Deborah's House) • Peel Cheshire Homes 	<ul style="list-style-type: none"> • Red Cross • ARCH • Access Aprtments • Tobias House • PACE • North Yorkers for the Disabled • New Visions



Nucleus Strategic Directions

Nucleus has provided attendant services to people with disabilities since 1983. Since that time, the organization has expanded significantly. Nucleus is excited about the future direction of the organization and has identified six ongoing strategic directions which are outlined below. To move forward, we will focus on creating choice, control, confidence, caring and competence across the organization.

The following are the Strategic Directions of the Nucleus Strategic Plan:

Supportive Housing and Attendant Services:

Nucleus will continue to pursue and develop housing options and services required to meet the independent living needs of people with physical disabilities who are living in the Toronto and Peel Region.

Quality Services:

Nucleus will continue to strengthen the Quality Improvement Program to increase the quality of attendant services, administrative and management functions and Board of Directors governance and accountability.

Diverse Funding:

Nucleus will diversify its funding revenue by creating a profitable business arm of the organization.

Employee Relations:

Nucleus will continue to provide training and educational opportunities to initiate best practices in employee relations and to maintain positive relationships with union officials.

Board of Directors:

The Board of Directors of Nucleus Independent Living will continue to increase the effectiveness of their leadership.

Government Relations:

Nucleus will maintain a positive and cooperative relations with government officials by continually expressing a common message and support for independent living.



Staff Recognition Awards

In 2006, Nucleus Independent Living honoured 19 staff 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:

Winston Dawkins	Outreach
Delores James	Outreach
Heather Kennedy	Outreach
Kristy Lise	Outreach
Lavern Palmer	Outreach
Sandra Walker	Outreach

Herginilla Henry	Nucleus 1
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Yonnette Benn	Nucleus 2
Agnes Boateng	Nucleus 2
John Oshorenu	Nucleus 2
Sahadai Madray	Nucleus 2
Maryann Morris	Nucleus 2

Celebrating 10 years:

Kenneth Mungroo	Nucleus 1
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Zosima Duff	Nucleus 2
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Celebrating 15 years:

Harry Basdeo	Nucleus 1
Hyacinth Beckford	Nucleus 1

Dail Ifill	Nucleus 2
Concepcion Manalang	Nucleus 2
Fayuzil (Neil) Tallim	Nucleus 2



Demographics

Who do we Serve?

SERVICE TYPE: <i>List service provided</i>	Supportive Housing	Peel Outreach	Peel Respite (Pilot)
Information on clients served:	Total = 31	Total = 80	Total = 30
Age range	20 to 29 = 1 30 to 39 = 5 40 to 49 = 15 50 to 59 = 5 60 to 69 = 5	16 to 19 = 2 20 to 29 = 5 30 to 39 = 6 40 to 49 = 20 50 to 59 = 20 60 to 69 = 15 70 to 79 = 5 80 to 89 = 6 90 to 99 = 1	16 to 19 = 5 20 to 29 = 11 30 to 39 = 0 40 to 49 = 2 50 to 59 = 1 60 to 69 = 6 70 to 79 = 3 80 to 89 = 0 90 to 99 = 2
Gender	Male = 22 Female = 9	Male = 32 Female = 48	Male = 13 Female = 17
Language	English	English	English
Ethno cultural and racial Community	N/A	N/A	N/A
Other unique characteristics	N/A	N/A	N/A
Hours of operation (by site and location if different)	24 hours per day	6:00 am to 12:00 midnight	24 hours per day
Availability of on-call services (yes/no)	Yes	No	No
Client fee policy:	No	No	No
Amount charged for service	N/A	N/A	N/A
How client is assessed			
Availability of sliding fee (yes/no)			
Provision of services in French (yes/no)	No	No	No
Provision of services in other languages (List)	No	No	No