



ANNUAL REPORT

2006 - 2007

ANNUAL GENERAL MEETING

Tuesday June 26th, 2007

**2100 Weston Road
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 physical disabilities

Mission

To provide adults with physical disabilities opportunities to live independently and to participate in community life by providing quality attendant services



Celebrating our 25th Anniversary

Nucleus History

In 1981 the Canadian Paraplegic Association investigated the issue of accessible housing for people with physical disabilities by contacting some patients at Lyndhurst Rehabilitation Hospital to try and help them determine their needs. The patients had recently sustained Spinal Cord injuries and would require wheelchair accessible housing with Attendant Services.

That group of individuals were the founding consumers of Nucleus. As they began developing their own Organization, they realized that they would require a well developed strategy and would need to lobby for support to achieve their goal of living independently in the community.

In July of 1983 Nucleus began providing 24 hour Attendant Services for 14 individuals with Spinal Cord injuries in accessible units within an integrated apartment building. Nucleus was the first Organization to be created and operated by people with a disability.

By 1985 Nucleus was eager to build a second project. They became involved with the Cooperative Housing Federation of Toronto and were asked in January 1988 to help form a Founding Co-op Board. Funding for Attendant Services was obtained, and in February 1991 Nucleus II began providing services to 14 more Individuals in accessible one, two and three bedroom units.

In 1998, Nucleus was approved to provide an Outreach Program in the Peel Region. In the Spring of 2002, Nucleus received additional funding to provide Supportive Housing Services to approximately 15 more people.

Nucleus's work is designed to achieve one final goal – to allow people to live independently in the community and become active, functioning, self-sufficient members of society.

25 Year Anniversary Celebrations

Nucleus intends to celebrate our 25th Anniversary throughout the year.

We will be kicking off with our Annual General Meeting and Picnic, Nucleus is also planning a celebration in collaboration with our Christmas Party and Employee Recognition Awards.

Look out for further details on our Website and in our monthly Newsletters.

President's Report

I would like first and foremost to thank everyone at Nucleus Independent Living, our Employees, the Leadership Team at Head Office and the Board of Directors for an exceptional year in 2006/07.

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 another new year approaches, we are looking forward to another successful year and to the challenges that lay ahead. With challenges come opportunities and we hope we can continue to grow.

Thank you all again for your continuous dedication to the success of a great fiscal year.

Yours Truly,

Rick Kinsman

President

Nucleus Independent Living



Board of Director's 2006/07

Rick Kinsman

President Consumer Representative

Matt Hemmingsen

Vice President Community Representative

Al Reeves

Treasurer Consumer Representative

Craig Stevens

Secretary Community Representative

Barry Williams

Board Member Consumer Representative

Chris Rees

Board Member Consumer Representative

Robin McCrudden

Board Member Community/Consumer
Representative

Margaret Hoaen

Board Member Community Representative

Chandar Singh

Board Member Community Representative

Jim Aiton

Board Member Consumer Representative

Proposed Slate of Directors 2007/08

Gary Stockfish

Board Member

Consumer/Community Representative

Rick Kinsman

President

Consumer Representative

Al Reeves

Treasurer

Consumer Representative

Craig Stevens

Secretary

Community Representative

Yves Belanger

Board Member

Community Representative



Executive Director's Report

It is with pleasure that I enclose my second year end review for Nucleus. In it you will see our operational vision, priorities and the steps we are taking to achieve our goals. These steps forward are largely due to the support from the many people at Nucleus - our employees, volunteers, community and stakeholders we work with in our shared vision to deliver quality attendant services to persons with physical disabilities.

This year Ontario has completed the process of regionalizing their provincial health care system. The province has been divided geographically into 14 *Local Health Integration Networks* or LHINs which will take over distribution of funding for the majority of the services in April 2007.

Many details on the Ontario LHIN system remain unclear and will require time for definition. The repeated message from multiple community engagement meetings is *"survival of any organization in a regionalized health care system is - partnerships and alliances are inevitable to create community solutions."* If Nucleus hopes to secure funding, we must work with other organizations to raise awareness of the need for our services, and learn to share costs and practices to improve cost efficiencies in order to continue to deliver quality front-line services. Favorable candidates for LHIN funding must demonstrate lean, flexible operations and high quality services.

Last year my report introduced change; a big job but a job that's absolutely necessary for sustainability so we challenged the way we deliver services at Nucleus. We felt that improvements could be made to create quick win/wins while challenges previously ignored would have to be tackled now, head on.

To start we identified our communication with our stakeholders - consumers, employees, board and the community was weak. Second, Nucleus could not clearly demonstrate it could meet the expectations of the LHIN's moving forward, efficiencies would have to be implemented. Last, there is no real sustained focus on accountability or innovation, so we tackled the most pressing problems first.

Communication:

Many of the problems that occur in our organization are the direct result of poor communication. Communication is important because we coach, coordinate, direct, counsel, evaluate, and supervise through this process. It is the chain of understanding that integrates Nucleus from top to bottom, bottom to top, and side to side.

Today, people at Nucleus have more access to Nucleus information than previously due to a commitment that communication to and from people is paramount. During 2006/07 we improved our channels of communication in the following ways:

- Website - fully accessible with improved features and options.
- Newsletter - distributed twelve (12) times a year to highlight current events of the organization
- Spot Checks - random checks against service delivery, ensuring we do what we say we do, when we say we do it.
- Organizational Survey - obtaining independent proof through feedback that consumers are getting a service that delivers the best possible quality of attendant service.
- Organizational Calendar of Events: Detailing in advance the activities, opportunities and celebrations Nucleus has in an annual calendar to allow the people at Nucleus plan their participation at these activities well in advance.
- Manager Site Visits - providing leadership, mentorship and guidance to employees and consumers during a friendly visit.
- Employee Performance Reviews - providing feedback, guidance or the opportunity to get back on track to all employees at Nucleus in achieving service delivery expectations
- Board Reporting & Presentations - presenting information and opportunities to Board members to assist them, make good governance decisions and set direction.
- MIS Health Information Management System - signing on to LHIN communications system to better support finance and accountability reporting to our funder.

The result of these activities is thanks in great part to the communication we have been having over the year – this time at the level where Nucleus people can participate. The input from these communications throughout the year has confirmed my belief that we can't improve how we do things without listening to the thoughts, concerns and ideas from people at Nucleus.

Future Steps in Organizational Communications:

- o Communicating a new strategic plan throughout the organization
- o Communicating key objectives and goals to employees
- o Communicating progress against key objectives
- o Sharing information across lines (i.e., computer (s) with intranet capabilities at housing site locations for consumers and employees to access policies, forms, or e-mail to Head Office)
- o Ensuring that company technology needs are fully met

Creating Efficiencies:

In order for Nucleus to achieve organizational efficiency, we have to deal with establishing the necessary policies and procedures to ensure an appropriate level of discipline is sustained at Nucleus. By putting pen to paper it addresses clarity of roles and responsibilities, organization interdependencies, and effectively manage relationships, tasks and outcomes. Such examples of our work include:

- Scheduling – eliminating redundancy of shifts and setting annual service hour targets per program site. Our goal to employees is to create a protocol that is consistent, fair and accurate with assigned day, evening and night shifts.
- Policy & Procedures – updated written policies and procedures reflecting current legislation and acts. Keeping procedures/ manuals brief and to the point.
- IT infrastructure – increase our ability to manage and create databases and gather statistical information on current and future organizational pressures.
- Organizational Restructure - Clearly defining management roles, eliminate any redundant roles and responsibilities; to become smarter and nimble.

- Cost Control procedures – eliminating redundancy in costs, setting budget limits on all costing issues within the organization.
- Training – placing targeted investment on preventative training in areas of health and safety and communication that has contributed to decreased accident and injury claims, reduced number of complaints and increased consumer satisfaction in attendant service delivery.
- Performance Reviews - Monitoring compliance with policies, employees understand how their roles relate to strategic objectives and consumer satisfaction.

Next Steps in creating further efficiencies:

- o Understanding Nucleus' distinctive skills, capabilities & leveraging them to the community
- o Clearly articulating our core competencies to the community through a new value proposition statement.

Accountability & Innovation

Over the next few years Nucleus will be under tremendous pressure as the LHIN seeks to divest from the day-to-day responsibility and encourage community-based responses to challenges while at the same time, demand for our service will grow as the definition of disability expands and people age in place.

Simultaneously, Nucleus is also facing demands to become "more businesslike" in the way we operate. This is evidenced in the need for clear service plans and targets, accrual based budgets, and activity based costing. Fundraising has become more critical, more competitive and more demanding. With all these challenges, the requirements for Nucleus to master new skills become more and more evident. The imperative for innovation is more critical than ever before. Innovation starts at Nucleus by asking "What can we do tomorrow...", as oppose to explaining what we do today.

Nucleus is meeting this challenge and has begun the following:

- Partnerships & Alliances: Nucleus commissioned a report called "Positioning and Organizational Structure Planning to optimize LHIN Funding" with the Ivey School of Business at the University of Western Ontario. In it the report spoke to understanding the regionalized health

network system, potential partners and recommendations, positioning and messaging, an action plan and steps moving forward. This pro-bono work of four MBA students will significantly help chart Nucleus' course of action to achieve sustainability in the next five years.

- **Morrison House:** Nucleus was very proud to have been recognized as being a leader within the independent living community and appreciated the opportunity that was offered to us by the Toronto Central LHIN that Nucleus assumes Morrison House in a transfer of assets. In our persistence to be business like Nucleus and the Ministry were not able to reach a satisfactory resolution regarding Nucleus' due diligence requirements and concerns and the opportunity to move forward with Morrison was passed.
- **The creation of Nuc-Ability:** A new revenue generation arm of Nucleus that builds from our skills, knowledge and special abilities Nucleus possesses that set it apart from other organizations and effectively bundling these skills, knowledge and special abilities to create a competitive advantage, enhance value to generate funds.
- **Abuse Prevention Project:** Phase One of "*No Excuse for Any Abuse*" *Abuse Prevention for Persons with Physical Disabilities is complete* - A system wide standard for abuse prevention policy, monitoring, reporting of complaints and a report recommending best practices to identify and remedy complaints of alleged abuse and to provide an ongoing program for the prevention of abuse.

Next steps in strengthening accountability and supporting innovation:

- **Abuse Prevention Rollout:** To begin in Fall 2007 for management and employees
- **Accreditation:** investigate accreditation and its process for Nucleus
- **Nuc-Ability:** build on, partner and invest in this continued revenue generating opportunity

The three (3) areas of improvements we have made in strengthening communication, creating efficiencies and innovations confirm Nucleus is

well on its way in meeting, if not exceeding the expectations we set for ourselves and of our funder.

To end, I would like to leave with one last thought and that is, Nucleus exists within a community... in a country... and within a world. In business, companies look at how their work can help solve global issues of disparity and social justice. Today in our world the reality of everyday life for disabled people globally, is harsh:

- 98% of children with disabilities in developing countries do not attend school
- 200 million of the world's 1.2 billion poorest people surviving on a dollar a day are people with disabilities
- 80% of disabled people in developing countries are unemployed
- 51% of disabled people are women and they have even less access to essential services such as health care, education and vocational rehabilitation than disabled men
- What happens to the support and/or services a disabled person needs after modern disasters (tsunami) and conflict (war)? The answer I suspect is frightening.

The purpose of this information is to challenge Nucleus and the reader of this report to look beyond the success we have achieved here at home. What if we could make an impact someplace else, someplace outside our buildings or community; would it be worth it?

Respectfully Submitted,

Kristina Hall,
Executive Director

Leadership's Community Involvement, Networks and Partnerships

Professional Association:	Labour:
<ul style="list-style-type: none"> Independent Living Service Providers (ILSP) ADR Institute of Canada Inc. 	<ul style="list-style-type: none"> Labour Relations Network ADR Employment Section Meeting
Health and Safety:	Attendant Services:
<ul style="list-style-type: none"> Work Well 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 Centre (PIC) through CILT Toronto Executive Directors Group (TEDG) CCAC's Toronto Abuse Prevention Working Group
Housing:	Education and Training:
<ul style="list-style-type: none"> Toronto Housing Connections Mississauga/Halton LHIN Supportive Housing Group 	<ul style="list-style-type: none"> ODSP, Employment Support 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"> Peel Region Metamorphosis LHIN 5,6 Group 	<ul style="list-style-type: none"> Supportive Housing and Outreach Providers of Peel and Halton Community Support Services Agencies of Peel and 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"> Canadian Red Cross ARCH Access Apartments Tobias House PACE North Yorkers for Disabled Persons 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, outlined below.

To move forward, we will focus on creating choice, control, confidence, caring and competence across the Organization.

The following are the Six Strategic Directions of 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 Regions.

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 relationship with government officials by continually expressing a common message and support for independent living.

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 it's funding revenue by creating a profitable business arm of the Organization.

Human Resources:

Nucleus will continue to provide training and educational opportunities to initiate best practices in Human Resources and to maintain positive relationships with Union officials.

In 2007, Nucleus will be working on updating our Vision and Mission Statements as well as our Strategic Directions

Employee Recognition Awards

In 2007, Nucleus Independent Living honour 8 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:

Andrea Bryan	Outreach
Mary Lindsay	Outreach
Sybil Sylvester	Outreach
Yvonne Hodge	Head Office

Celebrating 15 Years:

Nelson Daquiz	Nucleus I
Vera Harris	Nucleus I
Theresa Power	Nucleus I

Celebrating 20 Years:

Alwyn Archer	Nucleus I
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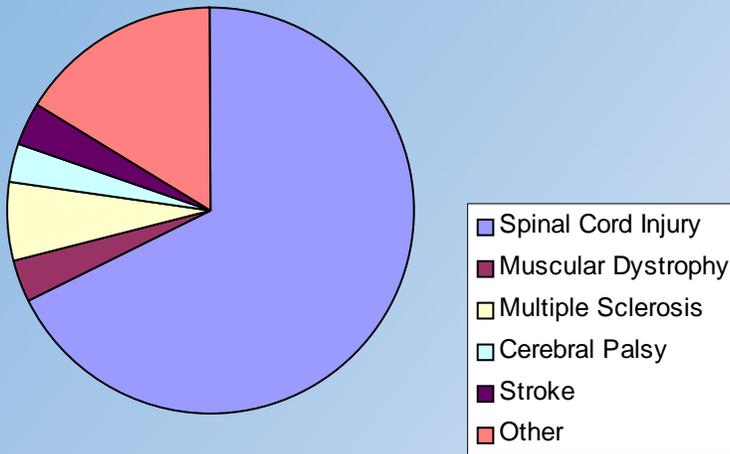
Congratulations to all employees receiving an award this year, we look forward to seeing you at our Christmas Party and Employee Recognition Awards Ceremony

Demographics

Consumer and Waitlist Statistics:

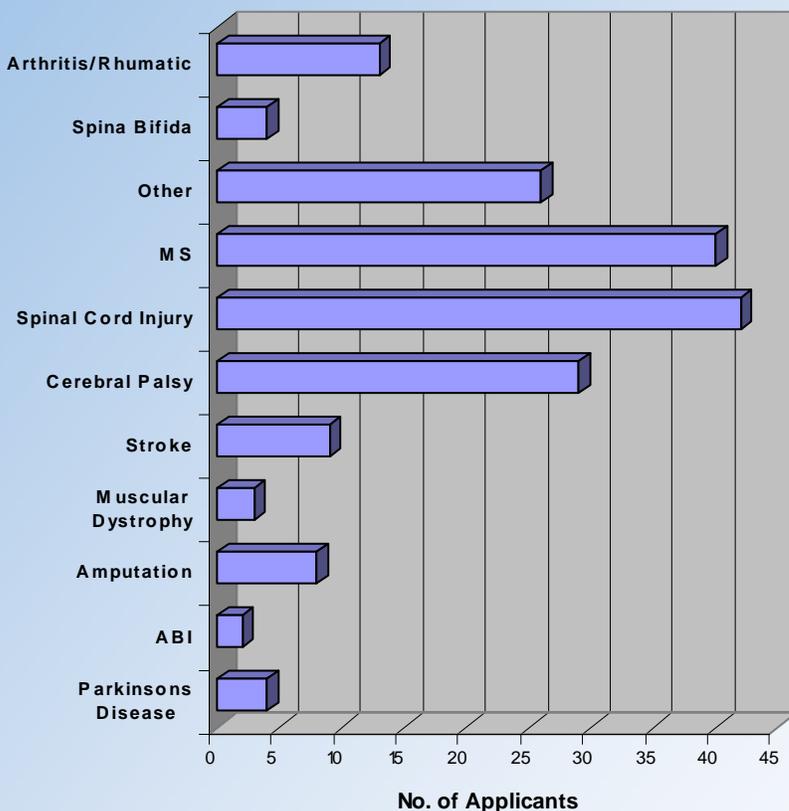
(As of March 31st 2007)

Supportive Housing Consumers by Disability



Disability	No. of Consumers
Spinal Cord Injury	21
Muscular Dystrophy	1
Multiple Sclerosis	2
Cerebral Palsy	1
Stroke	1
Other	5
Total	31

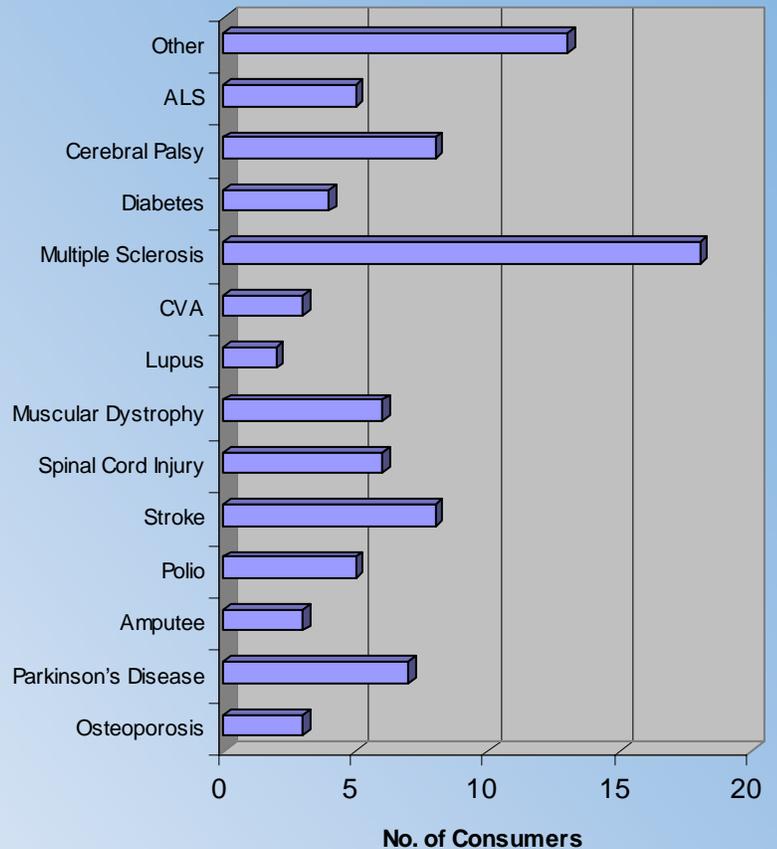
Supportive Housing Waitlist by Disability



Disability	No. of Consumers
Parkinson's Disease	4
Acquired Brain Injury	2
Amputation	8
Muscular Dystrophy	3
Stroke	9
Cerebral Palsy	29
Spinal Cord Injury	42
Multiple Sclerosis	40
Spina Bifida	4
Arthritis/Rheumatic Conditions	13
Total	180

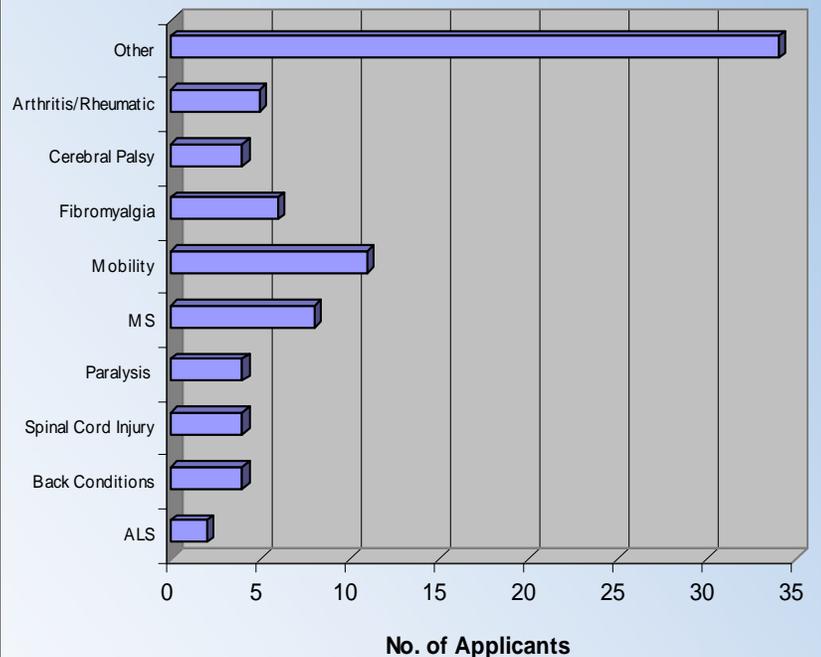
Outreach Consumers by Disability

Disability	No. of Consumers
Osteoporosis	3
Parkinson's Disease	7
Amputee	3
Polio	5
Stroke	8
Spinal Cord Injury	6
Muscular Dystrophy	6
Lupus	2
CVA	3
Multiple Sclerosis	18
Diabetes	4
Cerebral Palsy	8
ALS	5
Other	13
Total	91



Outreach Waitlist by Disability

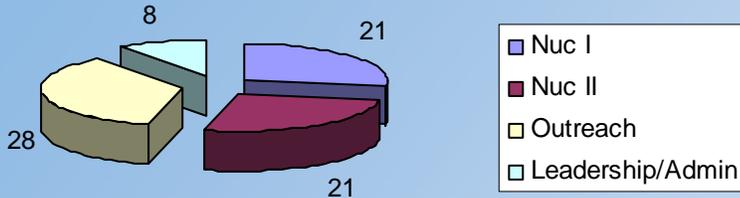
Disability	No. of Consumers
ALS	2
Back Conditions	4
Spinal Cord Injury	4
Paralysis	4
Multiple Sclerosis	8
Mobility	11
Fibromyalgia	6
Cerebral Palsy	4
Arthritis/Rheumatic Conditions	5
Other	34
Total	91



Human Resources Statistics:

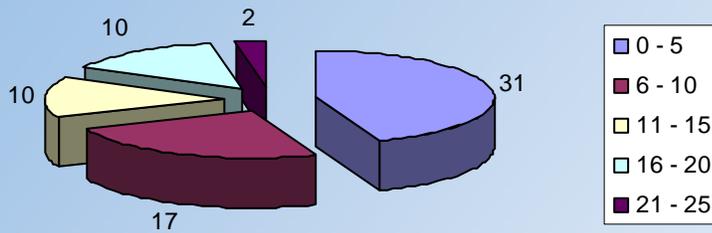
(As of March 31st 2007)

No. of Employees by Location



Total number of Employees: 75

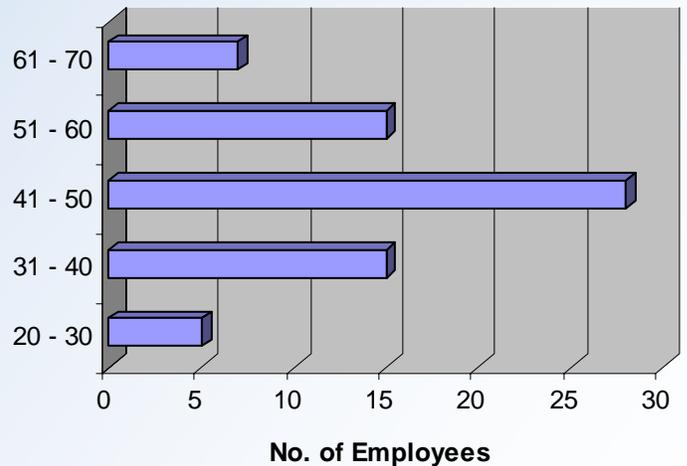
Front Line Employee Years of Service



Average years of Service: 6

Front Line Employees by Age

Age	No. of Employees
20 - 30	5
31 - 40	15
41 - 50	28
51 - 60	15
61 - 70	7
Total	75



Average Age of Front Line Employees: 43

Complaints Summary Table

April 1st 2006 - March 31st 2007

(Data includes all¹ complaints received by the Organization)

	2006/07	2006/05	2005/04
TOTAL COMPANY	38	45	295
COMPLAINT TRENDS	<ul style="list-style-type: none"> Concerns around amount of Service Allegation of Abuse Quality of Service 	<ul style="list-style-type: none"> Amount of Service Quality of Service Allegations of Abuse Allegation of Theft/ Fraud 	<ul style="list-style-type: none"> Amount of Service Quality of Service Allegation of Theft/Fraud

¹ Supportive Housing, Peel Outreach & Peel Respite

Independent Living Philosophy

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.

Nucleus Independent Living

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