

**OANHSS**  
2000 Annual Report

*championing not-for-profit long term care*

championing

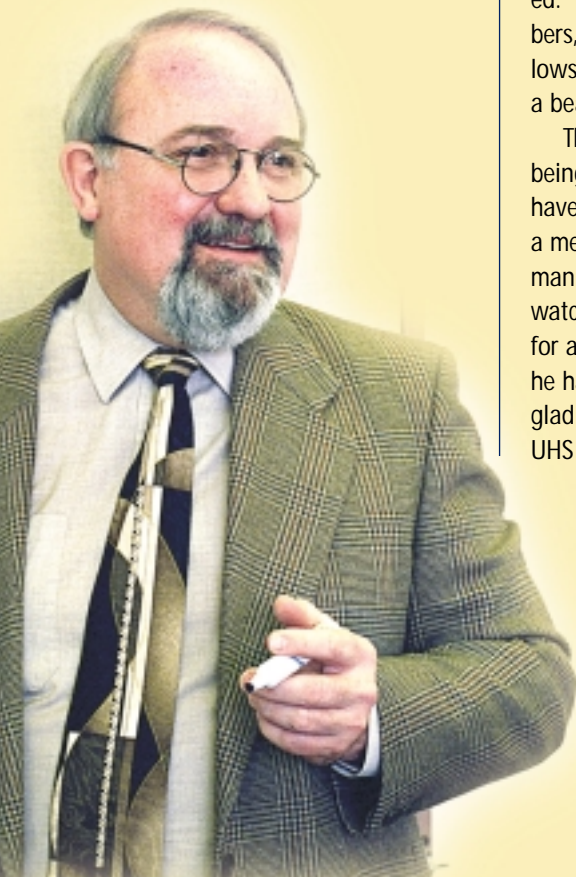
**OANHSS** is as much about members as long term care is about people. Simple and straightforward yet rich in meaning, this statement reflects the very essence of both the Association and our members.

Members are the core of the Association, driving our work and providing the support that allows us to take on as much as we do. Their inspiration and energy comes from the daily contact they have with the seniors they serve and the true respect they have for these individuals who have spent a lifetime giving and contributing to society. Members put a face on the complex and ever-expanding system that is long term care, and continually strive to make it for and about people. They believe in the power of compassion, the importance of self-esteem, and the desire for self-determination. And they are passionate about helping people make the very most of their lives.

*our members are our champions*

members

“BEING NOT-FOR-PROFIT  
CONTINUALLY REMINDS  
US THAT SERVICES TO  
PEOPLE ARE ALWAYS A  
COMMUNITY EFFORT”



## JOHN WILSON, PRESIDENT AND CEO UNIONVILLE HOME SOCIETY

The Unionville Home Society sits on 18 landscaped acres in Unionville, just north of Toronto. It began in 1967 as a centennial project, the result of a collaborative effort involving four different churches that together saw the need for long term care in the area.

It has since grown to much more than a long term care facility. The four churches are no longer formally involved, but UHS has maintained its strong community roots.

“Being not-for-profit continually reminds us that services to people are always a community effort and are always best delivered by the communities people live in,” says John Wilson, President and CEO of UHS. “We are very much a part of our community. Events take place on our campus; staff, family, and volunteers are always coming and going; local businesses and organizations support us tremendously - and our residents appreciate that.”

UHS has truly embraced the notion of a “continuum” - a look around the campus reveals a mix of accommodation and care options for seniors that vary depending on the level and type of support needed. “We have a seniors’ community centre that has over 500 members, a 123 unit life lease apartment building, 92 retirement bungalows, and a 162 bed long term care facility,” says John, “all of this in a beautiful, garden-like setting.”

The size and scope of its operations has not stopped UHS from being “home” for residents. “I had a wonderful experience that I have shared a number of times with others,” recalls John, speaking of a memorable exchange he once had with a resident. “There was a man who used to sit at the front of the building in a lounge chair and watch everything going on. Over the Christmas holidays he was gone for a while, and then one day he returned. When I asked him where he had been, he said he had spent some time with his family, but was glad to be ‘back in the community.’ That really struck me - to him, UHS was his home and his community.”

**Unionville Home Society** is one of 70 charitable homes for the aged in the province. Charitable homes are funded and regulated by the provincial government under the Charitable Institutions Act, but are owned and operated by charitable not-for-profit groups such as churches, service clubs, and ethno-cultural communities. These locally-based organizations contribute substantially to the long term care system in Ontario through their quality services, fundraising efforts, volunteer support, and commitment to caring for seniors.



“WE ARE SERVING LOCAL  
PEOPLE, WITH AND  
THROUGH LOCAL PEOPLE”

## TIM SANDELL, ADMINISTRATOR SUNSET MANOR AND VILLAGE

For Tim Sandell, the Administrator of Sunset Manor and Village in Collingwood, one of the things that stands out about working in the municipal long term care sector is the very strong sense of community. “We are serving local people, with and through local people - there is a very high level of expectation. I believe consumers value the openness and accessibility of management and the accountability that comes from a locally owned and operated organization.”

Sunset Manor and Village is one of four complexes run by the Corporation of the County of Simcoe; the other three are Georgian Manor in Penetanguishene, Simcoe Manor in Beeton, and Trillium Manor in Orillia. Together they recently joined in the County’s celebration of its 100th anniversary of services to seniors.

“Our 150 bed long term care facility physically connects to the Village, our new life lease complex which has 40 suites and officially opened in June 1998,” says Tim. “The Manor provides support services to the Village and residents have access to the Manor and can participate in activities.” This connection also extends to the people living at Sunset Manor as there are presently two couples where one spouse lives in the life lease building and one in the facility, allowing them to continue to live in close proximity to one another.

Tim feels that staffing in long term care is both a strength and a challenge, and as such, recognizes the importance of promoting the health and well-being of those who work with him. The organization has implemented a “Good for Life and Wellness Program” that includes social activities, healthy lifestyle education, and employee recognition and appreciation programs. “At Sunset Manor we are proud that we are a home and employer of choice - there is tremendous competition for staff and our high level of retention is an indication that this is a place people want to work.”

In spite of his 17 years in the business of services for seniors, Tim never ceases to be amazed by how much can be achieved with so little. “To see the joy and appreciation in the faces and expressions of seniors who are struggling to cope with the challenges of aging and a fast-paced and changing society is truly wonderful.”

**There are 101 municipal homes for the aged** that are funded by the provincial government and governed by the Homes for the Aged and Rest Homes Act. Municipalities have a long history of participation in Ontario’s long term care system and together contribute significantly towards the operational costs of homes. Municipal homes respond directly to the needs and expectations of their local communities with many offering a broad range of outreach services.

## MARION BASCOM, ADMINISTRATOR OAKVILLE SENIOR CITIZENS RESIDENCE

“We celebrated our 25th anniversary a couple of years back. Now many organizations have been around longer than that, but for us it was a real milestone; we have had some hugely challenging transitions in our relatively short history and we’ve really managed them successfully.”

Marion Bascom, Administrator at Oakville Senior Citizens Residence, has been with the organization for 11 of its 27 years and been a part of many of the changes. “We have always been very unique in our structure, always quite unlike any other public housing project.” One of the things that contributes to this “uniqueness” is the three-way ownership arrangement between OSCRC, the Ministry of Health and Long-Term Care and the Local Housing Corporation.

There are 339 units located in two towers that are joined by a common area that includes administrative offices, an auditorium, and other amenities. One tower is 164 single bedroom apartments for independent seniors and the other is 172 units of supportive housing which includes personal support and homemaking, full dietary services, and social/recreational programs.

OSCR was the vision of a prominent individual within the Ontario Housing Corporation at the time, and grew out of the recognition that seniors needed more than just housing. It was developed as a pilot project and it was anticipated that six others would follow, but the vision never got beyond OSCRC.

The initial idea was that OSCRC would offer independent seniors’ housing - the new piece was that support services would be available. “It was a convoluted situation, however, because the OHC could not fund the services so one building was approved as a charitable home for the aged and the charitable backer was OHC - residents were actually “tenants” under the Landlord and Tenant Act,” says Marion. “We were supportive housing in name but funded as a residential charitable facility and this continued until 1993. After that we were funded as 100% supportive housing but we still didn’t quite fit the definition - supportive housing was suppose to be totally independent living quarters and we have bed sitting rooms and meals are provided.”

More change came for OSCRC in February 2000 when the Ministry of Health and Long-Term Care required compliance with new supportive housing guidelines which meant, among other things, that nursing services had to be provided through the CCAC. In January 2001 there was further upheaval when devolution became reality for public housing and it was transferred to local “service managers” at the municipal level as part of the government’s overall plan for the transfer and reform of social housing. “Devolution is all consuming, there is lots and lots of work planning and preparing for the transfer but we are very glad to be playing a part in what social housing will look like in our region.”

Marion has particularly enjoyed the positive reputation of OSCRC and the recognition of the important contribution the organization makes to the community. “I like knowing people live well and happily here - I know that it is home to them and that is the best feeling.”

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**Supportive housing** is an extremely valuable and effective part of the range of services available to seniors in Ontario. There are different forms (building styles and sizes), and levels and types of services provided vary, but generally residents receive assistance with daily activities and can access personal support and homemaking services that enable them to live independently in the community. Some housing organizations receive government funding through the Ministry of Health and Long-Term to provide services and others offer services for a fee and help subsidize the cost through fundraising efforts.

“THE DEMAND IS  
INCREDIBLE – OUR  
MEALS-ON-WHEELS  
PROGRAM ALONE  
DELIVERED OVER  
92,000 MEALS  
LAST YEAR”



## JANET KADOHAMA, MANAGER OF SUPPORTIVE HOUSING, SCARBOROUGH SUPPORT SERVICES FOR THE ELDERLY INC.

When Janet Kadohama, Manager of Supportive Housing, reflects on her three years with Scarborough Support Services for the Elderly - a relatively short period in the agency's 25 year history - she is amazed at the degree to which service needs have increased.

“The demand is incredible - our meals-on-wheels program alone delivered over 92,000 meals last year. We had over 600 volunteers providing more than 50,000 hours of service.”

Meals-on-wheels is actually how the agency began. It was the original service that was provided when Scarborough Support Services was established in 1976 in response to the growing needs of seniors and the disabled in the community.

Today the agency's list of services runs the full gamut: home help/ homemaking, caregiver relief-respite care, transportation, wheels-to-meals/ congregate dining, outdoor maintenance, adult day program, supportive housing, craft programs, friendly visiting, telephone reassurance, home health supplies, home cleaning, and others. This broad base of services enables the agency to meet all types of needs thereby helping to keep people living independently for as long as possible.

One of the feathers in their cap is their new and excitingly innovative “Emergency Community Safe Bed” program which began in November 2000 and was initiated in conjunction with other community partners, including the local CCAC. “The Emergency Community Safe Bed program is for victims of elder abuse, palliative care, respite care, and the plan is for us to also use it as a training lab for our workers,” explains Janet. “We are using one of the apartments at our supportive housing site which has been fully equipped, including a lift and hospital bed. There is such a great need right now - the unit has been occupied from day one.”

Something else the agency enjoys is taking what works and sharing it with others. “We gladly go out and assist other groups that are setting up programs. We have helped various agencies across the province with supportive housing and other community support programs,” says Janet.

Scarborough Support Services has a long history as a non-profit charitable organization. “It is well known in the community that we do not refuse service to someone who cannot afford to pay and I am very proud of that.” She does add that this puts incredible pressure on the organization to fundraise to cover costs but it is something they truly believe in.

The agency is pleased that they are maintaining people in the community longer, but as Janet says “we have done such a good job that we need more and more resources to continue.”

**Not-for-profit community-based agencies** provide a multitude of services that support seniors who live independently and allow them to remain in their own homes and communities. Agency sizes range from the very small to large multi-service providers, and funding sources include the provincial government, municipalities, CCACs, and private individual, corporate, and service group donations. The dedicated volunteers who generously give countless hours of their time make the work of these groups possible.

## Chair's Message

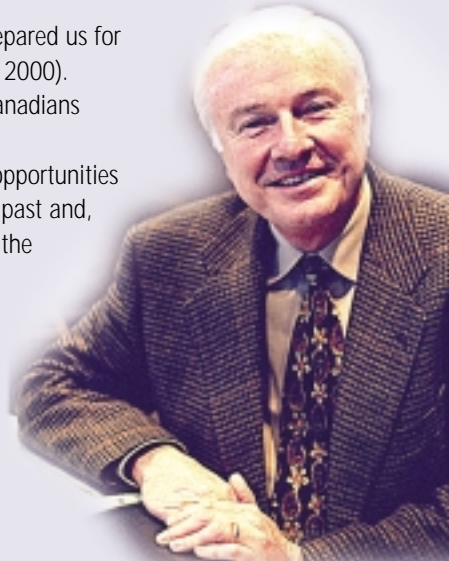
Success is not about a specific moment in time. It comes from every action, every effort that gradually accumulates until our preparation meets opportunity. This has been the strength of OANHSS. We can look back over our more than 80-year history and see how the collective actions of members have continuously evolved over time and led to a multitude of successes. And that is the essence of an "association" – members giving, sharing, learning, working and growing together.

Our membership is diverse – housing, care facilities, community services and the many variations within each of these groups – but the thread that binds us together is our not-for-profit philosophy. We do have shareholders, but the dividend they receive is emotional, not financial.

This breadth and depth of diversity coupled with our history of success has prepared us for another Y2K-type of event that is coming. This event could be called S2K (Seniors 2000). Everywhere we turn, the demographics confront us; by 2031, one in every four Canadians will be over 65 years of age. Very simply, the seniors' population is exploding.

As is often the case with any significant issue, there are both challenges and opportunities in S2K. We can take what we know now and build on what we have done in the past and, from this knowledge and experience, develop the creative solutions necessary for the S2K future.

Over the past year, we truly asserted ourselves as champions of not-for-profit long term care. That took the combined efforts of members, our dedicated Board, OANHSS staff, and the professional leadership of our Chief Executive Officer, Donna Rubin. Although last year was very successful, we must now look to the future. The S2K task ahead is definitely daunting; however, collectively, we do have the skill and expertise to meet the challenge.



## Chief Executive Officer's Message

Many of you know that the Association devoted a considerable amount of energy and resources towards solidifying our place in the long term care delivery system. You wouldn't think this would be necessary after over 80 years in existence. But with new players in government, a new CEO, and other healthcare providers jockeying for position, profiling not-for-profit long term care throughout the continuum became and will continue to be, a focus of our efforts.

Putting our issues on the map, putting the not-for-profit perspective forward is something that members said we needed to do. It took resources, but it also took the right issues. It was the opportune time to put facility funding on the public agenda. I have to express my appreciation to all of the members that played a part in supporting this initiative.

We have an opportunity to establish ourselves in the hearts and minds of people and to make long term care a mainstream issue. The results of the Ipsos-Reid poll we recently commissioned clearly told us that the public wants not-for-profit care as part of the system. This is extremely encouraging but the survey results also told us that people have yet to make an *overwhelmingly definitive* choice whether they wish to have a public or private system. This presents a window of opportunity. And this is why we must have a strong voice and a coordinated effort involving all members.

I encourage you to consider your part in this challenge. The time is right – we know that people are open to debate on this issue. We have an opportunity not only to remain a vital part of the long term care continuum but to expand and grow along with the seniors population. The challenge is before us – let's step up to it with pride and conviction.



# Looking Back

We have taken a big step forward in making long term care a public issue...

## FACILITY FUNDING

Operating funding has not kept pace with the changing needs of residents. We signalled government that an immediate investment is needed to deal with the most pressing demands and that a long term funding plan for the entire continuum is imperative. There were notable successes: the elimination of the preferred accommodation clawback, the continuation of the High Wage Transition Fund, and government commitment to continue looking at facility funding issues.

## CAPITAL FUNDING AND BED REDEVELOPMENT

We put increased pressure on government for a balanced long term care delivery system and fair and equitable capital funding policies and programs.

## SOCIAL HOUSING REFORM AND DEVOLUTION

We raised the profile of seniors housing in the reform and devolution process and emphasized the unique needs and characteristics of this sector, culminating with our presentation to the Standing Committee on Bill 128.

## LABOUR RELATIONS

A major grassroots lobby effort was launched to tackle the "inequity" of pay equity funding in the long term care sector. We continued our pursuit of strategies to address long term care labour shortages.

## NURSING INITIATIVES

Nursing recruitment and retention issues remained a top priority as well as implementation of the Nursing Task Force recommendations. Long term care was a key target for nurse training grants.

## ASSOCIATION DEVELOPMENT

The launch of two new initiatives served to distinguish OANHSS in the association marketplace: our revamped website – "new site, new stuff" – a resource for LTC information; and the OANHSS Resource Development Service (ORDS), specializing in capital financing advice and support to members.

# *championing*

OANHSS WILL BE THE RECOGNIZED LEADER OF LONG TERM CARE, SENIORS' SERVICES AND HOUSING IN ONTARIO AND THE CHAMPION OF THE NOT-FOR-PROFIT DELIVERY MODEL.

*Our newly adopted vision statement concisely conveys our core goals and values and clearly identifies where we want to go. It embodies the nature and identity of the Association and reflects the value system of our membership. This vision, together with our strategic plan, is our road map for the future.*

*To chart our course, we need to give thought to what lies ahead – both the challenges confronting us and the opportunities we will seize or create. We also need to look back and appreciate our successes of the past year and consider how we will further capitalize on them and continue to build momentum as we move forward.*





# *not-for-profit long term care*

## CHALLENGES

- Ensuring that the not-for-profit sector continues to thrive in an increasingly competitive and changing marketplace
- Attracting, retaining and training staff and volunteers
- Ensuring that seniors housing needs continue to be articulated as the devolution and reform process unfolds
- Ongoing pressure for service providers to fundraise in order to bridge the funding gap and meet ever-increasing demands
- Undertaking research and analysis to support the assertion that supportive housing is a valuable and cost-effective component of the long term care delivery system
- Developing new affordable seniors housing without traditional government support mechanisms
- Securing adequate operating funding to support an aging seniors population with increasingly complex needs



## OPPORTUNITIES

- Large wave of aging boomers are putting long term care on the radar screen of the general public – over 60% are concerned about adequacy of the system\*
- Boomers are the leading edge of the largest and most educated generation in our history and have the political and economic muscle to affect change
- Over the next five years the public will be making decisions in the healthcare arena that will have a profound effect on the direction of long term care – people are open to debate on the issue as it is a matter of growing importance

**The Association's commitment to embrace the continuum of services for seniors will uniquely position us to lead the way as long term care and housing for seniors will inevitably become the major growth industry of the future.**

\*based on February 2001 Ipsos-Reid survey



# Board of Directors

*Back Row (left to right):* David Hicks, Craig Munro, Reg Paul, Peter Barnes, Shawn Turner, Larry Hills, Donna Rubin. *Front Row (left to right):* Garry Armstrong, Gail Carlin, Marion Bascom, Sarah Phillips, Brock Hall.  
*Absent:* Beth Campbell



**David Hicks**, The Elliott Group, Guelph, Chairperson, Sector Representative (Charitable)

**Gail Carlin**, Sunnyside Home, Kitchener, Vice-Chairperson, District Representative, Regions 3 & 4

**Reg Paul**, Toronto Homes, Toronto, Member-at-Large, Treasurer

**Marion Bascom**, Oakville Senior Citizens Residence, Oakville, Sector Representative (Housing)

**Shawn Turner**, Regional Municipality of York, Newmarket, Sector Representative (Municipal)

**Garry Armstrong**, Region of Ottawa-Carleton, Ottawa, Member-at-Large

**Sarah Phillips**, Sherwood Forest (Trinity) Housing Corporation, London, Member-at-Large

**Peter Barnes**, Wellington Terrace, Elora, Member-at-Large

**Larry Hills**, Strathmere Lodge, Strathroy, District Representative, Regions 1 & 2

**Brock Hall**, Shepherd Lodge - Long Term Care, Scarborough, District Representative, Region 5

**Craig Munro**, Maxville Manor, Maxville, District Representative, Regions 6 & 7

**Beth Campbell**, Cassellholme, North Bay, District Representative, Regions 8 & 9

**Donna Rubin**, Chief Executive Officer, OANHSS

## Special thanks to:

Tim Sandell, Sunset Manor and Village

Marion Bascom, Oakville Senior Citizens Residence

John Wilson, Unionville Home Society

Janet Kadohama, Scarborough Support Services for the Elderly

## OANHSS PROVINCIAL AUXILIARY REPORT

Changes are taking place in the structure of Auxiliaries and we are starting to see some integration with Volunteer Programs within various homes for the aged across the province. In response, the Provincial Auxiliary, together with OANHSS, has formed a task force to examine volunteer service delivery models.

I thank the OANHSS Provincial Auxiliary Board for their assistance and all auxiliaries for their continued commitment to service.

Mary Scott, President, OANHSS Provincial Auxiliary

## Association Staff

Chief Executive Officer

**Donna Rubin**

Director of Communications

**Debbie Humphreys**

Director of Operations

**Charlene Lunney**

Director of Member Relations  
and Professional Services

**Margaret Ringland**

Accounting Manager

**Saba Sabanadesan**

Coordinator Marketing and Knowledge  
Management

**Lauren Harding**

Conference Planner

**Karen Elliott**

Event Planner

**Connie Tinney**

ORDS Corporate Finance Specialist

**Douglas Shinobu**

Executive Assistant

**Rose Pace**

Administrative Assistant - Operations

**Silvana Careri**

Administrative Assistant - Member Relations  
and Professional Services

**Lynne Fournier**

Administrative Assistant - Communications

**Grace Montagnese**

Receptionist

**Mary Flynn**

## Volunteers

VITA Community Living Services Consultants

## Consultants

Andrew Buckstein, Hoffman, Sillery,  
Buckstein & Chuback (OANHSS Solicitor)

Ellen Maracle-Benton (Marketing)

Wayne Moore, DSM Data Systems  
Marketing Inc. (IT)

Orazio Mancini, DSM Data Systems Marketing Inc. (IT)

Cathy Ward (Records Management)

# Financial Report

## STATEMENT OF FINANCIAL POSITION (000s)

As at December 31, 2000 December 31, 1999

### Assets

#### CURRENT ASSETS

Cash	\$ 118	\$ 200
Short-term deposits	235	843
Accounts receivable and prepaid expenses	330	252

#### RESERVE FUNDS ON DEPOSIT

684 754

#### CAPITAL ASSETS (NET)

126	136
<b>\$ 1,493</b>	<b>\$ 2,185</b>

### Liabilities and Net Assets

#### CURRENT LIABILITIES

Accounts payable and accruals	\$ 100	\$ 185
Deferred revenue	706	1,195

#### NET ASSETS

687	805
<b>\$ 1,493</b>	<b>\$ 2,185</b>

## STATEMENT OF OPERATIONS (000s)

12 months ended 6 months ended  
December 31, 2000 December 31, 1999

#### REVENUE

Membership fees	\$ 998	\$ 487
Education	372	324
Project grants	317	1,650
Member services	165	81
OANHSS resource development services	48	-
Publications and others	47	44
Interest	55	49
<b>2,002</b>	<b>2,635</b>	

#### EXPENSES

Salaries and benefits	691	328
Consultants and subcontracts	533	1,592
Education	317	260
Office and general	211	109
Amortization	99	41
Rent and utilities	100	64
Meeting costs	88	25
OANHSS resource development services	110	41
<b>2,149</b>	<b>2,460</b>	

#### EXCESS OF REVENUE OVER EXPENSES

(147) 175

#### TRANSFER FROM RESERVE FUNDS

151 -

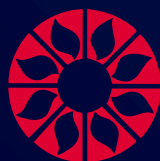
#### OPERATING SURPLUS END OF YEAR

**4** **175**

This financial report is based on the Financial Statements audited by the firm of Partridge Iggulden LLP, Chartered Accountants.

The audited Financial Statements are available at the office of the Ontario Association of Non-Profit Homes and Services for Seniors.

The Ontario Association of Non-Profit Homes and Services for Seniors  
is a provincial membership-based organization that has represented not-for-profit  
providers of care, services, and housing for seniors for over 80 years.



**OANHSS**

Ontario Association of Non-Profit Homes and Services for Seniors  
7050 Weston Road, Suite 700, Woodbridge, Ontario L4L 8G7  
Tel: 905-851-8821 Fax: 905-851-0744 [www.oanhss.org](http://www.oanhss.org)

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