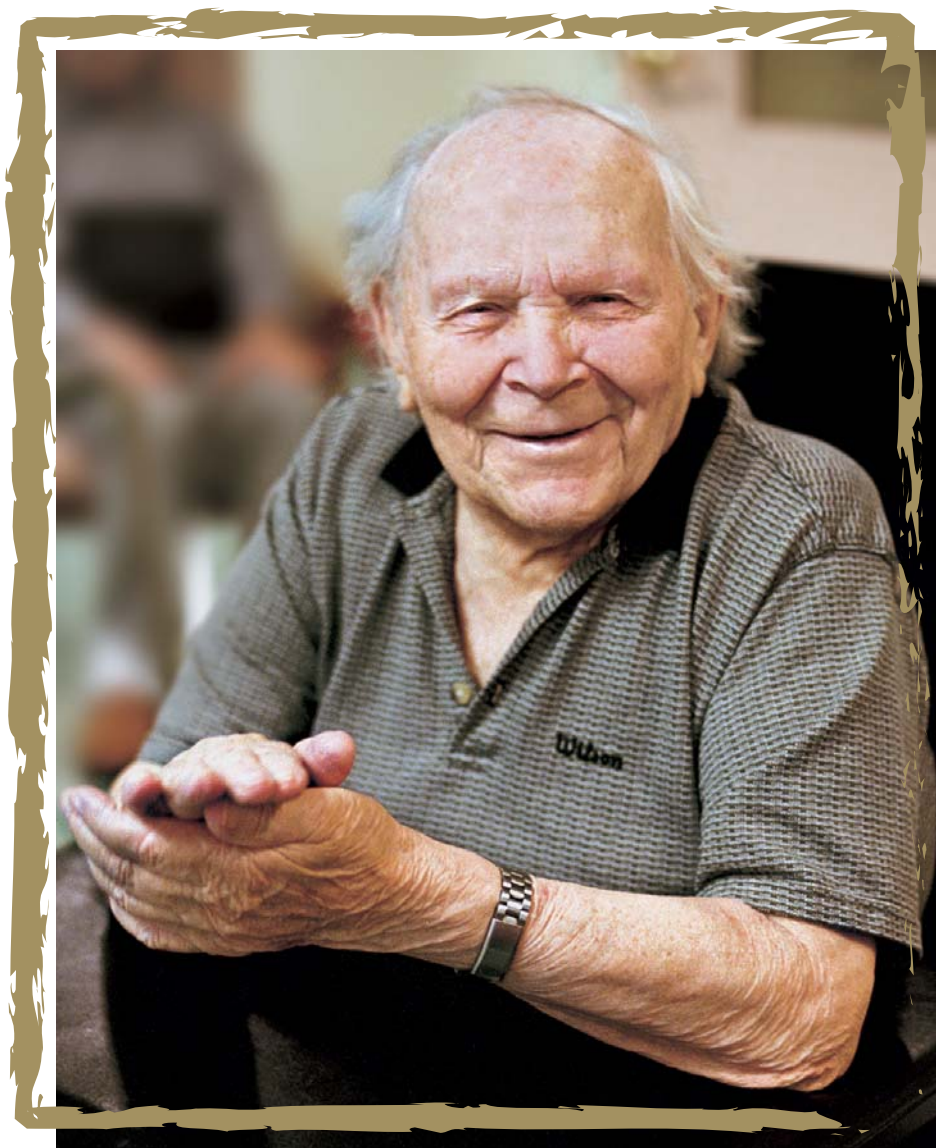




OANHSS  
2006  
*Annual  
Report*



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MISSION  
VISION  
*Values*

## *Mission*

We represent and support our members in providing a continuum of quality not-for-profit long term care, seniors' community services and housing.

## *Vision*

To be the recognized leader and champion of not-for-profit long term care, seniors' community services and housing.

## *Values*

We Believe In:

- Independent, not-for-profit delivery of long term care, seniors' community services and housing.
- The strength and credibility of speaking with a unified voice.
- Leadership through shared learning, collaboration and communication.
- Encouraging and recognizing personal and organizational excellence.
- Integrated continuums of care and services that support choice and dignity.
- Independent governance that supports an integrated health delivery system that is responsive to community needs.



MESSAGE  
FROM THE  
*Chair*



The not-for-profit sector is a proud leader in the provision of a broad continuum of long term care services. As I end two exciting years as OANHSS Chair, I am still amazed at the number and complexity of the issues facing our sector. As individual members, we are challenged to meet the complex needs of our residents and clients in an environment of scarce resources. During these times, it is even more important to work with and support OANHSS as we strive to influence effective policy decisions for those we serve.

I am grateful to have had the opportunity to play a role with such a dynamic and responsive organization, which so effectively responds to its members' needs. In particular, timely communications and a strong influential voice ensure that members are well informed and effectively represented at policy tables. Collectively, we must ensure that Ontarians in need of long term care services continue to have the option to enjoy not-for-profit care – the expressed preference of the Canadian population.

I welcome Sheldon Wolfson as your new Chair and I look forward to my role on the board as Past Chair and working with such principled and dedicated colleagues.

Thank you to the staff of OANHSS – a small, but powerful team. In addition, I am grateful for so many of our members, who in addition to their regular positions, continuously volunteer their expertise and time to sit on committees, critique reports, and lobby government.

In closing, I encourage all members to actively engage with OANHSS as you are able. It is only through a collective effort that a strong not-for-profit sector will prevail. I have so appreciated the opportunity to represent you as Chair.

**Gail Carlin**

*OANHSS Past Chair, 2005-07*



MESSAGE  
FROM THE  
*CEO*





he past year required significant focus from the Association on two major pieces of legislation, the LHIN legislation and Bill 140, the proposed Long-Term Care Homes Act.

Our success in lobbying for the removal of discriminatory provisions against not-for-profits in the LHIN legislation and securing a preference for not-for-profit delivery of care in the preamble were well received by members.

At the time of writing, we know that amendments were made to Bill 140 and that the changes to the governance provisions and the addition of a statement of support for not-for-profit providers, similar to that in the LHIN legislation, are largely because of OANHSS' efforts and the support of our external stakeholders.

Without wishing to take away from the many activities that staff and members have contributed to over the past year, there are a few key highlights worth noting: our success in keeping the Liberal's \$6,000 promise alive; securing a hold on property tax assessments for charitable long term care homes; gaining access for not-for-profit long term care homes to the Ontario Strategic Infrastructure Financing Authority (OSIFA) loan program; and, securing a change to the MDS funding formula that resulted in significant additional funding for a number of homes.

I want to acknowledge OANHSS staff who are extremely dedicated and work very hard on behalf of members. I also want to thank the countless members who actively contributed their time to the many initiatives OANHSS took on last year.

We have a busy year ahead that will include the lead up to a provincial election. It will be more important than ever to send a strong message to all parties to make long term care and seniors' housing a priority. I encourage all members to consider the role you can play in our advocacy efforts. As the successes of the past year show, together we can make things happen.

**Donna A. Rubin**

*Chief Executive Officer*

# YEAR IN *Review*



Large-scale shifts and changes over the past year, affecting all members – long term care, housing and community-based services – combined with issues impacting on day to day operations have underscored the importance of the Association’s role in providing timely support, advice and direction to members.

## Legislation

Significant legislative activity on a variety of fronts meant that much of the work of the Association over the past year was focused on reviewing and responding to documents and consultation papers and making presentations before government committees to give voice to our issues and concerns.



MPP Luncheon – MPP Monique Smith; Gail Carlin, OANHSS Chair

Especially demanding was the clause-by-clause review and analysis of Bill 140, the Long-Term Care Homes Act, and the preparation of the Association’s submission. Member input was solicited throughout the process and we gained support for our positions from key resident advocate groups and numerous stakeholder groups. Our MPP luncheon, well attended by members and elected officials, was an important and successful forum to raise our concerns with the Bill.

Equally important were the Association’s efforts related to the *Local Health System Integration Act*. Our success in advocating for amendments to provisions in the draft legislation that were discriminatory and threatened the sustainability of not-for-profit long term care meant that this “blueprint” for change reflected greater support for our sector. Legislation was just the starting point; members were heavily involved in community consultation initiatives throughout the year and the Association’s engagement strategy helped organizations to maximize their profile as important providers within their LHIN communities.

Implementation of the new *Smoke Free Ontario Act* meant major challenges for residents and homes. Our efforts to secure government action in support of a transition plan were well received by members.

## Funding

Adequate funding to meet the increasing care needs of long term care residents continued to be a top priority. Our efforts to hold the government to its \$6,000 funding promise for long term care residents gained traction as we successfully rallied consumer groups and other stakeholders to take up the cause.

We mounted a major pre-budget campaign, presented our funding needs to the Standing Committee on Finance and Economic Affairs, and successfully enlisted support from members for our MPP Visits initiative, giving politicians a behind-the-scenes look at long term care and providing a new angle for media coverage of our funding needs.

## Care and Services

The continued roll out of MDS saw early adopter homes providing valuable feedback on both the challenges and benefits of implementing this new resident assessment and care planning tool. As a member of the steering committee OANHSS was effective in pressing for action on issues key to program sustainability, in particular securing a change to address an inequity in the funding formula.

OANHSS provided leadership on many other care and service related issues of importance to members including aggressive behaviours, dementia care, elder abuse, infection control, pandemic planning and physiotherapy, to name a few.



*Summer Housing Forum – Luther Village on the Park, Waterloo*

## Housing

Key activities for housing members included continued pressure on government to enhance and expand supportive housing, tracking developments and opportunities through the Affordable Housing Program, participating in an evaluation of federal housing programs, providing a seniors' perspective on consultation related to provincial waiting list priority policy and reviewing draft tenancy legislation.

We continue to actively participate on the Provincial Seniors' Housing Advisory Committee and use this and other forums to speak out in support of programs and policies that support aging in place.

Our summer housing forum drew members from across the province for discussion on retirement home regulation and life lease housing, two areas that would be the focus of public consultation in the coming year.



*Region 8 Meeting – Vahe Kehyayan, Director, Compliance Inspection and Enforcement Unit, MOHLTC*

## Thriving Member Operations

Changes to programs, procedures and processes hit many areas of member operations and OANHSS worked hard to ensure any new directions brought value at the ground level.

We moved forward in our efforts to identify and resolve longstanding compliance issues, secured improvements to the LTC public reporting website, contributed to the Ministry of Health and Long-Term Care's review of the High Intensity Needs Fund, participated on the Alternate Level of Care Expert Working Group, represented members' interests on e-health initiatives, strengthened our relationship with the Ministry of Labour, provided continued support to members in preparing for workplace inspections and pressed for action on long term care specific human resource issues. The opening up of the Ontario Strategic Infrastructure Financing Authority's (OSIFA) loan program to not-for-profit long term care homes was a big win for OANHSS members. The Municipal Property Assessment Corporation's hold on property tax assessments was another success for charitable homes.

2006 marked the end of the largest long term care home development program in history with the creation or renovation of over 14,000 beds in member homes. Growth of this magnitude was both an exciting and daunting and we supported members every step of the way.

Looking ahead, priorities for members will be financial, benchmarking and human resource management supports. We are moving rapidly to provide solid resources in these areas.



*Sunnyside Home, Kitchener*

# BLUEPRINT FOR THE *Future*

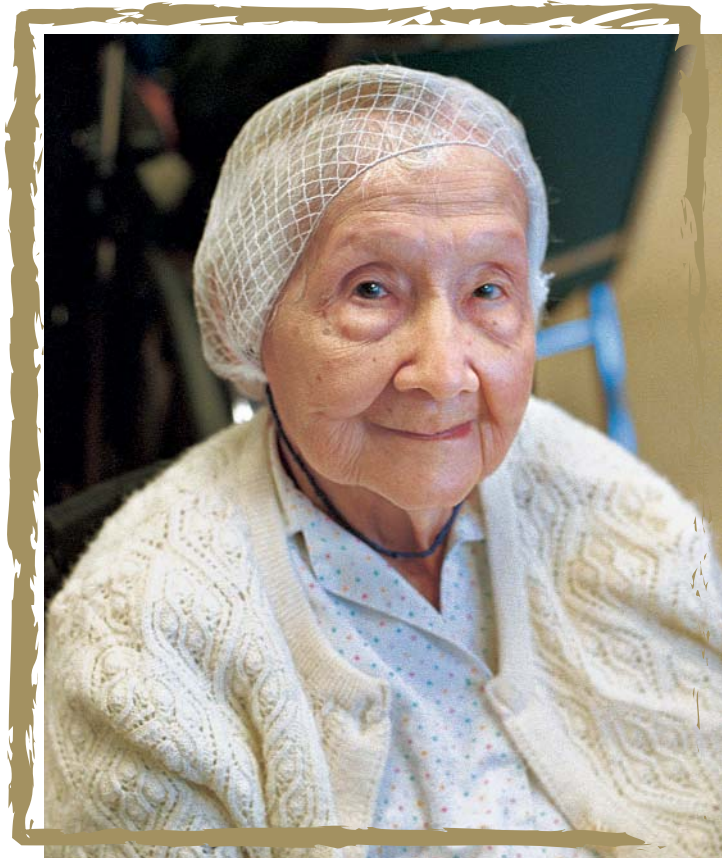


*A* dynamic, new strategic plan will guide the Association over the next three years, laying out a clear and exciting roadmap for where we want to go and how we want to get there.

With this plan, we will meet the challenges and opportunities of the future head on. Our refreshed and refocused mission, vision, values and priorities reflect the current and future health care environment and allow us to adapt and respond to the needs of our member organizations as they strive to deliver quality care and services.

## *Our Goal*

A thriving not-for-profit sector, which delivers a continuum of quality long term care, seniors' community services and housing in Ontario.



## *Strategic Directions*

### Supportive Public Policy

- Foster positive and effective relationships with government and politicians.
- Broaden advocacy methods and approaches and focus on key areas.
- Continue to participate in the Local Health Integration Networks (LHINs).
- Build advocacy capacity at the local level.
- Strengthen and broaden messaging of the not-for-profit sector.
- Represent the OANHSS membership in health care transformation.

### Credible and Influential Voice

- Build brand recognition of OANHSS and the not-for-profit services its members provide.
- Act in a leadership role in influencing an effective continuum of long term care.
- Become the “go-to” organization for the media, government and other organizations on issues of long term care.
- Mobilize members in support of issues.
- Promote and support evidence-based research.

### Effective Collaboration

- Support and develop linkages with consumer groups.
- Maintain an effective collaborative relationship with the 14 LHINs.
- Pursue strategic alliances and identify integration opportunities with other organizations that share OANHSS' values/needs.
- Facilitate a network with not-for-profit long term care organizations in other jurisdictions.

### Thriving Member Organizations

- Provide support needed to strengthen OANHSS regions and members.
- Develop processes to assist and enable member collaboration with LHINs.
- Foster effective use of quality improvement processes.
- Offer more education programming regionally.
- Support sector recruitment and retention initiatives.
- Strengthen benchmarking services to members.
- Expand group programs and services for members.



## 2007-2008 Board of Directors

*Back Row (left to right):* Donna Rubin, Cindy Jarvela, Sheldon Wolfson, Philippa Welch, Sandra Pitters, Michael Carroll, Greg Fougère, Jo-Anne Palkovits, Maria Elias, Brent Martin. *Front Row (left to right):* John Colangeli, Gail Carlin, Paul O’Krafka, Carolyn Clubine. *Absent:* Paulina Chow, Deborah Hammons.

### **Sheldon Wolfson**

Regional Municipality of Halton - Social and Community Services, Oakville  
*Chair, Member-at-Large*

### **Sandra Pitters**

City of Toronto, Homes for the Aged Division, Toronto  
*Vice-Chair, Municipal Sector Representative*

### **Michael Carroll**

Valleyview Home, St. Thomas  
*Treasurer, Region 1 Representative*

### **Gail Carlin**

Sunnyside Home, Kitchener  
*Past Chair*

### **Paulina Chow**

St. Joseph’s Care Group, Thunder Bay  
*Charitable Sector Representative*

### **John Colangeli**

Luther Village on the Park, Waterloo  
*Housing Sector Representative*

### **Carolyn Clubine**

Regional Municipality of Peel, Brampton  
*Member-at-Large*

### **Paul O’Krafka**

St. Joseph’s Villa, Dundas  
*Region 2 Representative*

### **Brent Martin**

Nithview Community - LTC, New Hamburg  
*Region 3 Representative*

### **Philippa Welch**

The Corporation of the County of Simcoe, Midhurst  
*Region 4 Representative*

### **Maria Elias**

Belmont House, Toronto  
*Region 5 Representative*

### **Deborah Hammons**

Fairhaven, Peterborough  
*Region 6 Representative*

### **Greg Fougère**

Perley and Rideau Veterans' Health Centre, Ottawa  
*Region 7 Representative*

### **Jo-Anne Palkovits**

St. Joseph's Villa of Sudbury, Sudbury  
*Region 8 Representative*

### **Cindy Jarvela**

Pioneer Ridge Home for the Aged, Thunder Bay  
*Region 9 Representative*

### **Donna A. Rubin**

OANHSS  
*Chief Executive Officer*

# OANHSS *Staff*

*Chief Executive Officer*

**Donna A. Rubin**

*Senior Director Financial Policy*

**Lawrence Grant**

*Director of Communications*

**Debbie Humphreys**

*Director of Member Relations and Professional Services*

**Margaret Ringland**

*Manager of Finance and Administration*

**Leslie Ann Finlay**

*IT Manager*

**John Odorico**

*Manager, Marketing and Member Services*

**Sharon Clark-Koufis**

*Education Manager*

**Stuart Sweeney**

*Data Analyst*

**David Zhang**

*CEO Executive Assistant*

**Rose Pace**

*Executive Assistant*

**Ann Fuller**

*Administrative Assistant - Communications*

**Vacant**

*Administrative Assistant – IT and Education*

**Nina Zivkovic**

*Administrative Assistant – Finance*

**Diana Zampolin**

*Receptionist*

**Nurjehan Nazir**

## Volunteers

VITA Community Living Services

## Advisors/Consultants

Andrew Buckstein (OANHSS Solicitor)

Paul Dowling (Housing)

Karen Elliott (Conference Planner)

Ellen Maracle-Benton (Tradeshaw)

## Photo Credits

Special thanks to:

Kipling Acres Home for the Aged, Etobicoke

Labdara Lithuanian Nursing Home, Etobicoke

Luther Village on the Park, Waterloo

Sunnyside Home, Kitchener

True Davidson Acres, Toronto

Ukrainian Canadian Care Centre, Etobicoke

## FINANCIAL STATEMENTS

### BALANCE SHEET (000s)

AS AT DECEMBER 31	2006	2005
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 52	\$ –
Short-term investments	650	892
Accounts receivable	129	155
Prepaid expenses	58	35
<b>CAPITAL ASSETS (NET)</b>	71	104
<b>LONG-TERM INVESTMENTS</b>	247	247
	<b>\$1,207</b>	<b>\$1,433</b>

### LIABILITIES AND MEMBERS' EQUITY

<b>CURRENT LIABILITIES</b>		
Bank overdraft	\$ –	\$ 137
Accounts payable and accrued liabilities	135	143
Funds held in trust	4	266
Deferred revenue	174	51
<b>MEMBERS' EQUITY</b>		
Awards program fund	13	13
Reserve fund	600	600
Funds invested in capital assets	71	104
Operating surplus	210	119
	<b>\$ 1,207</b>	<b>\$ 1,433</b>

### STATEMENT OF REVENUE and EXPENSES (000s)

FOR THE YEAR ENDED DECEMBER 31	2006	2005
<b>REVENUE</b>		
Membership fees	\$ 1,476	\$ 1,462
Members' services	230	262
Publications, subscriptions and advertising	50	55
Education, meetings and sponsorships	465	517
Project grants	22	43
Interest and other income	75	80
Consulting fees	13	89
	<b>\$2,331</b>	<b>\$2,508</b>
<b>EXPENSES</b>		
Salaries and benefits	1,108	1,097
Consultants and temporary help	242	400
Occupancy	144	137
Education	348	365
Meetings	79	79
Office and administration	281	318
	<b>\$ 2,202</b>	<b>\$ 2,396</b>

**EXCESS OF REVENUE OVER EXPENSES \$ 129 \$ 112**

The complete audited financial statements are available at the offices of the Ontario Association of Non-Profit Homes and Services for Seniors.



**Ontario Association of Non-Profit  
Homes and Services for Seniors**

7050 Weston Rd., Suite 700, Woodbridge, ON L4L 8G7

T: 905 851-8821 | F: 905 851-0744

[www.oanhss.org](http://www.oanhss.org)

For information on not-for-profit homes, housing and services for seniors visit the OANHSS online resource centre at [www.oanhss.org](http://www.oanhss.org) and click on

*"We're here for you."*