



**OANHSS**

Ontario Association of Non-Profit Homes and Services for Seniors



2011 ANNUAL REPORT

# Leading seniors' care



# innovation

## Keeping fit at Sunnyside

Waterloo-Region seniors who want to keep fit now have a gym tailored exclusively to their needs, thanks to the innovative Sunnyside Wellness Centre. The new Centre, which allows older adults to exercise in a supervised, accepting, barrier-free environment, offers a range of programs and services, including registered massage therapy, dental hygiene, chiropractic and physiotherapy services; foot care by nurses; and education on healthy living. The centre not only draws visitors from Sunnyside Home and Sunnyside Supportive Housing but also from the local community.

# quality

## Enhancing resident care

In their ongoing efforts to enhance resident care, staff at Fairview Mennonite Home, an 84-bed long term care home in Cambridge, have implemented initiatives in five key areas: falls prevention, continence promotion, client-centred care, oral health, and screening for delirium, dementia and depression. After three years of diligent work, staff have now been recognized for their efforts: the home was recently designated as a best practice spotlight organization by the Registered Nurses' Association of Ontario. Despite this recent recognition, staff are not sitting still. In fact, they are already looking to implement best practices in two other areas: pain management and wound care.

## caring

### Caring clowns bring comedy and comfort

Therapeutic humour is making its way into City of Toronto homes. Toronto Long-Term Care Homes & Services and Ryerson University have partnered to bring talented performers to the City's seniors. After being trained in clowning techniques and gaining an understanding of aging and dementia, students from Ryerson's Caring Clown course are volunteering in eight homes: Bendale Acres, Carefree Lodge, Castleview Wychwood Towers, Cummer Lodge, Fudger House, Kipling Acres, Seven Oaks, and Wesburn Manor. Now in its third year, the successful program has opened the doors between a learning institution and the City's homes, provided the clowns with a receptive audience, and brought enjoyment to the homes' residents.







# collaboration

## Earning valuable experience

New doctors from Queen's University are getting a head start on their careers thanks to a recent collaboration between the university and Hillsdale Estates in Oshawa. Earlier this year, the home partnered with the university's Family Practice Program to entice future doctors into geriatrics and long term care by inviting them for a hands-on practicum. Under the partnership, the doctors will visit the 300-bed home two days a week, every other week, for two years. By their practicum's end, these new doctors will have valuable hands-on experience in long term care that will help them deliver the best care to their future patients.

# partnerships

## Creating a home away from home

When Foyer Richelieu Welland received approval to rebuild their home under a Ministry of Health and Long-Term Care program, chief administrative officer Sean Keays sought to find a nearby home that would comfortably house his residents during construction. Keays turned to OANHSS colleague Tim Siemens, executive director of Tabor Manor, which had also recently rebuilt as part of the province-wide initiative. Thanks to their collaboration, in January 2013 Foyer Richelieu Welland's residents will move into Tabor Manor's existing building while work is completed on their own home. "It's all about working together," says Siemens. "There is success in collaboration."



# community

## Celebrating a centenary of care

Verona Bonneville, a resident at Glen Stor Dun Lodge in Cornwall, was born in 1912, the same year that the home first opened its doors to provide care. Now, the 132-bed municipal home is celebrating its centenary in style, with anniversary events throughout the year. A stone cairn will be erected and a time capsule will be placed inside the cairn and be opened in 25 years. Like other OANHSS member homes, Glen Stor Dun Lodge has a rich history of providing care to residents and being a part of the community. So what's in store for the next 100 years? "Many things may change, but the quality of our care will stay the same," says Norm Quenneville, administrator. "It's certainly exciting to celebrate 100 years of providing care, and it will be exciting for our community to celebrate the next 100 years."



# support

## Making life twice as good

At each of Niagara Region's eight long term care homes, volunteers show up daily to do everything from feeding frail residents and holding their hands to organizing card nights, taking residents shopping, caring for gardens, and serving up hot coffee and mouth-watering cake at cafes in the homes. The volunteers number nearly 900, and the amount of hours they donate is staggering: at least 94,000 hours in 2011. Meta Smiley, a 25-year volunteer while being a resident at the Meadows of Dorchester in Niagara Falls, treasures the many friends she's made by volunteering. "It's made my life twice as good," she says.

# Message from the Chair



This AGM marks my first full year as chair of the OANHSS Board of Directors. As I was considering my remarks, it struck me that the challenge at any annual general meeting, but particularly in our sector, is that so much happens so quickly that activities and initiatives from the past year already seem, in many ways, like ancient history.

I don't have to tell you that there are many new developments consuming our time and attention at the moment – the CMI cap, provincial budget details, and work on the elder abuse issue, to name just a few.

But it is important for us to pause and reflect on the gains we've made in 2011 – large and small – as a sector and as an association and what these have meant for members in your day to day world.

OANHSS came out early and strong on the need for capacity planning in our provincial election position statement. Our message was simple: more public funding is required to support seniors but the government can't simply throw more dollars at the existing patchwork of seniors' care and service delivery models.

We called for – and continue to call for – the government to launch and complete a comprehensive capacity planning exercise in close and effective consultation with the full continuum of providers. The goal would be to identify the actions needed and the resources required to ensure that seniors have access to cost-effective care and services when and where they need them.

This message is now being echoed at a variety of tables and we are seeing it emerging in documents such as the Drummond Report. In addition, "the right care, in the right place, at the right time" is at the heart of the Minister's Action Plan for Health Care.

If people ever question the value of the time, resources and energy OANHSS commits to the many "government tables," the reality is that developing or changing public policy is often a long, slow process. Most initiatives take quite a while to seed and grow.

Behaviour Supports Ontario is a recent example. The seed for that need was planted a long time ago and it was sustained pressure and a collective effort that led to the eventual roll out last fall of funding for specialized

staffing to support homes in caring for people with challenging behaviours.

Another area where OANHSS stayed firm and achieved results was funding for personal support workers. We held the government to its 2008-2009 budget commitment of 2,500 personal support workers. We used our pre-budget submission, election messaging and meetings with the Minister's policy staff to drive home the need for frontline staff. The results of our efforts were revealed on budget day last year with a \$40 million investment for the remaining 1,100 positions.

As a member, you can be confident that OANHSS is a trusted voice. We bring a resident-centered perspective and perhaps, most importantly, an understanding of what the sector can realistically take on.

This role proved critical when we tackled the inclusion of staffing plan guidelines in the 2011-2012 long term care home funding agreements. We supported the spirit of the guidelines but took a strong stand on their prescriptiveness and the additional burden – the initial version would have added considerable obligations for homes. We've now secured changes that will make the potential roll out of this initiative more palatable for members.

While it is hard to take a year's worth of advocacy and distill it down into a few highlights, my intent was to underscore the very important – and respected – leadership role OANHSS has in shaping the future of seniors' care and services in this province.

We may be at the same tables as other advocacy groups, and there are sometimes common issues, but more often than not our priorities and goals stand apart because we are committed to putting the needs of the people we serve first and work steadfastly to ensure we have the necessary resources to support them as best as we can.

I am proud to serve as your chair and look forward to the year ahead.

A handwritten signature in black ink that reads "K. Queen". The signature is fluid and cursive.

**Kevin Queen**  
Chair

# Message from the CEO

The Association's mission is to represent and support members in the important work you do.

To do this, we have to pay close and constant attention to what's going on, both inside and outside our sector, and consider what you need now, and going forward, to meet your obligations and deliver the best quality care across the continuum – long term care, community services, and housing for seniors.

Sometimes changes hit our sector and we are forced to respond with supports to help members comply. New legislations and regulations are the big ones and last year the *Long-Term Care Homes Act* was still taking centre stage.

That drove our Member Support Project, which carried over into 2011, with the completion of a range of resources to assist homes in meeting the new requirements under the Act. The good news is that we are forging ahead with the next phase. The Board has approved funding to develop an index of required policies as well as draft templates, policies and procedures in recognition that these resources are instrumental to supporting members.

The Act also changed the education requirement for administrators and we were able to quickly adapt our Administrator Leadership Program to meet the 100-hour requirement as well as offer an upgrade for past graduates that attracted over 400 participants.

There are other times, through our contact with key players in the sector and participation at various government tables, that we get a sense of changes or opportunities to come and how we need to help members prepare.

The OANHSS Benchmarking Service is quickly becoming the driving engine behind that preparation, arming members and the Association with data and analyses to support our proposals, strengthen our positions and substantiate our requests.

We completed our second data collection in 2011 and the distribution of the first reports earlier this year. Participating members receive personalized reports that allow them to evaluate their organization's financial performance against other member homes. Members can access custom analyses to dig deeper in key areas. We are seeing homes use this data to support budget submissions and operational reviews.

The value of and growing need for current, sector-specific data drove our decision to put a renewed focus on providing collective bargaining intelligence to members. Early discussions laid the foundation for a new service that will see the construction in 2012 of a collective agreement database. It will contain standardized data from a range of related work environments on benefits and wages that we will refresh on a regular basis. We will analyze and share with members periodic analyses of trends in collective bargaining that will focus on new and recurrent themes.

Looking ahead to what's coming led us to embark several years ago on the member community, which officially launched in 2011. How, where and when we all communicate is changing rapidly and I am so pleased to see members really starting to embrace this tool and use it in the way we envisioned – seeking and receiving advice, ideas and insights from colleagues on a growing range of topics.

Future directions for our sector will undoubtedly be shaped by the Walker Report and the government's Seniors Strategy. Terms like rehabilitative, transitional care, and restorative care are increasingly being applied to long term care. Government policy is shifting quickly and dramatically towards community-based delivery models, and we are seeing signs of a tougher and more competitive approach to the awarding of funding contracts.

These are the types of things that are on our radar as we determine where to focus our attention and resources. You have a very capable team at OANHSS that is leading this work. New additions last year expanded our knowledge and skill sets, and we are in a stronger position today than ever before to provide timely and effective supports to members.



A handwritten signature in black ink that reads "Donna A. Rubin". The signature is written in a cursive, flowing style.

**Donna A. Rubin**  
CEO



# Visible, influential and effective voice

## Legislative and Policy Priorities



### Funding Advocacy

OANHSS is representing members at all key funding tables with the Ministry of Health and Long-Term Care, in particular the health system funding reform initiative and the Operator Stakeholder Liaison Committee. Through these and other forums, we are pressing for financial policies that benefit the not-for-profit sector.

### Three-Year Road Map

OANHSS continues to champion the importance of this tool in demonstrating to government the scope and scale of change hitting the long term care sector. We are working hard to ensure that this exercise remains true to its original intent: providing a forum for provider input on the pace, timing and intensity of change.

### LTCHA Implementation

Regulatory amendments released in early 2011 raised serious concerns with provisions related to doors, generators and elevators and the significant financial burden in meeting the new requirements. OANHSS called for a dedicated funding envelope for these and other capital costs. The impact on care delivery and staffing caused by delays in the completion of vulnerable sector screens has also been a priority concern.

### Quality Initiatives

The Association continues to be actively involved in a number of initiatives led by Health Quality Ontario that support quality improvement in long term care homes including Residents First and LTC Public Reporting. The government is also preparing to roll out the Excellent Care for All Act to the long term care and community care sectors and we will be leveraging opportunities to influence implementation.

### Capital Renewal

OANHSS and others raised many concerns with the first wave of the B&C bed capital redevelopment program, and the government has responded with a consultation on the obstacles and issues faced by providers and lenders in an effort to increase the uptake in future phases. OANHSS has called for the base construction per diem of \$13.30 to be increased by \$4.13 to \$17.43.

### Responsive Behaviours

The new Behavioural Supports Ontario (BSO) Project brings much-needed support for clients with significant responsive behaviours. We are working with government to overcome implementation issues to ensure that both long term care homes and their local communities get maximum benefit from these new staffing resources.



### Interim Occupancy Threshold Policy

The announcement of a graduated occupancy threshold was a significant win on a longstanding OANHSS issue. The introduction of actual occupancy plus 3% for homes with occupancy levels between 85% and 97% dampens the sharp decline in revenues for homes that were previously falling short of the 97% threshold. This was an interim measure and OANHSS recommended this approach as a permanent solution.

### Staffing Plan Guidelines

OANHSS took quick action when the requirement to implement Staffing Plan Guidelines was included in 2011-2012 long term care home funding agreements. We took a strong stand on the prescriptive nature of the SPG, the potential duplication and the additional burden for homes, among other concerns. In response, the government engaged the associations in the development of its staffing plan policy.

### Compliance

As this new inspection process rolls out across the sector, OANHSS is playing a critical role as a liaison between providers and government, ensuring relevant information gets out to homes and bringing forward member concerns. Key issues include length and timing of inspections, the need for fair and balanced public reporting, sensitivity of thresholds that trigger stage two inspections and mandatory reporting requirements. OANHSS is also pressing for greater support for homes through the provision of the ABAQIS software to enable mock inspections.

### Retirement Homes Act

OANHSS is ensuring that there is a strong not-for-profit voice helping to shape the new rules for the retirement home sector. We responded to two phases of draft regulations, provided advice on the strategic priorities of the Retirement Homes Regulatory Authority and continue to keep members updated on developments.

### Other Priorities

- Personal Support Worker (PSW) Registry
- Integrated financial and statistical reporting (MIS/OHRS)
- Fire safety plans
- New standards under the Accessibility for Ontarians with Disabilities Act
- Workplace health and safety
- Long Term Care Home Centres of Learning, Research and Innovation

## Multi-Year Funding Commitment

Much of what OANHSS recommended in its pre-budget submission to government was reflected in the 2011-2012 Provincial Budget including personal support worker (PSW) funding, per diem increases for care and services, and support to homes to implement new regulations under the *Long-Term Care Homes Act* (LTCHA). The overall per diem increase for homes was \$5.43.

### New funding for the sector:

- \$18M equipment funding
- \$149M – long term care homes
  - > \$76.5M NPC and PSS
  - > \$40M for 1100 PSWs
  - > \$15M to Other Accommodation (OA)
  - > \$7.4M staff training
  - > \$17.4M to OA in lieu of co-payment increase
- 3% increase for community support services





## Practical Resources and Supports

### LTCHA Member Support Project

Completion of a large-scale project that delivered tools, templates, training materials and webinars to support member homes in implementing the requirements under the *Long-Term Care Homes Act* and Regulation. The products were extremely well received, and we are actively pursuing government support for a further phase focused on staff training requirements.

### Provincial Election

Early release of our election position statement generated attention from all parties and was the foundation for our public messaging and customized election readiness kits for members. Highlights included an early look at each party's priorities for seniors' care at the spring Member Issues Forum and our all-candidates election forum, *Making Seniors a Priority*.

### Benchmarking Service

The second wave of the OANHSS Benchmarking Survey was completed in 2011. Participating members received personalized reports that allowed them to evaluate their organization's financial performance against other member homes. Members also accessed customized reports on key data points for more in-depth analyses.

### Administrator Leadership Program

Over 400 past graduates attended the Administrator Leadership upgrade series to meet the new education requirements under the LTCHA, and demand doubled for the full six-day program with two sold-out offerings in 2011.

### Member Community

Official launch of this members-only networking forum in 2011 that is gathering momentum as a valuable environment for sharing policies and procedures, facilitating regional communications and exchanging comments and experiences on developments that are impacting member operations.





# 2012-2013 Board of Directors



*Back Row (left to right):* Greg Fougère, Sandy Bassett, Jacques Dupuis, Tim Siemens, Dean Lett, Donna Rubin, Bill MacDonald, Kevin Queen;  
*Front Row:* Peter Bolland, Debra Cooper Burger, Patrick O'Neill, Gail Kaufman Carlin, Paulina Chow, Carolyn Clubine, Maria Elias, Beth Piper, Shelagh Nowlan

## **Kevin Queen**

Pinecrest Home, Kenora  
Board Chair, Region 9 Representative

## **Tim Siemens**

Tabor Manor, St. Catharines  
Vice-Chair, Region 2 Representative

## **Paulina Chow**

St. Joseph's Care Group, Thunder Bay  
Treasurer, Charitable Sector  
Representative

## **Maria Elias**

Belmont House, Toronto  
Past Chair

## **W.J. (Bill) MacDonald**

Sun Parlor Home for Senior Citizens,  
Leamington  
Region 1 Representative

## **Peter L. Bolland**

Spruce Lodge, Stratford  
Region 3 Representative

## **Debra Cooper Burger**

Union Villa, Unionville  
Region 4 Representative

## **Sandy Bassett**

The Wexford Residence Inc. (Long Term  
Care Home), Scarborough  
Region 5 Representative

## **Beth Piper**

H.J. McFarland Memorial Home, Picton  
Region 6 Representative

## **Dean Lett**

Garry J. Armstrong Long Term Care Home,  
Ottawa  
Region 7 Representative

## **Jacques Dupuis**

Au Chateau, Sturgeon Falls  
Region 8 Representative

## **Gail Kaufman Carlin**

Sunnyside Seniors' Services, Kitchener  
Community Services Sector  
Representative

## **Patrick O'Neill**

Niagara Ina Grafton Gage Village (LTC),  
St. Catharines  
Housing Sector Representative

## **Carolyn Clubine**

Regional Municipality of Peel,  
Mississauga  
Municipal Sector Representative

## **Shelagh Nowlan**

Providence Manor, Kingston  
Member-at-Large

## **Greg Fougère**

Perley and Rideau Veterans' Health  
Centre, Ottawa  
Member-at-Large

## **Donna A. Rubin**

OANHSS  
Chief Executive Officer



## OANHSS Staff

### Chief Executive Officer

Donna A. Rubin

### Director of Communications and Public Affairs

Debbie Humphreys

### Director of Financial Policy

Dan Buchanan

### Director of Professional Services and Health Policy

Kathryn Pilkington

### Director of Public Policy

Jeffrey Graham

### Manager of Finance and Administration

Leslie-Ann Finlay

### IT Manager

Amit Joshi

### Manager, Communications and Member Services

Chris Noone

### Education Manager

Stuart Sweeney

### Program and Policy Analyst

Genevieve Odoom

### Education Coordinator and Policy and Program Analyst

Valerie Vilella

### CEO Executive Assistant

Rose Pace

### Administrative Assistant – Member Services

Nina Zivkovic

### Administrative Assistant – Database Management

Connie Canavan

### Administrative Assistant – Finance

Diana Zampolin

### Receptionist

Nurjehan Nazir

## Volunteers

VITA Community Living Services

## Photo Credits

### Special thanks to

City of Toronto Long Term Care Homes and Services

Fairview Mennonite Home

Foyer Richelieu Welland

Glen Stor Dun Lodge

Hillsdale Estates

Parkview Home Long-Term Care

Seven Oaks

Sunnyside Seniors' Services

Tabor Manor

# FINANCIAL STATEMENTS

## BALANCE SHEET (000s)

As at December 31 2011      2010

### ASSETS

#### CURRENT ASSETS

Cash	\$ 461	\$ 205
Short-term investments	307	202
Accounts receivable	160	330
Prepaid expenses	97	82

#### CAPITAL ASSETS (NET)

100      53

#### LONG-TERM INVESTMENTS

948      945

**\$2,073      \$1,817**

### LIABILITIES AND MEMBERS' EQUITY

#### CURRENT LIABILITIES

Accounts payable and accrued liabilities	124	207
Funds held in trust	25	109
Deferred revenue	309	225

#### MEMBERS' EQUITY

Reserve fund	1,000	954
Funds invested in capital assets	100	53
General fund	515	269

**\$2,073      \$1,817**

## STATEMENT OF REVENUE and EXPENSES (000s)

For the year ended December 31 2011      2010

### REVENUE

Membership fees	\$ 1,840	\$ 1,785
Members' services	244	195
Publications and advertising	78	80
Education, meetings and sponsorships	1,169	809
Project grants	55	193
Interest and other income	50	35

**\$3,436      \$3,097**

### EXPENSES

Salaries and benefits	1,473	1,368
Consultants and temporary help	256	418
Occupancy	174	166
Education	744	541
Meetings	102	110
Office and administration	288	263

**\$3,037      \$2,866**

**EXCESS OF REVENUE OVER EXPENSES      \$ 399      \$ 231**

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



**OANHSS**

# Members

## FULL MEMBERS

### Charitable Long Term Care Homes

A.R. Goudie Eventide Home, Kitchener  
Albright Manor, Beamsville  
Belmont House, Toronto  
Better Living At Thompson House, Toronto  
Blue Water Rest Home, Zurich  
Bob Rumball Home for the Deaf, Barrie  
Cardinal Ambrozic Houses of Providence, Scarborough  
Centre D'accueil Roger Seguin, Clarence Creek  
Fairview Mennonite Home, Cambridge  
Foyer Richelieu Welland, Welland  
Glen Hill Marnwood Lifecare Centre, Bowmanville  
Glen Hill Strathaven Lifecare Centre, Bowmanville  
Greenwood Court - LTC, Stratford  
Honourable Ray / Helen Lawson Eventide Home, Niagara Falls  
Knollcrest Lodge, Milverton  
Kristus Darzs Latvian Home, Woodbridge  
Leamington Mennonite Home, Leamington  
Maxville Manor, Maxville  
McCausland LTC Residence, Terrace Bay  
Mon Sheong Home for the Aged, Toronto  
Niagara Ina Grafton Gage Village (LTC), St. Catharines  
Nisbet Lodge, Toronto  
Nithview Community - LTC, New Hamburg  
North Centennial Manor, Kapuskasing  
North Renfrew Long Term Care Services Inc., Deep River  
Perley and Rideau Veterans' Health Centre, Ottawa  
Providence Manor, Kingston  
Rainycrest Long Term Care, Fort Frances  
Ritz Lutheran Villa, Mitchell  
Saint Luke's Place Long Term Care, Cambridge  
Saint-Louis Residence, Orleans  
Shalom Manor Long Term Care Home, Grimsby  
South Centennial Manor, Iroquois Falls  
St. Joseph's Health Care - Mount Hope Centre for LTC, London  
St. Joseph's Health Centre, Guelph, Guelph  
St. Joseph's Villa - Cornwall, Cornwall  
St. Joseph's Villa - Dundas, Dundas  
St. Patrick's Home of Ottawa Inc., Ottawa  
Tabor Manor, St. Catharines  
The Bess and Moe Greenberg Family-Hillel Lodge, Ottawa  
The Davis Centre, Bolton  
The Elliott Community Long Term Care Residence, Guelph  
The Salvation Army Meighen Health Centre, Toronto  
The Wexford Residence Inc. (Long Term Care Home), Scarborough  
Union Villa, Unionville  
Villa Colombo Homes for the Aged Inc., Toronto

### Municipal Long Term Care Homes

Algoma Manor, Thessalon  
Allendale - Social & Community Services, Milton  
Au Chateau, Sturgeon Falls  
Belvedere Heights Home for the Aged, Parry Sound  
Bendale Acres, Scarborough  
Bobier Villa, Dutton  
Bonnechere Manor, Renfrew  
Brucelea Haven, Walkerton  
Carefree Lodge, Toronto  
Carleton Lodge, Ottawa  
Cassellholme East Nipissing District Home for the Aged, North Bay  
Castleview Wychwood Towers, Toronto  
Centre D'accueil Champlain, Vanier  
Creek Way Village, Burlington  
Cummer Lodge Home for the Aged, Willowdale  
Dawson Court, Thunder Bay  
Dearness Services, London  
Deer Park Villa, Grimsby  
Douglas H. Rapelje Lodge, Welland  
Dufferin Oaks, Shelburne  
Eastholme, Powassan  
Elgin Manor, St. Thomas  
Fairhaven, Peterborough  
Fairmount Home for the Aged, Glenburnie  
Fairview Lodge, Whitby  
Fudger House, Toronto  
Garry J. Armstrong Long Term Care Home, Ottawa  
Gateway Haven, Warton  
Georgian Manor, Penetanguishene



## OANHSS members

Gilmore Lodge, Fort Erie  
Glen Stor Dun Lodge, Cornwall  
Golden Manor, Timmins  
Golden Plough Lodge, Cobourg  
Grandview Lodge-Dunnville, Dunnville  
Grandview Lodge-Thunder Bay, Thunder Bay  
H.J. McFarland Memorial Home, Picton  
Hastings Centennial Manor Long Term Care Facility, Bancroft  
Hastings Manor Long Term Care Facility, Belleville  
Hillsdale Estates, Oshawa  
Hillsdale Terraces, Oshawa  
Huron Lodge, City of Windsor, Windsor  
Huronlea Home for the Aged, Brussels  
Huronview Home for the Aged, Clinton  
John Noble Home, Brantford  
Kipling Acres, Etobicoke  
Lakeshore Lodge, Toronto  
Lakeview Manor, Beaverton  
Lambton Meadowview Villa, Petrolia  
Lanark Lodge, Perth  
Linhaven Home, St. Catharines  
Macassa Lodge, Hamilton  
Malton Village Long Term Care Centre, Mississauga  
Maple View Lodge, Athens  
Marshall Gowland Manor, Sarnia  
Miramichi Lodge, Pembroke  
North Lambton Lodge, Forest  
Northland Pointe, Port Colborne  
Northwood Lodge Home for the Aged, Red Lake  
Norview Lodge, Simcoe  
Peel Manor, Brampton  
Peter D. Clark Home, Ottawa  
Pinecrest Home, Kenora  
Pioneer Manor, Sudbury  
Pioneer Ridge Home for the Aged, Thunder Bay  
Post Inn Village, Oakville  
Prescott & Russell Residence, Hawkesbury  
Princess Court, Dryden  
Rideaucrest Home, Kingston  
Riverview Gardens LTC Home, Chatham  
Seven Oaks, Toronto  
Sheridan Villa, Mississauga  
Simcoe Manor Home for the Aged, Beeton  
Spruce Lodge, Stratford  
St. Lawrence Lodge, Brockville  
Strathmere Lodge, Strathroy  
Sun Parlor Home for Senior Citizens, Leamington  
Sunnyside Seniors' Services, Kitchener  
Sunset Manor, Midhurst  
Tall Pines Long Term Care Centre, Brampton  
Teck Pioneer Residence, Kirkland Lake  
Terrace Lodge, Aylmer  
The Meadows of Dorchester, Niagara Falls  
The Pines Long Term Care Home, Bracebridge  
The Woodlands of Sunset, Welland  
Trillium Manor, Orillia  
True Davidson Acres, Toronto  
Upper Canada Lodge, Niagara-On-The-Lake  
Valleyview Home, St. Thomas  
Wellington Terrace Long Term Care Home, Fergus  
Wentworth Lodge, Dundas  
Wesburn Manor, Etobicoke  
York Region Housing Services & Long Term Care (Maple Health Centre), Maple  
York Region Housing Services & Long Term Care (Newmarket Health Centre), Newmarket





## Non-Profit Nursing Homes

Bennett Health Care Centre, Georgetown  
Chester Village, Toronto  
Copernicus Lodge Home for the Aged, Toronto  
Craigholme Nursing Home, Ailsa Craig  
Edgewater Gardens, Dunnville  
Elisabeth Bruyere Residence, Ottawa  
EMO Health Centre, Emo  
F.J. Davey Home, Sault Ste. Marie  
Fairview Manor, Almonte  
Grove Park Home for Senior Citizens, Barrie  
Heidehof Home for the Aged, St. Catharines  
Holland Christian Homes Inc. - Faith Manor, Brampton  
Holland Christian Homes Inc. - Grace Manor, Brampton  
Idlewyld Manor, Hamilton  
Labdara Lithuanian Nursing Home, Etobicoke  
Lakeland Long Term Care, Parry Sound  
Marianhill Long Term Care Home, Pembroke  
Mariann Home, Richmond Hill  
Mitchell Nursing Home, Mitchell  
Mohawk Council of Akwesasne Tsionkwanonhsote, Akwesasne  
Mon Sheong Richmond Hill LTC Facility, Richmond Hill  
Mon Sheong Scarborough Long Term Care Centre, Scarborough  
Niagara Health System, Extended Care Unit, Welland Hospital Site,  
Welland  
Nipigon District Memorial Hospital, Nipigon  
Parkview Home Long-Term Care, Stouffville  
Parkwood Mennonite Home Inc., Waterloo  
Pleasant Manor Retirement Village, Virgil  
Rainy River Health Centre, Rainy River  
Rosedale Center, Matheson  
Sherwood Park Manor, Brockville  
St. Clair O'Connor Nursing Home, Toronto  
St. Joseph's At Fleming, Peterborough  
St. Joseph's Care Group - Bethammi Nursing Home, Thunder Bay  
St. Joseph's Care Group - Hogarth Riverview Manor, Thunder Bay  
St. Joseph's Manor, Elliot Lake  
Suomi-Koti Toronto Nursing Home, Toronto  
The Four Seasons Lodge, Deep River  
The Glebe Centre Inc., Ottawa  
The Grove - Arnprior & District Nursing Home, Arnprior  
The Salvation Army Ottawa Grace Manor, Ottawa  
Township of Osgoode Care Centre, Metcalfe  
Ukrainian Canadian Care Centre, Etobicoke  
United Mennonite Home, Vineland  
Valleyview Residence, Toronto  
Villa Minto, Cochrane  
Yee Hong Centre for Geriatric Care - Markham, Markham  
Yee Hong Centre for Geriatric Care - Mississauga, Mississauga  
Yee Hong Centre for Geriatric Care - Scarborough Finch, Scarborough  
Yee Hong Centre for Geriatric Care - Scarborough McNicoll,  
Scarborough

## Seniors' Housing

Abbeyfield Houses Society of Canada, Toronto  
Albright Gardens, Beamsville  
Aldersgate Garden Homes, Belleville  
Aldersgate Village Apartments, Belleville  
Annswell Court Foundation, Thornhill  
Au Chateau - Apartments, Sturgeon Falls  
Au Chateau - Life Lease, Sturgeon Falls  
Beattie Haven Retirement Community, Wardsville  
Bell Lane Terrace, Brantford  
Belmont House Retirement Living, Toronto  
Birchwoods Apartments, Zurich  
Bob Rumball Centre for the Deaf, North York  
Caboto Terrace, North York  
Carefor Health & Community Services, Pembroke  
Casa Abruzzo, Toronto  
Casa Del Zotto Seniors Apartments, Toronto  
Copernicus Lodge Seniors Apartments, Toronto  
Craigwiell Gardens Apartments, Ailsa Craig  
Deer Park Suites Supportive Housing, Grimsby  
Eastern Gate Village Inc., Stouffville  
Edelheim Apartments, Beamsville  
Evergreen Terrace, Grimsby  
Fairview Apartments, Cambridge  
Foxwood Place, Guelph  
Glen Garden Village, Maxville  
Glen Hill Terrace Residence Inc., Whitby  
Greenwood Court, Stratford  
Grove Park Retirement Living, Barrie  
Hamlet Non-Profit Estates of Stratford & District, Stratford  
Heidehof Life Lease (Lindenhaus), St. Catharines  
Heidehof Seniors' Rental Apartments, St. Catharines  
Highway Terraces, Etobicoke  
Holland Christian Homes Inc. - Housing, Brampton  
Huron Lodge Assisted Living, Elliot Lake  
Leamington Mennonite Home & Apartments, Leamington  
Luther Village Assisted Living Centre, Waterloo  
Luther Village on the Park, Waterloo  
Maplewoods Apartments, Zurich  
Martindale Place - 60 Plus (St. Catharines) Residences Inc.,  
St. Catharines  
McClintock Manor, Toronto  
Meadowview Villa, Sault Ste. Marie  
Momiji Health Care Society, Scarborough  
Niagara Ina Grafton Gage Village (Housing), St. Catharines  
Nithview Community - Housing, New Hamburg  
North Renfrew Long Term Care Services Inc. - Supportive Housing,  
Deep River  
North Renfrew Long Term Care Services Inc. - Supportive Housing  
Short Stay, Deep River  
Oakville Senior Citizens Residence, Oakville  
Orchard View Apartments, Vineland  
Parkview Village Cluster Homes & Suites, Stouffville  
Parkwood Garden Homes, Waterloo  
Parkwood Suites Retirement Residence, Waterloo  
Patricia Gardens Supportive Housing, Dryden  
Pleasant Manor Retirement Village, Housing, Virgil

# OANHSS members

Providence Place, Whitby  
Ritz Manor Apartments, Mitchell  
Saint Luke's Place Apartments, Cambridge  
Saint Luke's Place Retirement, Cambridge  
Shalom Gardens Retirement Apartments, Grimsby  
Simcoe Village, Beeton  
Spruce Lodge Non-Profit Housing, Stratford  
St. Anne's Place - LOFT Community Services, Toronto  
St. Clair O'Connor Apartments, Toronto  
St. Demetrius Residence, Etobicoke  
St. Joseph's Care Group - P.R. Cook Apartments, Thunder Bay  
St. Joseph's Estates, Dundas  
St. Matthew's Bracondale House Supportive Housing Program, Toronto  
Sts. Peter and Paul Residence - Apartments, Scarborough  
Sunset Village, Collingwood  
Tabor Manor Apartments, St. Catharines  
Tekoa Manor, Whitby  
Thames River Place, Mitchell  
The Elliott Community Life Lease Suites, Guelph  
The Elliott Community Retirement Suites, Guelph  
The Wexford Residence Inc. (Housing), Scarborough  
Tollendale Village, Barrie  
Toronto Finnish-Canadian Seniors Centre, Toronto  
Unionville Home Society Supportive Housing, Unionville  
Unitarian House of Ottawa, Ottawa  
Victoria Street Manor, Amherstburg  
Viewmount Christian Home, Nepean  
Vineland Park Estates, Vineland  
Wyndham Gardens Apartments of Unionville, Unionville  
Yee Hong Aw Chan Kam Chee Evergreen Manor, Scarborough  
Yee Hong Garden Terrace, Scarborough

## Non-Profit Community Services

Abbotsford Senior Centre of the Glebe Centre Inc., Ottawa  
AbleLiving Services, Burlington  
Algoma Manor - Meals on Wheels, Thessalon  
Au Chateau - Temagami Home Support Program, Sturgeon Falls  
Belvedere Heights Home Support Services, Parry Sound  
Bendale Acres Day Program, Scarborough  
Better Living Health and Community Services, North York  
Bob Rumball Elderly Persons Centre, North York  
Carleton Lodge Community Services, Ottawa  
Cassellholme - Adult Day Program, North Bay  
Cassellholme - Caregiver Support/Respite Services, North Bay  
Cassellholme - Home Help/Homemaking, North Bay  
Cassellholme - Meals on Wheels/Diner's Club Program, North Bay  
Cassellholme - Supportive Housing Program, North Bay  
Centre D'accueil Champlain Day Centre Program, Vanier  
City of Thunder Bay Meals On Wheels, Thunder Bay  
City of Toronto Homemakers & Nurses Services, Toronto  
City of Toronto Supportive Housing, Toronto  
Collegeview Supportive Housing Services - LOFT Community Services, Toronto  
Community Support - Meals on Wheels & Adult Day Program (F. J. Davey Home), Sault Ste. Marie  
Community Support Services - Kenora, Kenora  
Community Support Services - Red Lake, Red Lake  
Copernicus Lodge Adult Day Program, Toronto  
County of Lambton Adult Day Programs, Petrolia  
Craigwiell Adult Day Programs, Ailsa Craig  
Crosslinks Seniors Housing and Support Services, North York  
Cummer Lodge Adult Day Centre Program, Toronto  
Dearness Services Day Program, London  
Dearness Services, Homemaker & Nursing Project, London  
Dufferin County Community Support Services, Shelburne  
Dunn Avenue Supportive Housing Services - LOFT Community Services, Toronto  
East Parry Sound Community Support Services, Powassan  
Fairview Centre, Cambridge  
Georgian Manor Adult Day Program, Penetanguishene  
Glen Stor Dun Lodge Outreach Services, Cornwall  
Golden Manor Community Home Support Services, Timmins  
Golden Manor Community Services, Timmins  
Grove Park Senior Encounter Adult Day Care, Barrie  
Halton Region Community Support Services, Milton  
Halton Region Services for Seniors, Oakville  
Heidehof Home Support Services, St. Catharines  
Hillsdale Estates Adult Day Program, Oshawa  
Huron Lodge Community Services Board Inc., Elliott Lake  
Jasper Place - Support Services Program for Seniors, Thunder Bay  
John Noble Day & Stay Program, Brantford  
Knollcrest Lodge - Community Outreach Services, Milverton  
Linhaven Day Program, St. Catharines  
LOFT - John Gibson House and The Stepping Stone Project, Toronto  
Marianhill Community Services, Pembroke  
Marshall Gowland Seniors Outreach, Sarnia



Maxville Manor - Outreach Services, Maxville  
 Miramichi Lodge - Meals on Wheels, Pembroke  
 Mitchell and Area Community Outreach, Mitchell  
 Mon Sheong Community Services, Toronto  
 Mon Sheong Richmond Hill Adult Day Care Centre, Richmond Hill  
 Niagara Ina Grafton Gage Community Services, St. Catharines  
 North Renfrew Long Term Care Services Inc. - Adult Day Services,  
 Deep River  
 North Renfrew Long Term Care Services Inc. - Meals-on-Wheels,  
 Deep River  
 North Renfrew Long Term Care Services Inc. - Seniors' Drop-In Centre,  
 Deep River  
 North Renfrew Long Term Care Services Inc. - Transportation,  
 Deep River  
 North Renfrew Long Term Care Services Inc. - Wheels-to-Meals/  
 Diner's Club, Deep River  
 Patricia Region Senior Services Inc., Dryden  
 Perley and Rideau Veterans' Health Centre/Carefor Health and  
 Community Services, Ottawa  
 Personal Choice Independent Living, Ottawa  
 Riverside Community Support Services, Fort Frances  
 Saint-Louis Residence Community Services, Orleans  
 Sheridan Villa Day Program, Mississauga  
 Spruce Lodge - Elderly Persons Centre, Stratford  
 St. Clair O'Connor Community Inc., Toronto  
 St. Demetrius Supportive Care Services, Etobicoke  
 St. Joseph's Care Group - Manor House Adult Day Program, Thunder Bay  
 St. Joseph's Outreach Services Acquired Brain Injury Adult Day Program,  
 Guelph  
 St. Joseph's Outreach Services Alzheimer Adult Day Program, Guelph  
 St. Joseph's Outreach Services Community Transportation, Guelph  
 St. Joseph's Outreach Services Frail Elderly Adult Day Program - Fergus,  
 Guelph  
 St. Joseph's Outreach Services Out 'N'About Frail Elderly Adult Day  
 Program, Guelph  
 St. Joseph's Villa Adult Day Program, Dundas  
 St. Matthew's Elderly Persons Centre, Toronto  
 St. Patrick's Home of Ottawa Inc. Community Outreach Services, Ottawa  
 Sunnyside Community Programs, Kitchener  
 Tabor Manor Community Services, St. Catharines  
 The Second Mile Club of Toronto, Toronto  
 The Wexford Residence Inc. (Community Services), Scarborough  
 Third Age Outreach St. Joseph's Health Care London, London  
 Unionville Community Centre for Seniors, Unionville  
 Valleyview Adult Day Program, St. Thomas  
 Villa Colombo Community Services, Toronto  
 Villa Colombo Elderly Persons' Centre, Toronto  
 Yee Hong Centre for Geriatric Care Community Services, Scarborough  
 York Region Housing & LTC Branch-Adult Day Programs, Newmarket  
 York Region Housing & LTC Branch-Alternative Community Living  
 Supportive Housing, Newmarket  
 York Region Housing & LTC Branch-Client Intervention & Support  
 Service, Newmarket  
 York Region Housing & LTC Branch-Integrated Psychogeriatric Outreach  
 Program, Newmarket  
 York Region Housing & LTC Branch-Psychogeriatric Resource  
 Coordinator Program, Newmarket

## Developing Facility

Ansar Place (Ansar Medical Services Inc.), Scarborough

## Developing Housing

Golden Community Builders Inc., Aylmer  
 Ontario Federation for Cerebral Palsy, Toronto  
 Wendat Community Programs, Midland



## ASSOCIATE MEMBERS

Accreditation Canada, Ottawa  
 Alzheimer Society of Ottawa and Renfrew County, Ottawa  
 Canadian Research Network for Care in the Community, Toronto  
 CCAC - Central, Toronto  
 CCAC - Waterloo Wellington, Kitchener  
 Centennial College, Toronto  
 City of Guelph, Guelph  
 Dietitians of Canada (Ontario), Toronto  
 Mohawk Council of Akwesasne, Akwesasne  
 OMSSA, Toronto  
 Ontario Community Support Association, Toronto  
 Ontario Dental Hygienists' Association, Burlington  
 Ontario Long Term Care Physicians, Downsview  
 Ontario Non-Profit Housing Association, Toronto  
 Ontario Society (Coalition) of Senior Citizens' Organizations, Toronto  
 Ontario Society of Nutrition Management, Toronto  
 Public Services Health and Safety Association, Toronto  
 REENA, Thornhill  
 Registered Nurses' Association of Ontario, Toronto  
 Registered Practical Nurses Association Ontario, Mississauga  
 Veterans Affairs Canada, Ottawa  
 York University - Health Leadership & Learning Network, Toronto



# OANHSS members

## COMMERCIAL MEMBERS

3M Health Care, London  
AATEL Communications Inc., Hamilton  
AIS Assessment and Intelligence, Winnipeg  
Altus Group Limited, Toronto  
ArchitectureACT Incorporated, Toronto  
ArjoHuntleigh, Mississauga  
Assured Care Consulting Inc., Toronto  
Attends Healthcare Products Inc., Richmond Hill  
Austco Communication Systems, Richmond Hill  
Barry J. Hobin & Associates Architects Incorporated, Ottawa  
Bass Associates Professional Corporation, Toronto  
Bathway Inc., Newmarket  
Bessant Pelech Associates Inc., Mississauga  
Borden Ladner Gervais LLP, Toronto  
Brown Peck & Lubelsky LLP, Toronto  
Burton Hicks - BLEND, Goderich  
C/S Construction Specialties Company, Mississauga  
CAI Paralegal Services, Tillsonburg  
Cardinal Health Canada, Vaughan  
Caresoft MIS Solutions, North York  
Careworx Inc., Orangeville  
CARF Canada, Toronto  
CartsPlus Healthcare Products Ltd., Mississauga  
Centric Health Seniors Wellness (formerly Active Health Management and Lifemark), Toronto  
Chubb Edwards, Waterloo  
Classic Care Pharmacy, Burlington  
Coinamatic Commercial Laundry Inc., Mississauga  
Compass Group Canada, Mississauga  
Complete Purchasing Services Inc., Toronto  
Cornerstone Medical Inc., Grimsby  
Deb Canada, Waterford  
Desjardins Healthcare Group, Ottawa  
Diamond Schmitt Architects Incorporated, Toronto  
Direct Dentistry Services - Dr. P.A. Brymer & Associates, Toronto  
Dispill/Richards Packaging Inc., Granby  
Diversey Canada, Inc., Oakville  
Dobson & Tonic Financial Services Ltd., Oakville  
Drive LTC LLC, Richmond Hill  
Ecclesiastical Insurance Office, Toronto  
ECNG Energy L.P., Burlington  
Ekotek Global Inc., Sudbury  
Evacuscape Inc., Toronto  
Extendicare Canada Inc., Markham  
Family Physiotherapy Centres, Ottawa  
Fasken Martineau DuMoulin LLP, Toronto  
FCS International, Port Perry  
First National Financial LP, Toronto  
First Quality Products, Inc., Great Neck  
Flanagan Foodservice, Kitchener  
Focus Management Team Inc., Grimsby  
Futuremed Health Care Products LP, Concord  
George Courey Inc., Vaughan

GeriatRx Pharmacy, Toronto  
GoldCare, Waterloo  
Golden Care Dental Services, Scarborough  
Gordon Food Service, Milton  
Greengate Capital Corp., Toronto  
Harco Co. Ltd., Mississauga  
Hay Group Health Care Consulting, Toronto  
Healthcare Accounting Co., Sutton West  
Healthcare Concepts Group, Kingston  
Healthcare Insurance Reciprocal of Canada (HIROC), Toronto  
HealthPRO Procurement Services Inc., Mississauga  
Help's Here, Toronto  
Hill-Rom Canada, Mississauga  
Holsag Canada, Lindsay  
Hospitality Network, Regina  
HUB International Ontario Limited, Toronto  
Infrastructure Ontario, Toronto  
Innoserv Inc., Toronto  
Intersteam Technologies, Hamilton  
Jean M. Yelle & Associates Ltd., Whitby  
Jeffers' Pharmacy Limited, Orangeville  
Joerns Healthcare Canada, London  
Jones DesLauriers Blevins, Toronto  
K-Bro Linen Systems Inc., Toronto



Kimmel of Canada, Erin  
 Klejman & Associates Consulting Inc., Richmond Hill  
 Koster Consulting & Associates, Toronto  
 KPMG LLP, Waterloo  
 LAL Telcare Inc., Lansdowne  
 M.C. Healthcare Products Inc., Beamsville  
 Maple Environmental Inc., Oakville  
 MASS Environmental Services Inc., Lakefield  
 Maxwell Management Group Ltd., Brantford  
 Med Cart Canada Inc., Mississauga  
 MED E-care Healthcare Solutions Inc., Toronto  
 Medical Mart Supplies Ltd., Mississauga  
 Medical Pharmacies Group Limited, Pickering  
 MEDChair, Etobicoke  
 Medico Pharmacy, Richmond Hill  
 Medico-Dental Pharmacy of Ottawa Inc., Ottawa  
 Medigas, Ottawa  
 MediSystem Pharmacy, Toronto  
 Medline Canada, Oakville  
 MedProDirect Inc., Mississauga  
 Meyers Norris Penny LLP, Markham  
 MIJAVA Corporation of Canada, Oakville  
 MIP Inc., Montreal  
 MMMC Architects, Brantford  
 Molnycke Health Care, Oakville  
 Montgomery Sisam Architects Inc., Toronto  
 Morneau Shepell Ltd., Toronto  
 Motion Specialties Inc., Toronto  
 National Pharmacy, Kitchener  
 National Systems Company, Waterloo  
 Nestle Health Science, North York  
 NeuroGym Technologies, Ottawa  
 Nothers Signs & Recognition, London  
 Nutra Services Inc., Kingston  
 O.C.A. Architects Inc., Toronto  
 Ontario Laundry Systems Inc., Mississauga  
 Palladian Health Solutions Inc., London  
 People Access Division of Excellence Canada, Toronto  
 Performance Resource Group, Brampton  
 Pesce & Associates - Human Resources Consultants, Toronto  
 Philips Lifeline, Toronto  
 Physiomed Peaks, Hearst  
 POI Business Interiors, Markham  
 PointClickCare, Mississauga  
 Priority Patient Transfer Service, Ottawa  
 PRISM Partners Inc., Burlington  
 Promex Products Ltd., Ottawa  
 ProResp Inc., London  
 Providigm LLC, Centennial  
 Pt Healthcare Solutions Corp., Markham  
 Pulse Rx LTC Pharmacy, Woodbridge  
 QHR Software Inc., Kelowna  
 Quality Life Services Inc., Ottawa  
 RBC Royal Bank - Commercial Financial Services, Toronto  
 Remedy's Rx, Specialty Pharmacy, Markham  
 Rexall Specialty Pharmacy, Mississauga  
 Salter Pilon Architecture Inc., Barrie  
 SCA Personal Care, Oakville  
 Schooley Mitchell Telecom Consultants, Newmarket  
 Senior Care Canada, Markham  
 Shepell.fgi, Toronto  
 Shire Consulting, Ailsa Craig  
 Shoppers Home Health Care, Toronto  
 SignMakers, London  
 Silver Group Purchasing, Markham  
 Silver Meridian, Whitby  
 SkillAction, Whitby  
 Smartmeds Pharmacy, Burlington  
 Snyder & Associates Architects Inc., Toronto  
 Sparkle Solutions, Concord  
 Specialty Care Consulting, Vaughan  
 Specified Flooring Contractors, Aurora  
 StaffScheduleCare.com, Richmond Hill  
 Stevens Omni Inc., Mississauga  
 Summit Food Service Distributors, London  
 Superior Facility Services, Elmvale  
 Surge Learning Inc., Mississauga  
 Sysco Food Services, Mississauga  
 Tandus Canada, Mississauga  
 TD Commercial Banking, Toronto  
 The Atlas Corporation, Concord  
 The Care Guide / Care Planning Partners Inc., Vaughan  
 The Centre for Environmental Sustainability in Healthcare, Toronto  
 The Stevens Co. Ltd, Brampton  
 Thermopatch Canada Inc., Kitchener  
 TIA Rehabilitation Group, Stouffville  
 Trillium Talent Resource Group, Toronto  
 TSS, Hamilton  
 Turner & Townsend Cm2r Inc., Toronto  
 TV TOUR, Montreal  
 Unity Telecom, Newmarket  
 Upstairs Solutions LTC, Skokie  
 William Wallace Garden Furniture, Fordwich  
 Wilshire Works Solutions, Bracebridge  
 Windmill Software Inc., Toronto  
 Wireless RNA Technology Inc., Ottawa  
 Zock & Associates (1994) Inc., Toronto

## PERSONAL MEMBERS

Cyndy L. Allcock	Rose M. Lamb
Paula Blagrave	Rosemary J. Mifsud
Virginnia Bright	Daniel W. Oettinger
Michael Cara	Anne Peacock
Pauline Douglas	Sinikka Purmonen
Arnold M. Duke	Barb Sproul
Karen Foster	Lois Thiel
Idris Ghani	Lynn Williamson
Denis LaBelle	



The Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) is the provincial association representing not-for-profit providers of long term care, services and housing for seniors. Members include municipal and charitable long term care homes, non-profit nursing homes, seniors' housing projects and community service agencies. Member organizations operate over 27,000 long term care beds and over 5,000 seniors' housing units across the province.

## Mission

We represent and support our members in their provision 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.



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

For information on not-for-profit homes, housing and services for seniors, visit [www.oanhss.org](http://www.oanhss.org).