



# Leading Seniors' Care



2012 Annual Report



## Extending support for seniors into the community

OANHSS members have long been at the forefront of innovation and service delivery. Most recently, the Perley and Rideau Veterans' Health Centre in Ottawa has been early out of the gate in extending services to seniors living in the community. The Centre has taken advantage of new provincial policy allowing publicly-funded Assisted Living Services for High Risk Seniors (ALS-HRS) to be delivered to local seniors living within a 15-minute radius of the Perley Rideau. This has meant personal care, bathing, homemaking, laundry, medication assistance, and safety and reassurance checks, which were previously only available to older adults living in designated non-profit housing, can now be accessed by local seniors in their own homes. This program is part of a recent expansion of Perley Rideau's Seniors Village that includes long term care, convalescent and respite care, day programs, and new seniors' apartments that were celebrated with an official opening attended by the Premier and other dignitaries.

innovation

community



## Pitching in on emergency preparedness

In November 2012, Providence Manor in Kingston conducted a mock evacuation exercise to ensure the safety of its residents in a real emergency. The home's Incident Management Planning Committee invited members of the local community to observe and assist in the exercise. Joining the home's frontline staff, security personnel, and administration were the Kingston Fire Department, residents' family members, and student volunteers. Over 20 local high school students from LaSalle Secondary School participated in the exercise by acting as residents. Students role-played as seniors with varying degrees of mobility so that evacuation procedures and devices could be tested. The mock evacuation was a success. Exceeding expectations, Providence Manor nursing staff took just 12 minutes to move all 24 residents to a designated safety area – a tremendous achievement.



support

## Feeling right at home

After hiding his sexual preference for 80 years, Alf Roberts finally felt comfortable enough to come out of the closet. What sparked his decision was the support he felt at his new home: Fudger House, a City of Toronto long term care home. In 2004, Fudger House embarked on a quality journey in creating a lesbian, gay, bi and transgendered (LGBT) positive environment. The home is a place where diversity is welcomed and thrives, so much so that it inspired Alf to make his decision. As he told a CBC News team, "In the just over three years I've been here, I've been more open than I ever was in my life. And I feel comfortable and safe."



caring

## Making art work for residents

OANHSS member homes and their partners are dedicated to providing services to help people make the most of their lives. As just one example, Fay Wilkinson and her trusty art cart have been regular visitors at Hyland Crest in Minden and Highland Wood in Haliburton. Overloaded with paint, pencils, clay, fabric, fibre and more, the cart and Fay worked with 30 residents to create paintings, drawings, sculptures, masks, and stories. Her work, part of a program called Visible Voices – Through the Looking Glass, aimed to raise awareness of depression and support those with the condition. The artwork created was as varied as the residents that she helped. However, the program was “not about making works of art,” says Wilkinson. “It was about making art work for us.” And it has. Participating residents felt a sense of accomplishment and, perhaps more importantly, had the chance to share their feelings.



## Investing in staff

Faced with a shortage of personal support workers (PSWs), the District of Kenora Homes for the Aged took action. It reached out to Confederation College to develop a four-month, compressed PSW program. Long term care staff who enrolled in the innovative program were provided interest-free loans from the District's Board of Directors and were able to use their shifts for clinical hours. The ensuing revised course, which met the Ontario Ministry of Health and Long-Term Care's requirements, offered a solid educational foundation in personal support care for participating staff at two of the District's three homes: Northwood Lodge Home for the Aged and Pinecrest Home. The program was a success, as measured by a graduation rate of 96% and by feedback from residents and families.



## Achieving national care standards

A commitment to providing the highest possible quality of care has long been the hallmark of OANHSS members. Many homes undergo an independent peer-review process to assess their care against national standards of excellence. These standards examine all aspects of care, from patient safety and ethics to staff training and more. This year, Oakville Senior Citizens Residence (shown above) and a record 116 other member homes were successfully accredited through either Accreditation Canada or the Commission on the Accreditation of Rehabilitation Facilities.



## message from the board chair

I have been very proud to serve as chair of an association that is as strong and respected as OANHSS. A good deal of my time over the past two years has been spent travelling around the province meeting members, seeing your homes, and talking to you about the great work you are doing. It really is amazing that we are each so different in many respects, but there is so much we have in common. Three things that come to mind for me are caring, sharing and commitment.

Caring is what you do. And all of you go above and beyond, every day. This comes across in the stories you've shared, such as the member that is using visual and expressive arts to help residents explore and express their feelings about living with depression; the member that introduced "room-blessing rituals" to commemorate residents who have passed away; and the member that camouflaged a door with a creative mural to ease the stress and frustration of dementia patients who were trying to exit the secure unit. These few examples are just a glimpse of the very special kind of care you provide.

Sharing is our hallmark. It is really quite remarkable how willing you are to help one another in whatever way you can – by lending your time, experience, and resources. This connection and sense of community is one of the things I hear from members that they value the most about OANHSS.

Commitment is what drives you. You strive to make your homes places where residents live with dignity and respect and staff are supported and valued for their contributions. It is widely recognized that ours is one of the most regulated sectors there is. It is your commitment to making your place "home" for residents that keeps all this administration behind the scenes and puts care and people first.

Caring, sharing and commitment – these are the qualities that have earned OANHSS tremendous credibility. This credibility makes my role as chair so much easier. OANHSS' voice is respected – people seek our input and advice, listen to us, and don't question our motivation.

I know how easy it is to get discouraged. Our sector is under such tremendous scrutiny. We work hard to create home-like environments, to provide high quality care in safe environments, and to meet legislative and regulatory requirements. But despite our best efforts, we can't mitigate against every possible adverse event.

Homes are particularly vulnerable to crises given the nature of our environments – busy, heavy care settings with large numbers of frail and medically complex residents, and where there is constant interaction between staff, residents, family members, and many others who come through our doors every day.

I can tell you, though, that we are seeing a shift – in government, in the media and in the public. There is growing recognition and understanding of the types of residents that we are caring for and a realization that homes are doing their best but need more support.

Your Association has been working hard to keep that message front and centre, and to support your efforts to provide the best possible care.

Increased staffing remains a top priority. In the lead up to this year's provincial budget we put forward a clear message: at a minimum we need a 2% increase just to ensure current care levels continue. But, more investment is also necessary so that homes can add to their staffing and properly care for increasingly acute and complex residents.

You should know that this is a message that all sector stakeholders are sending to government. We are part of a table, called the Long Term Care Strategic Roadmap Committee – or Roadmap – that also includes the Ontario Long-Term Care Association, the Ontario Long Term Care Physicians, the Ontario Association of Residents' Councils, the Ontario Association of Community Care Access Centres, and Health Quality Ontario. Together we agreed that addressing acuity through increased staffing was the number one need in long term care. We formally submitted this position to the Ministry, along with an analysis of resident profile trends using current MDS data that demonstrated the need for more staff. This is a message the government will be hard pressed to ignore.

A major undertaking for the Board last year was the crafting of the Association's 2013-2015 strategic plan. We gave a lot of thought to current and anticipated priorities for members and the Association over the next three years as well as to external developments that are influencing future directions for seniors' care and services, such as Dr. Sinha's Seniors Strategy. We are excited about what we have mapped out – we've planned for some new initiatives but, as always, we have allowed room to respond to emerging and unforeseen developments.

I want to say again what an honour it has been to serve as your chair. I have learned from and been inspired by my colleagues on the OANHSS Board – they are truly committed individuals who are driven by the principles of quality, fairness and equity. The OANHSS staff is a dedicated team and I am continually impressed with their focus and drive to make everything top notch and provide true value for members.

We have built something really special with this Association. I am proud to be part of it and to see where we will go next. Caring, sharing and commitment got us to where we are – and these qualities will serve us well as we look to the future of care and services for seniors in Ontario.

**Kevin Queen**  
Chair



## message from the CEO

As has been the case in previous years, a good part of our work in 2012 was in response to demands from the external environment, chiefly government. While much of the work and the timelines are not within our control, we know this reality and Association staff is extremely flexible and responsive in trying to meet these demands.

Advocacy can take many years before results are achieved. This past year we were pleased to see movement in a few key areas that we've been pursuing for some time.

On the funding front, we saw a number of our recommendations reflected in last year's Provincial Budget. This included increases in preferred accommodation rates and the increase to the convalescent care per diem with an indexing factor to ensure that future increases would occur.

New measures were also announced to improve financial flexibilities between the Nursing and Personal Care and Program and Support Services envelopes. This is a change that OANHSS has singularly pursued for over a decade.

We realize that there were funding challenges last year as well, such as the CMI cap. Getting homes off the cap in 2013 is a priority. OANHSS staff and member representatives are working hard on this and other issues at the tables where technical aspects of funding reform are being addressed.

As always, staff spent considerable time and effort last year representing you on a number of fronts and ensuring that we were providing members with timely and valuable information so that you can quickly assess what you need to do and when. Changes to the Fire Code and Building Code, new standards under the Accessibility for Ontarians with Disabilities Act, the status of broader public sector compensation restraint, monitoring compliance issues, the roll out of the community common assessment tool, and participation in the PSW registry are just a few examples.

OANHSS continues to provide leadership and significant support to the Long-Term Care Task Force on Resident Care and Safety. The first progress report was released earlier this year. It was significant because it not only identified action for the sector to improve the culture of safety in homes, but it also identified where the government has committed to action – most notably, enhancing staffing capacity and supporting residents with specialized needs.

Housing was also an active file this past year with the introduction of the new *Retirement Homes Act* and working with the Retirement Homes Regulatory Authority to implement the process for licensing retirement homes.

We continue to put a strong focus on practical tools and resources. As you know, this convention marked the launch of our new Policy Exchange. With this exciting, new tool you can search sample policies by key topic and by legislative requirements as it is linked to the Act.

Our Benchmarking Service is well-established with three years of comprehensive data. Participants are using this service to evaluate their performance against other member homes, to support budget submissions and for operational reviews. This year we are looking to take the service to the next level by identifying a more focused set of metrics that will allow homes to do targeted benchmarking.

We are also about to roll out our new service to provide collective bargaining intelligence to members. Tremendous effort has gone into this initiative over the past year to build the database. We appreciate members forwarding your agreements and ask that you continue this so that we can refresh our data. This service will provide standardized data on benefits and wages and an analysis of current trends in collective bargaining. A trends report will be released shortly and the quantitative analysis will be available in the months ahead.

The launch of the Community Digest last year, our weekly email to members highlighting new posts in the Member Community, has pushed activity way up. In the first three months of 2013 member use of the forums, library and other tools has already surpassed usage for all of 2012. It is really exciting to see members reaching out to one another and using this tool to get quick answers and helpful insights.

None of these services – the Policy Exchange, Benchmarking, the Member Community – would be possible without the support of members. Your willingness to share and to contribute are hallmarks of our Association.

We are already well into 2013, and we have a good sense of the types of things that will shape our work and priorities – the Sinha report, Health Links and health system funding reform. As always we will focus our attention on supporting members with timely and effective advocacy, communications, resources and education.

**Donna A. Rubin**  
CEO

# Visible, influential and effective voice

Like most years, many changes hit our sector in 2012 and the Association put a priority on ensuring we had the capacity to respond to emerging developments and to support members in understanding and complying with new requirements. In this environment, we also moved forward with our own agenda and policy priorities as identified by members. Key among these were the need for increased staff in long term care homes with specialized training to care for residents with increasingly complex needs, and more support to help homes and other providers in caring for residents with challenging and unpredictable behaviours. These priorities will continue to be a focus in 2013.



## legislative and policy developments

The following highlights legislative and policy developments in 2012 where OANHSS was called on to contribute.

### Health Care Transformation

OANHSS is an active participant at tables where policy, operations and system reform issues are being discussed including Health System Funding Reform (Steering Committee and LTC Working Group), LHIN System Strategy Council, Operator Stakeholder Liaison Committee, Health Quality Ontario Public Reporting Work Group, MOHLTC Change Management Committee, L-SAA and M-SAA steering committees and indicator working groups, OHRMIS Advisory Group, and Behaviour Supports Ontario LTC Provider Council, among others.



## LTC Task Force on Resident Care and Safety

When media reports raised public concerns about resident care and safety in long term care homes, OANHSS and sector partners responded quickly to establish an independent task force and release an action plan to support homes in promoting and providing a safe care environment. A key strength of the plan is that all task force members – family and resident councils, nurses, physicians, unions, personal support workers, long term care homes, provider associations and advocates – and the MOHLTC will play a role in its implementation over the next three years.

## Palliative Care

OANHSS is a key partner in provincial initiatives to support long term care and community service providers in advancing their formal palliative care programs. Findings from a 5-year research project involving OANHSS member homes will guide program and policy development and the long term care sector's important role in palliative care delivery.

## Fire Safety

There has been considerable attention on fire safety issues in long term care and seniors' housing settings. OANHSS has been an active participant on the Vulnerable Occupancies Technical Advisory Committee convened by the Office of the Fire Marshal to develop recommendations for government on fire safety improvements such as sprinklers and other measures. OANHSS has consistently voiced its support for improved fire safety features in homes and housing settings while strongly signaling the need for funding assistance.



## Compliance

Members continue to value any assistance in complying with the *Long-Term Care Homes Act* (LTCHA), and OANHSS has responded with regional workshops, member teleconferences and other resources. We are pursuing solutions for members on issues such as delays in vulnerable sector screens, streamlining reporting requirements and ensuring balanced public reporting.

## Retirement Homes

As a key stakeholder in the retirement home sector, OANHSS was consulted regularly by both the government and the Retirement Homes Regulatory Authority (RHRA) as the new Act and its regulations were implemented and the process for licensing retirement homes began. OANHSS also participated in discussions with the RHRA on a new licensing fee structure. OANHSS meets with and provides advice to the RHRA on current and emerging issues in the sector.

## Capital Redevelopment

OANHSS continues to engage the Ministry on capital redevelopment obstacles and issues. We have maintained our position that the current construction per diem is inadequate to make projects feasible.

## PSW Registry

Mandatory registration of personal support workers (PSW) in the home care sector is underway, and long term care homes will be phased in at some point. OANHSS represented member interests on the PSW Registry Steering Committee, and we will continue our efforts as this work unfolds. Requirements for the registry specified by the MOHLTC, in particular the process for registering complaints and for the review, suspension or termination of PSWs who pose a "known risk," are key concerns for OANHSS.

## Community Common Assessment

The Association participated on the Community Support Services Common Assessment Program (CSS-CAP) Steering Committee which led to the implementation of the RAI-CHA in the CSS sector. The Steering Committee is now transitioning its mandate from implementation to providing oversight and support as an interim operations committee. In addition, a committee was established to develop common communications for the sector concerning the CAP and the expanded role for the Community Care Access Centres (CCACs).

## 2012 year in review



## funding advocacy

Policy directions set out in key health sector reports, including the government's Action Plan for Health Care and the Walker report, on addressing alternate levels of care formed the basis of the Association's funding recommendations in 2012. Specifically, these reports recommended a greater role for long term care and the community sector in caring for seniors with heavy care needs who are coming out of hospitals. The Association focused its advocacy efforts on pressing government for adequate staffing and resources to take on this role.

There was some success in the 2012-13 Provincial Budget, with the long term care and community sectors faring reasonably well relative to other health care sectors, especially given the exceptionally tight fiscal environment. We were particularly pleased to finally see action on a number of our recommendations, including increases in preferred accommodation rates and the convalescent care per diem with an indexing factor to ensure that future increases will occur. New measures announced to improve financial flexibilities in long term care homes were also a very positive step and reflected long-standing OANHSS advocacy; in particular, more flexibility to balance expenditures across funding envelopes to maximize funding for resident care and programs. The Budget also included a 4 per cent increase for community support services – a much needed investment to ensure this sector has the resources it needs to play a larger and more effective role in the continuum of care for seniors.

## practical and timely resources for members

**LTCHA Member Support Project** – phase 3 is set to launch in early 2013 and includes a searchable policy index and sample policies and procedures.

**Benchmarking** – third annual benchmarking survey completed and home-level comparative reports will be distributed to participating homes in early 2013. Responding to a growing number of ad hoc report requests from members.

**Member Webinars** – free sessions for members on key sector developments and issues (e.g., CMI cap, compliance, LTCHA regulation changes, AODA, retirement home licensing, federal and provincial NFP legislation).

**Community Digest** – launch of a weekly e-digest of postings and resources on the OANHSS Member Community.

**Member Spotlight** – monthly series highlighting positive stories and promising practices in member organizations.

**Education** – highly successful regional sessions on resident abuse and compliance, along with other key workshops on managing WSIB claims, bullying and workplace conflict as well as our annual convention sessions and Administrator Leadership Program.

# Setting the course

The Association's new strategic plan sets the course for the next three years with a focus on enhancing the role we play in supporting members and ensuring that the not-for-profit sector serving seniors remains a vital and valued contributor to health system transformation.

## strategic directions & priorities

### 1. Take a leadership role on behalf of our members

- I. Promote a thriving not-for-profit seniors' care and services sector
- II. Explore and advance approaches that ensure the not-for-profit long term care sector is at the forefront of health system transformation
- III. Advance research to better inform decision-making and public policy formulation
- IV. Advance OANHSS' position as a credible and influential voice for seniors' care and services in Ontario

### 2. Make our members' lives easier

- I. Advocate for public policy that works in the best interests of our members and the people they serve
- II. Ensure relevant and valuable member supports, services, tools, resources and information

### 3. Actively participate and contribute to system planning to advance health sector goals

- I. Advance OANHSS' role as a key player in health system planning
- II. Support members to contribute to system planning at the local level with LHINs and other community partners
- III. Remain flexible to emerging stakeholder developments that impact members

### 4. Ensure a high performance team

- I. Ensure a skilled and sustainable workforce
- II. Ensure sustainable leadership
- III. Maximize opportunities for meaningful volunteer (member) input and contributions

### 5. Optimize our internal systems to enable us to provide efficient and effective support to members

- I. Maintain core systems
- II. Identify and make system enhancements to better serve members

### 6. Ensure a strong and sustainable financial resource base that enables growth over the long term

- I. Sustain and grow membership in all categories
- II. Maintain and enhance non-dues revenue sources

### 7. Ensure adherence to financial accountabilities and performance targets

- I. Responsible stewardship of member resources

## 2013-2014 board of directors



(Left to right): Leah Walters, Dean Lett, Heidi West, Sandy Bassett, Debra Cooper Burger, Jacques Dupuis, Peter L. Bolland, Gail Kaufman Carlin, Mike Savatovich, Kevin Queen, Paulina Chow, Michael Carroll, Beth Piper, Shelagh Nowlan, Tim Siemens, Donna Rubin and Patrick O'Neill.

### **Tim Siemens**

Tabor Manor, St. Catharines  
Board Chair, Region 2 Representative

### **Debra Cooper Burger**

Union Villa, Unionville  
Vice-Chair, Region 4 Representative

### **Paulina Chow**

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

### **Kevin Queen**

Pinecrest Home, Kenora  
Past Chair

### **Michael Carroll**

Valleyview Home, St. Thomas  
Region 1 Representative

### **Peter L. Bolland**

Spruce Lodge, Stratford  
Region 3 Representative

### **Mike Savatovich**

Valleyview Residence, Toronto  
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

### **Heidi West**

St. Joseph's Care Group - P.R. Cook  
Apartments, Thunder Bay  
Region 9 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

### **Leah Walters,**

Cummer Lodge, Toronto  
Municipal Sector Representative

### **Shelagh Nowlan**

Providence Manor, Kingston  
Member-at-Large

### **Sandy Bassett**

The Wexford Residence Inc.  
(Long Term Care Home), Scarborough  
Member-at-Large

### **Donna A. Rubin**

OANHSS  
Chief Executive Officer



## valued support

For more than 15 years, volunteers from VITA Community Living Services (VITA CLS) have provided valuable support and assistance with OANHSS mailings and other projects. OANHSS staff always look forward to welcoming the volunteers to the office and working with them at key times throughout the year. VITA CLS is a non-profit charitable organization that provides residential supports, respite programs, and clinical and educational services to adults with developmental disabilities and dual diagnosis (developmental disability accompanied by a psychiatric diagnosis).

## OANHSS staff

### Chief Executive Officer

Donna A. Rubin

### Senior Director, Corporate 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

Althea Whyte

### IT Manager

Amit Joshi

### Manager, Communications and Member Services

Chris Noone

### Education Manager

Stuart Sweeney

### Policy and Program 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 and Administration

Diana Zampolin

### Receptionist

Ayanna Goddard

## volunteers

VITA Community Living Services

## photo credits

### Special thanks to

District of Kenora Homes for the Aged, Fudger House, Hyland Crest, Nithview Community - LTC, Perley and Rideau Veterans' Health Care Centre, Providence Manor, Seven Oaks

## financial statements

### BALANCE SHEET (000s)

As at December 31

2012 2011

#### ASSETS

Current Assets		
Cash	\$ 535	461
Short-term investments	601	307
Accounts receivable	214	160
Prepaid expenses	101	97
Capital Assets	157	100
Long-term Investments	863	948
	<u>2,471</u>	<u>2,073</u>

#### LIABILITIES AND MEMBERS' EQUITY

Current Liabilities		
Accounts payable and accrued liabilities	233	124
Funds held in trust	25	25
Deferred revenue	397	309
	<u>655</u>	<u>458</u>
Members' Equity		
Reserve fund	1,125	1,000
Funds invested in capital assets	157	100
General fund	534	515
	<u>1,816</u>	<u>1,615</u>
	<u>\$2,471</u>	<u>2,073</u>

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

For the year ended December 31

2012 2011

#### REVENUE

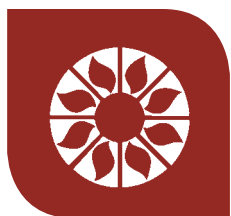
Membership fees	\$ 1,895	1,840
Members' services	203	244
Publications, subscriptions and advertising	75	78
Education, meetings and sponsorships	1,183	1,169
Project grants	60	55
Interest and other income	46	50
	<u>3,462</u>	<u>3,436</u>

#### EXPENSES

Salaries and benefits	1,557	1,473
Consultants and temporary help	317	256
Occupancy	172	174
Education	735	744
Meetings	98	102
Office and administration	323	288
	<u>3,202</u>	<u>3,037</u>

**EXCESS OF REVENUE OVER EXPENSES \$ 260 \$ 399**

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



## members

### full members

#### Charitable Long Term Care Homes

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, Bowmanville  
Glen Hill Strathaven Lifecare Centre, Bowmanville  
Greenwood Court - LTC, Stratford  
Honourable Ray / Helen Lawson Eventide Home, Niagara Falls  
Ina Grafton Gage Home of Toronto Inc., Scarborough  
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 - Dundas, Dundas  
St. Joseph's Villa Continuing Care Centre, Cornwall  
St. Patrick's Home of Ottawa Inc., Ottawa  
Tabor Manor Long Term Care, 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

#### Municipal Long Term Care Homes

Allendale - Social & Community Services, Milton  
Au Chateau, Sturgeon Falls  
Belvedere Heights Home for the Aged, Parry Sound  
Bendale Acres, Toronto  
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, Toronto  
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, Wiarton  
Georgian Manor, Penetanguishene  
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, Toronto  
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 Ridge Home for the Aged, Thunder Bay  
 Post Inn Village, Oakville  
 Prescott & Russell Residence, Hawkesbury  
 Princess Court, Dryden  
 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, Collingwood  
 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, Toronto  
 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  
 CAMA Woodlands LTC Home, Burlington  
 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  
 Highland Wood, Haliburton  
 Holland Christian Homes Inc. - Faith Manor, Brampton  
 Holland Christian Homes Inc. - Grace Manor, Brampton  
 Hyland Crest, Minden  
 Idlewyld Manor, Hamilton  
 Labdara Lithuanian Nursing Home, Etobicoke  
 Lakeland Long Term Care, Parry Sound  
 Marianhill Long Term Care Home, Pembroke  
 Mariann Home, Richmond Hill  
 Mattawa Seniors' Living/Mattawa Hospital, Mattawa  
 Mitchell Nursing Home, Mitchell  
 Mohawk Council of Akwesasne Tsiionkwanonhso:te, 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, Long Term Care, 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  
 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  
 United Mennonite Home, Vineland  
 Valley Manor Inc., Barry's Bay  
 Valleyview Residence, Toronto  
 Villa Minto, Cochrane  
 William A. George Extended Care, Sioux Lookout  
 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



## members

### Seniors' Housing

Abbeyfield Houses Society of Canada, Uxbridge  
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  
Carefor Health & Community Services, Pembroke  
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 Christian Homes Inc., Whitby  
Greenwood Court, Stratford  
Grove Park Mulberry Lane, 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  
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. 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 and Retirement Home, Toronto  
Sunset Village, Collingwood  
Tabor Manor Housing, 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 (Life Lease), 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 @ The Glebe Centre, Ottawa  
AbleLiving Services, Burlington  
Au Chateau - Temagami Home Support Program, Sturgeon Falls  
Belvedere Heights, Parry Sound  
Bendale Acres Adult Day Program, Toronto  
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 Jasper Place - Seniors Support Services Program, Thunder Bay  
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  
Craigiel 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  
John Noble Day & Stay Program, Brantford  
Kipling Acres Adult Day Program, Toronto  
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  
Riverside Community Support Services, Fort Frances  
Saint-Louis Residence Community Services, Orleans  
Sheridan Villa Adult Day Services, Mississauga  
Spruce Lodge - Elderly Persons Centre, Stratford  
St. Clair O'Connor Community Inc., Toronto  
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  
Sunnyside Community Programs, Kitchener  
Tabor Manor Community Support Services, St. Catharines  
The Grove - Arnprior & District Nursing Home Adult Day Program, Arnprior  
The Grove - Arnprior & District Nursing Home Assisted Living Program, Arnprior  
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  
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**

Covenant Care Niagara Housing and Support Services, St. Catharines  
Golden Community Builders Inc., Aylmer  
Ontario Federation for Cerebral Palsy, Toronto  
Wendat Community Programs, Midland

## members

### associate members

Accreditation Canada, Ottawa  
Canadian Research Network for Care in the Community, Toronto  
Canadian Society of Nutrition Management, Toronto  
CCAC - Central, Toronto  
CCAC - Waterloo Wellington, Kitchener  
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, Oshawa  
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

### commercial members

3M Health Care, London  
AATEL Communications Inc., Hamilton  
Abira Healthcare, Toronto  
AIS Assessment and Intelligence, Winnipeg  
Altus Group Limited, Toronto  
ArchitectureACT Incorporated, Toronto  
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Assured Care Consulting Inc., Toronto  
Attends Healthcare Products Inc., Greenville  
Austco Communication Systems, Richmond Hill  
Barry J. Hobin & Associates Architects Incorporated, Ottawa  
Bass Associates Professional Corporation, Toronto  
Bathway Inc., Newmarket  
Borden Ladner Gervais LLP, Toronto  
Burton Hicks - BLEND, Goderich  
C/S Construction Specialties Company, Mississauga  
CAI Paralegal Services, Tillsonburg  
Canadian Centre for Heart Health & Stroke Prevention, Toronto  
Cardinal Health Canada, Vaughan  
Careworx Inc., Orangeville  
CARF Canada, Toronto  
CartsPlus Healthcare Products Ltd., Mississauga  
Centric Health Seniors Wellness, Toronto  
Chubb Edwards, Waterloo  
Classic Care Pharmacy, Burlington  
Coinamatic Commercial Laundry Inc., Mississauga  
Comfor Tek Seating, Lethbridge  
Complete Purchasing Services Inc., Toronto  
Cornerstone Medical Inc., Stoney Creek  
Deb Canada, Waterford

Desjardins Healthcare Group, Ottawa  
Diamond Schmitt Architects Incorporated, Toronto  
Dignity Transportation Inc., Vaughan  
Direct Dentistry Services - Dr. P.A. Brymer & Associates, Toronto  
Dispill/Richards Packaging Inc., Granby  
Diversey Canada, Inc., Oakville  
Dobson & Tonic Financial Services Ltd., Oakville  
Dynet Technology Group, Oshawa  
Ecclesiastical Insurance Office, Toronto  
ECNG Energy L.P., Burlington  
Edgewater Employee Services Inc., Toronto  
Ekotek Global Inc., Sudbury  
Emmatt Digital Solutions Inc., Peterborough  
Evacuscape Inc., Toronto  
Extendicare Canada Inc., Markham  
Family Physiotherapy Centres, Ottawa  
FCS International, Port Perry  
First National Financial LP, Toronto  
First Quality Products, Inc., Great Neck  
FLAGHOUSE, North York  
Flanagan Foodservice, Kitchener  
Focus Management Team Inc., Grimsby  
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, Markham  
Infrastructure Ontario, Toronto  
Innoserv Inc., Toronto  
Intersteam Technologies, Hamilton  
Java Music Club Inc., Surrey  
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  
M.C. Healthcare Products (A Division of Span Medical Products Canada Inc.), Beamsville  
Marquise Hospitality (A Member of Compass Group Canada), Mississauga  
MASS Environmental Services Inc., Lakefield  
Masters Insurance Limited, Vaughan  
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  
 Medigas, Ottawa  
 MediSystem Pharmacy, Toronto  
 Medline Canada, Oakville  
 MedProDirect Inc., Mississauga  
 Meyers Norris Penny LLP, Markham  
 MIP Inc., Montreal  
 MMMC Architects, Brantford  
 Molnycke Health Care, Oakville  
 Montgomery Sisam Architects Inc., Toronto  
 Morneau Shepell Ltd., Toronto  
 National Pharmacy, Kitchener  
 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  
 Pesce & Associates - Human Resources Consultants, Toronto  
 Phillips Lifeline, Toronto  
 Physiomed Peaks, Hearst  
 POI Business Interiors, Markham  
 PointClickCare, Mississauga  
 Policy Medical, Richmond Hill  
 Preferred Health Care Services, Richmond Hill  
 Priority Patient Transfer Service, Ottawa  
 PRISM Partners Inc., Burlington  
 Promex Products Ltd., Ottawa  
 ProResp Inc., London  
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 Pulse Rx LTC Pharmacy, Woodbridge  
 QHR Software Inc., Kelowna  
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 Rexall Specialty Pharmacy, Mississauga  
 Salter Pilon Architecture Inc., Barrie  
 SCA Personal Care, Oakville  
 Schooley Mitchell Telecom Consultants, Newmarket  
 Senior Care Canada, Markham  
 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  
 StaffScheduleCare, Richmond Hill  
 Stevens Omni Inc., Mississauga  
 Summit Food Service (A Division of Colabor), 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., 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  
 Vital Call, Mississauga  
 Wilshire Works Solutions, Bracebridge  
 Windmill Software Inc., Toronto  
 Wireless RNA Technology Inc., Ottawa  
 Zock & Associates (1994) Inc., Toronto  
 Zoomer Marketing Inc., Toronto

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 Paula Blgrave  
 Lisa Brentnall  
 Virginia Bright  
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 Karen Foster  
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 Rose M. Lamb  
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 Lynda Monik  
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 Renee Tough

## honourary members

Janice E. Mills  
 Douglas H. Rapelje  
 David Rudy  
 Dominic Ventresca





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