



# **Rethinking the way we support service delivery**

**ANNUAL REPORT  
2014/2015**

## Mission

Nucleus enables adults who require assistance in their daily activities to live independently in their own homes.

## Vision

Advancing consumer care and compassionate service delivery.

## Values

Quality and Safety  
Collaboration  
Respect  
Responsibility

## Strategic Priorities

Collaborative system leadership to influence change  
Accountability and transparency in use of resources  
Inspiring service design through adaptive thinking  
Skilled workforce driving a quality culture  
Leveraging technology to elevate our performance

# Message from the Board President and Chief Executive Officer/Executive Director



At Nucleus Independent Living, we embrace an unwavering commitment to help high risk seniors and those living with physical disabilities to live as independently as possible in their own homes. Our ability to deliver the best possible quality of care is deeply rooted in having the most efficient and effective tools and processes in place to enable our team to excel at what we do.

During the second year of our three-year strategic plan, we focused significant attention on realizing a strategic priority to leverage technology to elevate our performance. Our efforts touched on everything we do as an organization, from hosting Board meetings to enhancing in-office functions to documenting care in clients' homes.

For the first time, Personal Support Workers in our Supports for Daily Living Program became truly mobile with the introduction of smartphone technology. Staff uses the phones to log in and out when visiting client homes, to document all client tasks completed, and to contact the head office on the fly when questions or concerns arise in the field.

An upgrade to our telephone system ensures clients, families, staff and stakeholders can readily access our team without the worry of dropped calls, busy signals, or lack of available phone lines to call in and out on.

The implementation of SharePoint and GoTo Meeting technology on our computer systems has paved the way for more efficient records management and greater flexibility when hosting Board and sub-committee meetings. Volunteer board members unable to attend meetings due to busy schedules can now join the meetings virtually, eliminating lost time due to travel and allowing for greater participation from all members.

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These and other advances in technology have allowed us to create greater efficiencies across the organization, to streamline what we do, and to invest more time in delivering on our mission. In addition to technology, education and partnerships were also key themes this year.

Nucleus played an instrumental role in the implementation of the Mississauga Halton LHIN's Regional Learning Centre, a visionary approach for delivering centralized education to PSWs, supervisors, managers and directors from across the LHIN. Since opening in 2014, more than 85 educational sessions have been delivered to staff from Mississauga Halton LHIN-funded agencies on topics ranging from infection control to safety and medication management. The centre is jointly managed by Nucleus and Links2Care through funding provided by the LHIN.

Working together with the Credit Valley Family Health Team, we are co-leading development of the North West Mississauga Health Link, one of seven Health Links being created within the

LHIN. The Health Link involves 21 collaborating partners and will focus on providing the top five per cent of complex patients with intensive, coordinated care to ensure they are receiving the right care in the right place by the right providers.

We also continued to expand our programs, increasing the number of clients served through our Supports for Daily Living Program, and Caregiver ReCharge Service, and adding Respite Advisors in Central Registry.

Special thanks to our Board, leadership, staff and Consumer Advisory Council members for their continuing guidance and support as we help people to live independently and enjoy the best possible quality of life.



Manny Bettencourt  
President,  
Board of Directors



Beverley John  
Chief Executive  
Officer/Executive Director

# Transforming a mobile workforce through technology

**Supports for Daily Living is a model for community-based assisted living that provides high risk seniors with access to pre-scheduled and/or on-call personal support, essential homemaking services and safety and reassurance checks seven days a week, 365 days a year.**

Kimone has been working as a Personal Support Worker (PSW) for eight years, the past five with Nucleus Independent Living, and for the first time in her career, she was introduced to something new in her field this year with the introduction of smartphone technology.

She and her colleagues in Nucleus' Supports for Daily Living program have literally transformed the way they document client care in the field through the use of small tablet-like Galaxy Note 3 smartphones, a more efficient, safe, secure and effective way to document and store client information.

"The use of these phones has virtually eliminated paperwork and time-consuming visits to Nucleus' head office," says Kimone. "I now have access to my client schedule and associated information three days in advance, so that I can plan ahead. This is definitely the biggest change I have experienced in my career in the way I work."

Prior to the introduction of smartphone technology, Kimone had to visit Nucleus' head office to sign in, pick up a binder containing her client appointments and associated tasks for the day, document completed tasks at the end of

each client visit in the binder, then drop by the office on her way home to drop off the binder and sign out. Now, she does everything on the smartphone.

"The phone offers a safer, more secure way to carry client information with me, and I love that it's small and portable, meaning I can keep it with me at all times. It's also nice to know that immediate support from head office is just a phone call away, should either myself or a client have an urgent need."

Her colleague, Marta, agrees. A PSW for eight years, she appreciates the convenience the switch to smartphones offers. "Tracking the completion of client tasks, making notes, and documenting other related reports is so much easier now," says Marta, who provides care, on average, to seven clients on a daily basis. "Everything I need to know about my clients and their care is on the phone, and I like that I can start and end my day at home without having to visit the office."

To date, over 100 staff in Nucleus' Supports for Daily Living program are now using the mobile devices.

# Documenting care using CellTrak

In the Supports for Daily Living program, Nucleus' smartphones use CellTrak technology, a mobile integrated care and service information management solution that incorporates client-specific care plans, GPS visit verification, real-time charting, and alert notifications. The automated tools make it possible for mobile staff to share health information about clients in real time and document care activities enabling the Customer Service Centre at head office to immediately respond to staff and client needs, and to provide staff on the go with timely alerts about scheduling changes.

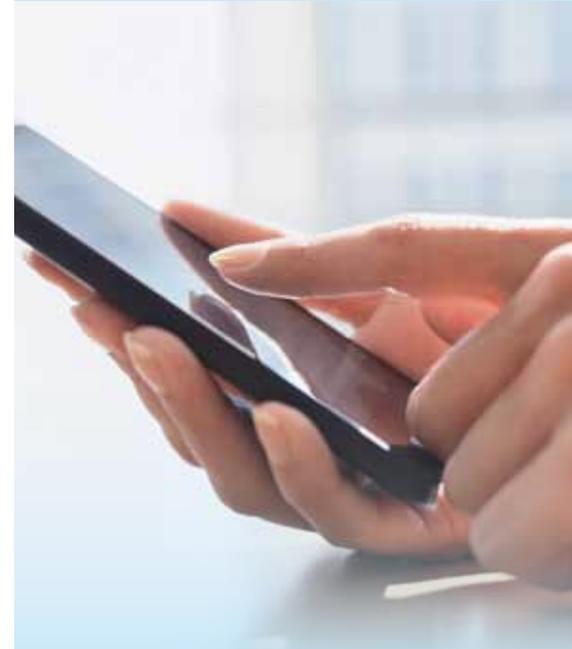
Staff received extensive hands-on training in the use of the smartphones and how to use CellTrak to document each client visit.

“The flexibility that CellTrak offers has made a significant difference in the way we work, both in the field, and in the office,” says Lisa Gammage, Director of Quality. “We now have the ability to be more proactive, to know what’s going on in the field at any given time, to support our staff in real time, and to conduct our work in a more efficient manner.”

At the start of their shift, staff open the CellTrak application on the phone, and enter their password. This indicates to the Customer Service Centre that the staff has started their day.

“Upon arrival at a client’s house, staff signs in, indicating to the office in real time that the client visit has started,” says Saira Sheikh, a Supervisor, who was one of two supervisors who trained staff on how to use the technology. “If the sign-in step is missed, an alert is sent to the Customer Service Centre within 10 minutes of the appointment start time that the visit hasn’t yet begun. This allows us to immediately call the PSW on their mobile phone to ensure they are safe, determine the reason for the delay, and to alert a client if the PSW is going to be late.”

The CellTrak application uses a user-friendly checklist approach that makes it easy for staff in the field to document the care they have delivered following a client visit. “The application will populate the screen with the list of tasks the PSW is expected to perform during a client’s visit,” says Saira. At the end of the visit, the PSW can simply mark the box next to each task with a checkmark, indicating the task was performed, or mark it with an exclamation mark if the task wasn’t completed and select from a list of options indicating why not. There is also a box where they can add notes.



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## Tracking client care in real time

One of the things that Supervisor Saira Sheikh likes most about using mobile phone technology in the Supports for Daily Living program is the Customer Service Centre's ability to track client care across the region in real time.

"At any given time, we know where our staff is and what client care is being delivered. That's an incredible benefit in terms of maintaining client schedules and ensuring client care is being delivered in accordance with the client's care plan."

In addition to completing task-oriented checklists, staff has the ability to complete three reports on their phones: 1) a notable report that tracks anything the staff want to flag for care coordinators that requires follow-up; 2) a critical incident report ; and 3) an employee incident report.

"Given everything is documented electronically, we have the ability to spot trends, take proactive action and support better care planning," says Lisa Gammage, Director of Quality.

"For example, if we see that some client appointments are consistently starting later than the scheduled appointment time, we can explore whether we need to allow for more travel time between client visits."

The introduction of mobile phone technology in the SDL program has made it possible for the program to expand and serve more clients. Because staff no longer needs to travel to the head office to check in and sign out at the start and end of each day, Nucleus has converted this travel time into direct service time for clients.

Given the success of the CellTrak technology in SDL, Nucleus plans to roll it out to its Attendant Outreach program and the Central Registry as well, providing growing opportunities to track care coordination activity and improve workflow productivity.

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# Changing the way we work

Changing the way our mobile workforce documents service is just one of the many ways Nucleus has leveraged technology to eliminate waste and transform the way we work. At an operational level, the organization took significant steps to improve productivity in the way our Board and leadership team work, plan, and collaborate.

This year, with support from our Funder, we replaced our large, outdated computer towers with small, user-friendly, lightweight tablets (Microsoft Surface) equipped with Office 2010, SharePoint, and the software program, GoTo Meetings, providing greater flexibility for senior leaders when attending offsite meetings or working from remote locations.

“Everything I need is in my tablet, so that when I attend meetings, I no longer need to print off hard copies of meeting minutes and other documents,” says Beverley John, Chief Executive Officer and Executive Director. “It’s my ‘office on the fly’. I love that it’s light, compact and easy to carry when I am out of the office. I can even use it as a notepad by handwriting right onto the screen, giving me an instant typed summary of my meeting notes.”

Beverley is pleased that the enhanced use of technology at Nucleus has cut down on the organization’s use of paper and printer cartridges, and minimized travel time, contributing to greater organizational efficiencies.

GoTo Meetings means that meetings can now be held virtually in real time without attendees actually having to be present in the room. This has been particularly beneficial for Board and sub-committee meetings where Board members are not always able to attend meetings in person due to scheduling conflicts. Members can even be out of the country, but still participate through this innovative meeting technology.

“We no longer print agendas, minutes, and supporting documents for Board meetings. Everything we discuss can now be posted on the screen for everyone to see,” says Beverley. “The meeting technology has enabled us to be incredibly agile, eliminating unnecessary travel time, and making it possible for us to invest more time in our work than on administrative-type tasks.”



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“It is inspiring to be part of an innovative leading edge initiative that is so valued by community health care workers and caregivers.”

## Supporting cross-LHIN education and focused learning

Nucleus Independent Living is pleased to be supporting an innovative new learning initiative with the opening of the Mississauga Halton LHIN’s Regional Learning Centre in the Fall 2014. Funded through the LHIN’s Advancement of Community Practice initiative, the learning centre was designed to strengthen the skills and abilities of direct care providers through education, development and focused learning.

Located in the same building as Nucleus’ head office and Links2Care offices, the Regional Learning Centre is staffed by four educators who provide educational opportunities for Personal Support Workers and other front-line staff and supervisors on a variety of topics including medication assistance, lifts and transfers, documentation, and customer service.

“It is inspiring to be part of an innovative leading edge initiative that is so valued by community health care workers and caregivers,” says Beverley John, Chief Executive Officer and Executive Director. “The Mississauga Halton LHIN Regional Learning Centre is playing a vital role in promoting evidenced based skill development, lifelong learning and enhanced knowledge capital in the Community Support Services (CSS) Sector.”

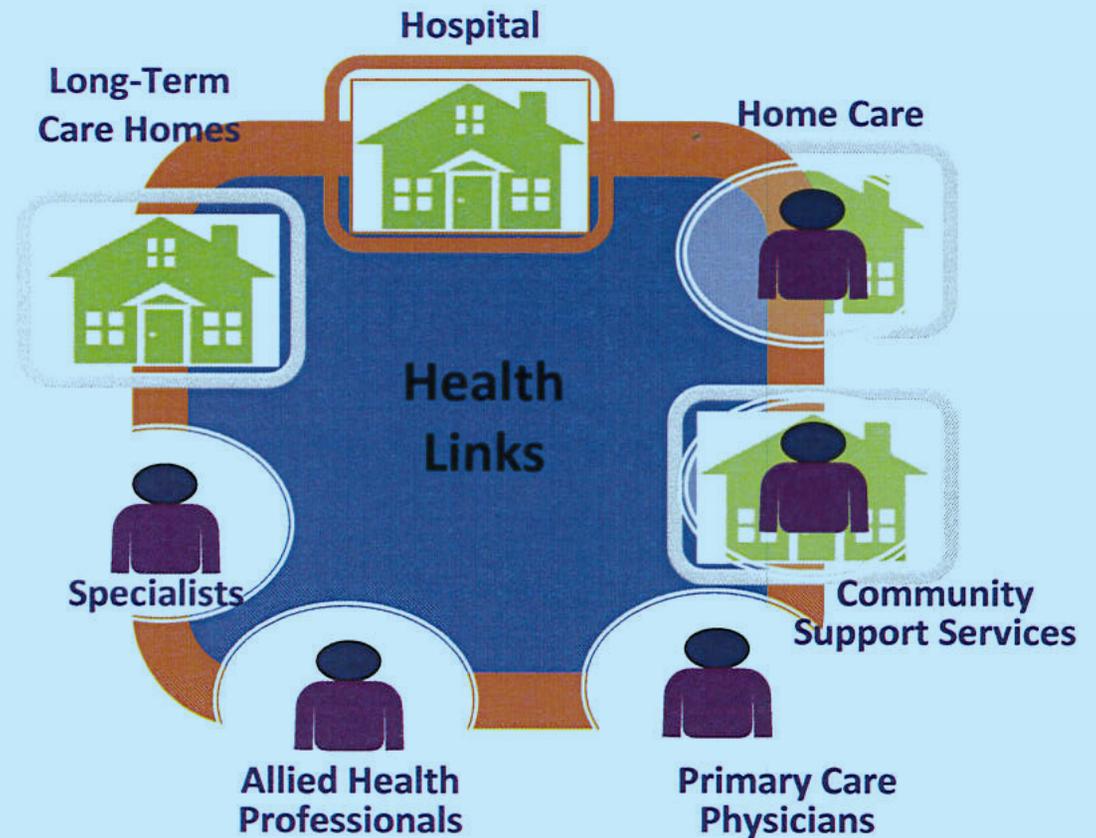
Since opening in 2014, the learning centre has hosted more than 85 sessions involving more than 1,000 spaces filled by staff from the CSS sector. There is no fee for staff to participate in the sessions.

Nucleus played a role in helping to develop the educational curriculum for the learning centre, and oversees the educators.

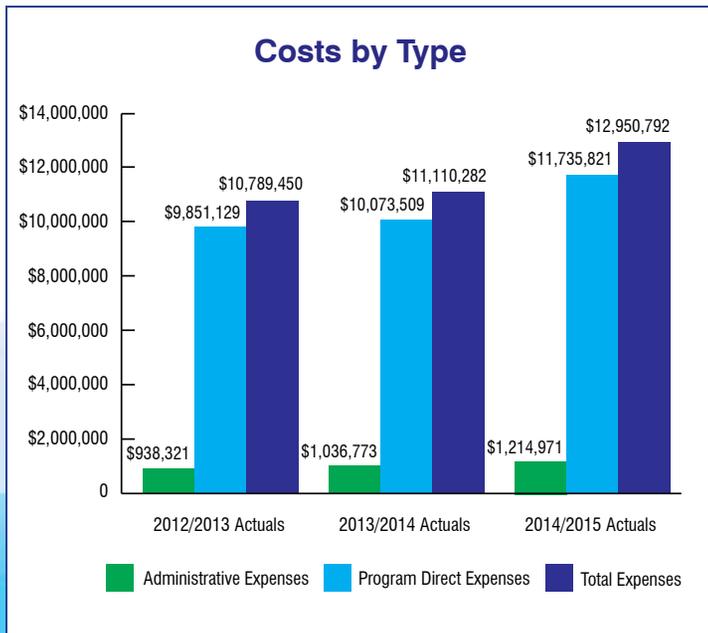
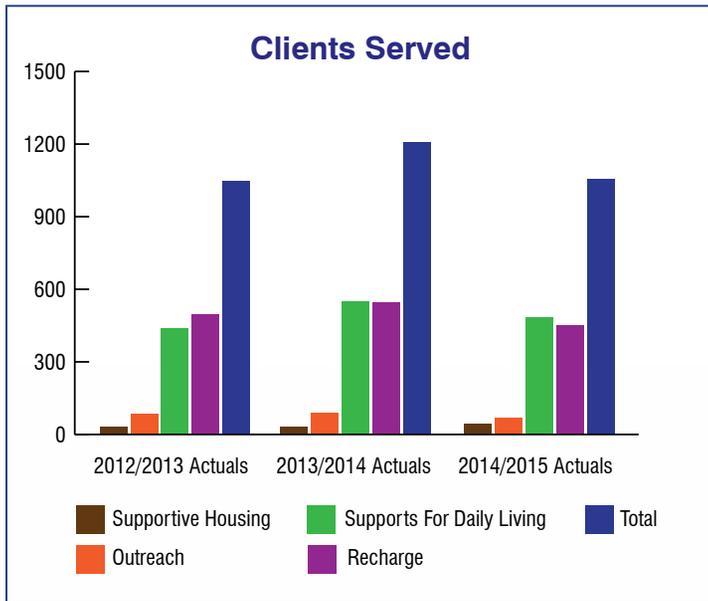
# Partnering for better coordinated care

Working closely with the Credit Valley Family Health Team (FHT), Nucleus is co-leading development of the North West Mississauga Health Link, one of seven Health Links being created within the LHIN. Health Links are designed to strengthen partnerships across the spectrum of local health care providers including family health care providers, specialists, hospitals, long-term care, mental health and addictions, and home care, and to provide intensive coordinated care for people with complex needs.

Nucleus and the Credit Valley FHT have completed and submitted a business plan to the Mississauga Halton LHIN for creation of the Health Link which involves 21 collaborating partners. In the interim, the Credit Valley FHT is piloting intensive care coordination for a selection of patients as we work to build a robust, care coordination model that ensures patients receive the right care from the right people in the right place at the right time.



# Nucleus by the Numbers



# Honouring Our Staff

The team at Nucleus Independent Living is committed to ensuring consumers have access to the services they need to live full, meaningful and independent lives in their own homes. We are proud to acknowledge the following staff members who celebrated key service milestones with Nucleus this year.

## 5 Years

- Helen Adediran
- Czarina Aragon
- Brittany Bakelmun
- Daniel Barankariza
- Justyna Bialasiewicz
- Jacqueline Brown
- Yining Cheng
- Alfred Dzokoto
- AnnMarie Ellis
- Keith Forbes
- Trevor Forde
- Mandeep Grewal
- Jane Igbinakenzua
- Kaydiann Johnson
- Prescilla Kerr
- Charmaine Little
- Melinda Lui

Peris Mbuthia

Luisa Melo

Mariana Merino

Memory Mutande

Hinaben Patel

Michaela Pavleova

Ama Saah

Jatinder Sandhu

Nilmini Senewiratne

Harinderjit Singh

Marlene Smith

Slavica Stajic

Tina Trang

Dorene Tugwell

Shantay Walters

Janet Wilson

Oksana Yarymovych

## 10 Years

Una Grant

## 15 Years

Desiree Benjamin

Beverley Brissett

Kathleen Williams

## 20 Years

Jun Bongolan

Mcrena Constantine

## 30 Years

Caswell Grant



## Celebrating 30 years of service

Caswell Grant's service history with Nucleus Independent Living began 30 years ago, when he was living at 30 Denarda Street, an apartment complex where Nucleus had an office and provided services to many of the residents.

At the time, he was a contractor employed by the building to do minor repairs

and painting. When he came across Nucleus' advertisement for Personal Support Workers, he immediately applied, was interviewed on the spot, and hired to begin work the following morning. His long-time service with Nucleus is indicative of the passion he has for what he does and for the people he supports. Our thanks to Caswell for 30 years of service supporting adults with physical disabilities to live independently in their own homes.

## Board of Directors

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**Manny Bettencourt** President  
**Joe Scarfo** Treasurer

**Yves Belanger** Past President  
**Cyrus Durzi** Secretary

**Margaret Bachle** Vice President  
**Vivek Joseph**, Director  
**Marnie Lynn**, Director  
**Narendra Shah**, Director  
**Cheryl Lyons**, Director

## Consumer Advisory Council

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### Consumer Members

Arnie Makin  
Rene Ferrie  
Al Reeves  
Garry Stockfish

## Senior Leadership

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**Beverley John** Chief Executive Officer/Executive Director  
**Steve Sicurella** Director, Finance and IT

**Lisa Gammage** Director of Quality  
**Wanda Trottier** Manager, Human Resources

**Carole Beauvais** Director, Programs  
**Robert Hibbard** Executive Assistant

## Community Partnerships 2014/15

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### Funders

Mississauga Halton Local Health Integration Network (LHIN)  
Ontario Ministry of Health & Long-Term Care

### Financial/Accreditation

CARF  
TD Canada Trust  
Clark Henning

### Hospitals

Halton Healthcare Services  
Holland Bloorview Kids Rehabilitation Hospital  
Humber River Hospital  
Toronto Rehabilitation Institute/  
University Health Network  
Trillium Health Partners  
West Park Healthcare Centre

### Housing/Realty

Colonia Treuhand Management (CTM)  
Humberview Housing Co-op  
Toronto Community Housing

### Human Resources

UNIFOR Local 40  
Community Care Information Management (CCIM)  
CUPE Local 966  
Keyser Mason Ball, LLP  
Rubin Thomlinson Law Firm  
Filion Wakely Thorup Angeletti LLP  
Ontario Safety Association for Community & Healthcare (OSACH)  
Elder Abuse Ontario

### Community Service Partners

AbleLiving  
Access Apartments  
Acclaim Health  
Alzheimer Society of Peel  
ARCH Disability Law Centre  
BALANCE for Blind Adults  
Canadian Hearing Society  
Canadian Paraplegic Association of Ontario  
Centre for Independent Living Toronto  
Heart House Hospice  
Home Instead  
Joyce Scott Non-Profit Homes (Independent Living Halton)  
Links2Care  
MICBA Forum Italia  
Mississauga Halton CCAC  
North Yorkers for Disabled Persons  
Ontario March of Dimes – Peel  
Ontario Senior Citizens Residence  
PACE Independent Living  
Peel Cheshire Homes (Streetsville)  
Peel Senior Link  
Region of Halton Supportive Housing  
Seniors Life Enhancement Centres  
Thrive Group (formerly AbleLiving Services)  
Tobias House  
Toronto Central CCAC  
Victorian Order of Nurses – Peel Branch  
Yee Hong Centre for Geriatric Care

### Associations/Memberships/ Networks

Ontario Association of Independent Living Service Providers (OAILSP)  
Ontario Community Services Association (OCSA)  
Ontario Hospital Association (OHA)  
Metamorphosis  
Synergy West GTA  
Community Quality Network (CQN)  
Public Services Health and Safety Association of Ontario  
Personal Support Network of Ontario (PSNO)

### Committee Participation

East Mississauga Health Link  
Abuse Prevention Network  
Mississauga Halton LHIN:  
ACP Collaboratives, Caregiver ReCharge Committee, G2G, HCTOG, Medication Management, SDL Leadership Committee  
North West Mississauga Health Link  
Connecting the Health Links  
Cheshire Ontario



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