



STAFF REPORT INFORMATION ONLY

Achievement of 2009 Operating Objectives Established by the Toronto Long-Term Care Homes and Services Division

Date:	January 21, 2010
To:	Advisory Committee on Long-Term Care Homes and Services
From:	General Manager, Long-Term Care Homes and Services
Wards:	All
Reference Number:	

SUMMARY

The strategic planning process in the Long-Term Care Homes and Services Division includes the development of long range goals and a process to establish annual operating objectives to guide the achievement of the goals. The division reviewed and revised its Strategic Plan in late 2008 for the period of 2009 – 2011. Strategic Directions were revised and the long range goals refocused to include a number of elements that support the division's strategic plan. They are: Governance and Leadership, Leadership and Management, Information Management and Communication, Integrated Quality Management and Safety. The 2009 annual objectives addressed specific priorities related to each of these elements.

This report provides a summary of the achievement of each of the annual objectives established by the Long-Term Care Homes and Services Division's management team for 2009.

Financial Impact

There are no financial implications arising from this report.

COMMENTS

The long-range goals for the Long Term Care Homes and Services focused on a number of elements that support the division's strategic plan, and included: Governance and Leadership, Leadership and Management, Information Management and Communication, Integrated Quality Management and Safety. The annual objectives for the division address specific priorities related to each of these elements.

In the area of governance, there was emphasis on the growing relationship with the 5 Local Health Integration Networks (LHINs), expansion of the Supportive Housing portfolio, imbedding leading practices in Lesbian, Gay, Bisexual and Transgender (LGBT) services, developing a framework and leading the City's work with the International Federation on Ageing (IFA), proactively engaging and responding to the *Long-Term Care Homes Act* and developing a policy framework related to the campus of care model for a continuum of long-term care and community resources.

To support the organization, there were objectives devoted to strengthening the City of Toronto - 5 LHIN meetings, participating in the WSIB accreditation project, implementing the Human Resource Plan and expanding Volunteers.

There were several objectives related to expanding the integrated quality management system and to the Strategic Information Systems Plan (SISP).

To support safety for residents and staff, several objectives were designed to strengthen the culture of safety including: collaborating with CUPE Local 79 on several continuous improvement projects, enhancing the division's Occupational Health and Safety management system, reducing lost time injuries and demonstrating leadership to make the division a safe working place.

Community programs designed to maintain clients in independent living models continues to require attention and grow.

In spite of substantive challenges faced by staff as a result of increasing acuity, cost constraints, changing demands from both the Ministry of Health and Long-Term Care (MOHLTC) and Ministry of Labour (MoL), the division has achieved or partially achieved the objectives.

Staff are recognized and commended for their efforts in achieving these results.

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SIGNATURE

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ATTACHMENTS

- 1) Achievement of 2009 Divisional Operating Objectives