



STAFF REPORT ACTION REQUIRED

Long-Term Care Homes & Services 2016-2020 Service Plan

Date:	September 23, 2015
To:	Community Development and Recreation Committee
From:	General Manager, Long-Term Care Homes & Services
Wards:	All
Reference Number:	

SUMMARY

This report seeks approval of Long-Term Care Homes & Services' (LTCHS) 2016-2020 Service Plan. This Plan will guide the planning and delivery of long-term care services over the next five years provided in City-operated long-term care homes and to clients receiving services in the community.

The 2016-2020 Service Plan advances the division's mission while evolving LTCHS' role and vision within the broader long-term care sector. As one of many long-term care providers within the City and province, the Service Plan outlines the current services provided by LTCHS and the larger provincial landscape in which the division operates. Existing work, available research and published literature as well as stakeholder consultations were utilized to develop the three priorities related to service delivery, resident and client need and system-level leadership.

RECOMMENDATIONS

The General Manager, Long-Term Care Homes & Services recommends that City Council:

1. Approve Long-Term Care Homes & Services' 2016-2020 Service Plan, included as Attachment 1 to this report.

Financial Impact

There are no financial implications arising from this report.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity Impact

Long-Term Care Homes & Services is committed to delivering exemplary care and service to residents and clients with a specific goal to respond to emerging community needs and serve vulnerable individuals. The long-term care sector in Toronto serves equity-seeking groups including frail seniors, people with disabilities, individuals with cognitive impairment and mental health issues. Effective operation of a continuum of long-term care services ensures that appropriate accommodation is available to a variety of equity-seeking groups. Through the consultation process conducted for the 2016-2020 Service Plan and other divisional work, the significance of this role was reinforced as a municipal provider of long-term care service.

DECISION HISTORY

On October 8, 2013, City Council adopted "Advancing Council's Strategic Plan - Strategic Actions for 2013-2018" which affirmed the City Manager's 26 Strategic Actions to guide the Toronto Public Service from 2014 and beyond in the City's service planning, multi-year budgeting and performance planning process. Strategic Action #24 (Improve Service and Financial Planning) outlines the development of five-year service plans for all City programs and agencies for review by Committee and Council.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX34.5>

City Council adopted the "Toronto Seniors Strategy" on May 7, 2013. The goal of the Toronto Seniors Strategy is to create a sustainable process for ensuring that Toronto becomes age-friendly. Long-Term Care Homes & Services has a critical role in supporting implementation of the Strategy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD20.1>

City Council adopted "Request for Authorization to Execute Service Accountability Agreements" on June 8, 2010 authorizing the General Manager, Long-Term Care Homes & Services to execute required standard service accountability agreements with Local Health Integration Networks for the operation of the City's long-term care homes and community programs, on behalf of the City of Toronto.

<http://www.toronto.ca/legdocs/mmis/2010/cd/bgrd/backgroundfile-30126.pdf>

ISSUE BACKGROUND

Long-Term Care Homes & Services' 2016-2020 Service Plan is built upon years of planning conducted within the division. For many years, the division has had a Strategic Plan which sets overarching divisional directions, annual objectives and goals in alignment with Cluster and City-wide initiatives. Operational plans are developed and utilized at the long-term care home and community programs level to support care planning and service delivery. The 2016-2020 Service Plan provides more specific detail about how LTCHS strategic directions will be achieved and works towards advancing of the division's vision and values.

The *Long-Term Care Homes Act, 2007* and *Regulation 79/10* is provincial legislation governing all long-term care homes in Ontario. This legislation came into force July 1,

2010 and replaced the previous legislation - the *Homes for the Aged and Rest Homes Act*, *Nursing Homes Act*, and the *Charitable Institutions Act* - and the regulations under those Acts. This legislation is designed to help ensure that residents of long-term care homes receive safe, consistent, high-quality, resident-centred care and provides parameters as to the services and supports provided in long-term care homes.

Community programs delivered by LTCHS are enabled by various legislation such as the *Homemakers and Nurses Services Act, 1990* (and accompanying *Regulation 634, 1990*) and the *Home Care and Community Services Act, 1994*, along with provincial policies and guidelines.

Additional provincial legislation such as *Personal Health Information and Protection Act, 2004* and the *Excellent Care for All Act, 2010* further guide how services are to be delivered to residents and clients.

Long-Term Care Home Service Accountability Agreements (L-SAAs) were developed within the context of the *Long-Term Care Homes Act, 2007*. L-SAAs require LTCHS to submit Long-Term Care Home Accountability Planning Submissions (LAPS) to the LHINs who plan, integrate and fund local health systems, including long-term care homes and community health services. Development of a Service Plan for LTCHS assists these submissions.

The 2016-2020 Service Plan does not exist in isolation and highlights linkages between the division's Strategic Plan and the City's Strategic Directions, Toronto Seniors Strategy and other City-wide initiatives and plans, as well as provincial and partner organizations' priorities.

COMMENTS

The 2016-2020 Service Plan was developed through a collaborative approach that included gathering information through a variety of methods, including focus groups, surveys, interviews, research and literature reviews and engaging stakeholders, including residents, clients, families, staff and volunteers. Where possible, data from current processes and initiatives were reviewed to further inform the 2016-2020 Service Plan.

Environmental Scan, Data and Analysis

In order to understand the wider long-term care context, including current and forthcoming challenges and demographic pressures, relevant legislation, academic literature, and reports focusing on the long-term care environment in Toronto, throughout Ontario and Canada, and worldwide were examined. Data were analyzed from internal databases, Statistics Canada, Toronto Public Health, the Local Health Integration Networks (LHINs), Community Care Access Centres (CCACs), the Canadian Institute for Health Information (CIHI), and the Ontario Municipal Benchmarking Initiative (OMBI). Findings were included in the 2016-2020 Service Plan to highlight how LTCHS will plan for and deliver services over the next five years.

Consultation Engagement Process

Long-Term Care Homes & Services regularly engages with residents, clients and their family members, advisory bodies, staff, volunteers, local communities and other stakeholders in order to measure and improve on performance in all areas of services and supports and to develop and affirm the division's strategic directions and goals.

To augment the 2016-2020 Service Plan development, an extensive engagement process, which included focus groups, forums, surveys, and individual interviews, was undertaken. Feedback was received from residents, clients, Residents' and Family Councils, Advisory Committees, physicians, staff, volunteers and partner organizations.

During the same period, LTCHS' Capital Renewal Plan was being developed, which also involved a thorough consultation process with academic and sector experts, and representatives from specific equity seeking communities. Feedback from this process was also used to inform this 2016-2020 Service Plan.

Overview of 2016-2010 Service Plan

The 2016-2020 Service Plan is organized into six sections.

Section 1 covers the division's commitment to CARE and outlines the mission, vision and values, as well as the philosophy of care and services.

Key messages heard through the service plan process are outlined in Section 2.

Section 3 outlines LTCHS' 2016–2020 Service Plan Priorities for the next five years.

Table 1.

2016-2020 Service Plan Priorities	Area of Focus
1. Deliver exemplary care and services through a continuum of care	This priority area focuses on what services and supports LTCHS delivers
2. Serve vulnerable individuals and respond to emerging community needs	This priority area focuses on who we serve
3. Lead advances in long-term care and support services to seniors	This priority area focuses on the wider impact and leadership role LTCHS has in the long-term care sector and within the City

Sections 4 provides an overview of the long-term care sector within Ontario. Sections 5 and 6 outline challenges and opportunities along with a summary of the services provided by LTCHS.

2016-2020 Service Plan Priority Areas

The 2016-2020 Service Plan differentiates between actions that are going to build on or enhance current service (which can be pursued within the existing LTCHS budget) – and those that would represent activities within LTCHS' mandate, though would be subject to funding and Council approval.

Table 2.

Service Plan Priorities	Key Activities
<p>1. Deliver exemplary care and services through a continuum of care</p> <p><i>To support residents in long-term care homes and clients living in their own homes for as long as possible through enhanced programs and services</i></p>	<p>Pursue within the existing LTCHS Budget</p> <ul style="list-style-type: none"> • Provide a continuum of high-quality long-term care services in the City's long-term care homes and community programs. • Continue to develop, based on research and evidence-based best practice, the division's end-of-life strategy and palliative care program. • Expand and strengthen existing partnerships to generate new initiatives and service integration opportunities. <p>Subject to future approvals by City Council</p> <ul style="list-style-type: none"> • Pursue funding opportunities to support delivery of care and services. • Expand care and services provided in the Adult Day Programs (ADP) and Homemakers and Nurses Services (HMNS) Programs. • Support quality of care and life for residents and clients. • Respond to community need/demand for expansion of long-stay beds and services. • Implement LTCHS' Capital Renewal Plan.
<p>2. Serve vulnerable individuals and respond to emerging community needs</p> <p><i>To meet the increasingly complex and diverse needs of those we serve</i></p>	<p>Pursue within the existing LTCHS Budget</p> <ul style="list-style-type: none"> • Support residents and clients with specialized healthcare needs. • Expand the Volunteer Program and develop meaningful volunteer opportunities. • Plan services that support and address the needs of the socially-isolated, poor, homeless, frail, underserved and vulnerable populations. <p>Subject to future approvals by City Council</p> <ul style="list-style-type: none"> • Enhance and expand culturally relevant meals, programming, services and support.

Service Plan Priorities	Key Activities
	<ul style="list-style-type: none"> • Develop and pilot dementia specific programs and services. • Pursue opportunities for additional programs, services and specialized units. • Expand Mental Health Program to additional Supportive Housing sites.
<p>3. Lead advances in long-term care and support services to seniors</p> <p><i>To be recognized as a leader in the long-term care sector and within the City by supporting seniors</i></p>	<p>Pursue within the existing LTCHS Budget</p> <ul style="list-style-type: none"> • Pursue research opportunities and actively participate in sharing and implementing innovations and best practices related to healthy aging, quality of life and long-term care and service delivery. • Strengthen and broaden opportunities for internships and student placement programs. • Influence provincial policy, initiatives and directions to effect positive changes within long-term care. • Promote careers in long-term care with LTCHS being recognized as an employer of choice. • Promote the City's long-term care homes as places of quality living and resources within the community. <p>Subject to future approvals by City Council</p> <ul style="list-style-type: none"> • Pursue provincial designation as a Centre of Learning, Research and Innovation in Long-Term Care.

CONCLUSION

Aligned with the service principles specified in the Toronto Seniors Strategy – Equity, Respect, Inclusion and Quality of Life – the 2016-2020 LTCHS Service Plan will:

- ✓ Support residents in long-term care homes and clients living in their own homes for as long as possible through enhanced programs and services.
- ✓ Meet the increasingly complex and diverse needs of those we serve.
- ✓ Be recognized as a leader in the long-term care sector and within the City by supporting seniors.

CONTACT

Vija Mallia
Director Long-Term Care Homes
Phone: 416-397-5223
Fax: 416-392-4180
Email: vmallia@toronto.ca

SIGNATURE

Reg Paul, General Manager
Long-Term Care Homes & Services

ATTACHMENTS

Attachment 1: Long-Term Care Homes & Services' 2016-2020 Service Plan