Seniors Services and Long-Term Care Implementation Plan and Update

Report to Economic and Community Development Committee, December 4, 2019

Agenda item EC10.8
Expert Consultant Recommendations

- Create a new model to meet Toronto’s diverse needs
- Increase staffing levels
- Focus on care relationships and emotional support
- Provide consistent caregivers for residents
- Deliver continuous education and training for all
- Promote flexibility, teamwork and sharing of best practices
- Address the significant diversity of Toronto seniors
Consultant Literature Review: From Models to an Approach

1. Butterfly Approach
2. Eden Alternative
3. Green House
4. Wellspring
5. Montessori Methods for Dementia (MMD)/DementiAbility
6. The Gentle Care System
7. The Gentle Persuasive Approach
8. Adards Nursing

Culture Change
- Approaches to Care
- Flexibility
- Education
- Physical Environments
- Leadership
- Staffing
Resident Diversity

Aging population in Toronto is diverse, people enter LTC at later life stages and have a longer-life expectancy than in previous generations:

- Average age is 85 years and the average length of stay is 1.2 years
- However, residents range in age from 18 to 102 years
- Come from 70 countries of origin, speak 59 languages/dialects and practice 43 different faiths/denominations
- 43% are receiving subsidized accommodation or rate reductions
Our resident population is frail and diverse:

- 69% have moderate to very severe cognitive impairment
- 65% have dementia and 58% exhibit aggressive behaviour symptoms
- 90% are dependent or require extensive assistance with the activities of daily living
- 90% use mobility devices
- 45% receive mechanically altered diets to address chewing/swallowing difficulties
Stakeholder Engagement

Residents  Families  Partners & Staff  CUPE Local 79  Community Partners & Academics  Total 1,545+
Evaluation – 12 month Pilot – Lakeshore Lodge

Baseline Data Collection

Monitoring & Measurement

Evaluation & Lessons Learned

Full Model Roll-out

Dr. Lynn McDonald & Dr. Raza Mirza

FACTOR-INWENTASH
FACULTY OF SOCIAL WORK
UNIVERSITY OF TORONTO

Seniors Services and Long-Term Care
Multi-Year Hiring & Staffing Plan

- Education and training
- Recruitment
- Retention
- Technology

![Image of a woman in a pink shirt holding a clipboard]

2017 Paid Hours per Day Direct Care & Program and Support Services

- Sharkey Report Recommendation
  - Non-profit Homes: 3.6
  - For Profit Homes: 3.4
  - City of Toronto Homes: 3.5
  - City of Toronto Target: 4.0

Toronto Seniors Services and Long-Term Care
Training and Education

Staff will receive in-depth and current training related to:

• Supporting emotional wellness and connection
• Importance of positive emotions in caring for residents
• Applying new care skills for dementia and disability
• Prioritizing diversity, inclusion and equity
• Elder abuse – financial, emotional, physical
• Promoting flexibility through teamwork and collaboration
Funding Strategy

• 12 month Pilot the emotion-centred approach to care to ensure efficiencies and learning are captured and validated with expert (UofT) evaluation

• Relatively modest impact 2020

• Multi-year, incremental approach to get to 4 hours of care, per resident per day, to be confirmed each year in the budget process 2021-2025

• Request province to adequately fund this plan

• Request province to adequately fund capital costs for new beds to respond to aging demographic and capacity shortfall
Technological Advancement & Modernization

Before & After

PointClickCare
- 228 training sessions
- 2,330 + staff trained
- 1 more home to go

Toronto Seniors Services and Long-Term Care
Re-designing Physical Environments

Before & After

Door

DIGNITY

Toronto Seniors Services and Long-Term Care
Capital Renewal Plan Changes

Council Approved May 2015
Council Amended May 2018

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
<th>Last Major Renovation</th>
<th>Project Estimate</th>
<th>Future</th>
<th>Construction Years</th>
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<tr>
<td>George Street</td>
<td>N/A</td>
<td>N/A</td>
<td>Included in GSR</td>
<td>378 beds</td>
<td>2021 to 2024</td>
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<td>Carefree Lodge</td>
<td>127 beds</td>
<td>1991</td>
<td>N/A</td>
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<td>Carefree New Site</td>
<td>N/A</td>
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<td>$176.0M</td>
<td>428 beds</td>
<td>2020 to 2025</td>
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<td>Castleview Wychwood Towers</td>
<td>456 beds</td>
<td>1975</td>
<td>$220.5M</td>
<td>512 beds</td>
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<td>Seven Oaks</td>
<td>249 beds</td>
<td>1988</td>
<td>$164.0M</td>
<td>336 beds</td>
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<td>Lakeshore Lodge</td>
<td>150 beds</td>
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<td>192 beds</td>
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<td>Fudger House</td>
<td>250 beds</td>
<td>1990</td>
<td>$164.0M</td>
<td>364 beds</td>
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Total: 1232 Beds $804.0M 2210 Beds 14 Years

Toronto Central LHIN (856 beds)
Central East LHIN (249 beds)
Central LHIN (127 beds)

Toronto Central LHIN (1446 beds) + 590 beds
Central East LHIN (336 beds) + 87 beds
Central LHIN (428 beds) + 301 beds
+ 978 Beds
## Redevelopment Project Timeline

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- **Beds**: 806, 192, 512, 700
Toronto Seniors Strategy 2.0

Progress to Date

100% Actioned

- 56%
- 44%

- Fully Implemented: 15 of 27
- Partially Implemented: 12 of 27

Select Strategy Highlights:

- HomeShare Program
- Community Paramedics
- Anti-Ageism Campaign
Contact Information

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