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Economic & Community Development Committee  
10<sup>th</sup> Floor, West Tower, City Hall  
100 Queen Street West  
Toronto, ON M5H 2N2

April 3<sup>rd</sup>, 2019

### **RE: EC3.4 Review of Dementia Care Based Models**

Dear Chair and Committee Members,

I am writing to request that the Committee consider the accompanying recommendations to bring about culture change across the City's 10 Long-Term Care (LTC) Homes.

For the first time in history, there are now more Torontonians over the age of 65 than children aged 15 and under. Looking ahead, the number of people in Toronto aged 65 and over is expected to almost double by 2041. This growth requires the City of Toronto to proactively implement meaningful change to long-term care, including emotion-centred approaches to care that will meet the diverse and complex needs of residents.

As Seniors' Advocate, I had the pleasure of visiting Wesburn Manor, one of 10 City of Toronto-operated long-term care homes, and Malton Village, one of 5 Peel Region operated long-term care homes. Wesburn Manor employs various models of emotion-centred care and Malton Village specifically uses the Butterfly approach. Both homes have demonstrated reductions in unintended weight loss, falls, negative responsive behaviors, and the use of anti-psychotics. At the same time, there have been improvements in pain levels, social engagement, as well as staff and family satisfaction.

Each home was able to transform their provision of care by emphasizing the holistic aspects of the resident's quality of life and attention to the individual's interests. This shift in how LTC Homes view and deliver their care is known as the "culture change movement", as described in Dr. Pat Armstrong's report titled "Models for Long-Term Residential Care: A Summary of the Consultants' Report to Long-Term Care Homes and Services, City of Toronto". Within LTC Homes, this culture change promotes resident direction, homelike atmospheres, close relationships, staff empowerment, collaborative decision-making and quality improvement processes.

In order to successfully incorporate these guiding principles within homes, staffing ratios must be increased. In addition, long-term care staff shift the focus of their care from a task-based, to an emotion-centred approach. This requires an additional dedication of time to connect with residents.

The City's Long-Term Care Homes and Services (LTCHS) 2016-2020 Service Plan outlines three priorities that emerged during the development of their Plan. Each priority breaks down actions that

LTCHS plans to build on and/or enhance within their existing budget as well as the new activities and/or programs to monitor and explore with Council's approval. Many of the actions that can be pursued within the existing budget, as outlined in the Plan, can be achieved through using emotion-centred approaches to care, including:

- Specialized health care supports
- Services that support and address the needs of the socially-isolated, poor, homeless, frail, underserved and vulnerable
- New and/or improved approaches in care and services delivery.

With the demographic of our city changing, we must begin taking the major steps required to ensure the quality of life and care in our City's Long-Term Care Homes is both innovative and thoughtful. The recommendations below recommend LTCHS use an accountability process to develop an implementation strategy, and create a budget impact assessment.

Thank you for your consideration.

**Recommendations:**

1. Committee recommends that Long-Term Care Homes and Services (LTCHS) develop an implementation strategy to ensure that all 10 LTCHS homes provide emotion-centred approaches to care, along with a specific accountability process to measure the plan's outcomes against stated goals, and report to Committee in Q4 of 2019.
2. Committee recommends that the Interim General Manager of Long-Term Care Homes and Services (LTCHS) create a budget impact assessment for the implementation strategy by Q4 of 2019.

Sincerely,

A handwritten signature in black ink, appearing to read 'Josh Matlow', written over a horizontal line.

Councillor Josh Matlow  
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Toronto – St. Paul's  
[www.joshmatlow.ca](http://www.joshmatlow.ca)