

Long-Term Care Annual Performance Report

Date: June 9, 2026

To: Long-Term Care Committee of Management

From: General Manager, Seniors Services and Long-Term Care

Wards: All

SUMMARY

This report provides an annual performance review of the City of Toronto's ten long-term care homes. The report outlines the long-term care home's compliance with the Fixing Long-Term Care Act (FLTCA) 2021, Ministry of Long-Term Care (MLTC) reported key performance indicators, resident and family satisfaction ratings, and long-term care home waitlist data.

This report is prepared for the Committee of Management, who is responsible for ensuring the City of Toronto's long-term care homes, are operating in compliance with the FLTCA legislation and its regulations, meet the requirements set out by the Ministry of Long-Term Care, and ensure the safety, quality of care, and well-being of residents.

Key takeaways highlighted in this report are:

- Seniors Services and Long-Term Care (SSLTC) are out-performing provincial benchmarks for key clinical indicators.
- SSLTC has an increased number of waitlisted applications for admission, including first choice preference.
- SSLTC has seen improvement in resident and family experience, demonstrated through the Your Opinion Counts (YOC) survey response with respect to recommending the home to others.

RECOMMENDATIONS

The General Manager, Seniors Services and Long-Term Care (SSLTC) recommends that:

1. The Long-Term Care Committee of Management receive this report for information.

FINANCIAL IMPACT

There are no financial impacts associated with the recommendation in this report.

An estimated one-time cost of \$100K associated with the engagement of Ipsos Canada to enhance the customer satisfaction survey will be accommodated within the approved 2026 Operating Budget for Seniors Services and Long-Term Care.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the information as presented in the Financial Impact Section.

DECISION HISTORY

Executive Committee Item [EX9.11](#), Establishing a Committee of Management - Fixing Long-Term Care Act, was adopted by City of Toronto Council November 8, 9 and 10, 2023.

COMMENTS

Background

In accordance with section 135 of the FLTCA, the City of Toronto established a Long-Term Care Committee of Management.

The FLTCA is Ontario's primary legislation that governs all long-term care homes operated in the province.

- The FLTCA was developed to ensure that residents residing in long-term care homes, live with dignity, safety, and comfort;

- The FLTC ensures long-term care homes provide resident-centred care that aligns with the Residents' Bill of Rights;

- The FLTC also ensures long-term care homes are in compliance with enhanced staffing and care standards, and that quality improvement and accountability are embedded within operations.

The City of Toronto's long-term care homes are held accountable to assure adequate performance through:

- MLTC Inspections annually and in response to complaints and/or critical incident inspections. Inspection reports are publicly published and posted for transparency;

- Publicly reported performance indicators submitted to the Canadian Institute for Health Information (CIHI) and the MLTC;

- Resident and family feedback obtained through annual satisfaction surveys and Residents' and Family Councils.

Reporting and Analysis

Compliance with Ministry of Long-Term Care Legislation

The MLTC's inspections are a critical safeguard to ensure that long-term care homes protect resident health, safety and rights, ensure legal and regulatory compliance, support the early detection of opportunities for change, drive quality improvement, promote public transparency, and support system oversight.

The MLTC Inspection Branch perform annual, unannounced inspections at each long-term care home, and will conduct comprehensive investigations in follow up to complaints or critical incidents. Inspection reports provide a detailed summary of the inspection findings, outline any areas of non-compliance and will identify whether any compliance orders or enforcement actions have been issued. Between 2024 and 2025, the MLTC Inspection Branch has reported an overall increase in the number of triaged intakes, inspections performed, and reports published. In line with provincial trends, SSLTC has experienced an increase in number of inspections completed by the Ministry. Table 1 provides a comparison of 2024 and 2025 provincial inspection data shared by the MLTC.

Table 1. Provincial Inspection Data provided by the Ministry of Long-Term Care (2024 and 2025 Comparison)		
Indicator	2024	2025
Number of Triage Intakes	30,294	30,543
Number of Inspections Performed	9,225	10,557
Number of Inspection Reports Published	2,388	3,352
Number of Critical Incidents Reported	23,436	24,188
Number of Complaints Reported	5,293	4,877

In 2025, the top three areas of non-compliance identified for the City of Toronto's long-term care homes were resident care plans, infection prevention and control, and transferring and positioning residents. Provincially, the MLTC reported the top three areas of non-compliance for 2025 were resident care plans, infection prevention and control, and skin and wound. Following receipt of non-compliance, home-level and divisional leaders completed a thorough review of the inspection report, analyzed the root causes of the issue and developed a specific action plan to ensure compliance with legislation. Throughout 2025, all action plans submitted to the MLTC were accepted and SSLTC did not incur any repeated non-compliance enforcements.

Ministry Reported Key Performance Indicators

Several key performance indicators representing the quality of care and safety for residents through clinical outcomes are collected and reported on by the Canadian Institute for Health Information (CIHI). Each long-term care home receives a quarterly report comparing their performance to the provincial benchmarks. The available data is

used by long-term care homes to analyze trends and inform action planning to improve resident care and services.

Nine quality indicators that directly measure resident health, safety, and quality of life are publicly reported by the MLTC, including:

- Resident has worsened mood from symptoms of depression;
- Resident has taken anti-psychotics without a diagnosis;
- Resident has fallen;
- Resident has improved/ remained independent in mid-loss Activities of Daily Living (ADL);
- Resident has worsened/ remained dependent in mid-loss ADL;
- Resident has worsened stage 2-4 pressure ulcer;
- Resident has daily physical restraints ;
- Resident has pain;
- Resident has worsened pain.

Attachment 1 compares the City of Toronto's quality indicator performance with the provincial benchmarks from January 1, 2025, until December 31, 2025. SSLTC uses this information to analyze performance and inform quality improvement initiatives. Throughout 2025, SSLTC outperformed provincial benchmarks in seven of the nine quality indicators. With the exception of resident has improved/ remained independent in mid-loss ADLs and resident has worsened/remained depending in mid-loss ADLs, SSLTC has improved performance. Attachment 2 compares SSLTC's quality indicator performance per quarter from 2024 to 2025.

One identified priority for 2025 was strengthening the skin and wound clinical program. SSLTC's home-level and divisional skin and wound program leaders developed a three-tiered approach for quality improvement approach which focused on enhancing care quality, investing in staff skill development and leadership capacity, and standardizing best practices across all ten long-term care homes.

Monthly skin and wound committees were established at each home to review trends, share data, and support continuous improvement in care practices. Proactive prevention strategies to reduce skin breakdown resulted in improved resident outcomes and cost-saving opportunities, including a reduction in skin and wound expenses related to wound care treatment supplies and external wound care nursing support.

Divisional skin and wound leaders organized a Skin and Wound Champion Professional Development Day, bringing together more than 50 nursing staff from all ten long-term care homes to strengthen knowledge, share best practices and build specialized expertise in wound prevention and management.

Home-level and divisional leaders collaborated to co-design standardized treatment protocols for common wounds, enabling consistent, timely and evidence-based care delivery across all homes. In addition, a standardized perineal care protocol was implemented for residents experiencing incontinence, significantly improving skin protection and reducing the risk of preventable skin breakdown.

Skin and wound program enhancements have continued into 2026 as divisional leaders are evaluating program outcomes and implementing an electronic skin and wound documentation tool. These initiatives aim to improve documentation efficiency, assessment accuracy, clinical oversight, and reduce risk through visual tracking.

Table 2 provides a comparison of SSLTC’s performance against the provincial averages for the worsening of stage 2 to 4 pressure ulcer quality indicator. SSLTC has consistently lower incidences of residents with worsening pressure ulcer development than the provincial benchmark. This demonstrates that SSLTC has ensured a high standard of quality of resident care.

Table 2. Worsened Stage 2 to 4 Pressure Ulcer (SSLTC and Provincial Comparison)				
Facility	2025 Q1	2025 Q2	2025 Q3	2025 Q4
City of Toronto: SSLTC	3.0%	3.2%	2.6%	2.8%
Ontario	3.4%	3.6%	3.6%	3.6%

SSLTC Clinical Quality Improvement Highlights

Advancement in Food and Dietetic Services:

SSLTC demonstrated innovation and leadership through the blended protein initiative, which received a City Manager’s Award of Excellence in the Innovation category. Rather than replacing resident menus entirely, SSLTC adopted a phased, resident-centred approach, that integrates plant-based proteins into familiar beef dishes to reduce environmental impact while preserving taste, nutritional value, and cultural relevance.

Since its implementation, all ten LTCHs have progressively reduced the use of beef across resident menus, supporting the City of Toronto’s Cool Food Pledge commitment to lowering greenhouse gas emissions from municipal food procurement. Serving nearly three million meals annually, this initiative demonstrates how large-scale municipal food services can achieve meaningful sustainability outcomes while maintaining resident satisfaction and quality of care.

Advancement of Palliative and End-of-Life Practices:

In 2025, SSLTC undertook a comprehensive refresh of its palliative and end-of-life care program, aligning with the Ontario Provincial Framework for Palliative Care and supporting compliance with requirements under the Fixing Long-Term Care Act. Key updates included the establishment of palliative care co-leads and interprofessional, home-level committees to advance best practices and support continuous quality improvement, ensuring care remains responsive to the diverse and evolving needs of residents and their loved ones.

Enhanced nursing assessment tools have been introduced to support earlier identification of residents who may benefit from a palliative approach. A palliative approach to care has also been embedded from admission onward, supported by new

resources to guide care teams in meaningful conversations with residents and their loved ones about care preferences.

Most significantly, the City of Toronto's LTCHs have transitioned from Cardiopulmonary Resuscitation and Levels of Intervention documentation to Goals of Care discussions, enabling primary care providers to engage residents in values-based conversations that prioritize what matters most to them. This shift advances the division's CareTO commitment to delivering person-centred, emotion-focused approach to care and ensures alignment with best practices so that the resident care is driven by what matters most to the resident.

Annual Resident and Family Satisfaction Ratings

SSLTC is committed to empowering the voices of residents and family members within the City of Toronto's long-term care homes. An annual resident and family satisfaction survey, 'Your Opinion Counts' (YOC), is administered and used to measure quality of care and service beyond clinical outcomes. Results from the YOC survey are shared across all ten long-term care homes with residents, families, and staff and are used to identify quality improvement opportunities that are a priority for residents.

In 2025, 82 per cent (539) of SSLTC residents with cognition participated and 29 per cent (535) of family members responded to the Your Opinion Counts survey for a total number of 1,074 respondents.

Throughout 2026, SSLTC has been collaborating with the procurement team to assess the feasibility of engaging with Ipsos Canada, a leading market research and public opinion polling firm with expertise in survey design, data analytics, and trend analysis. The aim of this partnership in the latter of 2026 is to inform the development and implementation of an updated survey, designed using best-practice methodologies to ensure it is responsive to the evolving needs of residents and their loved ones. The aim of this initiative will leverage Ipsos's specialized expertise in survey development, administration, and analysis to enhance data quality and support evidence-based decision making.

Table 3 summarizes key resident and family satisfaction results from the 2025 Your Opinion Counts survey. Resident survey results highlighted strong responses in the following areas: communicating openly and freely regarding care and service needs, that staff treat them with respect, that the variety and quality of activities meet their needs, and that they are satisfied with the quality of care and service they receive. Resident survey responses identified quality and variety of food and issues, concerns, or requests for information as opportunities for improvement. Family survey results highlighted strong responses in the following areas: home providing a welcoming atmosphere where their family member feels safe and accepted, staff treat their family member with respect, and recommendation of the home to others. Family survey responses identified variety and quality of activities and food as an opportunity for improvement.

Table 3. SSLTC Your Opinion Counts Resident & Family Survey Results (2025)			
	Theme	Resident	Family
The home provides a welcoming atmosphere where I/ my family member feel(s) safe and accepted.	Homelike & Welcoming	92%	95%
I am able to communicate openly and freely regarding care and service needs.	Communication & Feedback	93%	92%
My issues, concerns, or requests for information are addressed.	Communication & Feedback	87%	91%
Staff treat me/my family member with respect.	Civility	93%	94%
The variety and quality of food meets my/ my family member's needs.	Dining Experience & Food	78%	87%
The variety and quality of activities meets my/ my family member's needs.	Activities	93%	86%
I am satisfied with the quality of the care and service.	Overall	93%	92%
I would recommend this home to others.	Overall	92%	94%

Attachment 3 provides a detailed overview of the 2025 survey results. Survey results shared in Attachment 3 are disseminated to each long-term care home and are posted within the home and communicated with the residents and families through Residents' and Family Councils.

Attachment 4 provides a comparison between 2024 and 2025 survey results for both residents and families. Overall, there has been an increase in resident and family satisfaction across all themes.

Long-Term Care Homes Waitlist

In accordance with the FLTCA, licensees must report on and maintain up-to-date data on admissions, discharges, bed vacancies, and waitlists. Waitlist data is utilized by the MLTC to make funding decisions, including which regions and homes should receive additional beds, capital redevelopment grants or specialized program funding to better serve their communities.

The City of Toronto's LTCHs can accommodate 2,619 residents and long-stay accommodations have a 97.8 per cent occupancy rate. Due to the rapidly aging population within Ontario, the need for long-term care beds remains high, which has resulted in an increase in the total number of applications and first choice preference applications for City of Toronto long-term care homes. As of April 15, 2026, there are over 7,900 applications on waitlists and over 2,100 of those applications have identified a City of Toronto long-term care home as their first-choice accommodation.

Table 4 summarizes the waitlist applications by long-term care home.

Table 4. Long-Term Care Home Waitlist Applications (April 15, 2026)		
Long-Term Care Home	Total Number of Applications	First-Choice Applications
Bendale Acres	1,157	351
Carefree Lodge	414	61
Castleview Wychwood Towers	532	109
Cummer Lodge	1,315	325
Fudger House	317	80
Kipling Acres	1,122	387
Lakeshore Lodge	797	224
Seven Oaks	649	148
True Davidson Acres	662	146
Wesburn Manor	952	323

Attachment 5 provides a comparison between 2024 and 2025 waitlist data. Overall, there has been an increase in number of total waitlist and first-choice applications for City of Toronto's long-term care homes.

Conclusion

Seniors Services and Long-Term Care's 2025 performance reflects a sustained focus on strengthening quality of care, improving resident outcomes, and maintaining compliance with legislative and Ministry requirements across all ten long-term care homes. Through targeted quality improvement efforts and continued use of performance data, the division has advanced priority areas and reinforced consistent, evidence informed practices.

In 2025, SSLTC prioritized strengthening the skin and wound program through enhancing care quality, investing in staff skill development and leadership capacity, and

standardizing best practices, which resulted in SSLTC outperforming provincial benchmark in this area (Table 2). SSLTC also demonstrated strong leadership in advancing both food and dietetic services and palliative and end-of-life care practices for long-term care residents.

Trends from waitlist data and clinical indicators in 2024 and 2025 demonstrate growing demands and pressures within the long-term care sector which is driven by an aging population and increasing resident acuity at admission. Ongoing analysis of key indicators will continue to inform areas for further improvement and guides the identification of priorities for 2026. In 2026, planned initiatives will build on the current progress, with a focus on enhancing clinical programs, supporting staff capacity, maintaining compliance and advancing person-centred care.

This annual performance report prepared for the Long-Term Care Committee of Management demonstrates SSLTC's continued commitment to accountability, transparency, and high-quality resident-centred care.

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ATTACHMENTS

Attachment 1 - Quality Indicator Performance - City of Toronto SSLTC & Provincial Comparison (2025)
Attachment 2 - Quality Indicator Performance - City of Toronto SSLTC & Provincial Comparison (2024-2025)
Attachment 3 - 2025 Your Opinion Counts Resident & Family Survey Results
Attachment 4 - Your Opinion Counts Survey Results Comparison (2024-2025)
Attachment 5 - Long-Term Care Homes Waitlist Applications Comparison (2024-2025)