

# Toronto 2018 BUDGET



## OPERATING BUDGET NOTES



## Long-Term Care Homes & Services

### 2018 OPERATING BUDGET OVERVIEW

Long-Term Care Homes & Services (LTCHS) provides a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. LTCHS are leaders in excellence and ground-breaking services for healthy aging.

### 2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$260.156 million gross and \$47.376 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	257,034.1	260,156.4	3,122.3	1.2%
Revenues	209,658.0	212,780.3	3,122.3	1.5%
<b>Net Expenditures</b>	<b>47,376.1</b>	<b>47,376.1</b>	<b>(0.0)</b>	<b>(0.0%)</b>

Through operational efficiencies, the Program is able to fully offset the \$1.063 million in operating budget pressures arising mainly from inflationary increases in utility and contract costs, and salaries and benefits. The 2018 Budget includes \$2.069 million, fully funded by the Province in areas of Resident Acuity and Service Level Standards.

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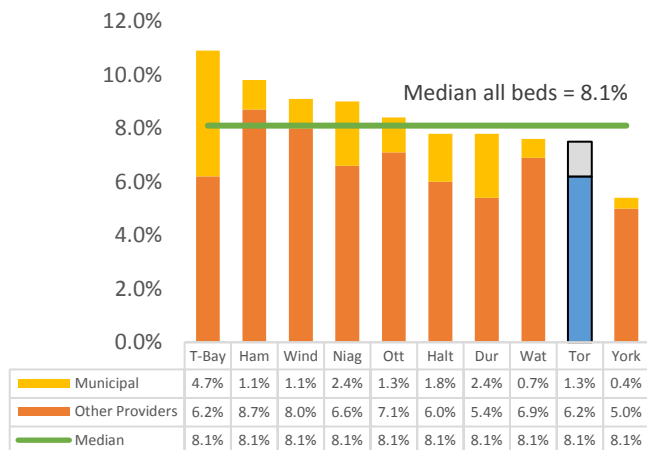
**FAST FACTS**

- There are 627 long-term care homes in Ontario operating 78,120 beds. In Toronto, 52 different organizations operate 84 long-term care homes with 15,222 beds; 17% of the beds are City of Toronto directly operated, according to the Program's 2016 – 2020 Service Plan.
- Residents come from over 49 countries of origin, speak 39 languages and practice 34 faiths or denominations.
- 2,300 volunteers provide over 136,000 hours per year which is over 50 hours of volunteer time per resident.

**TRENDS**

- The 2011 Canadian Census confirms that seniors now make up the fastest growing age group in the country, with nearly five million adults aged 65 and over in Canada, and projected to double over the next 25 years to more than 10 million by 2036.
- Ontario will have 43 per cent more seniors by 2022 and 50 per cent more by 2032. In the Greater Toronto Area (GTA) between 2006 and 2011, the over-65 and over-75 age groups grew by 16.5%. Between 2011 and 2016, GTA represented more than half of the provincial increase in the over-75 age group.
- The chart below shows the comparison between Toronto and other municipalities for the supply of LTC beds relative to the senior population.

**Comparison of Toronto and Other Municipalities for the Supply of LTC Beds Relative to Senior Population**



**KEY SERVICE DELIVERABLES FOR 2018**

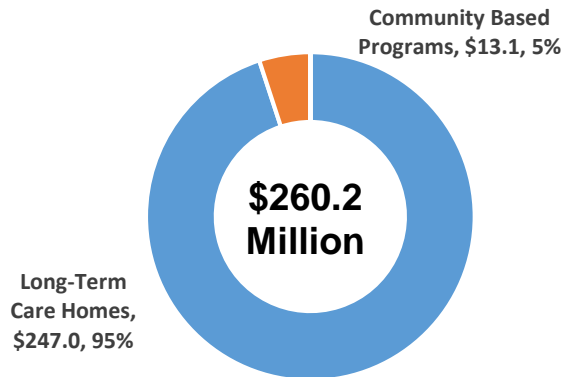
Long-Term Care Homes & Services (LTCHS) provides a variety of exemplary services along with an effective continuum of care ranging from enabling vulnerable individuals to continue living in the community to healthy aging and quality of end-of-life care in Long-Term Care Homes & Services' homes.

The 2018 Operating Budget will enable LTCHS to:

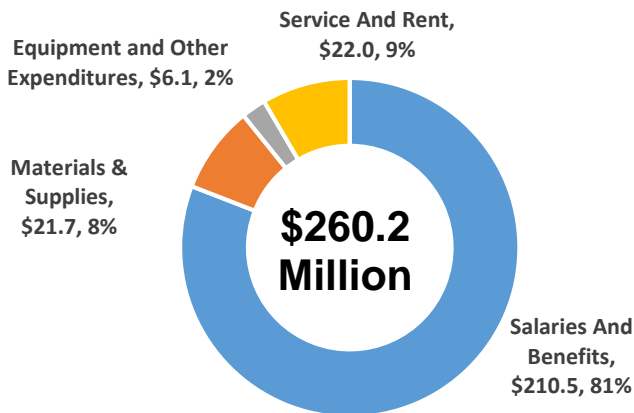
- Support the Toronto Seniors Strategy to meet growing demand for long-term care services resulting from changing demographic and new populations.
- Continue the implementation of the 2016 – 2020 Service Plan's key priorities: deliver exemplary care and services, serve vulnerable individuals and respond to emerging needs; and lead advances in long-term care and support services to seniors.
- Introduce the new Model of Care, supported by a state-of-the-art electronic healthcare record system and realignment of staffing to strengthen care and rehabilitation services.
- Operate approved beds in 10 long-term care homes across Toronto, each connected to its local community and responsive to local needs. The homes offer a combination of long-stay, short-stay and convalescent care beds, behavioural supports, young adult care, and specialized services.
- Serve clients at 9 supportive housing sites providing 24 hour assistance with personal care, light housekeeping, laundry, medication reminders, security checks, light meal preparation, wellness and health promotion, and a Registered Practical Nurse on site 24/7 at each location.
- Offer light housekeeping, laundry, shopping and meal preparation to help approximately 3,000 individuals to remain in their own homes and community.
- Offer a variety of quality activities and services in 4 locations through the Adult Day Programs, and provide a safe and supportive environment for individuals who have cognitive impairment or are socially isolated.

**Where the money goes:**

**2018 Budget by Service**

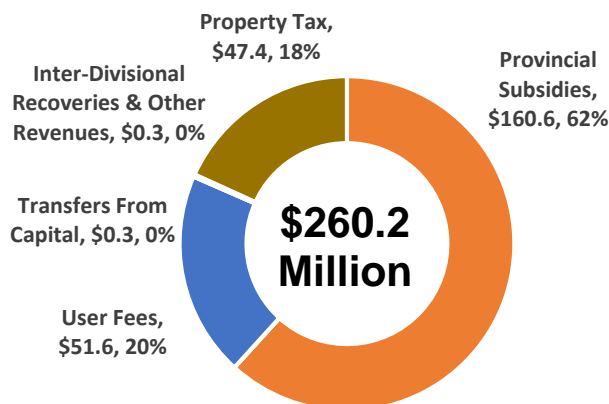


**2018 Budget by Expenditure Category**



**Where the money comes from:**

**2018 Budget By Funding Source**



**OUR KEY ISSUES & PRIORITY ACTIONS**

- **Aging demographic, acuity and complexity of resident care needs** continues to increase with a corresponding increase in demand for specialized services.
  - ✓ The 2018 Operating Budget includes \$2.069 million in increased provincial funding to address a rise in resident acuity.
  - ✓ Through collaboration and partnerships, LTCHS will continue to advance healthy aging strategies including community hub creation, safe spaces for seniors and vulnerable individuals.
  - ✓ LTCHS will begin the implementation of new Model of Care to realign staffing mix and enhance rehabilitation services to improve the care provided to residents.
  - ✓ LTCHS will continue to advocate for additional funding from the Province.

**2018 OPERATING BUDGET HIGHLIGHTS**

- The 2018 Preliminary Operating Budget for LTCHS of \$260.156 million gross and \$47.376 million net is in line with the 2017 Approved Operating Budget. The Program is able to meet the budget target through the following measures:
  - ✓ Base expenditure reductions (\$0.545 million)
  - ✓ Efficiency savings (\$0.518 million)
- New and enhanced funding of \$2.069 million, funded by the Province is included to:
  - ✓ Maintain the provincial service standards to accommodate increasing aging demographics and resident acuity.
- Staff complement will increase by 16.1 from 2017 to 2018.
- The 2018 Preliminary Operating Budget provides funding for:
  - ✓ Long-term care homes providing 2,641 beds including 2,542 long-term care beds, 66 convalescent care beds, 17 short-stay respite beds and 16 behavioural support beds.
  - ✓ Community based long-term care serving over 3,685 clients through services including homemaker & nurses services, adult day program, and supportive housing services.

## Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Long-Term Care Homes & Services of \$260.156 million gross, \$47.376 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Long-Term Care Homes:	247,049.3	45,830.8
Community Based Long-Term Care:	<u>13,107.1</u>	<u>1,545.3</u>
Total Program Budget	<u>260,156.4</u>	<u>47,376.1</u>

2. City Council approve the 2018 service levels for Long-Term Care Homes & Services as outlined on page 14 and 18 of this report, and associated staff complement of 2,389.9 operating service delivery positions.



# Part 1:

## 2018-2020 Service Overview and Plan

Program Map

**Long-Term Care Homes & Services**

*Long-Term Care Homes & Services provides a variety of long-term healthcare services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. The scope of services provided includes: 10 long-term care homes, providing permanent, convalescent and short-stay admissions; Community support programs, including adult day programs, supportive housing services, and homemaking services. As leaders in excellence and ground-breaking services for healthy aging, we are committed to providing exemplary long-term care services to residents and clients, and to actively participating in the creation of an effective continuum of care through strong partnerships with other health care organizations and community partners.*

**Long-Term Care Homes**

**Purpose:**  
For those who are no longer able to live on their own and require 24-hour nursing and personal care, there are 10 long-term care homes located city-wide that are committed to care. All of our homes offer interdisciplinary medical care in a home-like, inclusive environment. Some of our homes offer specialized services, including behavioural support, language/cultural services, short-stay respite beds and young adult care.

**Community-Based Long-Term Care**

**Purpose:**  
Support to seniors living in the City of Toronto. We offer a variety of community-based services, which support individuals living in the community to maintain their independence. These community-based services are an integral part of the continuum of care that is available to residents, in order that they receive the right level of care at the right time.  
Community programs include Adult Day Programs, Homemakers and Nurses Services and Supportive Housing Services. All of the programs use a health promotion and wellness approach to help individuals maintain their independence and continue living in the community.

Homemakers & Nurses Services

Adult Day Program

Supportive Housing Services



Service Customer

Long-Term Care Homes

- Residents
- Persons recovering from Surgery or illness
- Persons requiring respite
- Family Caregivers (short-stay)
- Staff & Volunteers
- Indirect (Beneficial)
  - Family Members & Partners
  - Health System Partners
  - Community Care Access Centre
  - Local Health Integration Networks
  - Ministry of Health & Long-Term Care

Community-Based Long-Term Care

- Frail Seniors
- Persons (adults) with Disabilities
- Persons with chronic illness over the age of 59 years
- Indirect (Beneficial)
  - Staff & Volunteers
  - Family Members & Partners
  - Toronto Public Health
  - Housing Providers, including Toronto Community Housing
  - Health Care Partners
  - Community Care Access Centre
  - Local Health Integration Networks
  - Ministry of Health & Long-Term Care



**Table 1**  
**2018 Preliminary Operating Budget and Plan by Service**

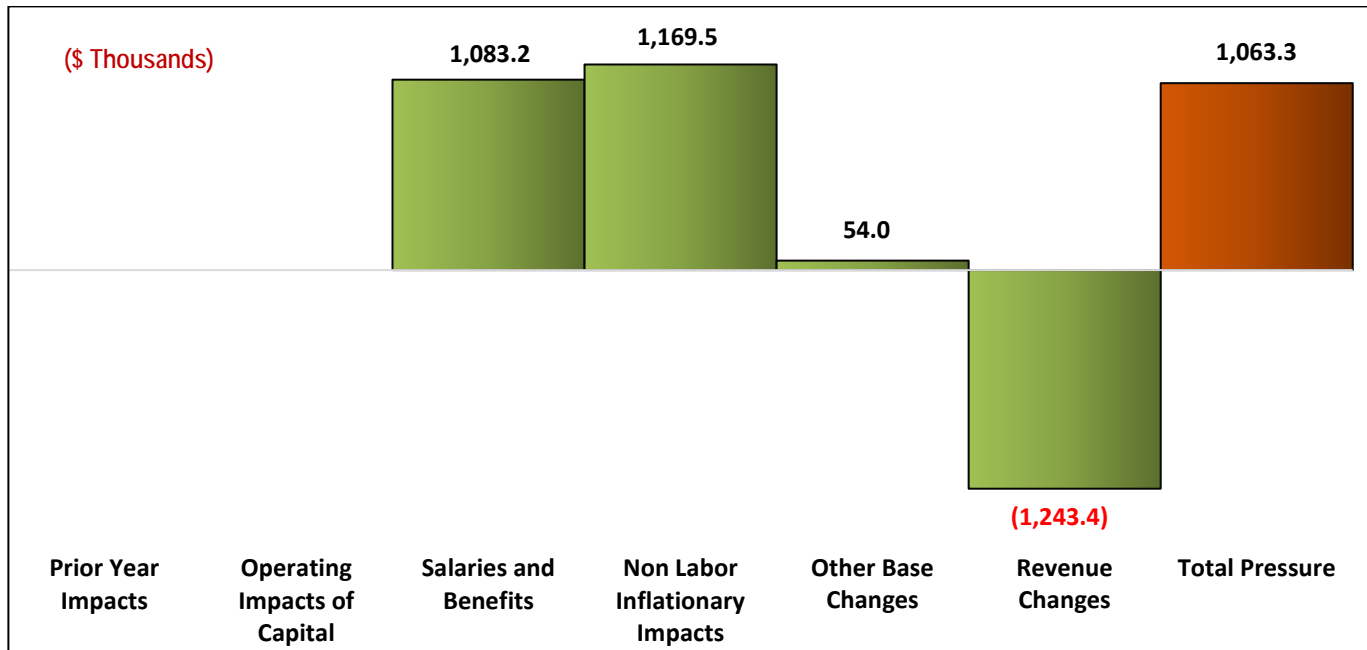
(In \$000s)	2017		2018 Preliminary Operating Budget			2018		Incremental Change			
	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	Preliminary vs. 2017 Budget		2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Long-Term Care Homes</b>											
Gross Expenditures	243,934.7	232,861.5	244,991.3	2,058.0	247,049.3	3,114.6	1.3%	4,155.2	1.7%	3,927.6	1.6%
Revenue	198,103.9	187,898.7	199,149.8	2,068.8	201,218.5	3,114.6	1.6%	1,986.8	1.0%	1,981.2	1.0%
<b>Net Expenditures</b>	<b>45,830.8</b>	<b>44,962.8</b>	<b>45,841.5</b>	<b>(10.7)</b>	<b>45,830.8</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>2,168.4</b>	<b>4.7%</b>	<b>1,946.4</b>	<b>4.1%</b>
<b>Community Based Programs</b>											
Gross Expenditures	13,099.4	13,099.4	13,096.4	10.7	13,107.1	7.7	0.1%	60.6	0.5%	27.9	0.2%
Revenue	11,554.1	11,554.1	11,561.8	0.0	11,561.8	7.7	0.1%	0.0		0.0	
<b>Net Expenditures</b>	<b>1,545.3</b>	<b>1,545.3</b>	<b>1,534.6</b>	<b>10.7</b>	<b>1,545.3</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>60.6</b>	<b>3.9%</b>	<b>27.9</b>	<b>1.7%</b>
<b>Total</b>											
Gross Expenditures	257,034.1	245,960.9	258,087.7	2,068.8	260,156.4	3,122.3	1.2%	4,215.8	1.6%	3,955.5	1.5%
Revenue	209,658.0	199,452.8	210,711.6	2,068.8	212,780.3	3,122.3	1.5%	1,986.8	0.9%	1,981.2	0.9%
<b>Total Net Expenditures</b>	<b>47,376.1</b>	<b>46,508.1</b>	<b>47,376.1</b>	<b>(0.0)</b>	<b>47,376.1</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>2,229.0</b>	<b>4.7%</b>	<b>1,974.2</b>	<b>4.0%</b>
<b>Approved Positions</b>	<b>2,373.9</b>	<b>2,373.9</b>	<b>2,372.1</b>	<b>17.8</b>	<b>2,389.9</b>	<b>16.1</b>	<b>0.7%</b>	<b>25.0</b>	<b>1.0%</b>	<b>25.0</b>	<b>1.0%</b>

The Long-Term Care Homes & Services (LTCHS)' 2018 Preliminary Operating Budget of \$260.156 million gross and \$47.376 million net is in line with the 2017 Approved Net Operating Budget, and meets the budget target set out in the 2018 Operating Budget Directions approved by Council.

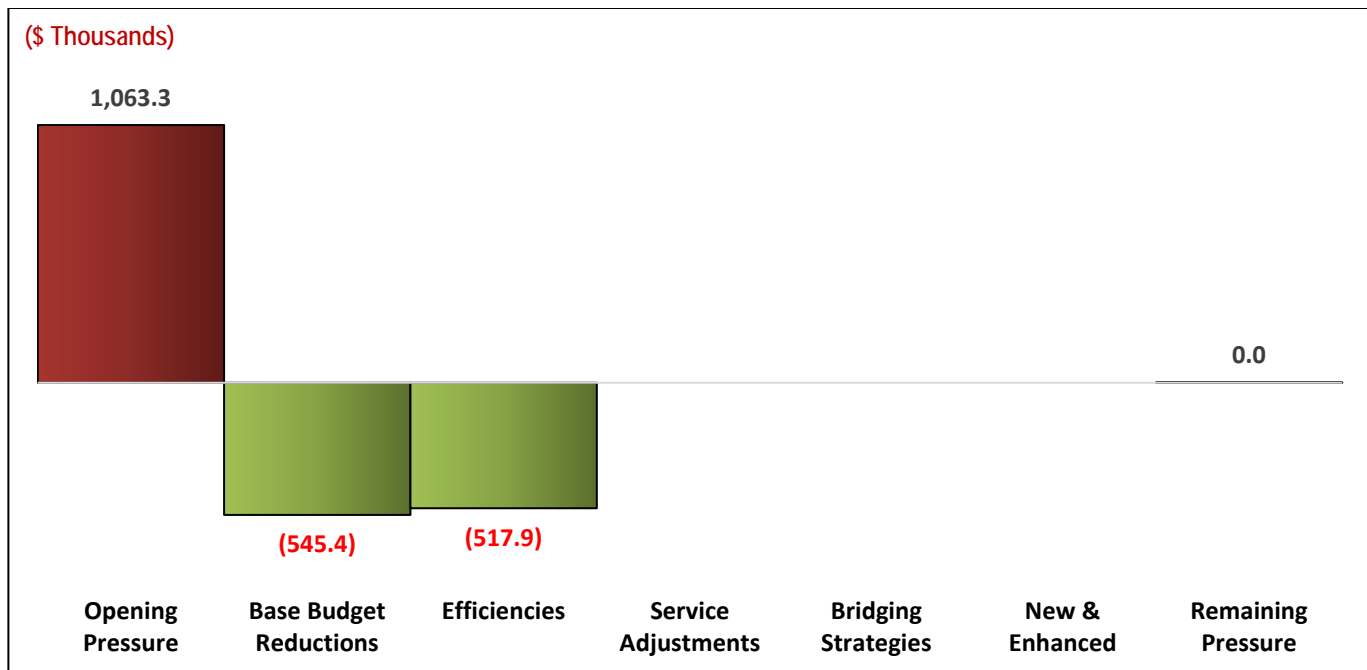
- Base pressures are mainly attributed to increases in utilities and service contracts for maintaining aging home infrastructure and known salary and benefit adjustments.
- To help mitigate the above pressures, the Program was able to achieve service cost and efficiency savings through base expenditure reductions to reflect actual experience, streamlining and consolidating its operations, and realigning of current staff mix to improve service delivery while maintaining the Program's core mandate.
- New funding and additional staff resources, which will be fully funded by the Ministry of Health and Long-Term Care (MOHLTC) are included in the budget to allow all LTC homes to maintain the necessary care for resident acuity and service level standards.
- Approval of the 2018 Preliminary Operating Budget will result in Long-Term Care Homes & Services increasing its total staff complement by 16.1 positions from 2,373.9 to 2,389.9 positions.
- The 2019 and 2020 Plan increases are mainly attributable to known salaries and benefit increases across all services and future year sustainment costs for the *Electronic Healthcare Record System* capital project upon completion.

The following graphs summarize the operating budget pressures for the Long-Term Care Homes & Services as well as the actions taken to partially offset these pressures and meet the budget reduction target as directed by Council.

### Key Cost Drivers



### Actions to Achieve Budget Reduction Target





**Table 2  
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget		Total	
	Community Based Long-Term Care	Long Term Care Homes	\$	Position
	\$	\$	\$	
<b>Gross Expenditure Changes</b>				
<b>Salaries and Benefits</b>				
Salaries and Benefits Increases	45.1	1,038.1	1,083.2	
<b>Economic Factors</b>				
Hydro, Natural Gas, and Water Increases		257.9	257.9	
Increases in Facility Maintenance Contractual Services	(21.7)	933.3	911.6	
<b>Other Base Expenditure Changes</b>				
Interdivisional Service Charges	(5.6)	59.6	54.0	
<b>Total Gross Expenditure Changes</b>	<b>17.8</b>	<b>2,288.9</b>	<b>2,306.7</b>	
<b>Revenue Changes</b>				
<b>Base Revenue Changes</b>				
Long-Term Care Home User Fees		284.0	284.0	
Provincial Subsidies for Homes and Community Based Services	1.7	963.7	965.4	
Other Revenue Adjustments (i.e. Cafeteria, Rental Revenues, Sundry Revenues)	6.0	(12.0)	(6.0)	
<b>Total Revenue Changes</b>	<b>7.7</b>	<b>1,235.7</b>	<b>1,243.4</b>	
<b>Net Expenditure Changes</b>	<b>10.1</b>	<b>1,053.2</b>	<b>1,063.3</b>	

Key cost drivers for Long-Term Care Homes & Services (LTCHS) are discussed below:

### Gross Expenditure Changes

- Salaries and Benefits
  - Known staff salaries and benefit increases associated with cost of living allowance, union step increases and non-union progression pay increases common across all services will create a pressure of \$1.083 million.
- Economic Factors:
  - Inflationary increases of \$0.258 million result from the increasing utility rates for hydro, natural gas, and water.
  - Increases in contracted work and rate changes in plumbing, landscaping, and security contracts add a pressure of \$0.912 million.

### Other Base Changes

- Interdivisional charges for services provided by other City Divisions (such as IT, facilities, solid waste, printing, and police services) will result in \$0.054 million increase in expenditures.

### Base Revenue Changes

- The Program is expecting increased revenue of \$1.243 million primarily driven by \$0.284 million increase from preferred accommodation rate changes that are set by the Province, and \$0.965 million increase in provincial subsidies for long-term care homes and community-based programs.

In order to achieve the budget reduction target, the LTCHS' 2018 Preliminary Operating Budget includes base expenditure savings of \$0.545 million net and service efficiency savings of \$0.518 million net for a total of \$1.063 million net, as detailed below.

**Table 3**  
**Actions to Achieve Budget Reduction Target**  
**2018 Preliminary Service Change Summary**

Description (\$000s)	Service Changes				Total Service Changes			Incremental Change			
	Community Based Long-Term Care		Long Term Care Homes		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Base Changes:</b>											
<b>Base Expenditure Changes</b>											
Line-by-Line Review	(2.5)	(2.5)	(542.9)	(542.9)	(545.4)	(545.4)					
<b>Base Expenditure Change</b>	(2.5)	(2.5)	(542.9)	(542.9)	(545.4)	(545.4)					
<b>Service Efficiencies</b>											
Consolidate & Streamline Operations	(18.3)	(18.3)	(333.1)	(143.3)	(351.4)	(161.6)	(1.7)	29.7		(3.3)	
Transformation and Modernization of Model of Care			(356.4)	(356.4)	(356.4)	(356.4)		2.8		(4.4)	
<b>Sub-Total</b>	(18.3)	(18.3)	(689.4)	(499.6)	(707.7)	(517.9)	(1.7)	32.5		(7.7)	
<b>Total Changes</b>	(20.8)	(20.8)	(1,232.3)	(1,042.5)	(1,253.1)	(1,063.3)	(1.7)	32.5		(7.7)	

LTCHS was able to offset budget pressures with the following measures:

### Base Expenditure Changes (Savings of \$0.545 million gross & net)

#### Alignment of Budget to Actual Experience

- A thorough base expenditure review to align budgeted line items with actual experience will result in savings of \$0.545 million gross and net. These reductions will have no impact on service levels.

### Service Efficiencies (Savings of \$0.708 million gross & \$0.518 million net)

#### Consolidate & Streamline Operations

- The realignment of full-time and part-time staff mix and streamlining of dining service hours will result in savings of \$0.262 million and a reduction of 2.74 vacant positions. The savings of \$0.100 million will be redirected towards adding 1 full time equivalent position to provide ongoing information technology support to the Program resulting in net savings of \$0.162 million and 1.74 position reductions.

#### Transformation and Modernization of Model of Care

- Transforming the model of care involves several components, including the introduction of new technology, restructuring nursing leadership, realigning the registered and non-registered staffing mix to reflect the full scope of professional practice. Included in LTCHS' 2018 Operating Budget, the Program will strengthen inter-professional rehabilitation services by reassigning Rehabilitation Assistant (RA) staff from assisting physiotherapists to supporting nursing. The physiotherapy services are 100% funded by the Province. This designated funding is sufficient to enable physiotherapists to provide their own assistants during treatment sessions. The initiative will allow the Program to redeploy RAs to support nursing in the provision of high quality restorative care to residents while providing efficiency savings of \$0.356 million.

**Table 4**  
**2018 Preliminary New & Enhanced Service Priorities**

Description (\$000s)	New/Enhanced				Total			Incremental Change			
	Community Based Long-Term Care		Long Term Care Homes		\$		Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Services Priorities</b>											
Staff Initiated:											
Resident Acuity and Service Level Standards	10.7	10.7	2,058.0	(10.7)	2,068.8		17.8		25.0		25.0
<b>Sub-Total Staff Initiated</b>	<b>10.7</b>	<b>10.7</b>	<b>2,058.0</b>	<b>(10.7)</b>	<b>2,068.8</b>		<b>17.8</b>		<b>25.0</b>		<b>25.0</b>
<b>Total New / Enhanced Services</b>	<b>10.7</b>	<b>10.7</b>	<b>2,058.0</b>	<b>(10.7)</b>	<b>2,068.8</b>		<b>17.8</b>		<b>25.0</b>		<b>25.0</b>

The 2018 Preliminary Operating Budget for LTCHS includes funding for the following enhanced service:

### Enhanced Service Priorities (\$2.069 million gross & \$0 net)

#### Resident Acuity and Service Level Standards

- An increase in acuity means more complex interventions with residents, therefore, additional staff are required to support the relative intensification in residents' needs for nursing, personal care and rehabilitation. The Ministry of Health and Long-Term Care (MOHLTC) measures acuity and adjusts funding annually to all long-term care homes in order to maintain the necessary care and service levels ranging from level of care staffing, raw food, and physiotherapy services.
- The 2018 Preliminary Operating Budget includes funding for 17.8 permanent registered and non-registered staff to meet resident acuity and service level standards, which will be funded by MOHLTC with no net impact to the City.

Approval of the 2018 Preliminary Operating Budget for LTCHS will result in a 2019 incremental net cost of \$2.229 million and a 2020 incremental net cost of \$1.974 million to maintain 2018 service levels, as discussed in the following section.

**Table 5**  
**2019 and 2020 Plan by Program**

Future year incremental costs are primarily attributable to the following:

Description (\$000s)	2019 - Incremental Increase				2020 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	Position	Gross Expense	Revenue	Net Expense	Position
<b>Known Impacts:</b>								
Salaries and Benefits Increases	2,226.4		2,226.4		1,471.4		1,471.4	
<b>Sub-Total</b>	<b>2,226.4</b>		<b>2,226.4</b>		<b>1,471.4</b>		<b>1,471.4</b>	
<b>Anticipated Impacts:</b>								
<b>Other</b>								
Interdivisional Charges	2.7		2.7		2.8		2.8	
Resident Acuity and Service Level Standards	1,986.8	1,986.8		25.00	1,981.2	1,981.2		25.00
Electronic Health Care Software & Maintenance					500.0		500.0	
<b>Sub-Total</b>	<b>1,989.4</b>	<b>1,986.8</b>	<b>2.7</b>	<b>25.0</b>	<b>2,484.0</b>	<b>1,981.2</b>	<b>502.8</b>	<b>25.0</b>
<b>Total Incremental Impact</b>	<b>4,215.8</b>	<b>1,986.8</b>	<b>2,229.0</b>	<b>25.0</b>	<b>3,955.4</b>	<b>1,981.2</b>	<b>1,974.2</b>	<b>25.0</b>

**Known Impacts:**

- Known salary and benefit increases including cost of living allowance, step increases for union staff and progression pay for non-union staff will require \$2.226 million in 2019 and \$1.471 million in 2020.

**Anticipated Impacts:**

- Maintenance of the necessary care for resident acuity and service standards will require an additional \$1.987 million in 2019 and \$1.981 million in 2020 to be fully funded by the Province.
- The completion of the Electronic Healthcare Records System capital project in 2019 will require ongoing sustainment costs estimated at \$0.500 million gross and net beginning 2020, which is anticipated to be offset by additional revenue from the MOHLTC as a result of improved documentation and a higher Case Mix Index.

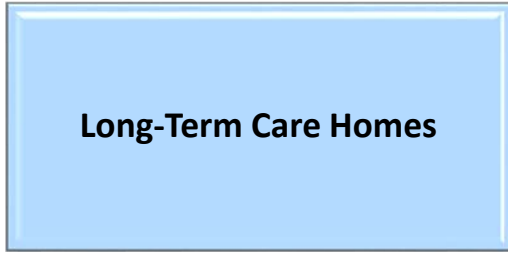


## Part 2:

### 2018 Preliminary Operating Budget by Service

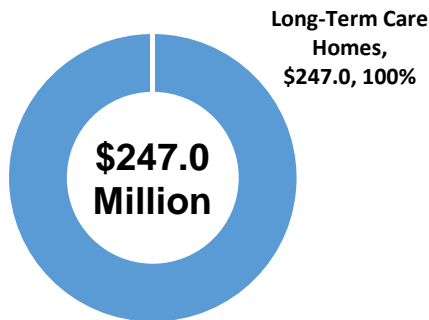
### Long-Term Care Homes

### What We Do

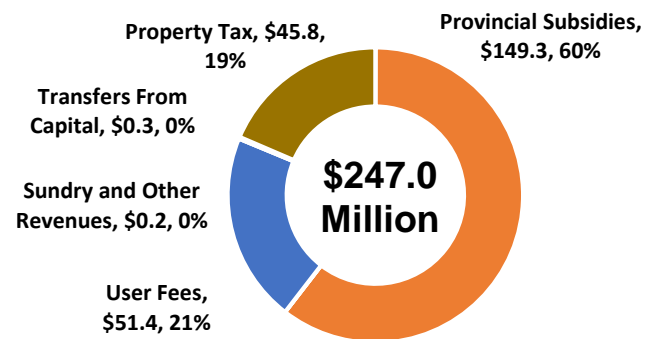


- Provide 24-hour nursing/personal care and specialized services including behavioural supports, convalescent care, short-stay respite, and care for young adults.
- Support residents with multiple diagnoses and varying cognitive abilities through innovative and individualized approaches including special language and cultural services, spiritual and religious care, and community outreach including volunteer programs.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



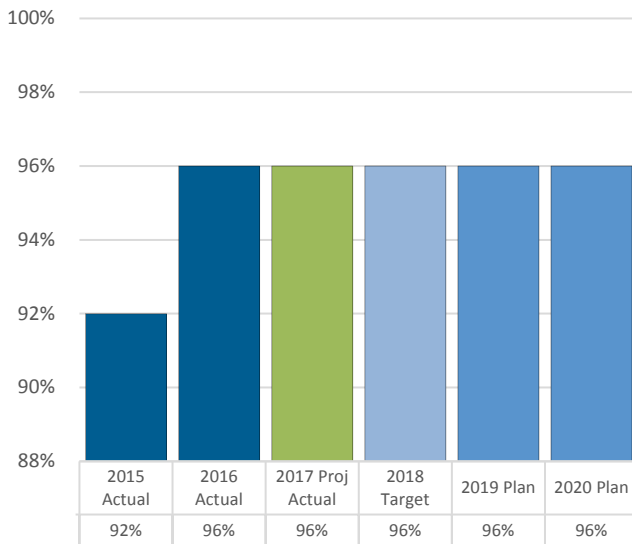
### 2018 Service Levels Long-Term Care Homes

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
	Resident Care - Long Stay	# of days long-term care homes for extended period of time is operational for 24 hours/day	Approved	365	366	365	365
			Actual	365	366	365	
	Resident Care - Short Stay	# of days short-stay admission program is operational for 24 hours/day	Approved	365	366	365	365
			Actual	365	366	365	
	Convalescent Care	# of days convalescent care program is operational for 24 hours/day	Approved	365	366	365	365
			Actual	365	366	365	
	Behavioural Support Care	# of days behaviour support program is operational for 24 hours/day	Approved	365	366	365	365
			Actual	365	366	365	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Long-Term Care Homes.

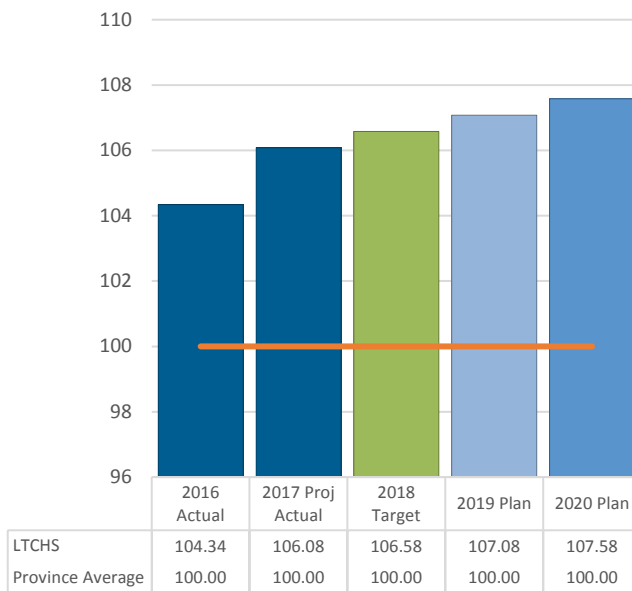
### Service Performance Measures

#### Customer Satisfaction Rates



- LTCCHS conducts surveys for clients to assess their level of satisfaction with services provided by the Program.
- The levels of resident satisfaction has improved since 2015 and is expected to meet the target of 96% in the next three years.

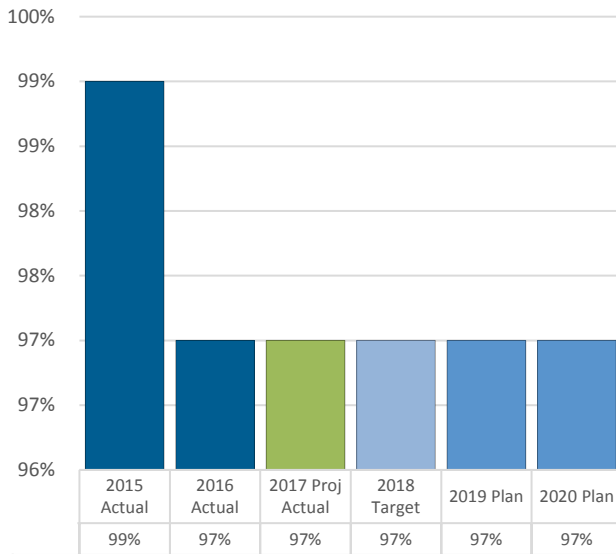
#### Resident Care Index



- The weighted average care requirements of residents as determined by the Ministry of Health and Long-Term Care is 100, which is a key determinant on provincial funding.
- LTCCHS has consistently exceeded the average care requirements, which enables the Program to leverage provincial funding to support the operation of LTC homes.

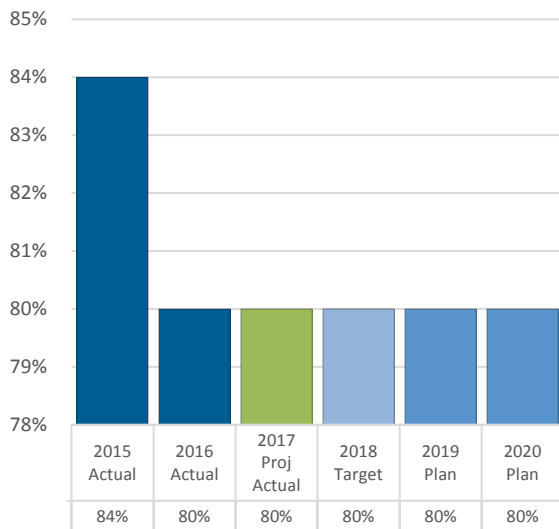


### Occupancy Rate for Long-Stay Program



- The occupancy rate for the long-stay program is expected to meet minimum threshold of 97% for the next three years.

### Occupancy Rate for Convalescent Care Program



- The occupancy rate for the Convalescent Care Program (CCP) expected to meet minimum threshold of 80% for the next three years.
- The Convalescent Care Program provides 24-hour care to seniors who require specific medical and therapeutic services in a supportive environment for a period of up to 90 continuous days.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017		2019 Plan		2020 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Long-Term Care Homes	243,934.7	245,680.7	(689.4)	244,991.3	1,056.6	0.4%	2,058.0	<b>247,049.3</b>	3,114.6	1.3%	4,155.2	1.7%	3,927.6	1.6%	
<b>Total Gross Exp.</b>	243,934.7	245,680.7	(689.4)	244,991.3	1,056.6	0.4%	2,058.0	<b>247,049.3</b>	3,114.6	1.3%	4,155.2	1.7%	3,927.6	1.5%	
<b>REVENUE</b>															
Long-Term Care Homes	198,103.9	199,339.6	(189.8)	199,149.8	1,045.9	0.5%	2,068.8	<b>201,218.5</b>	3,114.6	1.6%	1,986.8	1.0%	1,981.2	1.0%	
<b>Total Revenues</b>	198,103.9	199,339.6	(189.8)	199,149.8	1,045.9	0.5%	2,068.8	<b>201,218.5</b>	3,114.6	1.6%	1,986.8	1.0%	1,981.2	1.0%	
<b>NET EXP.</b>															
Long-Term Care Homes	45,830.8	46,341.1	(499.6)	45,841.5	10.7	0.0%	(10.7)	<b>45,830.8</b>	(0.0)	(0.0%)	2,168.4	4.7%	1,946.4	4.1%	
<b>Total Net Exp.</b>	45,830.8	46,341.1	(499.6)	45,841.5	10.7	0.0%	(10.7)	<b>45,830.8</b>	(0.0)	(0.0%)	2,168.4	4.7%	1,946.4	3.9%	
<b>Approved Positions</b>	2,325.8	2,325.8	(1.6)	2,324.2	(1.6)	(0.1%)	17.7	<b>2,341.8</b>	16.0	0.7%	25.0	1.1%	25.0	1.1%	

The **Long-Term Care Homes** service provides a variety of long-term health care services and activities for residents and actively participates in creating an integrated healthcare system through strong partnerships with other stakeholders and community partners.

The Long-Term Care Homes' 2018 Preliminary Operating Budget of \$247.049 million gross and \$45.831 million net is in line with the 2017 Approved Net Budget.

- For 2018, the service faced a net pressure of \$1.053 million mainly driven by inflationary increases in salaries and benefits and higher utilization of contracted services to maintain LTC homes.
- In order to offset these pressures, the 2018 Preliminary Operating Budget includes savings of \$0.543 million as a result of base expenditure reductions to reflect actual experience, and efficiency savings of \$0.510 million as a result of streamlining operations and realigning staff mix.
- The 2018 Preliminary Operating Budget includes funding of \$2.069 million gross and \$0 net, fully funded by the Province, for resident acuity and service level standards to continue meeting residents' needs and maintaining the necessary care and service levels.

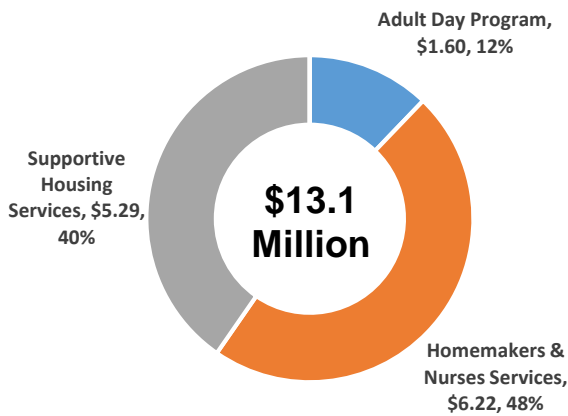
**Community Based Long-Term Care**

**What We Do**

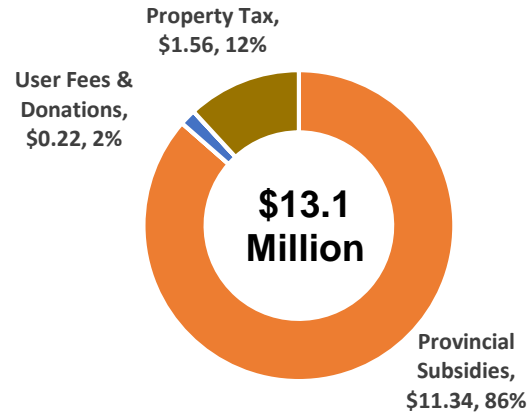


- Provide quality care and services to improve or maintain the independence and quality of life for clients that may be isolated, vulnerable or would otherwise not be able to live independently in their homes.
- Provide day-time wellness programming, recreation and social activities for frail seniors living in the community.
- Provide supportive housing services such as light housekeeping and laundry, light meal preparation to eligible clients who are tenants in the nine (9) designated supportive housing sites across the City.

**2018 Service Budget by Activity (\$Ms)**



**2018 Service by Funding Source (\$Ms)**



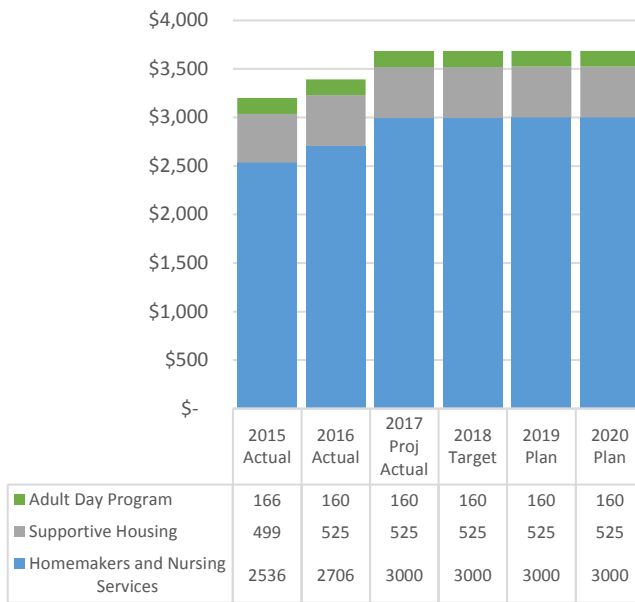
**2018 Service Levels  
Community Based Long-Term Care**

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Adult Day Program	Adult Day Services	# of weeks the adult day program is operational from Monday to Friday	Approved	53	52	52	52
			Actual	53	52	52	
Supportive Housing Services	Personal Care and Homemaking	# of days the personal care and homemaking services is provided for 24 hours/day	Approved	365	366	365	365
			Actual	365	366	365	
Homemakers & Nurses Services	Homemaking	# of weeks the homemaking service is available from Monday to Friday	Approved	53	52	52	52
			Actual	53	52	52	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Community Based Long-Term Care Service.

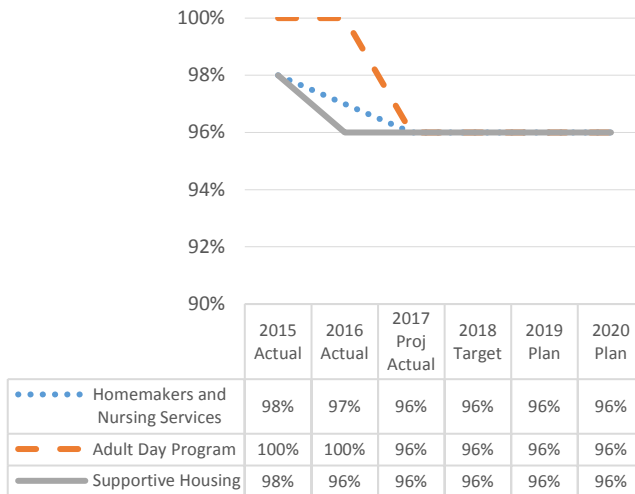
### Service Performance Measures

#### Number of Clients Served



- The number of clients served by the Adult Day Program, the Supportive Housing, and the Homemakers & Nurses Services programs will be maintained in 2018 and in future years.

#### Client Satisfaction Rate %



- LTCHS conducts surveys for clients to assess their level of satisfaction with services provided by the Program.
- The levels of satisfaction for the three (3) activities included in the Community Based Program are projected to meet the target of 96% set by the Program.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
									\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Adult Day Program	1,589.9	1,595.9		1,595.9	6.0	0.4%		1,595.9	6.0	0.4%	7.3		2.8	
Homemakers & Nurses Services	6,221.6	6,229.2	(18.3)	6,210.9	(10.7)	(0.2%)	10.7	6,221.6	0.0	0.0%	33.8		12.6	
Supportive Housing Services	5,287.9	5,289.6		5,289.6	1.7	0.0%		5,289.6	1.7	0.0%	19.5		12.5	
<b>Total Gross Exp.</b>	<b>13,099.4</b>	<b>13,114.7</b>	<b>(18.3)</b>	<b>13,096.4</b>	<b>(3.0)</b>	<b>(0.0%)</b>	<b>10.7</b>	<b>13,107.1</b>	<b>7.7</b>	<b>0.1%</b>	<b>60.6</b>	<b>0.5%</b>	<b>27.9</b>	<b>0.2%</b>
<b>REVENUE</b>														
Adult Day Program	1,589.9	1,595.9		1,595.9	6.0	0.4%		1,595.9	6.0	0.4%				
Homemakers & Nurses Services	4,676.3	4,676.3		4,676.3				4,676.3						
Supportive Housing Services	5,287.9	5,289.6		5,289.6	1.7	0.0%		5,289.6	1.7	0.0%				
<b>Total Revenues</b>	<b>11,554.1</b>	<b>11,561.8</b>		<b>11,561.8</b>	<b>7.7</b>	<b>0.1%</b>		<b>11,561.8</b>	<b>7.7</b>	<b>0.1%</b>				
<b>NET EXP.</b>														
Adult Day Program	0.0	0.0		0.0	(0.0)	(0.0%)		0.0			7.3		2.8	
Homemakers & Nurses Services	1,545.3	1,552.9	(18.3)	1,534.6	(10.7)	(0.7%)	10.7	1,545.3	0.0	0.0%	33.8		12.6	
Supportive Housing Services	0.0	0.0		0.0	(0.0)	(0.0%)		0.0	(0.0)	(0.0%)	19.5		12.5	
<b>Total Net Exp.</b>	<b>1,545.3</b>	<b>1,552.9</b>	<b>(18.3)</b>	<b>1,534.6</b>	<b>(10.7)</b>	<b>(0.7%)</b>	<b>10.7</b>	<b>1,545.3</b>	<b>0.0</b>	<b>0.0%</b>	<b>60.6</b>	<b>3.9%</b>	<b>27.9</b>	<b>1.7%</b>
Approved Positions	48.1	48.1	(0.1)	48.0	(0.1)	(0.2%)	0.1	48.1	0.0	0.0%				

The **Community Based Long-Term Care** service provides quality care and services to improve or maintain the independence and quality of life of individuals living in the community. These services are an essential part of the continuum of care that is available to clients to ensure they receive the right level of care at the right time and in the right place.

The Community Based Long-Term Care Service's 2018 Preliminary Operating Budget of \$13.107 million gross and \$1.545 million net is in line with the 2017 Approved Net Budget.



# Part 3:

## Issues for Discussion

## Issues Impacting Future Years

### ***Resident Acuity and Service Level Standards***

- Complex health needs are expected to rise dramatically in the future years. The Alzheimer Society of Ontario (2012) notes the number of seniors with dementia in Ontario is nearly 200,000; and represents an increase of 16% over the past four years. By 2020, it is expected that close to one quarter of a million of seniors in Ontario will be living with dementia.
- Currently, approximately 70% of residents in the City's long-term care homes exhibit challenging behaviours. As acuity increases, there is a growing demand for specialized services due to the complexity of care needs and varying degrees of physical frailties and cognitive impairments. From a funding perspective, this will require additional registered and non-registered personnel to support the relative intensification in residents' needs for nursing, personal care, restoration and rehabilitation.
- The 2018 Preliminary Operating Budget includes an increase of \$2.069 million funded by the Province to fund 17.8 positions to maintain the necessary care for resident acuity and service standards. It is anticipated that provincial funding will be required in the future years to maintain the necessary care and service levels to address the rising trend of higher acuity.
- LTCHS will continue to advocate for increased provincial funding and pursue other funding opportunities and partnerships for additional programs, services and specialized units to fulfill its mandate and to continue to meet the increasingly complex community needs.





# Appendices

## Appendix 1

### 2017 Service Performance

#### Key Service Accomplishments

In 2017, Long-Term Care Homes & Services (LTCHS) accomplished the following:

- ✓ Supported leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- ✓ Continued implementation of the Council-approved 2016-20 LTCHS Service Plan.
- ✓ Updated the LGBT Toolkit for creating culturally competent care for lesbian, gay, bisexual and transgender persons in long-term care and community-based services.
- ✓ Opened Phase II of Kipling Acres, bringing 145 long-term care beds back into service along with new community hub space.
- ✓ Developed and initiated implementation of a resident/client centred model of care.
- ✓ Enhanced quality of care and quality of life for residents by refining and refreshing the division's Approach to Care model. Developed and implemented standardized systems and processes that improved data accuracy.
- ✓ Shared innovations and best practice as leaders in excellence and ground-breaking services for healthy aging at provincial conference.
- ✓ Commenced implementation of modernization project of a new electronic healthcare record and resident information management system.
- ✓ Celebrated 10-year partnership with Korean community at Castleview Wychwood Towers.
- ✓ Received the Community Partnership Award granted by the Volunteer Advisory Committee of Toronto Intergenerational Partnerships.
- ✓ Organized the 26th annual Toronto Challenge fund and awareness raising event to benefit over 40 non-profit organizations that are improving the quality of life for Toronto seniors.
- ✓ Celebrated the volunteer contributions of approximately 2,300 individuals of all ages and backgrounds who contributed 136,000 hours of service.

## Appendix 2

### 2018 Preliminary Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	Actual *	Budget	\$	%	\$	\$
Salaries And Benefits	188,103.2	192,241.7	208,624.6	198,077.0	210,440.9	1,816.3	0.9%	214,650.3	218,099.5
Materials & Supplies	19,423.2	18,821.7	21,086.5	20,718.9	21,658.8	572.3	2.7%	21,658.8	21,658.8
Equipment	2,901.3	3,422.2	2,920.6	3,425.0	3,249.2	328.6	11.3%	3,249.2	3,749.2
Service And Rent	20,732.5	19,109.6	21,710.1	20,994.7	21,961.2	251.1	1.2%	21,964.9	21,968.7
Contribution To Reserves/Reserve Funds	1,901.5	1,901.5	1,954.2	1,954.2	1,959.8	5.6	0.3%	1,959.8	1,959.8
Other Expenditures	102.4	117.3	97.9	95.8	192.4	94.5	96.5%	192.4	192.1
Inter-Divisional Charges	752.5	820.7	640.2	695.3	694.1	54.0	8.4%	696.8	699.6
<b>Total Gross Expenditures</b>	<b>233,916.6</b>	<b>236,434.7</b>	<b>257,034.1</b>	<b>245,960.9</b>	<b>260,156.4</b>	<b>3,122.3</b>	<b>1.2%</b>	<b>264,372.2</b>	<b>268,327.7</b>
Inter-Divisional Recoveries	72.8	72.8	104.4	104.4	104.4			104.4	104.4
Provincial Subsidies	140,243.0	139,793.0	157,590.0	148,996.6	160,624.1	3,034.1	1.9%	162,610.9	164,592.1
User Fees & Donations	49,493.7	50,505.5	51,522.6	49,912.8	51,575.3	52.7	0.1%	51,575.3	51,575.3
Transfers From Capital	160.3		300.0	300.0	300.0			300.0	300.0
Sundry and Other Revenues	295.2	232.6	141.0	139.0	176.5	35.5	25.2%	176.5	176.5
<b>Total Revenues</b>	<b>190,265.0</b>	<b>190,603.9</b>	<b>209,658.0</b>	<b>199,452.8</b>	<b>212,780.3</b>	<b>3,122.3</b>	<b>1.5%</b>	<b>214,767.1</b>	<b>216,748.3</b>
<b>Total Net Expenditures</b>	<b>43,651.6</b>	<b>45,830.7</b>	<b>47,376.1</b>	<b>46,508.1</b>	<b>47,376.1</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>49,605.1</b>	<b>51,579.3</b>
<b>Approved Positions</b>	<b>2,225.9</b>	<b>2,372.0</b>	<b>2,373.9</b>	<b>2,373.9</b>	<b>2,389.9</b>	<b>16.1</b>	<b>0.7%</b>	<b>2,414.9</b>	<b>2,439.9</b>

\* Based on the 9-month Operating Variance Report

Projections to year-end indicate that the under-expenditures in 2017 are due to minor delays in re-opening of *Kipling Acres Phase II* facility and expenditure controls in areas where provincial funding has been delayed or is not yet confirmed.

For additional information regarding the 2017 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2017" to be considered by City Council at its meeting on December 5, 2017.

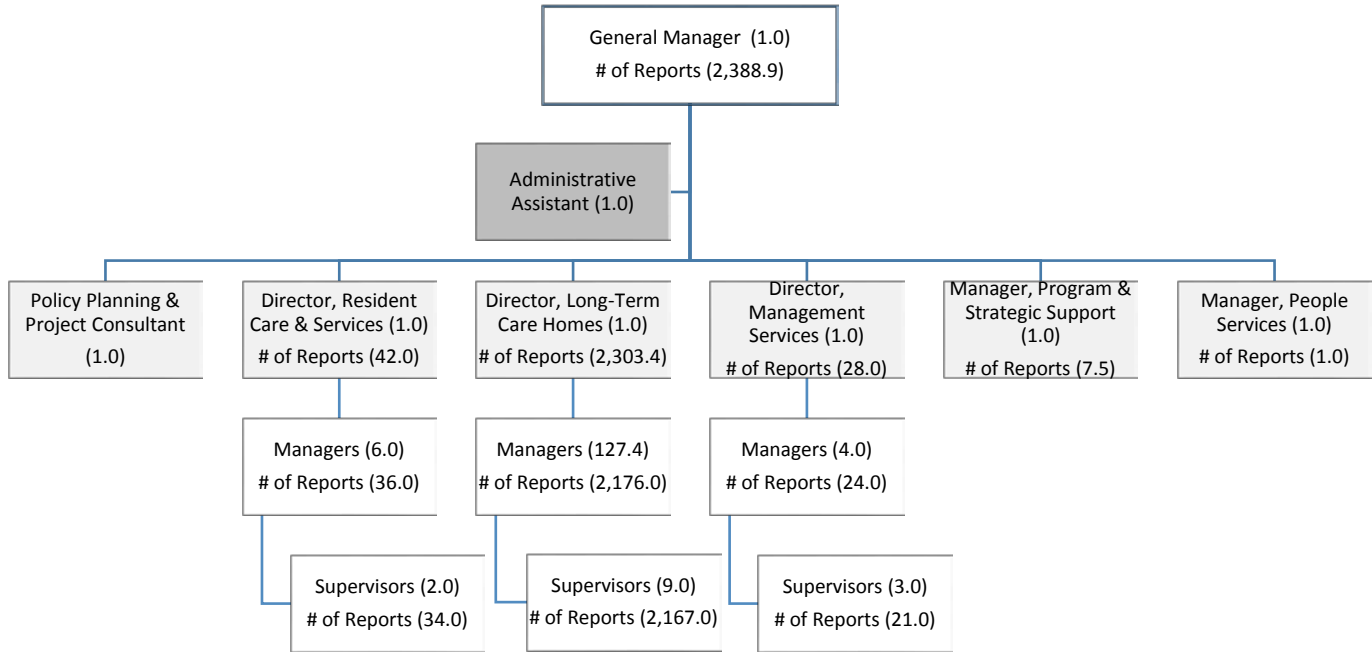
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

#### Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- As the projected savings in 2017 are non-recurring, there is no impact of the 2017 operating variance on the 2018 Preliminary Operating Budget.

### Appendix 3

### 2018 Organization Chart



### 2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	4.0	26.9	135.5	2,223.5	2,389.9
	Temporary					
	<b>Total Operating</b>	4.0	26.9	135.5	2,223.5	2,389.9
Capital	Permanent					
	Temporary					
	<b>Total Capital</b>					
<b>Grand Total</b>		<b>4.0</b>	<b>26.9</b>	<b>135.5</b>	<b>2,223.5</b>	<b>2,389.9</b>

**Appendix 4**  
**Summary of 2018 Service Changes**

## 2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Citizen Focused Services A  Program - Long-Term Care Homes & Services	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2018 Preliminary Base Budget Before Service Changes:</b>			258,795.4	210,901.4	47,894.0	2,373.86	2,196.5	1,982.0

14603	Consolidate & Streamline Operations
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51	Positive
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**Description:**

The realignment of full-time and part-time staff mix and streamlining of dining service hours will result in savings of \$0.262 million and a reduction of 2.74 vacant positions. The savings of \$0.100 million will be redirected towards adding 1 full time equivalent position to provide ongoing information technology support to the Program resulting in net savings of \$0.162 million and 1.74 position reductions.

**Service Level Impact:**

Service levels will be fully maintained.

**Equity Statement:**

This proposal is likely to have a positive impact on residents in the City's long-term care homes, the majority of whom are low-income seniors. It will improve the quality of care and service provided, thereby increasing access to eldercare and health services.

**Service:** Long-Term Care Homes

Preliminary Service Changes:	(333.1)	(189.8)	(143.3)	(1.62)	29.0	(0.0)
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**Service:** LTCHS - Community Based Programs

Preliminary Service Changes:	(18.3)	(0.0)	(18.3)	(0.12)	0.8	(3.3)
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<b>Total Preliminary Service Changes:</b>	<b>(351.4)</b>	<b>(189.8)</b>	<b>(161.6)</b>	<b>(1.74)</b>	<b>29.7</b>	<b>(3.3)</b>
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14702	Transformation and Modernization of Model of Care
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51	Positive
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**Description:**

Transforming the model of care involves several components, including the introduction of new technology, restructuring nursing leadership, realigning the registered and non-registered staffing mix to reflect the full scope of professional practice. Included in 2018 Operating Budget, the Program will realign the Rehabilitation Assistant (RA) staff duties from providing assistance to physiotherapists to supporting nurses in ongoing restorative care and services. The physiotherapist will provide their own assistants during treatment sessions, which is 100% funded by the Province. The initiative will provide service efficiency savings of \$0.356 million and strengthen restorative and rehabilitation care to all residents.

**2018 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		Citizen Focused Services A  Program - Long-Term Care Homes & Services	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>Service Level Impact:</b>	Service levels will be fully maintained and the effectiveness and quality of care and service will be improved. Efficiencies achieved will also produce budget savings.					
		<b>Equity Statement:</b>	This proposal is likely to have a positive impact on residents in the City's long-term care homes, the majority of whom are low-income seniors. It will improve the quality of care and service provided, thereby increasing access to eldercare and health services.					
		<b>Service:</b> Long-Term Care Homes						
		Preliminary Service Changes:	(356.4)	0.0	(356.4)	(0.00)	2.8	(4.4)
		<b>Total Preliminary Service Changes:</b>	<b>(356.4)</b>	<b>0.0</b>	<b>(356.4)</b>	<b>(0.00)</b>	<b>2.8</b>	<b>(4.4)</b>
<b>Summary:</b>								
		<b>Total Preliminary Service Changes:</b>	<b>(707.7)</b>	<b>(189.8)</b>	<b>(517.9)</b>	<b>(1.74)</b>	<b>32.5</b>	<b>(7.8)</b>
		<b>Total Preliminary Base Budget:</b>	<b>258,087.7</b>	<b>210,711.6</b>	<b>47,376.1</b>	<b>2,372.12</b>	<b>2,229.0</b>	<b>1,974.3</b>



## **Appendix 5**

### **Summary of 2018 New / Enhanced Service Priorities**

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		Citizen Focused Services A  Program - Long-Term Care Homes & Services	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
13495		Resident Acuity and Service Level Standards						
72	No Impact	<b>Description:</b>						

In order to maintain the same level of care and continue to meet residents' needs a LTC home must adjust resources year over year. These additional costs do not represent cost escalations nor do they signify program enrichments or expansion. The increase in acuity means that higher levels of service, more complex interventions, and additional registered and non-registered personnel are required in order to maintain service levels consistent with the relative intensification in residents' needs for nursing, personal care and rehabilitation. Accordingly, the Ministry of Health and Long-Term Care (MOHLTC) annually measures acuity and adjusts funding to all LTC homes in order to maintain the necessary care and service levels. In addition, designated funding is provided to long-term care homes to ensure provincial service level standards are met (e.g. physiotherapy, food, and medical). The 2018 Preliminary Operating Budget includes funding of \$2.069 million and 17.8 positions to maintain the provincial service standards to accommodate aging demographics and resident acuity.

**Service Level Impact:**

Ministry funding ensure that minimum provincial standards are met in the provision of long-term care services to residents.

**Equity Statement:**

This proposal will ensure that adequate levels of care are provided to residents with increased complex needs in the City's long-term care homes, the majority of whom are low-income seniors.

**Service: Long-Term Care Homes**

Preliminary New / Enhanced Services:	2,058.0	2,068.8	(10.7)	17.67	0.0	(0.0)
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**Service: LTCHS - Community Based Programs**

Preliminary New / Enhanced Services:	10.7	0.0	10.7	0.13	0.0	0.0
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<b>Total Preliminary New / Enhanced Services:</b>	<b>2,068.8</b>	<b>2,068.8</b>	<b>(0.0)</b>	<b>17.80</b>	<b>0.0</b>	<b>(0.0)</b>
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**Summary:**

<b>Total Preliminary New / Enhanced Services:</b>	<b>2,068.8</b>	<b>2,068.8</b>	<b>(0.0)</b>	<b>17.80</b>	<b>0.0</b>	<b>(0.0)</b>
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**Category:**

## Appendix 6

**Inflows/Outflows to/from Reserves & Reserve Funds**  
**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
<b>Projected Beginning Balance</b>		<b>28,251.5</b>	<b>28,251.5</b>	<b>28,666.5</b>	<b>29,081.5</b>
Sick Leave Reserve Fund	XR1007				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			415.0	415.0	415.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>28,251.5</b>	<b>28,666.5</b>	<b>29,081.5</b>	<b>29,496.5</b>
<b>Balance at Year-End</b>		<b>28,251.5</b>	<b>28,666.5</b>	<b>29,081.5</b>	<b>29,496.5</b>

\* Based on 9-month 2017 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
<b>Projected Beginning Balance</b>		<b>25,981.1</b>	<b>25,981.1</b>	<b>27,525.8</b>	<b>29,070.6</b>
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			1,544.8	1,544.8	1,544.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>25,981.1</b>	<b>27,525.8</b>	<b>29,070.6</b>	<b>30,615.4</b>
<b>Balance at Year-End</b>		<b>25,981.1</b>	<b>27,525.8</b>	<b>29,070.6</b>	<b>30,615.4</b>

\* Based on 9-month 2017 Reserve Fund Variance Report