



2016

Long-Term Care Homes & Services
Annual Report





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Long-Term Care Homes & Services

**Commitment
to CARE**

Compassion | Accountability | Respect | Excellence

A Message from the Advisory Chair and General Manager

This past year was one that reaffirmed Long-Term Care Homes & Services (LTCHS) is fulfilling our vision – *to be recognized leaders in excellence and ground-breaking services for healthy aging.*

In February, the World Health Organization designated the City of Toronto as an Age-Friendly City in recognition of the successful implementation of The Toronto Seniors Strategy of which LTCHS played an important role.

The Toronto Seniors Strategy identifies the direction and recommendations that will address the diverse needs of older residents by embedding the values of respect, dignity, diversity, independence and equity in all its policies, programs and services. This is completely in sync with our divisional mission, vision and values.

In May, thanks to the preparation and participation of many staff members in the homes, at head office and in our community programs, the division was Accredited with Commendation through Accreditation Canada's Qmentum program.

We are so proud of this outstanding achievement which clearly demonstrates our commitment to providing the highest quality of care and service; through innovation, teamwork, customer satisfaction, best practices and working co-operatively.

Councillor Pasternak, Chair of the Community Development and Recreation Committee recognized this achievement at a Committee meeting, stating: "Our 10 homes and community support services are shining examples of what can be achieved when City employees, volunteers and community groups work together to better the lives of others."

We are grateful for the ongoing support and funding we receive from Toronto City Council, the Ministry of Health and Long-Term Care, and the five Local Health Integration Networks (Toronto Central, Central, Central East, Central West and Mississauga/Halton) that serve the people of Toronto.

We are pleased that the refresh and update of the LTCHS Strategic Plan is complete. This, in tandem with the Service Plan, provide a divisional roadmap for the development of programs and services that are consistent and in line with the mission, Cluster A (Citizen Centered Services) and City-wide priorities and the division's human and financial resources.

We look forward to working with each of you as well as our many partners on this newly defined path.

Sincerely,



Willis Rudy, Chair
Advisory Committee



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

Mission

We provide a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community.

Vision

To be recognized leaders in excellence and ground-breaking services for healthy aging.

To fulfill the vision:

- Our care and services improve resident and client outcomes
- Our positive environment, partnerships in community, education and research integrate knowledge and innovation
- Our leading practices enhance quality of life throughout the continuum of care
- Our knowledge, expertise and contributions shape and influence public policy.

Values

Long-Term Care Homes & Services believes in the values of **Compassion, Accountability, Respect** and **Excellence**.

These CARE values are shared by all stakeholders; drive culture, priorities, and provide a framework in which all decisions are based.



COMPASSION

We are committed to providing compassionate care and comforting support that values the strengths, needs and desires of those we serve.

We live this value, every day by:

- Providing holistic care and restorative therapies
- Delivering interesting and meaningful programs
- Assisting in the activities of daily living and promoting wellness
- Caring about people and meeting their needs.

2016 HIGHLIGHTS

Community gardens at Lakeshore Lodge

Lakeshore Lodge was chosen as a partner by The GARDENS (Green Artisan Retailers and Designers Environmental Networking Space) for the south Etobicoke community garden Pod Project which provides access to organic and locally grown food while engaging the community to promote greener living spaces and healthy choices.

Using mobile, raised beds and a small amount of space, Lakeshore Lodge, with the support of Humber College helped to grow tomatoes, radishes, cauliflower, peppers and a variety of herbs on the second floor terrace. The harvest was then donated back to the program to provide families and seniors living on fixed incomes with healthy produce.

Innovations

The Health Arts Society concert series, part of Long-Term Care Homes & Services' resident programming for the past five years, was featured in The Globe & Mail. The article included interviews with some Seven Oaks residents that took place immediately following a recent performance. The concert series provides the enjoyment and stimulation of professionally performed music to our residents who are no longer able to attend performances out in the community.

Montessori and dolls at Cummer Lodge

A simple doll can brighten someone's day. At Cummer Lodge, interacting with dolls is part of the home's Montessori program along with activities like sorting and folding clothes and listening to music.

Visiting residents with dolls is a great ice breaker. Residents reach to take the doll in their arms. Interacting with the doll is a pleasant and comforting distraction that offers meaningful interaction, especially for residents with dementia.

Observations from staff, family and volunteers indicate that residents were more focused, some asking direct questions about the doll while others stopped wandering and sat with the doll, cuddling the baby and changing its clothes.



Art workshop at Kendleton Supportive Housing Site

After taking part in an Art Gallery of Ontario (AGO) training program, volunteers from Kipling Acres used their new skills to organize art sessions for clients of the Kendleton supportive housing program.

The initial session included a presentation about abstract artwork and discussing some notable artists. Then, volunteers provided hands-on demonstrations before working with clients to make their own unique pieces of abstract art using string dipped in ink to create lines on paper followed with different coloured media.

During the session, many participants opened up to the group to share personal experiences that were brought to mind as they worked on the art pieces. The end results were beautiful and each piece was as unique as its creator.

In a follow-up session, volunteers presented on First Nation totem poles. They shared photos and other pieces of artwork, from across Canada, featuring the cultural and religious symbols commonly seen on totem poles.

Clients created their own totem poles using cardboard cylinders and paint. Motifs included animals and figures of personal significance. Discussion throughout the workshop centered on Canada's indigenous peoples.

The staff here are very nice and I look forward to seeing them each morning.

– resident



Service Plan Update

The 2016-2020 Service Plan outlines how the City will provide, improve and prioritize long-term care services to a diverse, aging population with complex care and social needs. In the first full year of the plan's implementation, work has focused on advancing identified priorities: 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.

Highlights include:

- Homemakers and Nurses Services program expansion eliminated the waitlist and resulted in 411 applicants being added to the program
- Eight of 10 homes increased their Case Mix Index (CMI) in 2016, increasing the division's overall average CMI by 1.41%
- Implemented the End of Life Program in all homes
- 414 students (up 13% from 2015) from 13 educational institutions completed placements in diverse fields including Business Management, Community Services Worker, OT/PT Assistants, Medical Students, Kinesiology, Health Environmental Services Management, Master of Public Health in Nutrition and Dietetics.

ACCOUNTABILITY

We are committed to acting with integrity and to using City property, services and resources in a responsible, accountable and transparent manner.

We live this value, every day by:

- Following good governance and using resources wisely
- Ensuring all dealings are conducted fairly, honestly and equitably
- Engaging and listening to others
- Maintaining safe and secure environments.

2016 HIGHLIGHTS

Art mural at Bendale Acres

Bendale Acres' residents are part of an exciting intergenerational art project, along with staff and youth volunteers from VIBE Arts, creating art projects using different media and techniques including painting, collage, sculpting clay, print- and stencil-making.

The team worked to create art pieces representing their life interests. Each participating resident was given a theme at the beginning of the project which took residents through a therapeutic journey as they created their pieces of art.

The art pieces served as inspiration for Sean Mendelson, an artist contracted by VIBE Arts, who will use them in a mural he is creating for Bendale Acres.

As a resident I enjoy my quality of life at Bendale Acres. There are plenty of activities that can keep you active, keep your brain working and keep you in reasonable physical shape.

– resident





Canada Blooms at Carefree Lodge

Each year, Long-Term Care Homes & Services partners with Canada Blooms, Procter's Cartage and Live Green Toronto to share beautiful flowers and plants with residents in our homes. This was the ninth year of the partnership and this time residents of Carefree Lodge benefited from this generous donation.

Canada Blooms is an annual world-class festival that connects people to the joys and benefits of nature through experiences with gardens and flowers by promoting, educating, inspiring and celebrating all aspects of horticulture. At the end of the 10-day festival, Live Green Toronto volunteers box up hundreds of plants so that they can be shared with seniors who may not be able to attend the festival.

Residents of Carefree Lodge received the plants and tips from celebrity gardener Mark Cullen and Terry Caddo, General Manager of Canada Blooms.

Local Councillor David Shiner also joined the celebration.

Partnership/community outreach

True Davidson Acres has a beautiful new terrace courtesy of the Lowe's Home Improvement Hero Project. The Project fundraised \$4,000 which made the one-day makeover possible. The team from Lowe's power-cleaned the terrace floor, built custom-made raised gardens, refurbished the hand rails and provided new patio furniture so the residents and guests can comfortably enjoy the outdoor space.

Several diverse community connections support resident programs at Castlevue Wychwood Towers:

- CIBC staff gave the home a \$4,400 grant and assisted at the home's Caribbean Celebration
- CISCO staff baked apple pies and treats for the home's Harvest Festival and Thanksgiving Celebrations
- Wonder Voyage Youth Missionary students from Maryland helped at Spring Fling and at the Summer Olympic Games Event.

Lakeshore Lodge is the west end evaluation site for the St. John's Ambulance Therapy Dog Program.

Canadian Institute for Health Information (CIHI)

CIHI Your Health System data is one of many data sets used by Long-Term Care Homes & Services (LTCHS) to continually monitor and improve care and service delivery.

With the exception of the Physical Functioning indicators, the LTCHS divisional average for each indicator reflects a more positive result in comparison to both the national and provincial averages.

The results of the Physical Functioning indicators are owing to the homes' resident population and general need for assistance with activities of daily living. LTCHS residents have an average of six co-morbidities, are frailer and require a higher level of specialized medical and health care including end of life care.

Also of note, LTCHS does not restrain residents with challenging behaviours, which is reflected in very low restraint use and we prefer antipsychotic medications to be used only as a last resort. We prefer to take the time to assess the resident, individualize care plans, identify triggers and introduce non-pharmacological aids to address behaviours.

Data and indicators are just part of the interdisciplinary approach to care that LTCHS uses to develop and implement evidence-based leading practices. Even with the same standards and shared best practice among all 10 homes, we understand that each resident is unique so staff complete assessments and prepare individualized care plans, in consultation with the resident and their family members.

Theme	Indicator	Canada Average	Ontario Average	LTCHS Average
Safety	Falls	15.7	15.3	12.2
	Pressure Ulcers	2.9	2.9	2.0
Appropriateness & Effectiveness	Restraints	7.4	6.0	0.9
	Antipsychotics	23.9	22.9	21.3
Health Status	Improved Physical Functioning	31.7	30.3	21.1
	Worsened Physical Functioning	33.1	34.6	33.8
	Depressive Mood	22.3	24.2	18.4
	Experiencing Pain	8.5	6.1	4.1
	Experiencing Worsening Pain	10.5	10.3	6.6

RESPECT

We are committed to upholding resident/client rights and respecting diversity; by embracing our differences and supporting others we demonstrate fairness, inclusion and equity.

We live this value, every day by:

- Embracing the diversity of all people
- Ensuring decisions are sensitive to religious, moral and cultural issues
- Providing individualized care that enables people to be as independent as possible
- Responding to emerging local community needs.



2016 HIGHLIGHTS

Fudger House's 50th Anniversary

For 50 years, Fudger House has been home to thousands of Torontonians and hundreds of caring staff and volunteers have provided support and friendship to those residents. This fall, many gathered to celebrate the home's golden anniversary including Mayor John Tory, Deputy Mayor Pam McConnell (local ward councillor), former staff and many friends of the home.

A scroll commemorating the occasion was presented, residents and guests had the opportunity to have a keepsake picture taken in the Golden Photo Booth, shared stories of Fudger House and viewed archival photos and newspaper clippings which recounted the rich history of the home.

Improving outcomes for residents and clients

Inter-generational programs run by Toronto Children's Services and Long-Term Care Homes & Services were profiled by the *Toronto Star*. The feature "Music abounds when daycare, seniors share roof," noted that for seniors, these visits offer an opportunity to share their knowledge and life experience and have fun interacting with a younger generation. The move and groove dance party at Kipling Acres was prominently featured in the article.

25th Anniversary Toronto Challenge

In June, runners and walkers took part in the 25th Toronto Challenge participating in one of three events, the MonsterMortgage.ca 5k run, Medical Pharmacies 5k walk and the 1k fun walk.

Over its 25 years, the event has raised over \$10 million for long-term care homes and seniors in the community. Funds are used by community agencies to provide home support and independent living, renovation of seniors' facilities, transportation services, wellness programs, home library services and more.

Additions of anthem singers, a live band, face painting and entertainers helped make the silver anniversary an event to remember as did Michelle Dubé, co-anchor of CTV News

Toronto. Michelle welcomed participants and announced the top finishers during the award ceremony. In the MonsterMortgage.ca 5k run, the fastest runners were Suraj Sharma (male, 16:33) and Paulina Maher (female, 19:00). The special Anniversary Team Challenge was won by Dion Diep, Gordon Wong, Matthew Fong, Maximilian Tran-Luong and Kyle Tou. Their average 5k run time was 24:26. The oldest participant at this year's event was 104-year-old, Ishar Kaur Kairon and the youngest participant was 2-year-old, Mea Ribeiro who was part of the Kipling Acres team.

The 2016 CTV Students Supporting Seniors Award went to Toronto Kiwanis Boys and Girls Club for having the most youth participants. The Supporting Seniors Award for the community agency with the most participants was presented to The Aphasia Institute.



I have been using Supportive Housing services for the past 10 years. It has made a huge positive difference to my quality of living. Thank you very much to all of the staff.

– Supportive Housing client

Volunteer Youth Summit

The ninth annual Volunteer Youth Summit was held on August 20 at the Art Gallery of Ontario (AGO), with 50 youth volunteers from all homes in attendance.

The half-day session was full of excitement and activities. Youth were able to follow behind the scenes planning and a countdown to the day through Twitter and were encouraged to post their own Youth Summit moments using a series of hashtags developed just for them.

Highlights included the Youth Council presentations – an opportunity for youth volunteers to share the awesome initiatives they have been doing in the homes.

This year's inspiring presentations included:

- Dining Buddies – youth's experience being trained to help in the dining room as mealtime assistants (Castleview Wychwood Towers)
- The Baby Blog – stories of residents engaged in the doll therapy program (Cummer Lodge)
- Youth Council Happenings – fundraising and programs the youth led this year (Lakeshore Lodge)
- From Snapchat to Snapshot: Building up a Photobook – youth's project of fundraising and developing photo books to assist with friendly visiting (Fudger House).



Photos: Sean Weaver © Art Gallery of Ontario 2017

EXCELLENCE

We are committed to providing the highest quality of care and service; through innovation, teamwork, customer satisfaction, best practices and working co-operatively.

We live this value, every day by:

- Achieving success through quality improvements and partnerships
- Building capacity by investing in a committed and skilled workforce
- Embracing innovation and encouraging continuous learning
- Striving to be the best by providing exemplary care and services.

2016 HIGHLIGHTS

Accredited with Commendation

In May, a survey team of eight healthcare professionals from across Canada visited all 10 long-term care homes, community programs and head office as part of Accreditation Canada's Qmentum program. At the end of the survey, Long-Term Care Homes & Services (LTCHS) was Accredited with Commendation for going beyond the requirements of the program and demonstrating an ongoing commitment to quality.

Overall, LTCHS met 100% of the Required Organizational Practices which enhance resident/client safety and minimize risk and met 97% of the 614 standard criteria and guidelines of the Qmentum program.



Council's Community Development and Recreation Committee recognized this impressive result with a special presentation and acknowledgement of the dedicated multi-disciplinary care teams working in LTCHS in support of seniors and vulnerable individuals.

General Manager's Award of Excellence



This new divisional award acknowledges and celebrates teams or groups demonstrating exceptional and measurable outcomes in innovation and excellence that support the vision of being recognized leaders in excellence in long-term care.

The Inter-Home Advisory Committee reviews and ranks all of the award applications. The winner is selected by the General Manager.

The inaugural winner of the General Manager's Award of Excellence for 2016 was Wesburn Manor for the home's work to enhance the "Resident Experience during Admission."

The multi-disciplinary team at Wesburn Manor recognized that admission can be a difficult time marked with mixed emotions for individuals and their families. The home's project centered on engaging residents, families and staff in sharing, learning and emotionally mapping experiences to improve a resident's transition into long-term care.

Commitment to CARE Award

This award was introduced to formally recognize staff members within the division who go above and beyond to demonstrate the CARE values (Compassion | Accountability | Respect | Excellence).

Staff, residents, clients, family members and volunteers can nominate anyone, at any time throughout the year. The award is location-specific. Each home's Advisory Committee selects one recipient. The Head Office/Community Programs recipient is selected by the divisional Advisory Committee on Long-Term Care Homes & Services.

Congratulations to the 2016 Commitment to CARE Award recipients

Rajwinder (Raj) Parmar

Bendale Acres

Sabrina De Souza

Carefree Lodge

Jigme Wangchuck

Castleview Wychwood Towers

Luisa Milone

Cummer Lodge

Silvia Di Leo

Fudger House

Joey Wilgan

Head Office/Community Programs

Juliet Beals

Kipling Acres

Mary-Lynn Johnston

Lakeshore Lodge

Deborah Degois

Seven Oaks

Li Li

True Davidson Acres

Ana Simas-Medeiros

Wesburn Manor

2016 Quality Fair

The Long-Term Care Homes & Services Annual Quality Fair shines a spotlight on the division's quality improvement work and gives staff teams an opportunity to share their success with peers and external partners. Presentations in 2016 included Leadership Rounds, Reducing Antipsychotic Medication Usage, Therapeutic Bathing, Refining the Dining Experience and Improving Resident Experience on Day of Admission. The People's Choice Award was given to the Seniors' Art Engagement Program, a partnership with the Art Gallery of Ontario (AGO).

Excellence in Volunteering Awards

In 2016, volunteers contributed 136,000 hours of service to Long-Term Care Homes & Services (LTCHS). As part of National Volunteer Week, LCTHS presented the Excellence in Volunteering Awards at City Hall to honour and recognize volunteers from the 10 City-run homes and community programs. Honourees include individuals and groups selected for demonstrating a Commitment to CARE (Compassion | Accountability | Respect | Excellence) – which are the core values of LTCHS. *See page 17 for the full list of the 2016 recipients.*

Capital Renewal Plan Update

Since receiving Toronto City Council approval to proceed with planning the staged redevelopment of five long-term care homes to meet new provincial design standards, Long-Term Care Homes & Services has initiated the approvals process with the Ministry of Health and Long-Term Care and Local Health Integration Networks, engaged stakeholders and explored affordable housing opportunities.

Highlights include:

- Planning and work continues to develop a long-term care home with 378 beds as part of the City's George Street Revitalization Project. The site will also include a men's shelter with 100 beds, a transitional

living program with 130 beds, 21 units of affordable housing and a community hub

- The Redevelopment of Kipling Acres is nearing completion. Phase II, which includes 145 long-term care beds and community hub space, will re-open in the spring of 2017
- Discussions are underway with Humber College related to the future redevelopment of Lakeshore Lodge to explore possible partnership opportunities related to capital planning, academic programming, teaching long-term care models, community connections and innovations with diverse student and resident populations.



**Congratulations to 2016's recipients of the
Excellence in Volunteering Awards**

Debbie Murney

Bendale Acres

Clement Gomes

Carefree Lodge

Lori Gershon

Castleview

Wychwood Towers

Arthur Freeman

Cummer Lodge

Paul Cheung

Fudger House

Karin Loane

Kipling Acres

Margaret Bastin

Lakeshore Lodge

Melissa Gibson

Seven Oak

Tea Room Volunteers

True Davidson Acres

Kathy Huang and

Victoria Li

Wesburn Manor

Karen Wianecki and

Donna Vibert

Divisional

Gerald Robinson

(Wesburn Manor)

Mary Ellen Glover Award

*I am so impressed with the recreation staff.
They go the distance to encourage and engage the
residents to participate and the response has been one
of joy, enriching their daily lives.*

– family member

Facts & Stats

LONG-TERM CARE HOMES:



- 10 long-term care homes with 2,641 beds
- Specialized behavioural support care at 7 homes
- Short-stay respite beds in 8 homes
- Five homes with 66 convalescent care beds
- Young adult units in 5 homes
- Residents come from 49 countries of origin, communicate in 39 languages and practice 34 faith denominations
- In 2016, long-term care residents express a satisfaction rating of 92%; family members 96% satisfaction
- Approximately 3,200 active full- and part-time staff (2,256 full-time equivalents)
- 2,300 volunteers provide 136,000 hours of annual service to residents
- 2016 Operating Budget was \$254.570 million gross and \$48.493 million net

PROVINCIAL CONTEXT:



- 627 long-term care homes in Ontario with 78,120 beds
- 54% of all beds are run by for-profit providers
- 25% are run by non-profit organizations or charities and 21% are municipal

CITY CONTEXT:



- 84 homes, for a total of 15,222 beds are located in Toronto
- 17% are City of Toronto (LTCHS) beds

COMMUNITY-BASED SERVICES:



Adult Day Programs offer a variety of quality activities and services in a safe, supportive environment for people who are physically frail, have a cognitive impairment or who are socially isolated.

- Adult Day Programs offer approximately 14,000 client days of care
- Adult Day Program client satisfaction rating of 100%

Supportive Housing Services offer homemaking, light meal preparation, personal care, medication reminders, and security checks for seniors who live in their own apartments, in nine designated buildings across the city. Staff are available onsite 24/7.

- Supportive Housing Services for 525 seniors
- Supportive Housing client satisfaction rating of 96%

Homemakers and Nurses Services offers light housekeeping and meal preparation, laundry, incidental grocery shopping, to approximately 3,000 individuals living in the City. Applicants are assessed for functional and financial eligibility.

- Homemakers and Nurses Services provide over 150,000 hours of service/year
- Homemakers and Nurses Services client satisfaction rating of 97%

Meals on Wheels are supported by preparing approximately 2,000 meals per week for delivery.



Thanks to all the volunteers for their help in providing programs like library, bingo and outings.

– resident

This home is so well-maintained and cozy that when she arrived she didn't even think of going home. Thank you for the great service.

– family member

My quality of life is good here, I am very happy.

– resident

My sister's admission to this facility has saved her life and mine.

– family member

The Supportive Housing staff are great at caring, dedication, sincere commitment, understanding and empathy.

– Supportive Housing client

I am very satisfied with the Adult Day Program – everyone there is very friendly and helpful.

– Adult Day Program client

The librarian visits with books and is helpful in so many ways. It raises my spirits and has me thinking differently about life.

– resident

I appreciate the hard work done by the staff of 2 south looking after my mother and all of the other residents. It is a challenging floor and the staff treat residents with both professionalism and kindness.

– family member

