



2017

Long-Term Care Homes & Services
Annual Report
A VISION FOR OUR FUTURE





Members of the Advisory Committee on Long-Term Care Homes & Services

Gina M. Antonacci
 Sandra Kerr
 Kim Kohlberger
 Linda Rae Legault
 Manon Lemonde
 Jan Nowakowski
 Elena Oliva
 Willis Rudy
 Jennifer Scott
 Greg Shaw
 Margaret Smuk

Senior Management Team

General Manager & Directors

Reg Paul
 Soo Ching Kikuta
 Vija Mallia
 Dana Tulk

Administrators

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 Tim Burns
 Gayle Campbell *
 Ranjit Calay
 Hao Chao
 Carlos Herrera *
 Nancy Lew
 Alice Marak (Acting) *
 Bambo Oluwadimu
 Robert Petruszewsky
 Peter Puiatti
 Nelson Ribeiro
 Susan Schendel

**retired*

Letter from the Chair and General Manager - A VISION FOR OUR FUTURE

A vision statement is a touchstone for an organization as it is a value-laden depiction of what you want to be true of the organization in the future. For Long-Term Care Homes & Services, that vision is to **be recognized leaders in excellence and ground-breaking services for healthy aging**. It is a daily journey, but we are well on our way to fulfilling our vision.

Our Leaders in Excellence philosophy is a division-wide approach that is built into our culture; every home, program area, staff and volunteer is involved in the quest for excellence. It's about our people – skilled and engaged staff, volunteers and partners in care – on an unending journey. It's about continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology, all of which are integral to our success. It's about a commitment to delivering exemplary care and service to residents and clients, building capacity through high-performing teams and strong partnerships and improving operational and system-wide performances.

As leaders in excellence, Long-Term Care Homes & Services builds on its successes and demonstrates courage and originality in the development of ground-breaking services in healthy aging and wellness.

We are fortunate to have highly committed and innovative inter-professional teams of staff, along with numerous stakeholders that includes our residents, clients, families and volunteers, throughout the City's ten long-term care homes, community-based programs and head office who lead the way.

On behalf of Long-Term Care Homes & Services, we want to acknowledge and thank those who make what we do possible. We receive funding from the Province of Ontario, five Local Health Integration Networks (Toronto Central, Central, Central East, Central West and Mississauga Halton), Resident/Client user fees and the City of Toronto.

We sincerely hope you enjoy reading our 2017 Annual Report that highlights a number of key accomplishments and activities from the past year.



Gina M. Antonacci, 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 **C**ompassion | **A**ccountability | **R**espect | **E**xcellence.

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



"I am very satisfied with the quality of care and services provided to my brother. The staff is excellent and caring. The facilities are very clean."

– Family member, Bendale Acres

Our Story of 2017 Key Accomplishments

- Developed and initiated implementation of a resident/client centred model of care that aligns with the organizational values, fosters inter-professional collaboration and facilitates transparency, accountability and care excellence.
- Enhanced quality of care and quality of life for residents by refining and refreshing the division's Approach to Care model.
- Supported leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- Continued implementation of the Council-approved 2016-2020 LTCHS Service Plan that will improve outcomes for residents and clients throughout the continuum of care, from healthy aging in place to palliative care at end of life.
- Updated and reissued the LGBT Toolkit for creating culturally competent care for lesbian, gay, bisexual and transgender persons in long-term care and community-based services.
- Advanced implementation of the Council-approved LTCHS Capital Renewal Plan to address mandatory redevelopment of five long-term care homes to meet new design standards, explore affordable housing opportunities, integrating partnerships and incorporating community hub space.



- Developed and implemented standardized systems and processes that improved data accuracy for long-term care and supportive housing Resident Assessment Instrument - Minimum Data Set (RAI-MDS) to improve case mix data quality.
- Shared innovations and best practices as leaders in excellence and groundbreaking services for healthy aging at provincial conference related to Reducing Antipsychotic Medication Use, RAI 2.0, Delivering Linguistically-Sensitive Long-Term Care and Seven Steps to a Super LGBTQ-Inclusive Organization.
- Conducted research projects with University of Toronto at Bendale Acres and Lakeshore Lodge on evaluating participatory intervention in long-term care and at True Davidson Acres, the research is related to LGBTQ individuals seeking and finding long-term care in Ontario.
- Procured a new electronic healthcare record and resident information management system that will improve service delivery and modernize operations with leading-edge technology.

Our care and services improve resident and client outcomes

iPads

Use of iPads is opening up new means of communication for residents who may not be able to express themselves as they would like. Music, library and gaming options can be personalized for stimulation to the senses of sight, touch and sound. Residents enjoy memory games, crossword puzzles and the video calling function which allows them to interact with their loved ones with a touch of a button.



Knitting & Crafting Clubs

Several homes have groups of residents and volunteers who love knitting and regularly gather to knit, crochet, share patterns and offer their expertise to each other as they knit scarves, lap blankets and hats. Many of the crafts are given to new residents as welcome gifts or sold in the Gift Shop.



"The staff is amazing; dedicated, caring, always ready to help." – Family member, Lakeshore Lodge

Petting Zoos

Residents and family members enjoy interacting with many visiting zoo animals including a bearded dragon, snakes, small alligators, a joey (baby) kangaroo, lemur, monkey, sheep, honey bear, llama and goats. For residents unable to go outdoors, special indoor visits are arranged and in one home, Cummer Lodge, children of staff were invited to attend making the zoo visit and inter-generational program for the entire family community.



Gardening Programs



"We are so blessed to have such a wonderful program with the most amazing staff. Thank you."

Client, Kipling Acres ADP

From beautiful outdoor landscaped spaces to indoor plants, long-term care homes are thriving, no matter the season through the dedicated efforts of residents, family members, staff and the green thumbs of volunteers. Supported by community experts and local businesses, healthy plants and healthy aging are improving quality of life.

Our positive environment, community partnerships, education and research integrate knowledge and innovation

Reopening Kipling Acres



In June, residents at Kipling Acres, along with family members, staff and volunteers, welcomed City officials and provincial partners from the Ministry of Health and Long-Term Care and the Central West Local Health Integration Network to celebrate the successful completion of a two-phased redevelopment. The beautiful new 337-bed long-term care home meets all of the modern long-term care design standards. In addition, the community hub includes an Adult Day Program, Kipling Early Learning & Child Care Centre and West Acres Senior Centre, which offers wellness and recreation programs for local community seniors.

Excellence in Volunteering Awards



Castleview Korean Volunteer Association

Castleview Wychwood Towers (CWT) celebrated its 10-year partnership with the Castleview Korean Volunteer Association, an opportunity to reflect on a decade of collaboration and achievements related to cultural programs, special events and fundraising initiatives that benefit all CWT residents, including more than 70 residents from the Korean community.



Canada Blooms

For the last decade, Canada Blooms has been putting the “spring” back in seniors’ steps by delivering truckloads of potted plants and flowers following its world-class festival. This year, each resident at Kipling Acres benefited from this partnership; donations were also shared with clients in the Adult Day Program, at Kendleton Drive Supportive Housing site, Rexdale Women’s Centre, and with West Acres Seniors Centre.



Volunteer Youth Summit

Sixty-five youth volunteers gathered for the annual Volunteer Youth Summit under the theme “Superheroes in our Homes,” where they shared innovative programs and discussed best practices to plan and implement resident-focused activities. While the focus was on the benefits of volunteering with seniors, opportunities to learn about careers within the sector were also part of the agenda.



- Loved Flock**, *Bendale Acres*
- Wendy Mackenzie**, *Carefree Lodge*
- Ken Kessler**, *Castleview Wychwood Towers*
- Ilse Ries**, *Cummer Lodge*
- Grace Doe**, *Fudger House*
- Flora Oracion**, *Kipling Acres*
- Mary Chanonet**, *Lakeshore Lodge*
- Jean Eddy**, *Seven Oaks*
- Harry Staple**, *True Davidson Acres*
- Ice Cream Social Group**, *Wesburn Manor*
- George Mallia**, *Divisional*

Mary Ellen Glover Award



George Carpenter,
*Kipling Acres, resident
volunteer*

Our leading practices enhance quality of life throughout the continuum of care

Complementary Care

Residents receive regular care and support including aromatherapy, reflexology and simple massage. Most complementary care time is spent one-on-one with some small groups and greatly enhances quality of life, especially as residents adjust to a new living arrangement, live with physical or emotional discomfort, and at end of life.



Therapy Dogs

Pet visits are a regular occurrence with four-legged friends and their volunteer handlers bringing joy and lap visits to residents. One of the larger organizations, the St. John Ambulance Therapy Dog Program, uses Lakeshore Lodge as its training centre and testing site for all dogs registered in the program.

Art Therapy

Art plays an important role in the homes and community programs with many programs to support a love for art, an appreciation of artwork and to promote the therapeutic benefits of a creative environment. Regardless of age or ability, residents and clients are encouraged to find their love and talent for creating art and expressing themselves.

Artwork created by Long-Term Care Homes & Services' (LTCHS) residents and clients is on display at the Art Gallery of Ontario (AGO) until April 22, 2018. The artwork stems from a joint City of Toronto and AGO project to support LTCHS residents with cognitive and physical abilities. The free exhibit is located in the Community Gallery of the Weston Family Learning Centre.





Doll Therapy

Baby dolls are used within dementia care units to engage residents. Nurseries have been set up to engage the senses and help residents rediscover the world around them. In providing care to a baby doll, residents are able to maximize sensory experiences through physical activities such as changing, dressing, feeding, and providing comfort.

Community Partnership Award

Fudger House



Granted by the Volunteer Advisory Committee of Toronto Intergenerational Partnerships (TIGP) to Fudger House in honour of the long-standing collaboration and commitment to the Intergenerational Program with **Rose Avenue Junior Public School**.

Our knowledge, expertise and contributions shape and influence public policy

Reducing Use of Antipsychotics Medication



At the provincial AdvantAge Ontario conference, a presentation by Bendale Acres showed how it decreased the use of resident antipsychotic medications from 23.9% in 2015 to 6.4% by third quarter 2016. Using a quality improvement approach, the team, along with Medical Pharmacies, the division's contracted pharmacy, shared its experiences, opportunities for improvement, benefits and challenges of balancing resident safety and the provincial quality focus of reducing antipsychotic medications in long-term care.

Enabling Access to Technology



Programs to support residents' use of technology are opening up the world through cyber space. Many initiatives are inter-generational with youth volunteers offering one-to-one computer training and support. Independence is quickly gained once residents are comfortable to explore hobbies and interests, book WheelTrans or watch YouTube videos and TED Talks.

"Thank you very much for taking excellent care of my uncle." – Family member, Castleview Wychwood Towers

Toronto Challenge



Almost 50 fundraising partner organizations took part in the 2017 Toronto Challenge presented by MonsterMortgage.ca raising \$295,000.00 in support of seniors. As organizers of the event, Long-Term Care Homes & Services raises awareness and funds that go directly to support seniors in the community and residents in our long-term care homes.

Providing Francophone long-term care



At a national conference in Ottawa, Rendez-vous santé en français, representatives shared how Bendale Acres provides linguistic and culturally-competent care for Francophone and French-speaking individuals. The theme of the conference was “150 Ways of Taking Action Together” and focused on how researchers, policy makers, government officials and healthcare providers are working together to provide better access to high-quality and safe healthcare programs and services in French across Canada.

City Manager's Partnership Award

Community Programs



As partners in SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness), Community Programs staff were recognized for excellence in integrated approaches to service and program delivery. SPIDER provides a co-ordinated response to complex and unresolved health and safety risks involving vulnerable Torontonians, their homes, property or neighbours.

Marie Taylor Award



Karen Thompson,
*Manager
 Food &
 Dietetic
 Services,
 Head Office*

Received the Award for Excellence in Long-Term Care, Seniors Nutrition and Dietetic Practice, sponsored by the Gerontology Network of Dietitians of Canada.



Diversity Our Strength

Residents in the City's long-term care homes come from 66 countries of origin, speak 31 different languages and practice 37 different faiths/denominations. Clients in Adult Day Programs, Supportive Housing sites, those that receive Homemakers and Nurses Services, staff and volunteers also reflect this rich diversity.

Pride Month is an opportunity for the lesbian, gay, bisexual, trans, queer and two-spirit (LGBTQ2S) communities to celebrate their diversity and the progress made towards equality, and to stand against discrimination. Many residents, family members, staff and volunteers took part in the annual ceremonial raising the Pride flag to mark the official start of Pride Month.

Caribbean culture was celebrated in July with special events and initiatives, including one held at Castleview Wychwood Towers with corporate volunteers from CIBC helping residents create their own headpieces and handkerchiefs, the colourful creations were worn in a musical conga line.

"I am grateful for everything; especially, appreciative for the homemakers expertise and professionalism (as well as the office staff who sets everything up with great kindness and concern)."

– Client, Homemakers & Nurses Services



National Aboriginal Day is observed throughout the City and at Fudger House, a special display featuring the artistic talents and observations of resident Thomas Manning were on display. Tom is a citizen of the Anishinabek (Ojibway) Nation and a member of the Chippewa's of Kettle and Stony Point First Nation.

Black History Month celebrations including readings and special reflections were shared with residents, family members, staff and volunteers.

"I am a widow of 82 years old and I am living alone in apartment. Because of my medical condition I could have not live by myself without your support and help that you provide me with. Thank you."

– Client, Homemakers & Nurses Services

City's Manager's Award – Customer Service

Patricia Daley, Cleaner Heavy Duty, Kipling Acres



Received the You Make the Difference Extraordinary Achievement Award in the category of Customer Service for providing consistent, efficient and effective customer service to residents, staff, visitors, volunteers and service providers.

Ontario Senior Achievement Award

Jan Rowan,
Seven Oaks Volunteer

The Award recognizes and celebrates outstanding seniors, who after the age of 65 years, have made significant contributions to their community.





Bendale Acres installed an Inuksuk in the front garden as part of its Canada 150 celebration. Built by the Inuit as a way of communicating in harsh climates, the stone statues are a study in balance, each one selected to carefully support the ones above and below. Canadians are known the world over for our friendly and helpful character and the Inuksuk is a strong symbol that represents the way we work together to make a better way.

*“Excellent management
of this home.
Staff is wonderful.”*

– Resident, Kipling Acres



Commitment to CARE Award Recipients

Emily Best-Shantz, *Bendale Acres*

Daisy Zhang, *Carefree Lodge*

Lilia Consuelo Ortiz Rincon, *Cummer Lodge*

Suchitra Chaha, *Lakeshore Lodge*

Marcelina Aradanas-Lambert, *Fudger House*

Mark Edward Southwell, *Seven Oaks*

Shabbir Pathan, *True Davidson Acres*

Vilma Miranda, *Kipling Acres*

Victoria Noseworthy, *Wesburn Manor*

Petrona Gentles-Wilson, *Castleview Wychwood Towers*

Elizabeth Juraschka, *Head Office/Community Programs*

General Manager's Award of Excellence



Presented to a cross-divisional team for their work in supporting innovation through the implementation of the electronic Nursing and Personal Care Record (eNPCR) testing using the City of Toronto's Enterprise eLearning Initiative (ELI) system. The NPCR is critical documentation completed by nursing staff on a daily basis related to resident care. Given this importance, staff annually complete testing. By using the ELI system, the ease of testing assisted saving time to administer, monitor and mark tests at all levels, identify gaps in knowledge/learning, and assist with improving documentation accuracy which will improve resident care and funding.

Congratulations to: **Mandeep Badwal, Tyler Barill, Gail Benedicto, Nordia Brown, Sally Bure, Jen Diga, Lalaine Doria, Lin Guo, Omtta Hermiz, Xiu Lan Huang, Vipulanathy Jeganathan, Michelle Jones, Soo Ching Kikuta, Yasmen Khan, Yin Kam, Julie Kwan, Rose Mao, Cheryl Mascarenhas, Gui Qiu Niu, Pauline M. Robert, Jane Simms, Nicole Scullion, Lin Shiping, Shengrong Tao, Tom Thomas, Mary Kristine Torres, Zhang Xiao, Wenshu Zhao and Chen Zhu.**

"I find the staff to be friendly and very professional. The facility is always extremely clean and decorated nicely. We are very happy about my father's care."

– Family member, Seven Oaks

LONG-TERM CARE HOMES & SERVICES

Did you know?

A snapshot of services provided in 2017

Operated

10 LONG-TERM CARE HOMES
with 2,641 beds responding to local needs offering:

specialized behavioural support programs
short-stay respite
convalescent care beds.



Delivered

150,000

hours of homemakers and nurses services to

3,000 LOW INCOME SENIORS helping them to live independently in their own homes.



Assisted

525 SUPPORTIVE HOUSING CLIENTS
in nine sites.



Celebrated **2,300 VOLUNTEERS** who gave 136,000 hours of their time, averaging more than



50 HOURS OF SERVICE
PER RESIDENT.

Provided

14,000

CLIENT DAYS OF CARE
through the Adult Day Programs for seniors who are frail or socially isolated.



Prepared

1,600

MEALS PER WEEK
for Meals on Wheels delivery to vulnerable individuals in the community.





"I feel the residents have a comfortable home overall that they are able to call their own. Thank you!"

*Family member,
True Davidson Acres*

"I am pleased with the service provided. Thank you for always ensuring my safety + comfort."

Client, Broadview Manor

"The staff are amazing."

*Family member,
Cummer Lodge*

"I am happy."

Resident, Carefree Lodge

"The nurses and support staff are excellent."

*Family member,
Fudger House*

"We understand how hard it is to care for our family member and we appreciate all the staff does for her and we feel she is well cared for. Thank you."

*Family member,
Wesburn Manor*

"Keep up the great service! Thank you!!"

*Family member,
Lakeshore Lodge*

