



Long-Term Care Homes & Services  
**ANNUAL REPORT**  
2018



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

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## Senior Management Team

### General Manager & Directors

Reg Paul  
Soo Ching Kikuta  
Vija Mallia  
Dana Tulk



### Administrators

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Nelson Ribeiro  
Susan Schendel

*\*retired*



Long-Term Care Homes & Services

Commitment  
to **CARE**

Compassion | Accountability | Respect | Excellence

## Letter from the Chair and General Manager

This year, we updated our Statement of Philosophy, which is based on the comprehensive needs of our residents, clients, and the community we serve to best support Toronto's most vulnerable individuals for healthy aging, whether they still live in their own home or reside in a City of Toronto long-term care home.

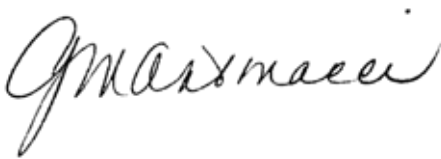
Further work to refresh the Approach to Care, built upon the **CARE** (Compassion | Accountability | Respect | Excellence) values, frames the stories being highlighted in this year's Annual Report:

- Relationship & Commitment
- Safe & Supportive Environment
- Person-Centred Care
- Professional Practice & Approach

In everything we do for those entrusted to our care, we strive to enhance quality of life. As you read along, we sincerely hope you enjoy learning more about some of the key accomplishments and activities from 2018.

We are fortunate to have highly committed and innovative inter-professional teams of staff, along with numerous stakeholders that include 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.



Gina M. Antonacci, Chair Advisory Committee  
on Long-Term Care Homes & Services



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.

## Strategic Directions

**DELIVER** exemplary care and services through a continuum of care.

**SERVE** vulnerable individuals and respond to emerging community needs.

**LEAD** advances in long-term care and support services to seniors.

**BUILD** capacity through high performing teams and strong partnerships.



# 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.

## 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.

## 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.

## 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.

## 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.

## 2018

The Ministry of Health and Long-Term Care's **Late Career Nurse Initiative** (LCNI) provided an opportunity for 18 Registered Nurses, both full and part-time, to attend education sessions to advance projects that improve care planning and the quality of work environments.

Bendale Acres hosted the first **Canada Blooms** donation event and welcomed everyone back for the 11th annual celebration in March. At the close of the 10 day gardening festival, a team from Bendale Acres sorted and boxed up hundreds of plants for delivery to the home courtesy of Procter's Cartage. Each resident at Bendale Acres received a plant for their room and dozens more were shared with clients of the Adult Day Program, clients at the Brimley Acres Supportive Housing site and local seniors served by Meals on Wheels.



During Volunteer Week in April, 12 well-deserving individuals and one group received **Excellence in Volunteering Awards** for their dedication to enhancing the lives of residents in the City's long-term care homes. Thank you and congratulations to: Jean Roy (Bendale Acres), Bill Hu (Carefree Lodge), James Kinney (Castleview Wychwood Towers), Karen Grainger (Cummer Lodge), Gloria Wright (Fudger House), Luba Nickerson and Jean Brown (Kipling Acres), Elio Donatucci (Lakeshore Lodge), Nancy Gleason (Seven Oaks), Roman Catholic Worship Group (True Davidson Acres), Perla Orara (Wesburn Manor), Joan Barltrop (Divisional Award) and Jay Poot, a Kipling Acres resident, received the Mary Ellen Glover Award presented to a resident volunteer whose contribution provides a lasting benefit for fellow residents.

Administrator Marg Aerola received the **Prix Francophile Award** for her outstanding contribution to the political, social economic and cultural life of Ontario's Francophone community. Selected for her leadership at Bendale Acres, specifically the Pavillon Omer Deslaurier, a 37-bed unit within the home, where French-speaking residents receive care and services in their chosen language and cultural surroundings.

The **Quality Fair** celebrates and recognizes quality improvement projects and achievements and facilitates the sharing of information among the homes and community programs. The 7th annual event was held in May at Humber College Lakeshore Campus, enabling staff members to learn how to make improvements for residents and clients while generating efficiencies that have positive, measurable impacts on work life.

The Council-approved **Capital Renewal Plan**, which responds to the provincially mandated redevelopment of 5 homes to meet new design standards is moving forward with planning well underway to build a 378 bed long-term care home as an integral component of the City's George Street Revitalization Project. In May, City Council established a goal to expand capacity at 4 of the remaining redeveloping home locations by potentially adding 978 beds as part of the capital renewal process.

Mayor John Tory launched Seniors' Month at Bendale Acres by officially unveiling a six-storey intergenerational mural on the east and south-east side of the home. Coordinated by **VIBE Arts** and artist Sean Martindale, the mural is a celebration of life, represented by the tree and symbols of personal inspiration celebrating the life interests of the long-term care home's residents.

The **Toronto Challenge**, presented by MonsterMortgage.ca returned to Nathan Phillips Square with over 2,000 people attending to show their support and raise funds for Toronto seniors. Runners and walkers of all ages and abilities took part in the MonsterMortgage.ca 5k run, Medical Pharmacies 5k walk or the 1k fun walk.

**National Indigenous Peoples Day** celebrations were held at Castleview Wychwood Towers, Fudger House and Seven Oaks, giving residents more opportunity to learn about Indigenous culture while enjoying and participating in story-telling, drumming, dancing and a traditional smudge ceremony.

Twenty years ago, Castleview Wychwood Towers, at the request of the Ministry of Health and Long-Term Care, responded to the evolving needs of new long-term care services and opened the **Young Adult Home Area**. Two decades later, the Young Adult Home Area is a thriving example of innovative services and specialized supports within the City's continuum of quality long-term care services.

**Pride** celebrations, including rainbow flag raisings, entertainment, barbeques and parade viewing parties were held for residents in all homes, with special guests attending the festivities at True Davidson Acres, Kipling Acres, and Fudger House.

The 11th annual **Volunteer Youth Summit**, "The Ripple Effect", was held in August at George Brown College Waterfront Campus, with 50 youth volunteers from all homes in attendance. The youth planning team built upon the success of past years' events, delivering a Summit that was creative, energized and youth driven. A variety of activities took place that allowed for learning, collaboration, brainstorming and fun, all with the goal of equipping and motivating the participants in their volunteer service at the homes.

Preparing to launch an **electronic Healthcare Record** (eHCR) has engaged hundreds of staff members as the division prepares to implement PointClickCare, a cloud-based software, in all

homes by the end of 2019. For example, to modernize the way staff capture and manage resident information, nursing teams reviewed 178 forms and assessment tools to streamline processes.

The City of Toronto's Seniors Advocate Councillor Josh Matlow, helped distribute gifts to residents at Castleview Wychwood Towers, alongside Home Instead Senior Care, corporate volunteers from RBC Capital Markets, Accenture and dozens of children from Hillcrest Community School, during the **Be a Santa to a Senior** event.





## Compassion

The foundation of compassionate care is relationship and commitment.

### Relationship & Commitment

We achieve this with behaviours that:

- Focus on people, not tasks
- Take time to listen to what others have to say
- Meet needs in a warm, considerate, professional, and kind manner
- Respond to concerns

### Java Music Club

True Davidson Acres was the first City home to introduce the Java Music Club, an acclaimed, research-based peer support activity group program targeting residents who may face social isolation. Now available in all 10 homes, Java Music Club, can be facilitated by recreation staff, residents, volunteers or family members. The focus is on peer support – residents helping residents – which adds purpose and meaning to their lives. Java Music Club uses themes, music, photos, readings and a traditional Aboriginal Talking Stick, as a way to honour each person attending, remembering that each of us possesses wisdom and courage as well as reminding us to listen closely while others are sharing.

### End of Life and Palliative Care

Each home's care team including physicians, nurses, social work counsellors, physiotherapists, dietitians, and spiritual and religious care coordinators work in collaboration with the resident, family/substitute decision-makers to ensure an end of life care plan reflects the resident's physical, intellectual, social, emotional, spiritual needs and preferences. Homes, such as Kipling Acres have raised funds to purchase sleeper chairs which can be used by family members who wish to remain at the resident's bedside during the end stages of life. Volunteers also provide gift baskets, which include music, scented lotions, snacks, colouring books and puzzle games for family members.







### Caring Clown Program

Mature students from Ryerson University's G. Raymond Chang School of Continuing Education's Caring Clown Program make a difference, bringing joy, laughter and fun into the lives of residents in the long-term care homes. The three-course program for students, aged 50 years and older, includes instruction on clowning techniques, extensive briefing on various aspects of aging and dementia, as well as hands-on experience during supervised practicums in City long-term care homes. There, the students use a creative mix of skills to help better the lives of residents living with dementia.

### WWII Veterans

Recognizing and preserving the memories of World War Two (WWII) veterans on video, six of whom live at Kipling Acres, was an opportunity to reflect on the sacrifices made, the horrors witnessed and learn directly from the brave men and women who helped shape the freedom we enjoy today, while upholding their legacy. When the video was shared with the Royal Canadian Legion Coronation Branch 286 this past Remembrance Day, they immediately requested it be added to their museum.





## Accountability

Every staff member is accountable for their own actions and takes ownership for providing safe care and service.

### Safe & Supportive Environment

We achieve this with behaviours that:

- Demonstrate responsibility
- Do what I say I'm going to do
- Take initiative and offer improvements
- Promote safety and prevent harm

### Civility

Kipling Acres began a Quality Improvement Project to improve engagement between staff and family members. Upon reviewing literature about engagement and the Home's Your Opinion Counts Survey Results and complaints data, the project team decided to focus on civility, a key factor when looking at how to improve communications and engagement. The project is involving both family members and staff, using their feedback to develop tools to address incivility when it occurs, creating a community where the norm is politeness and courtesy in behaviour and speech.

### Mobile Devices

Ensuring the successful implementation of the electronic healthcare record requires active participation and engagement throughout the entire operation. To that end, over 700 staff members from all homes provided input into the selection of mobile devices for use with the new electronic healthcare record system. The cloud-based technology uses handheld devices, so ensuring a successful launch and implementation requires comfort and familiarity with iPads for point of care application and resident documentation and other peripherals such as charging stations, carrying cases and unit sanitizers.



## BOOMr

Better Coordinated Cross-Sectoral Medication Reconciliation (BOOMr) is an integrated practice improving medication safety during transitions through the healthcare system. For long-term care residents, like those at Lakeshore Lodge, which successfully implemented BOOMr, the process of medication reconciliation begins 48 hours prior to admission involving the new resident, the person who holds the Power of Attorney, the home's physician, family physician, their previous pharmacy service provider, and if applicable, hospital representative(s). Better coordination of medications reduces possible medication errors.

## Food for Thought

Improvements to food quality, menu planning, food presentation and the overall dining experience for long-term care residents is a collaboration between many partners and includes specific emphasis on seasonings and cooking methods to address concerns with existing menu items as well as changing products going forward. To initiate some creativity in the kitchen, Cooks and Nutrition Managers representing each of the homes, went to Gordon Food Service Culinary Centre, accessing a fully stocked pantry, they worked in teams to combine ingredients and flavours to develop new recipes which could be incorporated into the resident menu.





## Respect

Each person entrusted to our care is treated and respected as an individual.

### Person-Centred Care

We achieve this with behaviours that:

- Embrace diversity, support cultures, values, choices and preferences
- Ensure privacy
- Encourage participation
- Keep others well informed

### Live to Eat

Eating well within a social setting allows residents to form friendships, reminisce and converse about daily events while enjoying a meal. With almost half (45 per cent) of residents receiving mechanically altered diets to address chewing and/or swallowing difficulties, varying food preferences and tastes can be a challenge. For these reasons, engaging residents in the menu planning process is of utmost importance. This year, Wesburn Manor hosted the annual food show, which included food sampling and a tasting event for residents, family members, staff and volunteers to evaluate foods for the 2019 resident menu.



### Buried in Treasures

Compulsive hoarding, also known as hoarding disorder, is a behavioral pattern characterized by excessive acquisition of, and an inability or unwillingness to, discard objects that encroach on the living areas and cause significant distress or impairment. Clients in community-based programs were offered a harm reduction approach to develop strategies to manage clutter in their lives while preserving dignity and maintaining their tenancy in Toronto Community Housing buildings.





### Family Peer Support

Families are an integral part of the 'commitment to care' offering staff feedback and information that can enhance the quality of life for residents. Families also need to be supported, especially during transitions, such as when a resident first enters long-term care and when there are changes to their health status. Sometimes family members can experience guilt and caregiver stress, so the Family Peer Support Group at Carefree Lodge, with support of the Family Council, was created as an added support for family members. Each month, families receive education, information and an environment where they are free to share and receive peer support from other family members and professionals.

### Outdoor Space

Realizing the benefits of outdoor programs, including improved mood for residents, Carefree Lodge has been leading the way with expanded outdoor programs and making use of the home's beautiful and safe outdoor spaces. Acknowledged at the Quality Fair for actively responding to comments from residents and family members, the home is creating more welcoming environments, understanding both the sensory and visual impact of how outdoor space contributes towards enhancing the quality of life for residents in long-term care.





## Excellence

Staff value contributions and are open to different views and perspectives.

### Professional Practice & Approach

We achieve this with behaviours that:

- Do a good job, share successes and great ideas
- Try new ways of doing things and improve every day
- Commit to professional development and continuous learning
- Keep a positive attitude and take positive action

### Advancing Nursing Skills

Seventy-two (72) Registered Nurses from all 10 homes participated in Humber College's Health Assessment course challenging themselves with advanced nursing skills and tools to improve resident outcomes. Held in the north campus simulation lab, participants were able to practice hands on assessment skills, inclusive of all body systems, with life-like automated mannequins. The course also focused on enhancing skills in the areas of resident and family-centred interviewing and critical thinking informed by a fulsome assessment that includes evidence-based evaluation tools.

### Job Incentive Program

Fortunate to have over 2,000 volunteers contribute hours of service throughout the division, Long-Term Care Homes & Services also supports broader City initiatives including the Job Incentive Program, coordinated through Toronto Employment and Social Services. This past year, Coordinators of Volunteer Services assisted 160 people, many of them newcomers with healthcare backgrounds, gain valuable experience while volunteering in the City's long-term care homes. The confidence and skill development gained by participants in this program is key to finding future employment for these candidates.





### Award of Excellence

Wesburn Manor's "Welcome To Our Home: Won't You Be My Neighbour?" initiative received the General Manager's Award of Excellence acknowledging and celebrating the team's work related to innovation, excellence and supporting the vision to be leaders in excellence in long-term care. Wanting to improve residents' home areas and quality of life, they studied how improvements to the physical environment, such as décor, tactile stimulation and the use of colour and material could improve engagement and socialization for residents with dementia exhibiting responsive behaviours. Measurable positive impacts include reduced resident to resident and resident to staff incidents, improved mood and lower use of anti-psychotic medications.

### Commitment to CARE Awards

Recognition to staff members who go above and beyond to demonstrate the **CARE** values (**C**ompassion | **A**ccountability | **R**espect | **E**xcellence) in 2018 are:

- Roman Zator – Bendale Acres
- Lysa Springer-Laks – Carefree Lodge
- Kwan Hoe Kim – Castleview Wychwood Towers
- Akiko Kobayashi – Cummer Lodge
- Amy Greene – Fudger House
- Lilly Bruzzese – Community Programs
- Joan Milling – Kipling Acres
- Barbara Koloszyk – Lakeshore Lodge
- Michelle Roberts – Seven Oaks
- Marjorie Rombeiro – True Davidson Acres
- Sandra Marland – Wesburn Manor





## Your Opinion Counts

Each year we administer the Your Opinion Counts (YOC) survey to measure satisfaction levels. With input from residents, clients and family members at each home and community program staff are able to assess outcomes, establish action plans and make improvements through focused objectives, quality improvement and customer service changes.

**We strive for high satisfaction levels and the results and comments are in for 2018:**

**89%** resident satisfaction

**93%** family satisfaction

**97%** supportive housing client satisfaction

**96%** homemakers and nurses services satisfaction

**100%** adult day program client satisfaction

## Testimonials

*The staff are amazing. You can see all of them love what they do. All very caring individuals. They make concessions for my parent who may not be able to participate in some activity. They improvise and make my mother feel welcomed.*

– Adult Day Program, Bendale Acres

*Staff are an amazing bunch of people with huge hearts and understanding of the Alzheimer illness. Thanks to these wonderful people, our mum is smiling again. She lives alone and this program has enabled her to live in her own home a little while longer.*

– Adult Day Program, Kipling Acres

*I am very happy with the homemaker I have because when I am not feeling well on her visit, she is knowledgeable about my health and medication, I tell her what is wrong and she is able to help me. Thanks for (the) respect and excellence care you provide each week for seniors.*

– Client, Homemakers & Nurses Services

*My Homemaker is friendly, helpful and compassionate. It makes a difference and is greatly appreciated, her kindness is also very well received.*

– Client, Homemakers & Nurses Services

*This service has made my life so much easier. I am now able to have company back in my home and it is now clean and tidy and not an embarrassment to me. The home care giver is polite and respectful. The Staff at the office are also friendly, timely and always available to assist you every day.*

– Client, Homemakers & Nurses Services

*I could not manage looking after myself without the above services.*

– Client, Winchester Square Supportive Housing

*I am very happy and satisfied with all the services and assistance I continue receiving. I am especially in greater need of your support since my physical medical health/mobility has greatly declined within last 2 years.*

– Client, Broadview Manor Supportive Housing



*I appreciate all the volunteers' effort. All the managers take care in understanding my needs and issues.*  
– Resident, Carefree Lodge

*I have been to other homes and this home is the best I have been treated or I have felt.*  
– Resident, Fudger House

*Very comforting to be here. Nurses are hard workers - I would not know what to do without them.*  
– Resident, Kipling Acres

*This is a very difficult job and I believe that the staff do a fabulous job, the patience and care is wonderful.*  
– Family Member, Bendale Acres

*The concerns and compassionate displays for residents demonstrates the calibre and quality of the caregivers.*  
– Family Member, Carefree Lodge

*Castleview Wychwood Towers has been a blessing to my family, my mother was a resident for 6 and a half years, passed away this year and my father is still a resident 7 years this December. Our praise to everybody in the home.*  
– Family Member, Castleview Wychwood Towers

*I feel the recreational staff go out of their way to find ways to engage the residents. They work very hard to provide a wide variety of activities and will provide one-on-one time if necessary.*  
– Family Member, Fudger House

*She enjoys how clean the building is and how her room is kept. She loves bingo during the week and pub night.*  
– Family Member, Kipling Acres

*My Father is happy here and he likes the food. The staff treat him with respect. They also treat other residents with respect. Staff and Management speak to him as an interesting adult.*  
– Family Member, Lakeshore Lodge

*My mom has been in the home for over four years and now my dad is also a resident. I am extremely happy with the care staff (gives) and always look forward to my visits.*  
– Family Member, Seven Oaks



## Statement of Philosophy

**We believe** it is the obligation of Long-Term Care Homes & Services to have a philosophy that is based on the comprehensive needs of our residents, clients, and the community we serve. By fully adopting this philosophy, we can best support Toronto's most vulnerable individuals for healthy aging whether they still live in their own home or reside in a City of Toronto long-term care home.

**We believe** Long-Term Care Homes & Services must provide the highest quality care and services possible and to be inclusive when planning and delivering our programs and services regardless of race, colour, creed, age or financial status.

**We believe** that to be considered as leaders in excellence in the development of ground-breaking services in healthy aging and wellness, we require skilled and engaged staff, volunteers and partners sharing a commitment to delivering exemplary care and services to all those we serve. By maintaining a continual program of training, education and evaluation, our staff members actively contribute towards positive resident and client outcomes.

**We believe** positive resident and client outcomes are best achieved through teamwork, partnerships, evidence-based practice, research, integrating knowledge and innovation, evaluation of care and services and a quality improvement approach where we continuously improve our services, operations and systems, as well as measure and benchmark our success.



**We believe** our approaches in care and service delivery, advocacy, programs and environment need to be designed in a manner that supports residents' and clients' rights to dignity, honesty, safety, quality of life, wellness and well-being.

**We believe** each resident's and client's culture, ethno-racial background, family tradition, community, language, sexual orientation, gender identity, gender expression, life history, socio-economic status, and spiritual belief must be respected when planning and delivering care and services.

**We believe** in the importance of establishing a just culture, positive workplaces, engaging staff and working together in inter-professional teams.

**We believe** the best way to build an effective continuum of care is through strong, collaborative partnerships with all stakeholders including other healthcare organizations, our partners within the City of Toronto, the wider community, families, staff, volunteers, residents and clients.



# LONG-TERM CARE HOMES & SERVICES

Did you know?

A snapshot of services provided in 2018

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  
**510 SUPPORTIVE  
HOUSING CLIENTS**  
in nine sites.



Celebrated **2,200 VOLUNTEERS**  
who gave 136,000 hours of their  
time, averaging more than



**50 HOURS** OF  
**PER RESIDENT.** SERVICE

Provided

**14,000**  
**CLIENT DAYS OF CARE**

through the Adult Day Programs for  
seniors who are frail or socially isolated.



Prepared

**1,100**

**MEALS PER WEEK**

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



