



Seniors Services and Long-Term Care

Annual Report

2022

Seniors Services and Long-Term Care (SSLTC) supports Toronto seniors and people in long-term care to have the healthiest, most fulfilling lives possible through exceptional care and services. This year we crafted a new vision to capture the division's expanded mandate: An age-equitable Toronto with fully connected services for seniors and long-term care, enabling people to live with support and age with dignity.

We drive quality and innovation, we are the trusted, reliable, turn-to service resource. People in Toronto can rely on a full set of services and care to lead fulfilling lives as they age or when they need long-term care. We are positioned to support people's full needs – social, emotional, medical, economic, cultural – to enable healthy, fulfilling lives as they age and through the end of life.



To do this meaningful work and achieve positive outcomes, the Care Values – Compassion | Accountability | Respect | Excellence are shared by all stakeholders, drive culture, priorities and provide a framework on which all decisions are based.

These strategic priorities advance our coordinated efforts and frame the 2022 Annual Report Contents, highlighting the great work we have achieved:

Excellence in Care & Service

Integrated Care & Service Continuum

Thriving Workforce

Message from the Chair and General Manager

In 2021, we established a new strategy and vision to encapsulate our expanded mandate and create an age-equitable Toronto with fully connected services for seniors and long-term care enabling people to live with support and age with dignity.

Important work, ground-breaking innovations and award-winning initiatives advanced while we continued to respond to the ongoing pandemic and multiple COVID-19 variants and challenges affecting Toronto seniors.

On behalf of the entire Seniors Services and Long-Term Care team and Members of the Advisory Committee on Seniors Services and Long-Term Care, we acknowledge all long-term care residents, program clients, families, caregivers, volunteers, staff members, community, academic, research and healthcare

partners, who collaboratively support us.

We also acknowledge and thank those who make what we do possible. We receive strong support and funding from the Province of Ontario, the Ministry of Long-Term Care, Home and Community Care, Resident/Client user fees and the City of Toronto.

Please enjoy the 2022 Annual Report, which shares and recognizes some of the past year's accomplishments.

Thank you for your trust and support, we are stronger together!



Dalia Hanna
Chair, Advisory Committee on
Seniors Services and Long-Term Care

Jennifer Dockery
General Manager
Seniors Services and Long-Term Care

Excellence in Care & Service

My wife was transferred from a private LTC home before COVID. She would probably not still be here with us if she wasn't transferred to Carefree Lodge. The staff on the Garden Level are excellent, keep up the good work!"

Carefree Lodge family member

In April 2022, new provincial legislation and regulations under the *Fixing Long-Term Care Act* came into force. Key changes have been integrated into operations, including:

- Refreshed Residents' Bill of Rights and Visitor Policy that ensures caregivers have continued access to LTC homes
- Menu Enhancements including primary lunch and dinner choices made from scratch, a la carte menu options such as soup, sandwich, heat and serve, and dessert options of fruit in addition to cakes, pastries, cookies or assorted ice cream
- Enhanced IPAC Program and roles to improve practices and procedures and support influenza vaccination and mask fit testing
- Palliative Care practices to support residents and loved ones beyond end of life care
- Emergency & Disaster Management to better support preparedness in the event of an emergency, including outbreaks, epidemics and pandemics.



In October 2022, Accreditation Canada completed an on-site survey of LTC homes in which 97% of applicable criteria, including Required Organizational Practices (ROPs), were met when compared to national standards of quality and excellence.



In addition, SSLTC were praised for organization-wide visionary and committed leadership; resilient, supportive and friendly teams who know their roles and responsibilities; strong resident, family and volunteer engagement, community connections and partnerships; and for creating an environment where residents and family members feel safe and well cared for.

[CareTO](#), the made-in-Toronto, emotion-centred approach to care for long-term care residents continues to garner positive attention and improve outcomes. A multi-year staff plan prioritizes the hiring of additional direct care staff to meet the complex and diverse needs of residents, with the aim to achieve four hours of direct care per resident per day.



Bendale Acres was selected by Institute for Safe Medication Practices Canada as a Champion Home in the pilot program. And, Seven Oaks, Carefree Lodge, and Castleview Wychwood Towers are becoming Trailblazer Homes in medication safety.

With funding support from Healthcare Excellence Canada, we developed improvement initiatives to inform pandemic planning efforts ahead of future outbreaks in the areas of Environmental (Housekeeping) and Resident Emotional Supports.

The COVID [Resource Guide](#) assists staff, volunteers, family and friends with strategies for providing resident emotional support and meaningful engagement.



Clinical transformation being advanced with a review of nursing leadership span of control, scope of responsibilities and approved funding for 12 new Nurse Practitioners (NPs), who will advance nursing clinical care excellence

and innovations. The NP contributes to the quality of resident care through the component roles of advanced practitioner, educator, researcher and leader.



The Your Opinion Counts (YOC) survey is administered annually to measure residents, families and clients experience with care and services. Ratings and feedback from the surveys are reviewed to understand areas for improvement and analyzed for trends and opportunities. 2022 results (based on 1,450+ responses) indicate:

- **91%** long-term care residents' families are satisfied with care and services
- **93%** long-term care residents are satisfied with care and services
- **93%** homemakers and nursing services clients are satisfied
- **97%** supportive housing clients are satisfied.

"I am glad to have this service with my health challenges - I am grateful!"

Winchester Square Supportive Housing client

Integrated Care & Service Continuum

"Kindly convey my heartfelt thanks to all for the efforts provided and compassion given. It greatly helps me attain quality of life with less medication, pain and discomfort and focus more on activities and exercises. Again, my sincere thanks to all."

Broadview Manor Supportive Housing client

[Bendale Acres](#) received Ministry designation and enhanced pilot funding for 15 bed Behavioural Specialized Unit (BSU). The Highland Creek Retreat is a transitional behaviour support unit which provides accommodation, care, services and programs for residents with responsive behaviours who need extra support to transition into long-term care.



Reduced wait lists and welcomed 300 new clients with limited financial resources into the [Homemakers and Nursing](#) Services program, supporting seniors to age safely at own home through assistance with household activities such as light housekeeping, laundry, shopping, and meal preparation.

Resumed health promotion and wellness education to clients and tenants within the [Supportive Housing](#) program.

The on-site Registered Practical Nurse (RPN), through both group and one-to-one sessions, provides education, information and referrals to help clients maintain a safe, active and independent lifestyle.



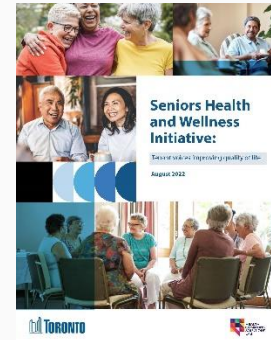
Wellness topics commonly addressed include: falls prevention, diabetes management, heat/sun safety, vaccinations, hand hygiene, nutrition and diet, personal safety and exercise. The RPN also provides information and referral for other community resources/health services and assists clients navigate the healthcare system.



Reinforced and expanded partnerships with the new [Toronto Seniors Housing Corporation](#) (TSHC) while providing strategic support to deliver, evaluate, and improve the Integrated Service Model (ISM) in 83 buildings for 15,000+ low-income senior tenants.



Co-authored and released the report *Seniors Health and Wellness Initiative: Tenant voices improving quality of life* with Health Commons Solution Lab, based on in-depth engagement with 87 tenants and expert advice from members of the Senior Tenants Advisory Committee, who are tenants of Toronto Seniors Housing Corporation.



Published final report on all 27 recommendations in [Toronto Seniors Strategy](#) 2.0, highlighting innovative programs and key City initiatives to advance an age-equitable Toronto and support the quality of life, social participation, access to services, and well-being of diverse older adults.



Initiated discussion with Anishnawbe Health Toronto on collaborative opportunities for Indigenous long-term care as part of the City's LTC Capital Renewal Plan and [Truth & Reconciliation Action Plan](#).



"Excellent service provided by the worker who does laundry and house cleaning."

Homemakers & Nurses Services client



"The staff is very professional and are always encouraging the residents to do as many enjoyable activities as possible. The staff treat residents with respect and do not force them to do more than what they feel like doing. I am very happy to say that I am very pleased with our resident's overall care."

Bendale Acres family member



Recruiting, retaining and developing a skilled and engaged workforce is the core of our People Strategy, including these highlights:

- Hired 11 redeployed staff members from other City divisions, who chose to remain within the long-term care setting, after pandemic restrictions were lifted and they could return to their base positions.
- Focused on converting part-time staff to full-time positions, providing better work schedules
- Developed a streamlined process to have vulnerable sector police reference checks (PRCs) completed for candidates that reside in Toronto
- Reduction in the recruitment cycle by means of process improvements (e.g. streamlined the review of immunization and tuberculosis documentation, centralizing the review and submission of PRCs, engaged a vendor to perform reference checks)
- Initiated a streamlined hiring and on-boarding process for 155 Personal Support Workers (PSW) and centralized orientation for these staff



- Emphasized a culture of continuous learning and development (e.g. Learning and Leading with Human Rights)
- Participation in corporate initiatives (e.g. Work-Based Learning program, Toronto Urban Fellow program, communities of inclusion)
- Introduced an opt-in program that involved financial incentives for frontline workforce to fulfill compliance-related education requirements
- Employee engagement and staff recognition events (e.g. formal divisional and corporate programs, celebrations such as Nursing week, and Toronto Public Service Week)
- Continued job shadowing program during Toronto Public Service Week as an expanded opportunity to develop new leaders and provide mentoring (e.g. A Day in the Life, Mini-Mentorship with SSLTC Leaders)
- Initiated Tea with Jenn program giving frontline staff members an opportunity to meet in small groups with the General Manager



Advancing Equity, Diversity and Inclusion:

- Built on staff survey feedback, we have created a Confronting Anti-Black Racism in the Workplace 3 Year Action Plan with strategies, activities, short, medium and long-term actions to advance an inclusive and equitable environment for all.
- The three overarching strategies are to build knowledge and awareness of anti-Black racism, support professional growth of Black staff and build accountability based policies and procedures for confronting anti-Black racism within the division
- Indigenous Cultural Competency and advancing the Truth & Reconciliation Action Plan



- Hosted webinar from a Senior/Elder Wellness Worker from Native Child and Family Services of Toronto on cultural and traditional aspects of programming for Indigenous seniors and elders
- 2,400+ staff members have completed Introduction to Indigenous Learning
- Toronto Metropolitan University research offering recommendations and guidance on how SSLTC can build culturally safe approaches and settings for Indigenous-centred long-term care.



Leading & Learning with Pride: A Revitalized [Tool Kit](#) resource on Supporting 2SLGBTQI+ Seniors is one of the ways we continue to evolve and strive to be a more inclusive, equitable and respectful organization. This work has been recognized by AdvantAge Ontario with the Community Connections Award, shared and presented with service providers, researchers and community members including:

- Older Adult Centres Association of Ontario: Annual Provincial Conference Diversity Panel
- Community Based Research Centre: Virtual Summit
- Ontario LTC Association: This is Long-Term Care Conference

- Rainbow Resource Centre: Planning with Pride Conference Virtual Exhibit Hall.



In addition to SSLTC staff training and education, we have shared with sector and community partners to promote uptake, including:

- Sinai Health Circle of Care
- Toronto Central Home and Community Care and Support Services
- North York Toronto Health Partners
- Toronto Seniors Housing Corporation
- Women's College Research Institute, Women's College Hospital
- Canadian Centre for Gender and Sexual Diversity
- Elder Abuse Prevention Ontario
- Southeast Knowledge Exchange Network
- Centre for Studies in Aging and Health at Providence Care
- Long Term Care and Services for Seniors, Regional Municipality of Durham.



Volunteers are partners-in-care, and while the pandemic put a stop to many [volunteer initiatives](#), their commitment and perseverance have continued.



This past year, we welcomed approximately 600 volunteers (and some four-legged friends) who contributed over 20,000 hours of service to support LTC residents. We have a robust volunteer recruitment plan in place to go alongside continued efforts to welcome back tenured volunteers.



"I find all staff are always willing and helpful with all my concerns. When I'm not able to get there I get phone calls telling me how he is doing. It's a great comfort because I'm a senior as well and I cannot get there. I am very happy I chose Fudger House."

Fudger House family member

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