

Regional Municipality of York

Committee of the Whole
Community and Health Services
October 14, 2021

Report of the Commissioner of Community and Health Services

2020 Long-Term Care and Seniors Community Program Annual Performance Updates

1. Recommendations

Council receive this report and attachments for information to ensure Council's compliance with the *Long-Term Care Homes Act, 2007*, other provincial government directives and [emergency orders](#).

2. Summary

Each year Council receives an annual update report about York Region's two long-term care homes, Newmarket Health Centre and Maple Health Centre (the Homes) as part of its obligations as the Committee of Management under the *Long-Term Care Homes Act, 2007* (the Act).

Key Points:

- The Homes continued to provide high-quality care to residents despite the challenges of a global pandemic
- The Homes were impacted by the COVID-19 pandemic throughout 2020 however remained outbreak free until wave 2 in the fall
- Seniors Community programs continued to offer virtual supports to all 29 long-term care Homes across the Region

3. Background

The Ministry of Long-Term Care funds, licenses and regulates Ontario's long-term-care Homes

All long-term care homes are required to comply with the fundamental principle of the Act that states:

"... a long-term care home is primarily the home of its residents and is to be

operated so that it is a place where they may live with dignity and in security, safety and comfort and have their physical, psychological, social, spiritual and cultural needs adequately met.”

Under the Act, every upper or single tier municipality in southern Ontario must maintain at least one municipal long-term care home. At the time this legislation came into effect, York Region was operating its two long-term care homes, Maple Health Centre and Newmarket Health Centre, with a total of 232 beds. As of July 2021, there are 29 long term care homes in York Region in total, with the other 27 being operated by not-for-profit or private companies.

Council is the Committee of Management for the Region’s two long-term care homes

Under the Act, “every southern municipality that is an upper or single-tier municipality” must operate at least one long-term care home. Under this legislation, Council serves as the Homes’ Committee of Management and must receive an annual performance report to ensure the Homes comply with the Act. In [October 2011](#), Regional Council approved its role as the Homes’ Committee of Management, as required by section 132 of the Act. Key responsibilities are described in the [2019 Long-Term Care and Senior Services Annual Performance Updates](#).

During 2020, the Committee of Management had oversight of additional key responsibilities (listed in Attachment 1) for its long-term care Homes as part of the pandemic response through directives issued by the Chief Medical Officer of Health (CMOH), the Minister for Long-Term Care and various provincial [emergency orders](#).

York Region’s Homes provide long-term care, short-stay, and respite beds with an array of services for residents

York Region’s Homes offer three types of care: long-stay long-term care beds (192 beds), short-stay respite care (six beds) and convalescent care beds (34 beds). On [March 23, 2020](#), the Ministry of Long-Term Care suspended the short stay program which provided short-stay residents with respite care or convalescent care. These 40 beds across both Homes were available to use as long-stay beds.

Both Homes’ residents receive assistance with activities of daily living, have access to 24-hour nursing and personal care, and have on-site supervision and monitoring to ensure their safety and well-being

Other services include behavioural support programs, medical services, recreational programming, dietary services, laundry services, social work supports, spiritual and religious care, housekeeping, maintenance, finance, and administrative services.

4. Analysis

The Region's two long-term care homes continued to provide quality care and services by meeting Ministry of Health and Ministry of Long-Term Care requirements to ensure safety, care and comfort of our residents

Attachment 2 provides the 2020 long-term care Homes Performance Analysis. Performance highlights:

- The Homes had high occupancy rates (92.4% for Maple Health Centre and 97.9% for Newmarket Health Centre) for 2020 and remained in demand by those on the waitlist
- The Residents Quality of Life Survey for 2020 showed that 100% of residents who provided a response on their "Overall Satisfaction" reported favourably
- The average number of non-compliance findings per Ministry of Health inspection in 2020 was 1.9 across both Homes, lower than other municipal Homes (see Table 7 in Attachment 2)
- Maple Health Centre and Newmarket Health Centre improved or sustained performance on six of nine publicly reported indicators
- Both Homes received a three-year continuance of their accreditation status (2020 to 2023). This is the longest period of accreditation the Commission on Accreditation of Rehabilitation Facilities awards to long-term care Homes

The COVID-19 pandemic changed how care is delivered in the Region's Homes

Attachment 1 provides the 2020 long-term Care Homes Pandemic Performance Analysis. Performance highlights:

- The Homes remained outbreak free for wave 1 of COVID-19. However, in wave 2 Newmarket Health Centre went into a confirmed outbreak with 23 residents and 33 staff in total being infected with COVID-19. Sadly, three residents died from contracting the virus
- External and internal corporate partnerships were crucial to the Home's response to the pandemic and future preparedness plans
- The Homes, with the support and assistance of internal and external partners, implemented a range of measures in 2020 to respond to the pandemic, including screening, testing, enhanced infection prevention and control, outbreak management and increased staffing
- The Homes implemented data and quality improvements: a Personal Protection Equipment dashboard; real-time data analysis of infection and prevention control audits and a screening and testing digital application

- The Residents Quality of Life Survey for 2020 included questions on the Homes' COVID-19 response and 100% of residents who provided a response on the "Home's overall response to COVID-19" reported favourably

The Region invested significant human and financial resources to help the Homes mitigate outbreaks and respond to Provincial changes, but further changes are still required

The Homes benefitted from being a part of a municipal structure with access to much needed municipal funding and supports. This structure enabled both Homes to be more proactive, better positioned to implement numerous provincial changes and have access to additional resources and staffing, which other private and non-profit homes do not have. Without these vital resources and supports, the situation in the Region's Homes may have been significantly worse during the pandemic.

While the Homes were able to manage the outbreaks, COVID-19 has highlighted the need for further changes and improvement in both Homes. The Homes will require infrastructure changes for improved infection, prevention, and control, increased staffing and structures to provide more stability in the workforce and address the precarity, and focused planning and resources to support change management as transformation of the sector continues.

Transformative change to the long-term care sector is anticipated to increase the costs and resources needed to operate the Homes

The Homes continue to implement recommendations from the [Long Term Care Homes Public Inquiry Report](#) released in July 2019, aimed at improving resident care and safety in the long-term care sector. On [July 30, 2020](#), the Minister of Long-Term Care released a Government's Progress Report on four key themes: awareness, prevention, deterrence and detection. Actions and improvements implemented are provided in Attachment 2.

The devastating impact of the COVID-19 pandemic on the long-term care sector exacerbated staffing challenges that previously existed. In response, the Ontario government issued a [staffing plan](#) in December 2020 to address urgent staff shortages and long-standing and systemic staffing issues. A key change is to increase the number of direct care hours per resident per day (worked hours) to four hours, and to increase allied health care, such as physiotherapists, occupational therapists, and social workers to 36 minutes per resident per day by 2024 to 2025. Other planned actions and improvements are provided in Attachment 2.

Lastly, in July 2020, the Province appointed the independent [Ontario Long-Term Care COVID-19 Commission](#) to investigate how COVID-19 spread within long-term care homes; how residents, staff, families and others were impacted and adequacy of provincial and other measures to prevent, isolate and contain the spread. The [Commission's Final Report](#) was released on April 30, 2021 and identifies 85 recommendations to address well known shortcomings in the long-term care sector. A separate report to Council (Analysis of Ontario's Long-Term Care COVID-19 Commission's Final Report and Recommendations for Urgent Provincial Action), also being considered in October 2021, provides more details on the Region's analysis and response to the Commission's final report.

Seniors Community Programs were modified in 2020 due to pandemic

As reported to Council previously in [May 2020](#), staff from the Region's Adult Day Programs were redeployed to assist in the Homes. Although in-person programs were ceased, caregivers and clients received weekly check-in calls to help identify individuals in crisis and make referrals to community supports. As of August 2021, staff are no longer redeployed into the Region's two Homes. The Adult Day Programs have adapted to a hybrid (in-person and virtual) model. Keswick Adult Day Program reopened early August 2021 and Maple Adult Day Program reopened September 2021.

The Psychogeriatric Resource Consultant program supports staff in all 29 long-term care homes throughout York Region. Supports include education and consultation on effective techniques for dealing with residents with dementia, mental health, and other neurological conditions. The program also provides ongoing individualized education, case consultation and mentorship to build staff capacity at each of the 29 long-term care homes in York Region. In 2020, this program accomplished the following:

- Psychogeriatric Resource Consultants were redeployed to the Region's long-term care Homes, supporting residents with behavioural needs during isolation
- Moved to a virtual model of service delivery for all 29 long-term care Homes across the Region. Service provided include consultation and education for all staff, and ongoing support and mentorship for behavioural leads. The program provided 1,354 consultation/education sessions and 1,149 visits into Homes (virtual or in person visits, pre-pandemic) in 2020
- Enhanced partnerships with Toronto Psychogeriatric Resource Consultant program to support Homes and continued collaborative, consultative model with Behavioural Supports Ontario Mobile Support Team and Ontario Shores Geriatric Mental Health Outreach Team

In 2021, redeployment ceased, and the Psychogeriatric Resource Consultant program continues to offer virtual support for all Homes in the Region and is working on a hybrid (in-person and virtual) service delivery model for the Fall.

5. Financial

The long-term care Homes' operating costs and funding sources are presented in Table 1.

Table 1
2020 Costs and Revenues

Costs	\$ (million)	% of total
Long-term care operating costs	33.1	87.7%
Allocated corporate support costs*	4.6	12.3%
Sub-Total	37.7	100.0%
COVID-19 operating & allocated support costs (January to December 2020)	7.2	100.0%
Gross Operating Costs	44.9	100%
Revenue		
Fees and Services**	5.3	13.9%
Provincial Subsidy	15.7	41.4%
York Region Net Tax Levy	16.9	44.6%
Sub-Total	37.8	100.0%
COVID-19 Provincial Subsidy***	7.1	15.7%
Total Revenues	44.9	100.0%

*Allocated corporate support costs include administrative and departmental resources, such as Finance, allocated to the long-term care budget.

**Fees and services include resident contributions and other sources of revenues, such as donations.

*** Includes additional Provincial funding for April to December 2020 expenses received in 2021

From September 2020 to July 2021, the Ministry of Long-Term Care announced changes to provincial funding for long-term care Homes including a five-year [staffing plan](#). This staffing plan is expected to increase hours of care required per resident per day starting 2021 to 2022, but no details on funding allocations or new operational changes/requirements have been communicated as of July 2021.

In addition, one-time specific provincial funding has also been provided throughout this period including temporary pandemic pay, other temporary wage enhancements, infection, prevention, and control funding, additional minor capital funding, and emergency prevention and containment funding.

It is anticipated changes to the Home's staffing and scheduling models will be required to address staffing challenges and sustain changes made in the Homes to increase staffing resources to mitigate and prevent COVID-19 outbreaks and deliver high-quality resident care. More timely allocation of provincial resources and expediting the provincial staffing plan will be crucial.

6. Local Impact

Seniors have different evolving needs at different stages in their lives. It is important that York Region Seniors have local options available for their long-term care needs and can access a high-quality municipal Home. Addressing the needs of the Region's long-term care residents involves coordination and collaboration to effectively serve and support a resident-centred model of care. Seniors Services continues to find ways to work efficiently with and leverage resources through community, federal and provincial partners.

7. Conclusion

York Region continues to deliver a variety of high-quality services to meet the needs of seniors and adults living with physical or cognitive impairments in a person-centred way.

During 2020 and continuing into 2021, the Region's long-term care Homes continue to respond to the COVID-19 pandemic and recovery planning in a way that maintains the safety, health and well-being of seniors and adults with care needs.

It is anticipated that in late 2021 a series of transformative changes to the long-term sector will be announced that include legislation changes, funding adjustments and a focus on resident-centered models of care, and work is underway to plan for and respond to these changes.

For more information on this report, please contact Lisa Gonsalves, General Manager at 1-877-464-9675 ext. 72090. Accessible formats or communication supports are available upon request.



Recommended by:

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Commissioner of Community and Health Services



Approved for Submission:

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Attachments (2)
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