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To: Committee of the Whole

Meeting Date: September 5, 2024

From: Lisa Gonsalves  
Acting Commissioner of Community and Health Services

Re: **2023 Long-Term Care and Seniors Community Programs Annual Performance Updates**

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This Memorandum and Attachment 1 provide Council, in its role as the Committee of Management, with an annual report on York Region's two long-term care homes, Newmarket Health Centre in the Town of Newmarket and Maple Health Centre in the City of Vaughan (the Homes), their compliance with the *Fixing Long-Term Care Act, 2021* (the Act), and update activities to find operational efficiencies and augment revenues. Additionally, this memorandum provides information on York Region's Seniors Community Programs.

## **LONG-TERM CARE**

### **Regional Council is the Homes' Committee of Management**

Under the Act, "every southern municipality that is an upper or single-tier municipality" must operate at least one long-term care home or contribute to maintenance and operation of a municipal home ([Section 122](#)). The Region operates two long-term care homes, and Council has served as the Homes' Committee of Management under the Act ([Section 135](#)) since [October 2011](#).

### **The Homes provide long and short-term care for residents who need assistance with activities of daily living to support their safety and well-being and/or have dementia**

With an overall budget of \$52.9 million for 2023, York Region received \$28.8 million (54.4%) from the Province, \$18.6 million (35.2%) from property taxes and \$5.5 (10.4 %) million in resident contributions and other revenue sources. York Region operates two of the 29 (7%) long-term care homes and 232 (5.7%) of the estimated 4,041 long-term care beds in the Region. The Homes offer:

- **Three types of care:** 192 long-stay long-term care beds, six short-stay respite care beds and 34 convalescent care beds
- **Legislated programs and services:** Nursing and personal support services, palliative care, recreational and social activities, dietary services, medical services, spiritual and religious

care, housekeeping, maintenance, finance, skin and wound care, falls prevention and management, continence care and bowel management, pain management, emergency plans, and other administrative services

## **The Homes provided quality care and services in 2023, supporting resident safety, care and comfort**

Attachment 1 provides an analysis of the Homes' performance, costs and revenues in 2023. Highlights include:

- Maintaining high occupancy rates to optimize provincial funding
- Achieving high levels of overall resident satisfaction with 99% of residents rating the Homes as good or better (compared to 94% in 2022)
- Mitigating risk of administrative monetary penalties by addressing compliance findings from the Ministry of Long-Term Care (the Ministry)
- Meeting provincial system targets of providing residents with 3 hours and 15 minutes of direct care per resident per day from personal support workers or nurses and 36 minutes of direct care per resident per day from allied health care professionals by March 31, 2023
- Enhancing or maintaining performance on publicly reported quality indicators related to residents' well-being and safety, including Newmarket Health Centre being asked to share change ideas and practices with other long-term care homes for achieving remarkable year-over-year improvements in reducing the use of antipsychotic medications by Ontario Health
- Focusing on continuous quality improvement to close gaps between the care residents receive and should receive through strategic planning, partnerships with Ontario Health Teams and regular resident experience evaluations ([Long-Term Care Continuous Quality Improvement Annual Report 2024-25](#))
- Receiving a three-year re-accreditation from the Commission on Accreditation of Rehabilitation Facilities and Quality Attainment Premium from the Ministry (approximately \$94,000 in total between 2023 and 2026) and demonstrating a culture of excellence

## **The Homes continue to implement operational efficiencies and augment revenue sources to mitigate growing pressure on property tax to subsidize operational costs**

Funding to operate a long-term care home comes from two main sources:

- Provincial funding [basic (level of care) and supplementary] – **set by the province**
- Resident co-payments (accommodation rates) – **set by the province**

All long-term care operators find it challenging to fund total operating costs of their homes with these two sources of revenue. Municipalities subsidize total operating costs with property tax ([May 2024](#)).

Without changes to the current provincial funding model for long-term care, the Homes will continue to increasingly need property tax to subsidize the shortfall in revenues. Property tax subsidy is currently projected to increase from a five-year average of \$19.4 million (39.4%) per year (2019 to 2023) to \$29.3 million (50%) by 2026.

The Homes are always looking for efficiencies. For instance, the Homes currently participate in a group purchasing program. The firm offers a cooperative Volume Incentive Program that guarantees lower prices (relative to market prices) for medical equipment, food, furniture, and some repair services.

The Homes are implementing operational efficiencies, continuing to seek opportunities to access provincial funding and exploring options to augment revenue sources to mitigate future pressure on operational property tax subsidy needs:

- Leasing vacant space and offices at Newmarket Health Centre
- Leverage fundraising opportunities to support investments at their Homes. Staff will begin researching this revenue source in 2025
- Exploring opportunities to optimize new provincial funding announcements (such as the [Local Priorities Fund](#) and Hiring More Nurse Practitioners for Long-Term Care initiative)
- Optimizing the staffing schedules to increase full-time permanent positions, meet new [provincial system targets for hours of care](#), stabilize the Homes' workforce and mitigate the effect of critical staffing shortages in the long-term care sector
- Implement energy conservation initiatives as a means of generating operational savings (such as resident washroom renovations)

## SENIORS COMMUNITY PROGRAMS

### Region operates seven Council-approved Seniors Community Programs

With an overall budget of \$2,931,000 for 2023, York Region received \$1.79 million (61.1%) from Ontario Health, \$960,000 (32.7%) from property taxes and \$181,000 (6.2%) from client service fees in 2023 to operate:

- Five Adult Day Programs since 1999 supporting seniors to remain in their own homes and providing caregiver respite. Programs provide cognitively and physically stimulating activities and socialization opportunities within a secure environment to promote the well-being and safety of adults with care requirements and respite and referral resources to caregivers.

- A Psychogeriatric Resource Consultant Program since 1999 offering education and consultation to long-term care homes and community organizations in York Region. The program builds staff capacity by providing case consultation and education on caring for residents or clients with dementia, other neurological conditions, or responsive behaviours.
- A Vulnerable Seniors Network since 2023 supporting at-risk seniors and those in crisis in York Region facing. This network coordinates regional programs and services to quickly assess and stabilize immediate needs and to collaboratively implement preventative and/or remedial measures for seniors facing elevated risk of harm.

### **Adult Day Programs offer vital services to support the Region’s seniors and caregivers**

In 2023, 184 clients participated across the Region’s five Adult Day Programs, including 88 new client admissions. The 2023 Adult Day Programs Client Annual Survey highlighted:

- 91% of clients reported program participation helped them participate in activities and socialize with others, reducing isolation, improving health and preventing decline in their abilities
- 86% of clients reported the number of program hours are enough to meet their needs
- 97% of caregivers reported the program helped them continue to support their loved one at home, resulting in clients ageing in place rather than entering institutional care
- 97% of caregivers reported being satisfied with the quality of information provided, including advice on caregiving techniques, coping strategies, and available community resources

### **Psychogeriatric Resource Consultant Program continues to support long-term care homes and community agencies in the Region through a hybrid model**

In 2023, three full-time equivalent Psychogeriatric Resource Consultants supported over 8,448 staff across 29 long-term care homes and 20 different community programs within 11 community agencies in York Region. This support included providing 1,489 virtual and in-person education and consultation sessions and 2,018 visits. Psychogeriatric Resource Consultants work collaboratively with colleagues from City of Toronto and North Simcoe Muskoka to share best practices and support development of innovative care solutions.

These sessions helped long-term care homes and community organizations meet their learning requirements, review practices and consult on cases involving residents with complex needs. Findings from the 2023 Psychogeriatric Resource Consultant Program Customer Survey highlighted:

- 100% of community agencies and 100% of long-term care homes reported the program provided appropriate information and maintained regular communication about education, networking and capacity building to meet their learning needs

- 100% of community agencies and 76% of long-term care homes indicated the education and support the program directly contributed to a reduction of client/resident incidents involving responsive behaviours
- 100% of community agencies and 53% of long-term care homes found that a hybrid service delivery model was an effective approach for collaborating with the program

### **The Vulnerable Seniors Network was established as a permanent program in 2023**

In 2023, the Vulnerable Seniors Network became a permanent program providing critical support to 41 seniors at elevated risk of harm. The program offers comprehensive crisis support, including case management, access to critical medical care, funding to purchase required goods and services, support for eviction prevention, information and connections to medical and financial supports, and referrals to the Office of the Public Guardian and Trustee and Ontario Health atHome.

As an internal multisectoral and multidisciplinary intervention and case management team, the program provides wraparound services to stabilize seniors in crisis, offer interim solutions and reduce reliance on emergency responders, hospitals and other emergency services.

York Region continues to deliver high-quality services to meet the needs of seniors and adults living with physical or cognitive impairments in a person-centred way. The Homes provided safe, reliable and quality care to residents, increasing their quality of life and overall satisfaction. Seniors Community Programs provided vital services to support seniors to age in place and families to support their loved ones at home.

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For more information on this memo, please contact Chris Spearen, General Manager (A) at 1-877-464-9675 ext. 74709. Accessible formats or communication supports are available upon request.



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Lisa Gonsalves  
Acting Commissioner of Community and Health Services



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Erin Mahoney  
Chief Administrative Officer

August 20, 2024

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Attachment 1 – 2023 Long-Term Care Performance Analysis (16144820)