

Clause No. 18 in Report No. 13 of the Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on September 11, 2014.

18
LONG-TERM CARE HOMES
PERFORMANCE MANAGEMENT REPORT FOR 2013

Committee of the Whole recommends adoption of the recommendation contained in the following report dated August 14, 2014 from the Commissioner of Community and Health Services:

1. RECOMMENDATION

It is recommended that this report be received for information.

2. PURPOSE

This report provides the second annual performance report on York Regions' long-term care homes (Homes) and supports Council in meeting its obligations as the Committee of Management under the *Long-Term Care Homes Act, 2007* (the Act).

3. BACKGROUND

Council was established as the Committee of Management of York Region's two long-term care homes in 2011

Council approved its role as the Committee of Management of the Region's two long-term care homes, Maple Health Centre and Newmarket Health Centre, in accordance with the requirements of the *Long-Term Care Homes Act, 2007* on October 20, 2011 through the adoption of Clause No. 7 of Report No. 8 of the Community and Health Services Committee.

The Committee of Management must monitor the Homes' compliance with the Act and, as such, receives annual reports in order to meet its obligations.

All long-term care homes have legislated standards of care and services

The Act requires that residents of long-term care homes receive safe, consistent and high quality resident-centred care in settings where they feel at home, are treated with respect and have the supports and services they need for their health and well-being.

Additional legal requirements of Homes under the Act include:

- Liaise with Residents' Councils
- Continuous quality improvement systems must be in place
- Satisfaction surveys of residents and families must be completed annually
- Infection prevention and control programs that meet provincial public health requirements must be implemented
- Reports to the Ministry of Health and Long-Term Care (the Ministry) must be submitted, e.g., financial information, performance measures, critical incidents
- The Ministry will inspect each Home annually and as a response to a complaint or critical incident
- All policies and programs must be reviewed annually

Specifically, a long-term care home is held accountable to assure adequate performance through:

- An accountability agreement with the Local Health Integration Network (LHIN) which provides funding and performance oversight
- The Ministry of Health and Long-Term Care Quality Inspection Program
- Government inspections by Ministry of Labour and York Region Public Health
- Publicly reported performance indicators
- Customer satisfaction surveys
- Financial audits
- Provincial comparison of key publicly reported performance indicators

In addition, to ensure a common vision for long-term care the Ministry has directed all long-term care homes to submit a Quality Improvement Plan to Health Quality Ontario by April 1, 2015 and to post these detailed plans in their homes. York Region Homes will begin the process of completing the Ministry template during 2014.

York Region's Long-Term Care and Seniors Division established the Integrated Quality Management Program to ensure compliance to the legislation

The goal of this program is to monitor, analyze, evaluate and improve all aspects of care for 132 residents in Newmarket Health Centre and 100 residents in Maple Health Centre. The program is directed by senior management of the Long-Term Care and Seniors Division and provides a means to complete a comprehensive review of organizational, program and legislated standards and to collect data relating to these standards. Senior management and staff members provide analysis and evaluation resulting in revision and improvements to the programs and policies within the Homes. Monitoring and analysis is ongoing to ensure continuous learning and improved outcomes.

Within this framework, the Council will receive information about the Homes including:

- Extent to which legal requirements are met within both Homes
- Performance measures of relevant data from the previous year, and information related to external inspections, publicly reported quality indicators, customer satisfaction and financial accountability
- Examples of strategies, plans and priorities undertaken by the Homes to improve resident care

4. ANALYSIS AND OPTIONS

York Region long-term care homes are inspected by the Ministry of Health and Long-Term Care and other government ministries and agencies

The Ministry's Quality Inspection Program safeguards residents throughout Ontario by performing unannounced inspections and implementing enforcement measures as required. The Ministry conducts complaint, critical incident, follow-up and comprehensive inspections.

Inspection reports are provided in two versions – Reports for the Homes and Public Reports. The Public Reports have no personal identification and are provided to Residents' Councils and posted in the Homes and on the Ministry's website.

In 2013 the Ministry conducted announced, unannounced and follow-up inspections as outlined in Table 1. Compared to other municipal homes in the area, York Region's Homes performed well.

Table 1

Ministry of Health and Long-Term Care Inspection Results for 28 Municipal Homes in Simcoe, Peel, Durham, Halton, Toronto and York Regions

	2012	2013
Average # Ministry Inspections	3.9	3.0
Average # findings/orders	6.4	6.5
# Ministry Inspections for York Region Homes	9	6
# findings for York Region Homes	3	0

Although there were no findings from the Ministry of Health and Long-Term Care, the Ministry of Labour cited one York Region Home in two matters relating to tracking and reporting of resident aggression towards staff members. As a result, these matters were corrected in both Homes by an Occupational Health and Safety program change and staff education.

York Region Health Protection Branch issued one finding of non-compliance which was addressed when renovation improvements to the dietary serveries were completed in 2014.

The Ontario Fire Marshall's Office issued a new inspection process for all long-term care homes. On an annual basis beginning in 2013, each long-term care home must demonstrate their capability to evacuate a resident room within three minutes and a fire zone area within a specified period of time using the minimal amount of staff available. Both York Region Homes successfully completed this inspection in October 2013 and both Homes demonstrated the ability to evacuate residents well under the required times limits.

The long-term care sector works with the Ministry to make continuous improvements in resident care

To encourage improvements throughout the Province, public reporting of four indicators has been mandated by the Ministry. These indicators were chosen because they represent the importance of quality nursing care and safety for residents. Health Quality Ontario, at the discretion of the Ministry, will add more public reporting of various indicators as time goes on.

Maple and Newmarket Health Centres use this information to assess performance against other long-term care homes and to focus improvement.

Public reported information in Table 2 compares York Region Homes with other neighbouring municipal homes from April 1, 2012 to March 31, 2013.

Table 2
 Performance Indicators

Region	% of Residents who had a recent fall	% of Residents with worsening bladder control (incontinence)	% of Residents with pressure ulcers that worsened (skin and wound)	% of Residents who were physically restrained
Simcoe	18.13	27.15	5.20	6.25
Peel	14.32	24.0	2.50	6.42
Durham	16.28	19.58	2.03	14.93
Halton	15.03	14.17	2.77	4.70
Toronto	11.84	20.18	2.85	2.68
Newmarket Health Centre	11.3	31.7	4.8	7.6
Maple Health Centre	12.0	34.0	2.3	15.8

A fall prevention program was successfully implemented in 2013 resulting in lower metrics than our peer municipal homes. This program continues to be reviewed for further improvements. Three other interdisciplinary best practices guidelines have been developed for York Region Homes:

- Continence
- Skin and Wound
- Least Restraint

Staff education in the new processes is extensive and on-going to ensure sustained reduction in physical restraints and in the percentage of residents with worsening bladder control.

Areas of recent attention in the media, specifically resident to resident abuse and the use of anti-psychotic medication, receive particular consideration by the Homes and existing strategies are reviewed to address any concerns and make improvements. Approximately 18% of residents in the Homes receive anti-psychotic drugs, which are given with consent of the resident or substitute decision maker, have been correctly ordered by a physician and are reviewed by staff and a pharmacist on an on-going basis. Anti-psychotic drug use in other homes in the province averages 33%.

Resident to resident abuse resulted in four reports through the Ministry Critical Incident Reporting System in 2012 and six in 2013. As a result, education sessions for all staff on how to manage difficult behaviours have been implemented and reinforced with the staff. Partnerships with community agencies are also in place to provide specific supports for the residents and staff as appropriate, which to date in 2014 are resulting in positive improvements.

Annual resident and family satisfaction surveys show that 92% of those surveyed were pleased with our services

A Resident Satisfaction Survey and a Satisfaction Survey for Family Members were conducted by the Homes in 2012 and 2013 using the same content and methodology as a Ministry comprehensive inspection.

In 2013, more than 50% of all residents responded to the survey. Most respondents indicated they were satisfied with participation in care and food choices, were well treated by staff, enjoyed interaction with other residents and their care needs were met. All surveyed residents responded they found the building clean and comfortable.

The Satisfaction Survey for Family Members had a similar response rate with similar outcomes. Approximately 90% of respondents indicated a high overall satisfaction with the Homes and that their loved one's preferences were accommodated.

Action plans are in place to continually improve resident care and services

Supported by a strong regulatory framework, data from quality indicators, resident and family feedback and external inspections, the Homes continue to make program, operational, capital and technological improvements. Recreational and social programs were assessed in mid-2013 to ensure these programs are appropriate for our residents' changing needs. Focus groups were held to gain staff feedback on operations and items such as staff-management relations, and communication improvements. Capital improvements are continually under consideration.

In 2014 the Division will:

- Implement best practice guidelines for recreational and social programs to improve resident programming and services
- Modernize interior design to improve public reception space and resident areas, creating a more home-like environment
- Reassess existing staffing models, including front-line staff, to improve operations and the working environment for staff
- Develop strategies for implementation of some improvements identified by the staff focus groups feedback
- Implement an improved camera security system and doorway controlled access to enhance safety
- Develop a State of Infrastructure Report to implement a coordinated, cost effective and organizationally sustainable approach to asset management within the Branch

Financial Indicators are closely monitored, analyzed and evaluated

Every long-term care home must complete the following financial reports for the ministry's audit review:

- Annual reconciliation report
- Quarterly financial statistical performance for the Management Information System of the Central LHIN
- Compliance with the reporting standards of the Long-Term Care Service Accountability Agreement with the Central LHIN

York Region's Homes have not received any negative reviews or findings related to financial matters from the Ministry.

Table 3 provides a snapshot of York Region's comparative costs.

Table 3
Annual Financial Indicators

Long-Term Care and Seniors Division Information	York Region Homes 2012 Data	2012 OMBI Average	York Region Homes 2013 Data
Gross operating cost per resident day	\$317.72	\$265.55	\$321.13
Resident acuity level	100.45	98.86	102.53
Number of front-line nursing hours per resident day	2.82	2.84	2.84

York Region's costs are driven by a relatively lower economy of scale due to the comparatively fewer number of residents within our Homes and a higher than average resident acuity level. Acuity level refers to the degree of illness, disease or frailty that each resident demonstrates, therefore homes with residents with higher acuity levels must deliver a higher level of professional and nursing care.

Link to key Council-approved plans

Compliance with applicable legislation and maintaining appropriate service standards for the residents at the Region's long-term care homes contributes to the goals of the Community and Health Services Multi-Year Plan, Goal #3: *Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.*

These Homes support vulnerable people in the community by focusing on the health, safety, independence and social well-being of the frail, cognitively impaired elderly.

5. FINANCIAL IMPLICATIONS

The Homes' 2013 gross operating costs was \$30.4 million, offset by revenues of \$18.2 million for a net tax levy of \$12.2 million including corporate support costs. Funding sources for the Homes include resident accommodation fees and charges and provincial funding provided by the Ministry of Health and Long-Term Care through the Central LHIN.

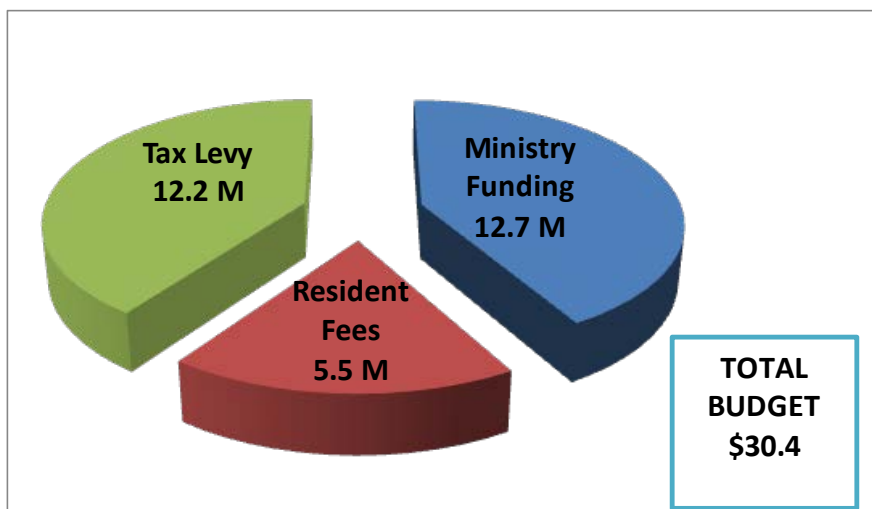
Table 4 summarizes program operating costs.

Table 4
Long-Term Care Homes 2013 Operating Costs

	\$ Million
Long-Term Care Operating Costs	28.1
Allocated Corporate Support Costs	2.3
Gross Operating Budget	30.4
Less: Revenues	18.2
Net Tax Levy	12.2

Chart 1 summarizes program funding sources.

Chart 1
Long-Term Care Homes Funding Sources



6. LOCAL MUNICIPAL IMPACT

Residents from across York Region benefit from the care that the long-term care homes in Newmarket and Vaughan provide.

Long-term care homes support the health of the municipality's citizens, offering short and long-stay services, respite care, continuing care and full-time residential nursing care. These services also support the families of those using the services.

7. CONCLUSION

York Region's Long-Term Care and Seniors Division provide quality care for its residents in the two municipal Homes by monitoring, analyzing and evaluating performance measures and implementing quality improvements.

In 2013, the few findings that were identified from various inspections were immediately addressed and continuous improvement of programs and services for residents continue to be a focus.

For more information on this report, please contact Sylvia Patterson, General Manager, Housing and Long-Term Care at Ext. 72091.

The Senior Management Group has reviewed this report.