

Assessment of LTC Commission Recommendations

Overview
June 29, 2021



Background

- Follow up from LTCR-CM-12-21 AMO Recommendations Update.
- The Honourable Frank N. Marrocco, Angela Coke, and Dr. Jack Kitts, Commissioners of Ontario's Long-Term Care COVID-19 Commission, submitted their Final Report to the Minister of Long-Term Care on April 30, 2021.
 - Investigate how and why COVID-19 spread in long term care homes, what was done to prevent it and the impact of key elements of the existing system on the spread of the disease.
 - Make recommendations aimed at preventing future outbreaks in long term care homes.

Overview

- Ontario was not prepared for a pandemic and many long term care homes experienced uncontrolled outbreaks.
- Provincial stock of PPE were in short supply.
 - Lessons learned from SARs were forgotten and over 90% of Provincial PPE supply was expired and never replaced.
- There was no plan to address a pandemic and protect residents.
- Infrastructure in many homes was outdated.
- Concerns related to staffing levels were faced before the pandemic but amplified once COVID-19 hit.



Grey County Long Term Care

- Our care communities have only experienced one COVID-19 outbreak in one location.
 - Contained to one person and one home area.
 - No residents affected.
- Maintained adequate PPE supply
- IPAC measures & strategies regularly updated, provided ongoing education
- Our Colour It principles have guided through our decision-making process throughout the pandemic.
 - Our focus remained on the safety and wellbeing of our residents, families, team members and community.



Grey County COVID-19 Preparation

- **Redeployed Staff**
 - Starting in March 2020, our three care communities recruited and trained internal staff to assist with potential staffing level situations.
- **Emergency Support Workers (ESW)**
 - In April 2020, all three locations recruited for ESW to provide additional support to all departments. This role has now transitioned to a permanent role, Care Support Assistant.
- **Designated Care Partner (DCP)**
 - In July 2020, we introduced our DCP Program, providing emotional and physical support for the resident's overall wellbeing.



Five Key Themed Chapters

- The report outlines the following themes.
 - Long Term Care before COVID-19
 - Ontario's Pandemic Preparedness
 - The COVID-19 Crisis in Long Term Care
 - Best Practices and Promising Ideas
 - Recommendations
 - [Ontario's Long Term Care COVID-19 Commission Final Report April 30, 2021](#)
 - [Advantage Ontario LTC Commission Slide Deck May 12, 2021](#)

Overarching Themes

- The 85 recommendations in the report support two main themes:
 - Ontario needs to make long term care truly resident-centred, beginning by adopting more resident-centred models of care
 - Ontario needs to transform its approach to pandemic planning and the ability to respond to future outbreaks



Key Recommendations

- Pandemic Preparedness
- Infection Prevention and Control
- Strengthen Health Care System Integration
- Improve Resident-focused Care and Quality of Life
- Address Human Resources Challenges
- Funding
- Increase Accountability and Transparency in Long Term Care
- Comprehensive and Transparent Compliance and Enforcement

Infection Prevention and Control

- All long-term care homes in the province must be held to the same IPAC standards. These standards, which should include:
 - requirements for a pandemic stockpile, should be set, published and regularly reviewed and updated by Public Health Ontario.
- Require each LTC to appoint full time dedicated registered nurse per 120 beds as the home's IPAC Practitioner
 - implement and maintain the home's IPAC program and required staff training
- MLTC and MOH should amend the Institutional/Facility Outbreak Management Protocol, 2018, to explicitly provide for the involvement of local hospitals to support LTC homes in their IPAC practices



IPAC continued...

- Ensure LTC homes maintain a stockpile of PPE and supplies under the supervision of the IPAC Practitioner, and that PPE is available to all staff and visitors as appropriate;
 - Ensure staff receive IPAC training, delivered by IPAC Practitioner:
 - At the commencement of their employment
 - Annually
 - Whenever there is a change to IPAC policies or practices
 - At the outset of and during any infectious disease outbreak in the LTC home



Resident Focused Care and Quality of Life

- 10 recommendations in this section:
 - Residents' Rights
 - Explicitly acknowledge that long term care residents have complex physical and mental health needs, including cognitive impairments, and to promise that licensees will ensure that residents' complex needs are met.
 - 5 recommendations supporting the important role of essential caregivers, the harm of social isolation, supporting minimum possible restrictions on visits to LTC and access to social and other connections both inside and beyond the LTC home.

Resident Focused Care and Quality of Life

- LTC must ensure that residents are provided with appropriate palliative care and end of life care.
 - Must ensure access to skilled clinicians with training to provide palliative care and end of life care;
 - The MLTC must, after consulting with palliative care and other relevant experts, require LTC homes to implement best practices for end of life care.



Resident Focused Care and Quality of Life

- Diversity and Inclusion
 - The Residents' Bill of Rights should be amended to align more closely with the prohibited grounds of discrimination in the Ontario Human Rights Code.
 - Residents also have the right to reasonable assistance from the licensee to pursue their interests and live to their potential. Consistent with these rights, licensees must recognize and respect residents' social, cultural, religious, spiritual, and other histories and choices.

Address Human Resources Challenges

- 16 recommendations in this section:
 - Accelerate implementation of the Ontario's Long Term Care Staffing Plan (2021-2025) (4 recs)
 - Increase number of skilled staff (5 recs)
 - Target staffing mix for 4 hours of direct care
 - Increase resident access to allied health professionals support quality of life
 - Retain and Attract Staff (2 recs)
 - Increase full time direct care positions
 - Focus on leadership skills and capacity to lead and create respectful workplace culture is compassionate and values-based



Address Human Resources Challenges

- Support enhanced education, training and development (2 recs)
 - Prioritize continued development and professional growth for LTC staff in geriatric care, skills and practices for caring for residents with dementia and related illnesses, comprehensive and meaningful training on palliative care and end of life care and IPAC training.
- Regulate personal support workers (2 recs)
 - Ensure basic requirements to support the regulation of personal support workers with a focus on standardized minimum training and education requirements.

Funding

- 10 recommendations in this section
 - Operational Funding: Increased Investment in Care (4 recs)
 - Funding must meet the overall health needs of residents.
 - Review the use of Case Mix Index process to use as a guide for overall funding and focus on investing in demonstrated improvements in the wellness and quality of life of residents.
 - Promote and provide funding for homes transitioning to recognize person-centred models of care.



Funding

- Long Term Care Home Development (6 REC)
 - Alternative approach to the business of LTC and for-profit and not for profit.
 - Implement a model for building and redeveloping long term care facilities to ensure quality LTC capacity is created to meet the current and projected demands for LTC beds.
 - Focus on person centred, expanded choice for a continuum of care, integrated into the broader health and social services community.
 - Update design standards to respond to infrastructure needs; infectious disease outbreak management and provision of palliative care.

Accountability and Transparency

- 7 recommendations in this section
 - Accountability and transparency are required at all levels of the LTC sector. These recommendations bolster LTC leadership, accountability and oversight to better protect residents and staff.
 - MLTC must require licensees to publicly post:
 - Current information about individuals with decision making authority, contact details and annual compensation, organizational charts and any company retained to manage the LTC home;
 - LTC Service Accountability Agreement;
 - Most recent audited LTC Home Annual Report

Accountability and Transparency

- Public Performance Indicators and Standards (6 REC)
 - CIHI has implemented a new assessment standard (interRAI-LTCF) and reporting system (the Integrated interRAI Reporting System, or IRRS) in other jurisdictions that permits near-real-time collection of resident data, significantly improving timely data access in crisis situations. The government should consult with CIHI and long-term care stakeholders and then create a transition plan to introduce the new assessment and reporting system in Ontario. The transition plan should be completed within six months of the first consultation with CIHI and should include a plan for timely implementation.
 - The Ontario government should participate in current and future efforts to implement standards and best practices for long term care across the country.



Comprehensive and Transparent Compliance and Enforcement

- The province must insist that the Ministry of Long Term Care, the Ministry of Labour, Training and Skills Development, and the public health units coordinate their work to facilitate comprehensive and effective inspections. While inspections should provide opportunity for improvement, serious and repeated breaches must be met with serious consequences. The well-being and safety of the residents requires no less.



Compliance and Enforcement

- The Ministry of Long-Term Care should establish a dedicated ministry compliance support unit. The compliance unit should encourage and assist with compliance training tools, compliance coaching, sharing best practices, and tracking and reporting on improvements.
- The Ministry should recognize that the concerns of the insurance industry are important. The government has a role to play to ensure that homes are able to obtain necessary insurance and should consult with long-term care licensees and the insurance industry to determine what additional solutions are needed.
- The Ministry of Long-Term Care should develop a coordinated, comprehensive long-term care home inspection regime involving the Ministry of Labour, Training and Skills Development and the public health units. The inspection regime must ensure that residents enjoy the quality of life and receive the quality of care promised in the fundamental principle in the Long-Term Care Homes Act, 2007, and that a safe and healthy workplace is created for staff.

Compliance and Enforcement

- The inspections conducted pursuant to the long-term care homes inspection regime should be unannounced. The long-term care homes inspection regime must include:
 - Annual comprehensive Resident Quality Inspections (RQIs)
 - Annual inspection of the IPAC program
 - Targeted inspections responsive to complaints, critical incidents and trends identified in the data generated from the inspection regime should continue to be conducted by the relevant Ministry or public health unit, with assistance of other authorities where appropriate. The Ministry of Long Term Care should consult with LTC staff, residents and their families and loved ones about how to provide meaningful whistleblower protection to ensure timely reporting of concerns about the operation of LTC homes and treatment of their residents.

Compliance and Enforcement

- The government must provide the funding necessary to implement the comprehensive inspection regime. This funding must include ensuring that there are enough inspectors to conduct the required inspections, and that those inspectors are provided with the education and training required to conduct the inspections effectively.
- The results of the inspections should form the basis for a clear and consistently applied enforcement regime. The enforcement regime should include:
 - Proportionate and escalating consequences for non-compliance.
 - A centralized public reporting system that provides meaningful current information.



Response and Public Access to Reports

- 4 recommendations in this section
- Ensure Public Access to Public Health Reports
 - Ensure reports remain available for future reference and use, all such reports should be carefully publicly archived and readily available on the internet. Public health interest documents, such as Ontario's 2016 Ebola Step-Down Plan, should not be labelled as the product of the previous government.
 - The government should ensure that Commission websites and reports remain readily accessible online indefinitely.

Responding to the Commission's Report

- The final recommendation;
 - The Ministry of Long Term Care should, on the first and third anniversaries of the release of this report, table in the legislature a report describing for the benefit of the stakeholders and the public the extent to which it has implemented this Commission's recommendations.



RECOMMENDED

Next Steps and Advocacy

■ The Province:

- Government will continue to review and respond to the Report over the coming months.
- Response and Recovery Advisory Committee will roll out near-term changes.
- Anticipate the government will open the Long-Term Care Homes Act and introduce reforms.
- Anticipate the government will evaluate CMI.

■ AdvantAge:

- Has struck a special LTC System Transformation Task Force on this topic.
- Will evaluate recommendations and prepare a detailed response to government.
- Issued Op-Ed to the Toronto Star: If there is a will, building only NFP and municipal homes is the way.
- Will continue to advocate directly with civil service and political decision makers

Colour it into Tomorrow

- Resident focused care and quality of life
 - Person centred, mission driven approach to care
 - Recognize and support the role of 'essential caregivers' and place the minimum possible restrictions on visits to residents
 - Provide Palliative Care and End of Life expertise that aligns with resident's wishes
 - Address the Human Resources Challenges and accelerate the Ontario Long Term Care Staffing Plan (2021-2025) implementation
- Infection Prevention and Control
- Increased provincial investment to meet the complex health needs of residents with a focus on overall wellness and quality of life.
- Leadership mentorship culture and succession planning

Our Promise...

Community

Opportunity

Leadership

Organizational Quality
& Safety

U are the Centre of All
We Do

Relationships

Integrity

Together for Tomorrow