



AdvantAge  
Ontario

Advancing Senior Care

# 2021 Accomplishments

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This year's annual summary of activities and accomplishments must start with a tremendous shout out to you, our members.

In the face of the unrelenting pressure and scrutiny brought on by COVID-19 and its aftermath, you and your staff have never stopped amazing us with your strength, resilience and deep desire to keep your residents healthy and safe and bring them joy and some normalcy during incredibly difficult times.

It has not been easy — not by a long shot. My staff and I have heard the emotion in the voices of the hundreds of members that we have personally talked to over the past year, seen it in your faces on the many, many Zoom meetings, and read it in the thousands of emails that we have received.

You will look back at this time and wonder how you did it. And you are no doubt looking ahead and wondering how you will keep doing it.

That is where we come in to stand behind you — as your Association. We are always here for you and ready to do whatever it takes to support the incredibly important work you do in caring for your residents.

We make it our business to fully understand the complex political, legislative and regulatory environment that you are operating in and know the challenges you face every day in keeping up with the unending stream of changes and new requirements.

We are the people you can turn to — our hardworking Association staff and the incredible network of your fellow members who have helped build our supportive and “sharing” membership culture.

Based on what we know already — new long-term care legislation and regulations, a new proactive inspections program, the upcoming provincial election, an accelerated capital development and redevelopment program, to name a few — next year is shaping up to be just as intense. However, we are hopeful the worst of the pandemic and the tragic loss of life are behind us.

As always, we will be here, keeping you informed and updated, seeking your input and perspectives, engaging you in our efforts, and continuing our strong advocacy on the needs and issues that matter to you.



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## COVID-19 — Unprecedented Advocacy and Support

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We began 2021 thinking – hoping – we might be starting to pull out of the pandemic with the promise offered by vaccines and their early roll out to LTC staff and residents. But after just a few months, we found ourselves deep into a third wave, another state of emergency, and concerning variants on the rise. In this environment of confusion and uncertainty, our sector remained on the frontlines of the pandemic – and we worked hard to be that haven you could turn to for help, information, connections, resources, and for support and relief when you needed it most. And you responded, with unprecedented levels of member engagement!



### Advocacy Issues

- > Staffing issues and shortages
- > Mandatory vaccination – first-ever Association member coalition
- > Rapid tests and third-party oversight
- > Removal of consent – hospital transfers to LTC
- > One-site orders
- > Paid sick leave
- > Testing and vaccination for inspectors
- > Occupancy funding relief
- > Congregate dining
- > Screening
- > Visitor policies and resident absences
- > Vaccination policies
- > Booster shots
- > Reporting requirements
- > Assisted living/supportive housing/retirement homes – COVID-19 support, vaccines, funding
- > Gradual lifting of restrictions



### Representation

- > LTC COVID-19 Commission – three presentations to commissioners, including one to speak specifically about the not-for-profit difference in LTC – our Association was the first invitation accepted by Lead Commissioner Frank Marrocco to speak on their final report!
- > OSCAR – new table on seniors' issues that we initiated during the pandemic and co-chair involving provincial and national organizations
- > LTC Response and Recovery Table and related task teams
- > LTC Staffing Accelerator Supply Group
- > Ministry of Health COVID-19 Collaboration Table
- > Ministry of Health Labour/Employer Engagement Table
- > Ministry of Health Emergency Operations Centre Meetings
- > LTC/Retirement Home Operations COVID Action Table
- > Provincial Stakeholders Communications Table



## Funding

- > \$977M for prevention and containment funding, testing and screening, reimbursement for lost revenue
- > \$30M – IPAC Personnel and Training Fund
- > \$109M to date for PSW wage enhancement (Dec 2020 – Aug 2021)
- > COVID-19 Resilience Infrastructure Stream – Not-for-profit LTC homes funded at 100% federal-provincial cost share – 79 of the 95 projects were awarded to Association members.



## Supports

- > Home-level outreach, one-on-one consulting, and coaching sessions for members.
- > Free COVID-specific training and education that drew over 6,000 participants.
- > Support to LTC boards through a special webinar series and resources focused on governance advice during COVID-19.
- > 30 COVID and CEO webinars with over 5,000 participants! Each session focused on critical updates, Q&As, polls, and a steady stream of timely guests, including senior Ministry staff, legal experts, members and others.
- > Timely review and summaries of all government announcements, directives, guidance documents, policies, and legislation impacting members.
- > Continued expansion of our robust COVID-19 resource centre with hundreds of education recordings, resources, toolkits, templates, sample policies and updates.
- > Weekly updates on outbreaks in LTC and retirement homes to keep members informed on the status of COVID-19 across the sector.
- > More of our uplifting “Bright Lights” showcasing member photos, videos and stories.

## Helping You Take Care of You

Based on the success and demand from our previous sessions, we offered a weekly four-part Learning series to support resiliency and mental wellness during the second wave. We had close to 2,000 registrations for the series!

# The Difference Matters

## 2021 Public Relations Campaign

AdvantAge  
Ontario



This fall we launched our largest ever public relations campaign to highlight the not-for-profit difference in seniors' care. Our objective has been to increase attention and public support for our sector to influence decision-makers in government.

Key elements have included a dedicated campaign website with a built-in MPP letter writing tool; social media ad campaign targeting key demographics; member toolkit; proactive media outreach; and public opinion research (polling).

We also hosted a virtual Queen's Park Advocacy Day where Association Board directors and member leaders met with government decision-makers, including senior civil servants and political staff at the Ministry of Long-Term Care, the Ministry of Health, and the Ministry of Municipal Affairs and Housing, along with the NDP Leader and the Liberal House Leader.

The attention, reach and influence of our campaign has been tremendous, with digital and earned media results to date exceeding expectations. Our messaging was discussed in the Legislature, there has been extensive public engagement through our website and letters to the editor, and our Association has been further reinforced as the trusted voice on issues related to seniors' care.

Most significantly, we have seen key results with government including provisions in the new LTC legislation that are supportive of our sector, notably retaining in the Preamble the government's commitment to not-for-profit delivery.



68% of seniors waiting for long-term care put a not-for-profit home as their first choice. Tell your MPP to invest in not-for-profit care.

[thedifferencematters.ca](http://thedifferencematters.ca)



I am proud to work in not-for-profit long-term care. I know that **the difference matters.**

Learn more at [thedifferencematters.ca](http://thedifferencematters.ca)

AdvantAge  
Ontario

Close to  
**400**  
media  
mentions  
since  
September!



# The Difference Matters

## 2021 Public Relations Campaign

AdvantAge  
Ontario



## Earned Media

CTV NEWS

Ontario allocates beds to long-term care company accused of ignoring residents as they cried hours for help

Miriam Katawazi CTV  
@MiriamKatawazi

TORONTO STAR

Ontario LTCs brought in entry-level assistants during the pandemic. Will they play a role in nursing homes' future?

By Moira Welsh Staff Reporter  
Thu., Oct. 14, 2021 | 3 min. read

TORONTO STAR

Ontario putting \$100M into adding 2,000 more nurses in the next few years

By Rob Ferguson Queen's Park Bureau  
Wed., Oct. 27, 2021 | 4 min. read

CTV NEWS

New privately operated long-term care home opens amid calls for non-profit care

PROVINCIAL PRACTICE

Ontario is promising that nursing-home residents will be able to 'enjoy life.' Whether it can deliver is another matter

By Moira Welsh Staff Reporter  
Fri., Oct. 29, 2021 | 6 min. read

CBC

Ontario making COVID-19 vaccinations mandatory for long-term care workers

TORONTO STAR

Ontarians have a clear preference for not-for-profit long-term care. Let's act on it

By Lisa Levin Contributor  
Mon., Oct. 18, 2021 | 3 min. read

TORONTO STAR

With new legislation coming, will Ontario take the 'bold' road and breathe life into long-term care?

NATIONAL POST

Ontario Government Should Change Course, Commit to Not-for-Profit

Call follows revelation more than 60% of new LTC homes are corporate for-profit

## Digital Campaign Metrics

250,301

### Social Reach

The number of individuals who have seen a campaign social media ad.

1,007,831

### Social Impressions

The number of times a campaign social media ad has been seen.

13,454

### Website Visits

The number of individuals who have visited thedifferencecmatters.ca.

1,179

### Letters to MPPs

The number of letters sent to MPPs from the campaign website.

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## Working Hard on Other Fronts

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As consuming as the pandemic has been, there was certainly no shortage of activity on many other fronts to support member operations and care delivery. While we would never have wished it to happen in this way, COVID-19 has given our longstanding issues — underfunding and understaffing — new urgency and attention, and a wider and growing audience. We worked hard to seize the attention and opportunity, and our efforts paid off with significant achievements in many key areas.

### Funding Achievements (non-COVID)

- > \$230M – Four Hours of Care (2021-22)
- > \$42M – Supplementary Enhanced Cooling Fund
- > \$21M – Medication Safety Technology Program
- > \$115M – PSW training – publicly assisted colleges
- > \$86M – PSW training – private career colleges
- > \$100M – PSW and nurses – training for career advancement
- > \$100M – 2,000 additional nurses by 2025
- > \$3M – Clinical Decision Support Tools
- > \$243M – 2021-22 Investments in Home and Community Care

### Four Hours of Care

At long last, our 10-year ask for four hours of care for LTC residents has been granted. This increase in funding for staffing will be transformational. It has taken longer than expected, but this fall the first phase of funding is flowing to homes to achieve the goal of four hours of direct care by 2025. This commitment will also be enshrined in legislation once *Bill 37, Providing More Care, Protecting Seniors, and Building More Beds Act*, is passed into law.

We know that a crisis-level staffing shortage is gripping our sector and all of health care, and achieving this target seems desperately out of reach. But we also know that more staff is the answer — and with a historical \$4.9 billion allocated, we have never had a greater financial commitment from government to make it happen. We know the challenges you face, and we will be relentless in our advocacy to lessen the policy and regulatory barriers to maximize your frontline staff.

### HHR

In addition to the four hours of care commitment, the government responded to our urgent calls for staffing support with several initiatives this year, including \$115M to train new PSWs at publicly assisted colleges; \$86M to train PSWs at private career colleges and school boards; \$100M to train PSWs and nurses to support career advancement; \$100M for 2,000 additional LTC nurses by 2025; Return to Service programs for nurses and PSWs; and several extensions to the temporary PSW wage enhancement. On the latter, we continue to advocate that all staff in LTC should receive an increase and that failing to do this is having unintended and demoralizing impacts.



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Bill 124 remains a significant barrier to recruitment and retention for some segments of our membership. We have been very public in our advocacy that the government must level the playing field by exempting all health care workers.

As a result of our advocacy, recently announced revisions to the federal government's National Occupation Classification (NOC) for 2021 included changes to the PSW classification. We anticipate this will have a major positive impact on PSW staffing levels across the country once they are implemented next year. We will be working with our partners to advocate for an expedited adoption of these changes to help address the health care and LTC staffing crisis.

## New LTC Legislation

While the new Act retains much of the content of the LTCHA, we were very pleased to see several of our key recommendations reflected in it, most notably retaining in the Preamble the government's commitment to not-for-profit delivery; the focus on emotional well-being, diversity and quality care; the commitment to four hours of care; and the addition of minor infractions on inspections.

The accompanying regulation will be a big focus of our work in the coming months. We have been invited to participate on the Ministry's Strategic Long-Term Care Advisory Table, and we will be seeking member input to inform our work at this table.

## Not-for-Profit Capital Stream

One of our top priorities has been advocating for government action to recognize and address the very different capital funding circumstances facing not-for-profit LTC homes that are major hurdles to new development and redevelopment for our members. We have proposed a Not-for-Profit LTC Acceleration Program that would help not-for-profit organizations and municipalities bridge existing gaps in development and financing.

## Assisted Living/Supportive Housing

We continue to be the most vocal advocate for the "missing middle" in the seniors' care continuum, particularly the lack of supportive housing for semi-independent seniors. Our efforts are getting the government's attention, and our newly released issues paper, *Bridging the Gap: Opportunities to Address Seniors' Supported Housing in Ontario*, will strengthen our advocacy to advance and expand assisted living/supportive housing alternatives within the seniors' market.

## Federal Advocacy and National LTC Standards

In the 18 months leading up to the election, every federal party decried the state of seniors' care in Canada and demanded better. In response, we put forward a set of proposed policies and commitments to effect real, meaningful, and lasting change. We called for dedicated and sufficient funding to meet new national standards, steps to resolve the staffing challenges that are hollowing out the sector, and a meaningful federal role in capital funding for new and redeveloped LTC beds, among other priorities.

We were very pleased that several Association members were selected from over hundreds of applications to sit on the National Standards Technical Committees. We will continue our active involvement in this work.

### Members say:

"The AdvantAge Ontario team members are so helpful and quick with responses. Over the past 20 months, they have all been a lifeline to support us in this pandemic. The connection to your members has been invaluable. MANY MANY MANY Thanks!"

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## Ontario Health Teams

The focus on health system integration continues, and we are making every effort to support member engagement with local OHTs. We are actively advocating for LTC and seniors' housing to be part of the governance structure of OHTs and for other measures that would facilitate effective member involvement, including waiving cost-prohibitive administrative fees and encouraging collaborative governance.

## Submissions and Presentations

Our unique perspective and policy expertise allows us to give honest advice to government about seniors' care. We are consistently called on to put forward our insights, expertise and advice through consultations, presentations, and submissions:

- > Consultations and presentations:
  - LTC COVID-19 Commission
  - Auditor General Special report on COVID-19 Preparedness
  - Patient Ombudsman Report – reflections on Waves 2 and 3
  - Ontario Ombudsman investigation into oversight of LTC homes
  - Regulation of PSWs (Bill 283)
  - Home care legislation
  - LTCHA consultations
  - Association of Municipalities Conference
  - International Federation on Ageing Conference
  - International Federation on Ageing Global Cafe
- > Evidence-based submissions:
  - Considerations for Four Hours of Daily Direct Care in LTC
  - Accelerating ALC Admissions to LTC: Immediate Actions to Facilitate Safe and Appropriate Transfers
  - Supporting Not-for-Profit Development: Ideas to Mobilize the Not-for-Profit LTC Sector
  - Response to the Ontario LTC COVID-19 Commission Final Report
  - Proposed Amendments to the LTCHA
  - A Call for Federal Leadership: Proposed Platform Commitments for LTC
  - Response to Capital Funding and Development Recommendations: LTC COVID-19 Commission Final Report

As always, all of our advocacy is driven and informed by members. We thank everyone who generously shared their time and expertise – especially in this challenging time – on the following groups this year: Board of Directors; Finance Committee; Governance Committee; Education Advisory; Municipal Advisory; Charitable/Not-for-Profit Advisory; Policy Advisory; Cultural Homes Working Group; Seniors' Housing Advisory; LTC Commission Advisory; System Transformation Advisory; Benchmarking Advisory; Funding Advisory; Nursing and Personal Care Advisory; Capital Development Advisory; Innovation Advisory; Diversity, Equity and Inclusion Advisory; and Commercial Member Advisory.





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## Our Solutions

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Our strength as an Association has always been proposing solutions informed by the knowledge and expertise of our members.

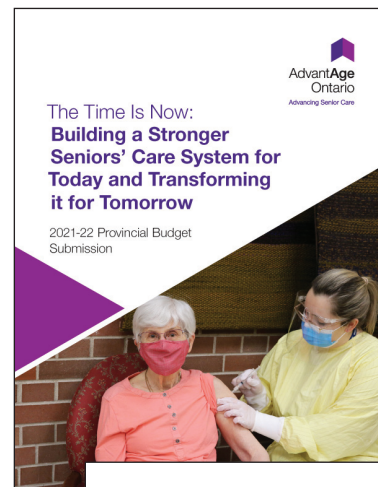
We have put forward many recommendations to government this year on a range of topics. The following highlights those specific to the key areas of staffing/HHR, capital development, housing, and the not-for-profit difference in seniors' care:

### Staffing/HHR:

- > Implement Strategies to Support Staff Recruitment and Retention
  - Extend the salary increase beyond PSWs to include all staff in LTC.
  - Align all direct care staff wages and benefits within the sector with those provided in hospitals.
  - Special programs needed to attract staff to work in Northern Ontario including funding for accommodation.
  - Immediately exempt not-for-profit LTC homes from Bill 124 so they are on a level playing field with for-profit and municipal homes.

### Capital:

- > Develop a Specialized Not-for-Profit LTC Accelerator Program
  - Create a second stream of funding aimed at spurring the creation of new not-for-profit and municipal LTC beds.
  - Provide \$250,000 in up-front seed funding to community groups and small municipalities to get started in creating development proposals.
  - Increase the master planning grant from \$250,000 to \$500,000 so operators can access development expertise.
  - Allow access to financing through Infrastructure Ontario and/or the Ontario Financing Authority at favourable rates.
  - Provide development grant funding earlier in the construction process.
  - Extend the construction funding subsidy from 25 to 30 years, aligned with the length of licenses to help manage debt load.
  - Extend application timelines for municipal LTC projects that require lengthy long-range capital planning and annual operations budget adjustments.
  - Extend eligibility for redevelopment funding to older A homes (60+-year-old buildings, refurbished in the 1990s).





## Housing

- > Establish a Supportive Policy Framework for Seniors' Housing and Campuses of Care
  - Work with the federal government and municipalities to increase the supply of affordable, appropriate and accessible housing for seniors. This should include housing that supports residents with dementia and incorporate emotional-based care models.
  - Invest \$57M into the expansion of Assisted Living in Supportive Housing programs across the province. This investment would enable an additional 2,500 seniors to age in place at home.
  - Simplify funding mechanisms and prioritize a certain proportion of campus LTC beds to their housing residents.
  - Remove barriers to client flow through innovations such as campus-specific waivers that could allow clients to be transitioned smoothly to on-campus LTC beds, without requiring changes to placement protocols elsewhere.

### Members say:

"Summarizing the Ministry's directives and policy changes during the pandemic has been very valuable. Thank you."

## Not-for-Profit Difference

- > Act on Ontarians' Preference for Not-for-Profit LTC
  - Recognize and support the unique strengths and challenges of not-for-profit and municipal LTC delivery.
  - Designate all public lands sold for LTC development as not-for-profit.
  - Direct all new government funding for LTC beds in Ontario to not-for-profit and municipal homes.

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## Virtual Education – Reaching New Heights!

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The crowning achievement in a banner year for education was without a doubt our first-ever fully virtual Convention. We put all our effort into making it easy to participate, and to bring the great learning, networking and fun that you have come to expect from our annual event. Based on the rave reviews and record attendance, we clearly hit the mark!

Overall, in 2021 we delivered close to 50 education sessions, attracting almost 6,000 participants!

- > Human Resources Law: The Year in Review
- > Capital Development Series
- > All Hands on Deck: Frontline Lessons in Pandemic Staffing
- > IPAC Series
- > Board Governance Series
- > Inquiry Recommendations Series
- > Wellness Series
- > 2021 Virtual Convention
- > Pressure Injury Prevention and Intervention (with Arjo)
- > Administrator Leadership Program
- > Breaking the Chain of Infection in Long-Term Care (with Arjo)
- > Employee Relations Series
- > Special Webinar: Legal Expert Andrew Zabrovsky on One-Site Order and Paid Sick Leave
- > 2021 Virtual Summer Education Series
- > Helping LTC Residents with Dementia with Their Hygiene Routine (with Arjo)
- > Mandatory Vaccination Policy
- > Effective Medication Management and the MST Program
- > Essential Reporting Requirements



**AdvantAge Ontario**

**Summer School**

**August 24, 2021**

Supporting Safe, Collaborative Transitions During the Pandemic  
Leading Through Crisis and Other Pandemic Lessons  
Balancing Safety and Pleasure through Outbreaks

**REGISTER NOW!**

- > LTC Funding and Reporting Fundamentals
- > Workplace Investigations
- > LTC Board Governance and Leadership
- > Health Human Resources Series
- > Liberalizing Your Menu (with Complete Purchasing Services)
- > Optimizing Facility Planning

### Members say:

“A huge THANK YOU for your weekly webinars. You and your team do an AMAZING JOB covering so much content each week. Don't know what the industry would do without you.”



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## Current and Emerging Issues

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This is a critical time of change and opportunity in our sector. We are paying close attention to current developments and preparing for what is to come over the next year:

- > 2022 provincial budget
- > Provincial election
- > Municipal elections
- > Wind-down of COVID-19 restrictions in the sector
- > Four hours of care implementation
- > New LTC legislation and regulation
- > Amendments to the Retirement Homes Act
- > PSW regulations under the Advancing Oversight and Planning in Ontario's Health System Act
- > Home care regulations
- > Proactive inspection program
- > Continued roll out of Ontario Health Teams
- > Ontario Non-Profit Corporations Act (ONCA)
- > New federal cabinet
- > National LTC standards

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## Your Board

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**Connie Lacy**

Regional Municipality of  
Waterloo



**Sue Graham-Nutter**

The Rekal at Wellesley  
Central Place, Toronto



**Ted Cohen**

The Bess and Moe  
Greenberg Family-Hillel  
Lodge, Ottawa



**Jane Sinclair**

County of Simcoe



**Michele Harris**

Elgin County



**Margaret Lambert**

Upper Canada Lodge,  
Niagara-on-the-Lake



**Megan Garland**

Bruce County



**Dwayne Green**

Region of Peel



**David Wormald**

St. Joseph's Health  
Centre, Guelph



**William Krever**

Victoria Village Manor,  
Barrie



**Debbie Rollins**

Hastings Manor  
Long-Term Care Facility,  
Belleville



**Paul Chatelain**

South Centennial Manor,  
Iroquois Falls



**Lee Mesic**

Pioneer Ridge  
Long-Term Care Home,  
Thunder Bay



**Elena Caddis**

Heidehof Home for the  
Aged, St. Catharines



**Steven Harrison**

Tri-County Mennonite  
Homes, New Hamburg



**Soo Ching Kikuta**

City of Toronto  
Long-Term Care Homes  
& Services



**Lisa Levin**

AdvantAge Ontario



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## Wonderful Feedback from Members – Thank You!

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“Everyone who can be should be a member — especially during COVID — no other support around could compare.”

“I really appreciate the strong advocacy with the provincial government and the analysis you do of the many, many changes coming at us so quickly.”

“Your team has been at the forefront advocating for the sector in a very responsive and progressive fashion.”

“You’re always on top of political issues and representing us and our views.”

“I can always count on AdvantAge Ontario to provide quick, timely review of new information.”

“The connection is critical during this pandemic in particular.”

“Thank you for representing the LTC sector with the level of professionalism, knowledge and class that you do. Well done!”

“I don’t know how we would have managed over the course of this pandemic without you.”

“Keep doing what you are doing!”

“Your speed at responding to the ever-changing landscape of LTC. You have been there by our side doing concrete things to support us. Thank you and keep up the amazing work!”

“I very much appreciate the work you do on our behalf. We are so stuck in the weeds, it’s nice to know you are looking out for the sector and the residents.”

“I cannot do without AdvantAge Ontario anymore — you do such a wonderful communications job!”

“Thank you and your staff for your dedication and seemingly unending devotion to supporting all of us in the Association.”

“Your team has made the impossible situation we have been faced with, tolerable, and provided us with tools to meet the many needs and requirements.”

“You have been like a life line and, in the darkest moments, a glimmer of hope. I feel honoured to have been part of AdvantAge Ontario.”

### Members say:

“Thank you for the resources provided to me. It is just like a lighthouse when I’m in the dark.”



**AdvantAge**  
Ontario

Advancing Senior Care

AdvantAge Ontario is the only provincial association representing the full spectrum of the senior care continuum and has been a trusted voice for over 100 years. Our more than 400 members are located across the province and include not-for-profit, charitable, and municipal long-term care homes, seniors’ housing, assisted living in supportive housing, and community service agencies.

#### AdvantAge Ontario

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