

Challenges and solutions:

Rebuilding long-term care for Ontario's seniors

ONTARIO BUDGET 2020



ONTARIO
LONG TERM CARE
ASSOCIATION



The CHALLENGE

Long-term care is at a critical tipping point. More than 36,000 seniors are waiting for long-term care, and the government has committed to building 15,000 new beds. But right now, the long-term care sector is experiencing unstable funding, severe staffing pressures, and an unworkable capital redevelopment program that are making it difficult for operators to proceed.

It's time to address these challenges so that long-term care homes can build new beds and provide Ontario's seniors with the care they deserve.

System challenges driving the demand for long-term care



Wait lists

More than **36,000** seniors are waiting for one of Ontario's **79,000** long-term care beds.



Hallway health care

More than **40%** of alternate level of care hospital patients are waiting for long-term care.



Over the **next 20 years** there will be **more than twice as many seniors over the age of 75** and, by extension, a growth in the number who need long-term care support.

Challenges preventing long-term care from meeting current needs



Human resources emergency

80% of long-term care homes are having difficulty filling shifts. There are simply

not enough candidates in the system to meet current needs. On top of this, **the excessive administrative requirements and punitive inspection system** make it difficult to recruit and retain staff.



New beds are not getting built quickly enough

The government has committed to **15,000 new beds** and **15,000 upgraded beds by 2023**. However, **very few projects are underway** because of unstable and insufficient funding and an unworkable redevelopment program.



Funding instability

Unpredictable funding and multiple funding cuts are seriously destabilizing long-term care.

The SOLUTION



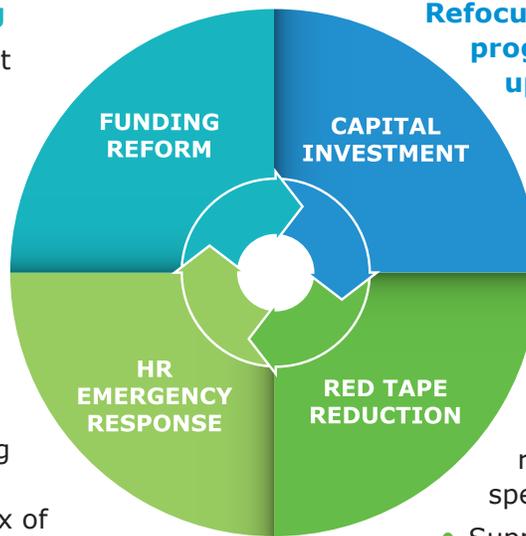
<p>UNLEASHING CAPACITY Remove regulatory and policy impediments to optimizing current long-term care system capacity</p>	<p>BUILDING FOR TOMORROW Create a strong capital and operating foundation to enable long-term care to meet growing demand and increasing acuity</p>
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Stabilize and reform funding

- Stop one-off funding cuts that destabilize long-term care now and in the future and allow funding flexibility.
- Stabilize long-term care with a simplified, predictable, and sustainable funding model.

Address human resources emergency

- Create regulatory and funding flexibility that allows long-term care homes to hire the right mix of staff to meet their residents' needs, and that allows homes flexibility when faced with labour shortages in their region.



Refocus the government's capital program so that new beds and upgraded beds can be built

- Fix the long-standing issues that underfund the costs of re/development.
- Enable access to affordable and available lands.
- Streamline the process.

Reduce red tape

- Create more time for resident care by reducing time spent on paperwork.
- Support homes with their efforts to focus on resident-centred care, not task-oriented care, by overhauling the inspection program.

Everything is connected: Decisions have destabilizing consequences

Government decisions are often made in isolation, not recognizing the ripple effects on long-term care homes and their residents.

A recent change to the way pharmacies are paid in long-term care is a powerful example. As of January 1, 2020, pharmacies that service long-term care homes are now paid a flat fee per bed, rather than per prescription.

This has led to a reduction in medication management services in long-term care, including staff education and support, that homes depend on. Cutting this funding is destabilizing to long-term care.

This decision weakens the medication management system at a time when residents are sicker and more frail, creates a higher risk of medication errors, places more pressure on nursing staff during serious staffing shortages, and is at odds with the recommendations from the Long-Term Care Homes Public Inquiry for stronger medication management systems. Both the Ontario Long Term Care Association and AdvantAge Ontario have raised the alarm about the unintended consequences of this pharmacy funding change on resident care and have asked for a new long-term care pharmacy program to fill these gaps.



Address the human resources emergency by removing regulations and policies that prevent long-term care homes from adapting to a changing workforce environment, and work with the sector on a staffing strategy.

Long-term care homes are dealing with a severe shortage of staff, particularly personal support workers and registered nurses. Homes are sometimes unable to fill the required shifts to provide all the care that residents need.

Staffing regulations in the *Long-Term Care Homes Act* are preventing long-term care homes from being innovative and flexible to meet their residents' needs.

If the regulations were changed, new positions could be created to help support residents along with personal support workers, and registered practical nurses (RPNs) could help fill the legislative requirement for 24/7 nursing coverage that currently requires a registered nurse (RN).

Additional funding for care staff, coupled with the flexibility to hire different positions, would help address this staffing challenge in the short term.

Request of government 2020-2021

- **Update regulatory and funding policies to allow homes to hire a greater range of staff to support residents, and to adjust to the realities of today's labour market.**
- **Establish an HR task force with the long-term care sector and develop a multi-year action plan to address the current HR emergency in long-term care as well as a plan for the future. The Ontario Long Term Care Association's Human Resources Emergency Task Force can serve as sector experts.**



OLTCA's new proposed funding model provides base increases to support, retain, and attract staff (see page 6).

LEARN MORE Details of immediate changes that could be made to allow more staffing flexibility are available in the Ontario Long Term Care Association's October 2019 submission, *Cutting Ontario's Red Tape in Long-Term Care*.

86%

Residents are **more frail** than in the past. The number of residents who need significant help with activities such as dressing and eating increases every year but funding for staffing has not kept pace

2019

24/7

More than **80,000** people work in long-term care

80% of homes are having difficulty filling shifts

15,000 more staff will be needed for **15,000** new beds promised by the government

50% of long-term care nurses are close to retirement age

Reduce red tape to reinvest hours from administration into care and support culture change in long-term care.

Ontario's *Long-Term Care Homes Act, 2007* was designed to safeguard residents and staff, and to lay out minimum standards. Unfortunately, the inspection system that evolved from it has become intensive and highly punitive, creating a focus on tasks, process, and documentation that takes time away from resident care.

Staff often feel personally responsible and demoralized by the inspection process. As a result, staff and operators tend to overcorrect to avoid future non-compliance, which has the unintended consequence of adding to the workload and administrative burden and undermining the culture of care.

This intensive inspection process – not found in other health care sectors – is also a barrier to long-term care recruitment and retention as staff opt out of working in long-term care.

Request of government 2020-2021

- **Implement a new tone and approach for the inspection program to support struggling homes and help create a "just culture" in long-term care, as recommended by the Long-Term Care Homes Public Inquiry.**
- **Streamline or eliminate low-risk and redundant requirements of the regulations to reduce the administrative burden and allow staff to spend more time caring for residents.**



There is no cost to implementing these changes. In fact, even a 10% reduction in administrative workload would free up 5 million more hours a year that could be redirected to caring for residents.

Learn more A list of immediate changes that could be made to the inspection program and regulations can be found in the Association's October 2019 submission, *Cutting Ontario's Red Tape in Long-Term Care*.



On average, staff report they spend close to **3 hours per day** managing compliance requirements of the legislation and/or unnecessary paperwork



85% of staff say that redundant and unnecessary paperwork prevents them from providing the care that residents deserve and that staff want to provide



Modernize the long-term care funding model to create a stable and sustainable sector for the future.

The current long-term care funding system is complicated and unpredictable. There are multiple funding streams, each subject to individual increases or decreases. System changes that have an impact on long-term care are also made in isolation, without recognizing the funding gaps and additional challenges that they will create.

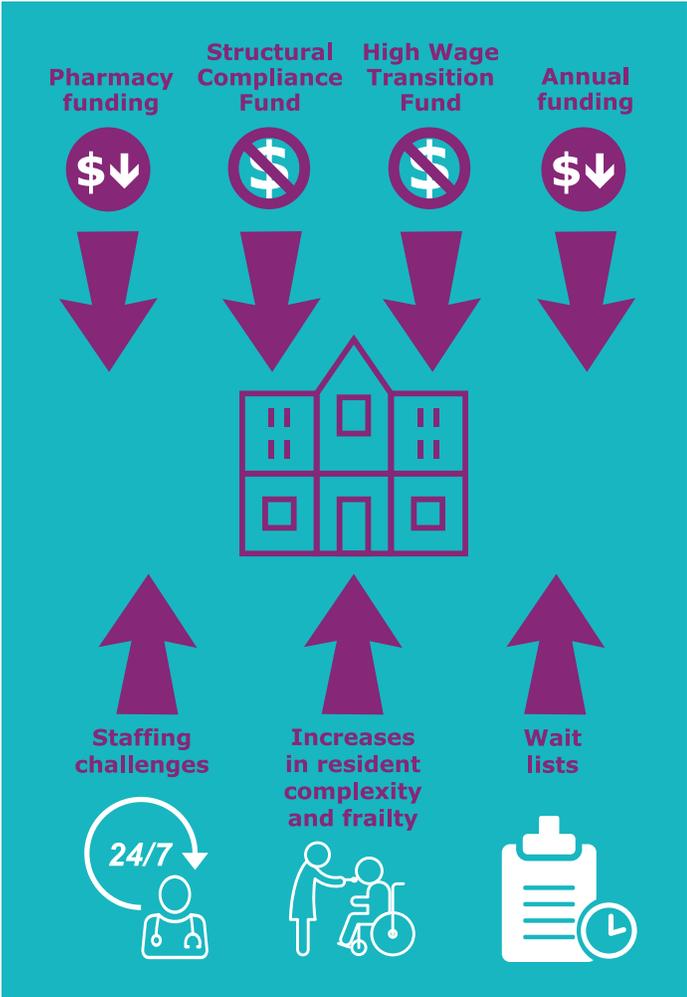
In this unstable environment, many long-term care home operators are struggling to operate their homes and are concerned about the risks of rebuilding their homes or expanding with new beds.

A new approach to funding that is stable, predictable, and sustainable is crucial for the development and redevelopment of long-term care beds.

Request of government 2020-21

- **Modernize the current funding model and related policies to allow more flexible home operations and to create a stable and sustainable long-term care sector for decades to come.**
- **Implement a new funding model developed by the long-term care sector, which requires a one-time base funding adjustment of \$83 million.**
- **Provide a funding increase of \$101 million to support homes in meeting the needs of residents based on increasing acuity, wages, and other costs.**

Funding cuts and system pressures destabilize long-term care



Adopting the new funding model and investing an additional \$184 million in 2020-21 will help to stabilize the sector.

New streamlined funding model would provide stability, predictability, and sustainability

CURRENT FUNDING MODEL: 4 envelopes
 + 22
 1. Nursing and Personal Care
 2. Programs and Support Services
 3. Raw Food
 4. Other Accommodation
+ 22 supplementary funding streams.
 Homes receive partial resident copayment.

FUTURE FUNDING MODEL: 2 envelopes
 + 7
 1. Global Care Funding
 2. Resident Services Funding
+ 7 supplementary funding streams.
 Adjusted to inflation annually.
 Homes would receive full resident copayment.

Reshape the province's capital program to ensure that new and upgraded beds can be built.

The Ontario government has committed to ensuring that 15,000 new beds are built by 2023, and that 15,000 older beds are upgraded.

This is a massive infrastructure undertaking that requires hundreds of construction projects across the province. It is currently behind schedule because there is an insufficient construction funding subsidy from the province, as well as multiple policy and process roadblocks.

What's needed is better program funding, access to affordable lands, and a simplified process that removes barriers to building new homes and rebuilding older homes. At the same time, a new funding model, along with some additional funding, will provide confidence that sustainable funding will be available to those who rebuild.

Request of government 2020-21

- Adjust the construction funding subsidy to reflect the actual cost of construction, including land and development charges.
- Index the construction funding subsidy to annual construction cost increases.
- Create access to affordable and available lands.
- Streamline the current planning and approval process to get beds built more quickly.
- Provide operating funding that is stable, predictable, and sustainable. This is crucial for the development and redevelopment of long-term care beds.
- Address the unique challenges of small homes.



2019: **79,000** beds
2023: **94,000** beds

The government has committed to build **15,000 new beds by 2023.**



Acting now on an expedited process and sustainable construction funding will save dollars, reduce wait lists more quickly, and improve quality of life for residents.

It takes more than three years from application to opening a long-term care home – if all goes well. At present, there are many funding, policy, and process roadblocks along the way that are creating unnecessary delays.



The roadmap to opening a long-term care home

- | | |
|-----------------------------------|---|
| ① Application | ⑧ Working drawings |
| ② Allocation | ⑨ Building permits |
| ③ Licensing | ⑩ Construction |
| ④ Development agreement | ⑪ Substantial completion and occupancy plan |
| ⑤ Review of drawings | ⑫ Ministry occupancy process |
| ⑥ Site plan approval (municipal) | ⑬ Licensing to admit |
| ⑦ Procurement & municipal permits | ⑭ Operation + funding flows |
| | ⑮ Compliance inspection |

Meeting the needs of Ontario's seniors: **An action plan**

Long-term care homes can provide more support for Ontario's seniors by helping to relieve hallway health care and reducing long-term care wait lists, but more government support and investment are essential to make this happen.

Requests for 2020-21 provincial budget

\$184M | Implement a new predictable and streamlined funding model, which is crucial for the development and redevelopment of long-term care beds. This new funding model will position long-term care to be a viable solution to hallway health care and will create a stable and sustainable long-term care sector for decades to come.

The investment for 2020-2021 would be a one-time base funding adjustment of \$83 million and an additional \$101 million to support homes in meeting the needs of residents based on increasing acuity, wages, and other costs.

Update regulatory and funding policies to allow homes to hire a greater range of staff to support residents, and to adjust to the realities of today's labour market.

Establish a human resources task force with the long-term care sector and develop a multi-year action plan to address the current HR emergency in long-term care as well as a plan for the future.

Implement a new tone and approach for the inspection program that supports struggling homes and helps to create a "just culture" in long-term care, as recommended by the Long-Term Care Homes Public Inquiry.

Streamline the current planning and approval process so that new and redeveloped beds can be built more quickly.

Establish a task force of the Ministry and long-term care sector to eliminate process and policy barriers to building new beds and upgrading older ones.

Create access to affordable and available lands for new and redeveloped long-term care homes through employment lands, eligibility for public lands, and the right zoning.

Adjust the construction funding subsidy to reflect the actual cost of construction, including land and development charges. There is no cost in the 2020-2021 provincial budget as only a small number of beds will be opening. In the future, the construction funding subsidy will need to be increased to reflect escalating costs of construction for new and upgraded long-term care beds.

References for all data are available; please send requests to info@oltca.com.

About the Ontario Long Term Care Association | The Ontario Long Term Care Association represents nearly 70% of Ontario's 630 long-term care homes and the full mix of long-term care operators – private, not-for-profit, charitable, and municipal. OLTCAs members provide care and accommodation services to more than 70,000 residents annually.