
DATE: October 9, 2012

REPORT TITLE: **ONTARIO LONG TERM CARE TASK FORCE ON RESIDENT CARE AND SAFETY**

FROM: Janette Smith, Commissioner of Health Services

RECOMMENDATION

That the 18 recommendations of Ontario's Long Term Care Task Force on Resident Care and Safety, as outlined in Appendix I to the report of the Commissioner of Health Services, dated October 9, 2012, titled "Ontario Long Term Care Task Force on Resident Care and Safety" be endorsed;

And further, that a commitment to zero tolerance of abuse and neglect and the continuous pursuit of its prevention in the service to residents of Peel's long term care homes and clients of its community support services programs, be reaffirmed.

REPORT HIGHLIGHTS

- The Ontario Long Term Care Task Force on Resident Care and Safety was established in November 2011 in response to media reports of incidents of abuse and neglect in long term care homes.
- The Task Force received ideas, information and other inputs from a broad cross-section of sector stakeholders across Ontario.
- The Task Force released its Action Plan on May 16, 2012 comprising 18 key recommendations intended to address the factors contributing to incidents of abuse and neglect in LTC homes, with the goal of helping to prevent these incidents.
- The Long Term Care Division of Health Services has a zero tolerance policy respecting abuse and neglect at its long term care homes and community support services programs.
- Long Term Care is a long-time contributor to elder abuse prevention in Peel and in Ontario. The division is presently engaged in a range of activities that support the intentions of the Task Force Action Plan.

DISCUSSION

1. Background

The Ontario Long Term Care Task Force on Resident Care and Safety was established in November 2011 in response to media reports of incidents of abuse and neglect in long term care homes and the potential under-reporting of these incidents.

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The Task Force was made up of sector organizations including the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS), Ontario Long Term Care Association (OLTCA), the Ontario Association of Residents Councils and Concerned Friends of Ontario Citizens in Care Facilities. It also included representatives from resident and family councils, nurses, physicians, personal support workers, unions, LTC provider associations and advocates. The Task Force was chaired by Dr. Gail Donner, Professor Emeritus and former Dean of the Faculty of Nursing at the University of Toronto.

The mandate of the Task Force was to develop an action plan that examines and addresses the factors contributing to incidents of abuse and neglect in LTC homes with the goal of helping to prevent these incidents. The Task Force solicited and received ideas, information and other inputs from a broad cross-section of sector stakeholders across Ontario.

2. Findings

Ontario has strong legislation to support the care and safety of long term care residents and to prevent abuse and neglect. Strong laws are an excellent and necessary beginning but are not enough to eliminate abuse and neglect in all long term care homes.

The Task Force described long term care as a highly specialized area focused on a diverse population with complex needs and conditions. Long term care requires specialized leaders and skilled staff to care for some of the most vulnerable people in our society. Residents have the right to courtesy and respect, excellent care in a safe environment, and protection from abuse and neglect. Everyone should know how to report abuse and neglect and do so without fear of reprisal. Long term care homes should ensure these rights are upheld.

The Task Force listened to the voices of residents, families, staff, advocates and other stakeholders, and identified 18 actions to improve the care and safety of residents in its May 2012 report. Appendix I lists the Task Force Recommendations, together with a description of actions underway or planned by Peel Long Term Care that support their implementation.

Eleven actions focus on areas where the long term care sector can play a leadership role. Six require the leadership of Ontario's Ministry of Health and Long-Term Care with participation from the LTC sector. The final recommendation is that the Task Force oversee implementation of the action plan and publicly reporting on its progress over the next three years.

Among its key recommendations the Task Force proposed that the LTC sector:

Make resident care and safety its number one priority over the next year, and a top priority in the years to come, including:

- Commit to reducing incidents of abuse and neglect in LTC homes and be accountable for achieving results;
- Advance the development of strong, skilled administrators and managers ;
- Strengthen the ability of staff to be leaders in providing excellent and safe care;
- Empower residents and families with a stronger voice and through education.

It also recommends that the MOHLTC:

- Develop coaching teams to help LTC homes improve;
- Address direct care staffing in homes;
- Support residents with specialized needs to ensure their safety and the safety of others;

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- Address legislative requirements and provisions that detract from resident care that may be driving abuse and neglect underground.

3. Proposed Direction

As operators of five LTC Centres: The Davis Centre in Caledon, Peel Manor and Tall Pines in Brampton, and Sheridan Villa and Malton Village in Mississauga and the operator of community support services and programs for seniors living in the community, the Region of Peel has zero tolerance for abuse and neglect of residents or program participants.

The Long Term Care Division of Health Services is engaged in a range of activities that support the intentions of the Task Force Action Plan including:

- a) The recent review and updating of Long Term Care's Prevention, Reporting and Elimination of Abuse and Neglect policy to simplify and clarify processes that support timely reporting by residents, adult day program participants, family members, staff and volunteers of any incidents of abuse or neglect.
- b) Providing an environment which ensures that complaints are investigated promptly, there is no fear of reprisals, and that actions are taken which demonstrate our resolve to achieve an abuse free environment.
- c) Working in partnership with Health Quality Ontario to identify indicators of abuse, neglect, and quality of life, together with public reporting of indicators.
- d) Staff education to foster recognition and prevention of abuse, which is included at orientation and annually during mandatory in-service training for employees at our centres. The majority of staff have also completed 'Gentle Persuasive Approaches' training and we continue to offer this program with the goal of having all staff educated and recertified as recommended.
- e) In the event abuse outside of our direct involvement with Adult Day Program clients is suspected, our Community Support Services staff work with the client's lead care-giving agency to determine steps that would protect the client and put supports in place for mitigation of the circumstances. Most often this involves contacting and collaborating with the Community Care Access Centre. When our adult day service is the primary support involved with a client, support from Peel Crisis Team or Regional Police is obtained.
- f) Leading the development of public and professional education programs focused on the prevention of elder abuse, we were a founding member of the Peel Elder Abuse Prevention Network (PEAPN) in 2003, a collaborative of 45 community organizations that work together to prevent elder abuse in our communities and continue to support this network group.
- g) As a member of the board of the Ontario Association of Non-Profit Homes and Services for Seniors, Peel's LTC Director, Carolyn Clubine is well placed to advocate for measures these organizations can take to support the Task Force's recommendations.

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CONCLUSION

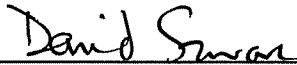
As a primary service provider to residents of five regionally-operated long term care homes and community support services including Adult Day Programs and the supplier for services such as Meals on Wheels, the Region of Peel is an advocate and leader in providing safe, comfortable and supportive services for Peel seniors and other vulnerable adults. The Region has a strong track record of resident safety and care and does not tolerate any form of abuse.

Regional Council's endorsement of the Long Term Care Task Force on Resident Care and Safety's Action Plan and recommendations demonstrates the Region's commitment to eliminating abuse and neglect in long term care homes and related community services, and supports the efforts of Regional staff to provide a healthy, safe and comfortable environment for residents of our homes and participants in our programs.



Janette Smith
Commissioner of Health Services

Approved for Submission:



D. Szwarc, Chief Administrative Officer

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c. Legislative Services

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	Ontario Long Term Care (LTC) Task Force Recommendations	Peel Long Term Care current status	Identified gaps and actions planned
1.	<p>All long-term care homes in Ontario will declare the prevention of abuse and neglect and zero tolerance as their number one priority over the next year and a top priority in years to follow.</p> <p>Management, unions, professional organizations and advocacy groups are strongly encouraged to identify this commitment in their written and verbal communications with the public, within their organizations, and with their partner organizations. They are also strongly encouraged to commit to reviewing their policies and educational programs to ensure there is a strong focus on the prevention of abuse and neglect.</p>	<p>Peel has a comprehensive policy covering all aspects of legislation related to abuse and includes a strong commitment to an abuse free environment.</p> <p>Prevention of Abuse and Neglect Policy reviewed annually.</p>	<p>Advise Regional Council of the Task Force recommendations and request their endorsement of the 18 recommendations.</p> <p>Investigate a Union Management joint initiative.</p>
2.	<p>As part of the quality improvement and utilization review system required by the <i>Long-Term Care Homes Act</i>, each long-term care home in Ontario will establish a Quality Committee as a Board Committee or as a Senior Management Committee, if the home does not have a Board.</p> <p>The Committees are strongly encouraged to have broad representation – which may include but not be limited to management, frontline staff, medical staff, residents, families – and track quality indicators that include measures of resident care and safety within the home (as identified in Action 3). Committees will identify and address home-specific issues, and will make regular reports of the actions they have taken available to their residents and families, staff and other stakeholders.</p>	<p>Health Service Committee of Council receives annual performance management report which includes Quality Care Indicators.</p> <p>LTC Department Management Team is internal quality committee for the Division as outlined in <i>Excellent Care for All Act</i>. Each Home has Continuous Quality Improvement Committee with workplan accountability.</p> <p>Each home and Community Support Services Team operates a Quality Committee to address home-specific issues, and to communicate with staff, residents/families, volunteers, clients.</p>	<p>Introduce participation from residents and families into Continuous Quality Improvement.</p> <p>Communications: Share this idea at Resident and Family Councils</p>

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3.	<p>The Ontario Long Term Care Association, the Ontario Association of Non- Profit Homes and Services for Seniors, the Ontario Association of Residents' Councils and the Ontario Family Councils' Program will continue to work in partnership with Health Quality Ontario to identify indicators of abuse, neglect and quality of life. Health Quality Ontario (HQO) is encouraged to track these indicators and report them publicly. The sector will work with HQO to set targets for these indicators. HQO and the Local Health Integration Networks will monitor performance (see Action 5).</p>	<p>Peel Dashboard, which includes indicators related to abuse, neglect and quality of life, is publicly reported through annual performance report to Regional Council.</p>	<p>Increase and maintain alignment between Peel and Health Quality Ontario performance indicators.</p> <p>Identify a Peel representative to sit on Working Group to assist Health Quality Ontario in setting targets.</p>
4.	<p>Ontario Long Term Care Association, Ontario Association Of Non-Profit Homes And Services For Seniors, Ontario Association Of Residents' Councils, Ontario Family Councils' Program and Concerned Friends of Ontario Citizens in Care Facilities will continue to work with HQO to develop a standard family and resident satisfaction survey for long-term care.</p>	<p>Peel has developed a rigorous resident satisfaction survey tool using external experts. This is reported to Regional Council annually. It is publicly accessible on our website and has been shared with Ontario Association Of Non-Profit Homes And Services For Seniors for other member homes to view.</p>	<p>Peel is monitoring progress on the Province- wide standard tool and is looking at ways to integrate both tools into our practice.</p>
5.	<p>Ontario Long Term Care Association and Ontario Association Of Non-Profit Homes And Services For Seniors will begin a dialogue with the Local Health Integration Networks to integrate long-term care into their ongoing quality and performance improvement processes beginning with the indicators related to abuse, neglect and quality of life (as identified in Action 3).</p>	<p>As the LHIN liaison for Central West LHIN with Ontario Association Of Non-Profit Homes And Services For Seniors, this will be included in upcoming workplan.</p>	
6.	<p>Ontario Long Term Care Association and Ontario Association Of Non-Profit Homes And Services For Seniors will jointly create a Leadership Development Strategy for the sector that focuses on the principles and practices of effective leadership and management.</p> <p>Education programs should be targeted at administrators,</p>	<p>Peel LTC has actively pursued high standards for leadership and education to support all levels of staff including :</p> <ul style="list-style-type: none"> • All Supervisors must complete a rigorous orientation, and attend 	<p>Peel LTC is working with the corporate Learning and Development team to refresh leadership development, including personalized gap analysis and education plans and possible joint training with</p>

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	<p>directors, managers and supervisors, and include learning modules in such areas as: creating a safe resident-centred environment; screening and hiring the best people; developing effective management-labour relations; understanding MDS-RAI and other data and how to use it to improve performance; working within a strict legal environment; developing effective communication and conflict resolution skills; working with Residents' and Family Councils; and other examples.</p>	<p>several mandatory education programs (such as Hiring Practice).</p> <ul style="list-style-type: none"> • All Supervisors attended eight mandatory programs on Supervisor/ leadership skills in 2009/2010. A refresh is underway related to a Health Department wide priority commitment to the full development of management talent. • All Supervisors receive an annual Personal Performance Appraisal to assist with areas for growth and development, supported by evidence which includes quality outcomes. 	<p>Unions.</p>
<p>7.</p>	<p>As part of the legal requirement that staff who provide direct care to residents must receive annual education on recognizing and preventing abuse, every long-term care home in Ontario is strongly encouraged to regularly assess the competencies of staff in these areas. Homes should ensure that these skills are incorporated into their staff performance management system. Homes should also make efforts to release time for staff to participate in education.</p>	<p>Subjects are included in annual mandatory in-service programs provided during paid time. Recently introduced an indicator to monitor % participation, and to put alternatives in place when employees miss this annual event.</p> <p>Performance appraisal tool has identified annual review requirement of the abuse policy.</p>	<p>We are working in collaboration with Unions to continuously improve staff competencies.</p> <p>Performance Appraisal tool is being redesigned.</p>

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8.	Ontario Long Term Care Association and Ontario Association Of Non-Profit Homes And Services For Seniors will liaise with the Local Health Integration Networks (LHIN) to obtain support for developing a streamlined basic training program in managing responsive behaviours that aligns with the Behavioural Supports Ontario Program, or a suitable alternative, and is provided to all long-term care homes in the province in a timely manner.	Peel LTC has provided education to staff including PIECES, GPA and U-First.	With funding from the LHINs, homes will retain and integrate behavioural response specialists into our teams to ensure the greatest benefit to residents and the teams.
9.	In order to promote long-term care homes as employers of choice, each home is strongly encouraged to establish a collaborative Employee- Management Group that examines issues related to quality of work life and the implementation of solutions. Issues to be discussed include but are not limited to employee workload, staffing schedules, staff training, safe working environments, ways to improve staff morale, ways to decrease employee stress and improve safety, and ways to deal with residents' responsive behaviours.	Peel LTC has a range of groups that meet the intent of this recommendation including: <ul style="list-style-type: none"> • Staff Satisfaction / Employee Engagement Committees, Joint Occupational Health and Safety Committee • Home Specific Labour Management Committees and Joint Labour Management Committee • Education • Employee Assistance Program • Health and Safety, Quality Circles for identified issues. 	
10.	Ontario Association Of Residents' Councils and the Ontario Family Councils' Program will actively encourage Residents' and Family Councils in each long-term care home to identify at least one tangible action each year directed to preventing abuse and neglect. Councils will be encouraged to work in partnership with long-term care administration to identify the roles that Councils and administration will play to implement these actions.	The Family and Resident Councils have been established at each Centre. However, the time commitment and interests of these Councils is not consistently mature enough to take on pro-active, collaborative work to benefit all residents.	This requires thought and discussion respecting how such specific focused efforts could be introduced.

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11.	<p>Ontario Association Of Residents' Councils and the Ontario Family Councils' Program – working in partnership with other organizations such as Concerned Friends of Ontario Citizens in Care Facilities, the Ontario Network for the Prevention of Elder Abuse and other groups – will create an education strategy that develops and/or makes available information for residents and families on such topics as: working effectively with administration; recognizing and preventing abuse and neglect; ensuring respect and safety in the home; understanding zero tolerance; the <i>Long-Term Care Homes Act</i>; Residents' Bill of Rights; Power of Attorney; whistle-blower protection; the Ministry's Action Line; and other topics relevant to resident care and safety.</p>	<p>Some Peel homes have linkages with Ontario Association Of Residents' Councils and Ontario Family Councils. One Home is a member of Peel Elderly Abuse Prevention Network.</p> <p>Staff regularly assists Resident and Family Councils on subjects such as these.</p>	<p>All Peel LTC homes should establish membership with Ontario Association Of Residents' Councils and Ontario Family Councils and Peel Elderly Abuse Prevention Network and assist the Councils with familiarity and use of the supports.</p> <p>Use these supports, and continue to discuss issues at Family and Residents' Councils.</p>
12.	<p>The Ministry of Health and Long-Term Care (MOHLTC) should design coaching teams – with experience and expertise in reducing incidents of abuse and neglect in long-term care homes – in partnership with Ontario Long Term Care Association, the Ontario Association Of Non-Profit Homes And Services For Seniors, Health Quality Ontario and others. These coaching teams should assist homes that are poor performers to improve resident quality and safety in their homes. The Ministry should consider resourcing the coaching team initiative as part of its focus on supporting continuous quality improvement.</p>	<p>While definitely not a poor performing home, Peel LTC has taken opportunities to participate in best practice coaching initiatives to support development of highest quality resident outcomes.</p>	<p>Indicators with targets have recently been introduced in Peel homes. LTC and Community Support Services staff needs support to understand and use results.</p>
13.	<p>Recognizing that there are not enough direct-care staff to meet the needs of all long-term care residents safely, the Long-Term Care Task Force on Resident Care and Safety strongly recommends that MOHLTC implement the recommendations of the Sharkey report on strengthening staff capacity for better care (<i>People Caring for People: Impacting the Quality of Life and Care of Residents of Long-Term Care Homes. A Report of the Independent Review of Staffing and Care Standards for Long- Term Care Homes in Ontario. May 2008</i>).</p>	<p>N/A</p>	<p>Peel needs to review this report and determine an appropriate action that would integrate with the Strategic Plan.</p>

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14.	<p>MOHLTC should address and resolve issues related to meeting the needs of residents with specialized (complex care) needs in partnership with Ontario Long Term Care Association, the Ontario Association Of Non-Profit Homes And Services For Seniors, and other relevant organizations. Areas to be addressed include, but are not limited to, specialized facilities, dedicated specialized units in long-term care homes, appropriate physical plant conditions, funding to cover specialized programs and the high needs of residents, and appropriate staffing with specialized skills.</p>	<p>Peel LTC & Mississauga Halton LHIN developed a specialized behavioural support unit (SBSU) in advance of MOHLTC and will continue to participate in local planning to address specific needs within each LHIN.</p> <p>Peel LTC redeveloped Sheridan Villa to address physical design challenges, and provide a high level of staffing with specialized skill e.g. Registered Nurse, Program Support Nurse.</p>	<p>Through regular program reviews LTC staff and physicians' issues related to complex care are identified. This should be incorporated into Strategic Plan.</p>
15.	<p>MOHLTC should address issues related to the evaluation, appropriate placement and, where necessary, the transfer of residents with specialized needs to homes or other facilities that better meet their needs. The Ministry should conduct this work in partnership with the Ontario Association of Community Care Access Centres, Ontario Long Term Care Association and Ontario Association Of Non-Profit Homes And Services For Seniors.</p>	<p>Peel LTC has been advisors to possible Long Term Care Homes Act amendments to deal with placement, and short term treatment issues for challenging clients.</p>	<p>Transfer and discharge issues have been identified.</p>
16.	<p>MOHLTC should review the legislation with the goal of streamlining reporting requirements that focus attention away from direct resident care. The Ministry should conduct this work in partnership with Ontario Long Term Care Association and Ontario Association Of Non-Profit Homes And Services For Seniors.</p>	<p>Peel LTC has advocated through Ontario Association Of Non-Profit Homes And Services For Seniors and with the MOHLTC directly on identified concerns in this area.</p> <p>Peel LTC is introducing Point of Care tablet technology to streamline and improve the usefulness of documentation.</p>	<p>Peel has been invited to informal talks with MOHLTC re. Compliance Program.</p> <p>Staff competency will require significant efforts.</p>

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17.	<p>MOHLTC should ensure that inspection, reporting, compliance and improvement processes effectively support a culture of ongoing quality improvement. The Ministry should conduct this work in partnership with Ontario Long Term Care Association, Ontario Association Of Non-Profit Homes And Services For Seniors and other stakeholders, as appropriate.</p> <p>This work includes but is not limited to:</p> <p>i) putting processes in place that promote the reporting of abuse by long-term care homes and acknowledge the corrective actions taken by homes to keep residents safe;</p> <p>ii) incorporating an advisory component into the long-term care home inspection process so that inspectors can share their knowledge on how to improve resident care and safety; and</p> <p>iii) analyzing and making available provincial long-term care home trend data so that system problems related to resident care and safety that need provincial attention can be identified and addressed quickly.</p>	<p>Peel LTC has advocated through Ontario Association Of Non-Profit Homes And Services For Seniors and with the MOHLTC directly on identified concerns in this area.</p> <p>Peel LTC has established policies to promote the reporting of all types of abuse, and workplace violence.</p> <p>Peel LTC has begun a practice of exit interviews with Compliance Inspectors to achieve better dialogue about lapses.</p> <p>Peel is monitoring all provincial data on compliance performance, with analysis that compares and identifies trends our homes need to address.</p>	
18.	<p>The originators of this Task Force – Ontario Long Term Care Association, Ontario Association Of Non-Profit Homes And Services For Seniors, Ontario Association Of Residents’ Councils, and Concerned Friends of Ontario Citizens in Care Facilities will commit to ensuring that the Long-Term Care Task Force on Resident Care and Safety will oversee the implementation of this action plan and publicly report on its progress mid-year and at year end over the next three years. In the final year, the Task Force will assess progress and determine whether its monitoring function needs to continue.</p>	<p>Peel LTC is conducting this gap analysis and will report our own action plan to Council.</p>	

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