



# 2022 Accomplishments

Many of us felt as though 2022 was a tale of two different realities. On the one hand, we saw a return to some degree of normalcy with people really wanting to put COVID in the rear-view mirror.

But in our sector, there was very little easing of the pressure and strain. Things were actually tougher as you struggled against a wave of public relief and, to an extent, complacency, even as outbreaks rose and staffing levels dropped in homes.

Despite this, you have continued to respond with exceptional fortitude and resilience. We are tremendously proud and thankful to you and your teams for all your efforts to keep your residents and staff safe.

Our Association has been right there behind you – with supports, education, resources, and a strong, respected voice that gets government and public attention on our issues.

As you'll see in this summary, we leveraged our successful 2021 not-for-profit difference PR campaign to impact government policies and secure significant wins this year. Most notably, the more than doubling of the construction funding subsidy for long-term care, including a provision for earlier funding for non-profit homes.

We have strengthened our position and overall stature. We are seen and heard by all parties in the provincial legislature. That being said, we have a long way to go to get the significant change we need and want: it is very challenging to transform seniors' care in the way that is needed and to shift thinking towards prioritizing older adults.

I meet regularly, one-on-one, with Paul Calandra, Minister of Long-Term Care, and he has attended several of our Board meetings since taking on the portfolio. We are also meeting with representatives in other key ministries, including housing, seniors' affairs, and health, and we frequently have senior officials joining us on our monthly webinars.

We have a huge network of sector partners, allies, and academics, and we use these valuable relationships to help keep seniors' needs high on government's radar.

Best of all, our Association continues to grow in strength and numbers. This year, we reached our highest count ever with more than 700 member organizations! We represent the

majority of municipal, non-profit and hospital-affiliated long-term care homes and over 230 seniors' housing and community service providers.

Your compassion and leadership continue to inspire us. Keep doing what you are doing, and we will always be here and ready to help in any way that we can.



# 2022 Highlights



**150%** time-limited increase to base Construction Funding Subsidy, including up-front funding option for municipals and not-for-profits



Advocated to keep **COVID-19 restrictions and funding** in place to help ensure resident safety



Secured **\$388M** in special financing assistance for NFP capital projects through a game changing **low-cost loan guarantee**



**\$40M** to **increase nutrition funding** by 15% to \$11.00 per day. Government credited this to our continued advocacy



Over **\$1.66B** in new funding for the sector

# Championing Solutions

Our role is to keep bringing attention to solutions, approaches, and models of care that we know are good for seniors – and the right prescription to help fix our ailing provincial health care system. Governments change, leaders change, and priorities change. But our demographic realities remain the same: we need a comprehensive continuum of adequate, appropriate seniors’ care and supports.

Over the past year, we have championed many priorities for seniors, and several are highlighted below.



## Emotion-Focused Care

We introduced Ontario to David Sheard and The Butterfly Model in 2015. Since then, our members have been leading the way in embracing emotion-focused models of care. These approaches are transformational in treating residents with dementia and other challenging conditions with respect and dignity. They also assist dramatically with improving staff retention. We have been calling on government to **create a special fund to which homes can apply for financial support as they transition to emotion-focused models of care.**



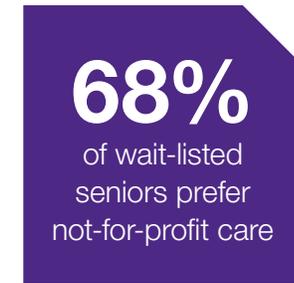
## Seniors’ Campuses of Care

Seniors’ campuses have their roots in the not-for-profit and municipal sectors. These are communities within a community that co-locate different housing types (i.e., assisted living, affordable housing, retirement homes and long-term care) with a mix of health and social supports. Campuses are a key puzzle piece to solving Ontarians’ overwhelming desire to age in place. This highly successful model is backed by evidence-based research – led by our Association. We are advocating for their spread and scale, and importantly, **regulatory changes to allow campuses to set aside 20 per cent of their long-term care beds for residents already living in those communities.**



## Supportive Housing

Assisted living in supportive housing is the missing middle in the continuum of seniors’ housing. Despite growing demand, limited options exist for those who require housing and supports but cannot afford private home care or retirement home options. We are a longstanding and vocal champion for this program. Our issues paper, Bridging the Gap: Opportunities to Address Seniors’ Supported Housing Needs in Ontario, released this year is strengthening our **advocacy to advance and expanded assisted living in supportive housing.**



## Not-for-Profit Difference

Year after year, the province’s own data shows that Ontarians prefer not-for-profit and municipal long-term care. Our sector has better resident outcomes on many key measures, higher staffing levels, and had fewer COVID-related deaths. This year, we leveraged our very successful The Difference Matters campaign as a key driver for our advocacy and **secured a number of big wins, including the NFP loan guarantee and time-limited large construction funding subsidy increase with earlier funding available to non-profit homes.**

# Championing Solutions

TORONTO SUN

## LEVIN: Campuses of care a smart idea on senior's housing

Lisa Levin

November 14, 2022 • 3 minute read



Lisa-Levin. PHOTO BY HANDOUT /Lisa-Levin

There was a moment during a debate in the just-completed Toronto municipal election campaign that stood out. John Tory's fellow mayoral candidate, Chloe Brown, tabled the idea of campuses of care, which, she explained, are like communities within a community where Ontario seniors could age in place, surrounded by the services and healthcare amenities they needed.

Mayor Tory, who is never disingenuous, responded to his opponent in a way that many politicians would not. Instead of rebuffing her idea, or even glossing over it, he said that the campus of care concept "is actually one worthy of giving further thought to."

Thank you, Mayor Tory. We couldn't agree more. This would be a welcome addition to Toronto's progressive seniors' strategy.

There is no fixed definition of a seniors' campus of care. But in every case, they co-locate a mix of community-based health and social supports along with different models of housing, including assisted living, affordable housing, retirement homes and long-term care.

Some have shops, hair salons, restaurants and doctors' offices. They could have a library, a community centre, or a pub. They are often designed to be pedestrian friendly, as ease of mobility for the aging population is paramount, especially in the winter months.

These special communities are a key puzzle piece to solving Ontarians' overwhelming desire to age in place.

Several dozen of our members operate campuses that focus on specific cultural communities, like Au Chateau, which serves the Francophone community in Sturgeon Falls, and Shalom Village, which serves the Jewish population in Hamilton. These homes cater to people in those specific communities by offering familiar food and, at times, language, which is particularly comforting to those patients with dementia.

They are integrated to provide more person-centred care that avoids unnecessary hospital admissions and can delay or even prevent LTC admission.

At their best, campuses of care promote positive aging. They can stimulate participation, social inclusion and support networks. They can be attractive partners for businesses, faith organizations, schools and universities. They are beacons for volunteerism, and places where a new generation of health care workers, clinicians and researchers can train.

Simcoe County, a pioneer in the field, has a flagship campus of care in Penetanguishene and is developing a new one at Simcoe Village and Manor in Beeton. It will include outdoor recreation options for older adults living independently in the community. In this way, the campus will act as a beacon.

Our organization thinks they're such a good idea that we led the first Canadian academic research paper on the subject.

So, good of Chloe Brown to bring them up, and good on Mayor Tory for acknowledging a transformative idea when he sees one. Now comes the hard part – allowing the campuses to function as they were intended to. In other words, facilitating transfers of seniors from a campus's housing to their adjoining long-term care when the seniors require more care. Under the current admissions process for long-term care this is rare. Seniors often need to move to a home elsewhere in their city or town.

Specifically, we are calling on the province to change rules to allow campuses to set aside 20% of all LTC beds on each campus for residents already living in those communities. This is a must.

Without it, we are wasting opportunities to promote the continuum of care the campuses naturally facilitate.

If campuses are to succeed, the province must be on board to allow them to operate in the way they were intended. This will not cost a cent and in fact would save the system money.

Elections signal renewal. They are hopeful times.

We hope Mayor Tory and his fellow municipal leaders across the province will embrace this important concept, and work with Premier Doug Ford and his cabinet to remove the barriers that stand in the way of its spread.

— *Lisa Levin is CEO of [AdvantAge Ontario](#), the provincial association representing over 400 not-for-profit, charitable, municipal, and hospital-affiliated long-term care homes, seniors' housing, assisted living in supportive housing, and community service agencies.*

# Your Issues, Our Priorities

We are a small but mighty team at the Association. We use member input, the Board's direction, and our own strategic insights to determine where to put our focus, energy and resources to best meet your needs. We were busy on many fronts this year. Following are a few key highlights.



## HHR

The staffing shortage in health care remains a pervasive crisis. Government is looking to our sector to relieve pressures on hospitals, yet we have a staffing crisis as well. The shortage of skilled people and restrictive legislation and policies are significantly limiting our capacity and impacting care and service delivery.

COVID-19, Bill 124, Bill 7 and growing reliance on agency staffing have had a devastating impact on care, staffing levels, and morale.

These are by far our biggest advocacy issues, and we continue to press hard for exemption of health care workers from Bill 124, wage increases for all health care workers, measures to stop temporary staffing agency price gouging, wage alignment for like professions across health care settings, and other measures to improve staffing conditions in our sector.

We were able to secure some important changes to Bill 7 and its regulations and policies related to cultural homes, exclusion of Indigenous homes, strengthened spousal reunification provisions, and a reduction in distances for placement.

We are using the results of our recent member survey to present a clear picture of the devastating impact of the exorbitant rates charged by many staffing agencies. We are pushing hard for a permanent legislative solution.



## FLTCA

Compliance with the regulations under the Fixing Long-Term Care Act (FLTCA) will take significant new funding that homes have yet to see.

We undertook our own research and determined that the cost impact of the new requirements is \$369M-\$407M higher than originally estimated by government.

We are making it clear that without new funding, homes will have no choice but to pull resources from resident care. Our priority is to advocate for the funding to support the new positions needed by homes to comply with the regulations.

In addition to advocacy, we have dedicated tremendous time and resources to helping members understand and implement the regulations under the FLTCA.

This has included sessions with our legal advisor to understand the new requirements, "Where to Start First" guides, and a comprehensive one-stop web page with members-only materials and resources, including a declarations package, sample interim quality reports, palliative care policies, and more.



### Our Members Say:

"I cannot express strongly enough the difference having the Association's knowledge, advocacy and support!"

# Your Issues, Our Priorities



## CAPITAL

We achieved two huge wins this year that will make a big difference to our members who are adding or upgrading a combined total of over 14,336 beds over the next few years.

With the support of members, our advocacy led to the recently announced 150% supplemental, time-limited increase to the construction funding subsidy (CFS), including early funding for non-profit homes, and the creation of the Not-for-Profit Loan Guarantee program.

Our analysis, based on data provided by members through our capital projects cost escalation survey, was hugely instrumental in the CFS increase.

Our message to government has been that it needs to deliver on the preference of Ontarians for not-for-profit long-term care by recognizing and responding to the unique capital development challenges that face our sector.

But we know that much more is needed. We are pressing for further capital funding measures to help put the not-for-profit sector on the same footing as for-profit providers.

Our members-only capital development resource library, ongoing discussion forum, and very successful webinar series on planning and managing capital developments have provided valuable support and resources.



## COVID-19

COVID remains a persistent presence in our sector. Over the past year, we have been steadfast in our efforts to ensure measures remained in place to safeguard your residents and staff.

We are an active member of the government's LTC Response and Recovery Table, an important forum where we ensure our members' needs are heard.

This fall we were successful in our efforts to get the outbreak definition changed to include resident cases, and not staff and visitors. This was very important in terms of the public's perception of homes.

Government consistently seeks our advice on COVID matters. CEO Lisa Levin and our policy and funding teams have conversations weekly – and often daily – with Ministry staff at all levels, and Lisa meets one-on-one with Minister Calandra a couple of times a month.

While government and media attention is not heavily focused on long-term care as it was in previous phases of the pandemic, our work now is still critically important, especially when it comes to directing attention on funding, staffing levels and the continued impacts of COVID-19.

### Our Members Say:

“I am heartened by your support and kept afloat by all the information and advocacy of AdvantAge Ontario.”



# Your Issues, Our Priorities



## SENIORS' HOUSING

We are very encouraged by the level of traction our efforts to initiate discussions on seniors' housing have gotten across government this past year.

We spurred these conversations through a variety of efforts:

- > Seniors' campus advocacy
- > Supportive housing white paper
- > Broad efforts across numerous meetings with Ministry officials to raise the merits of a strong, well-resourced continuum of seniors' care

Meetings this fall with Michael Parsa, Associate Minister of Municipal Affairs and Housing, emphasized the need for investment in seniors' supportive housing. AdvantAge Ontario arranged for the Minister and his team to tour LOFT Community Services, a member home. Additional tours are being planned for the new year.

Ontario Health has also indicated interest to further expand supportive housing that we are very likely to be involved with. They are in the process of creating a task force with the Ministry of Long-Term Care and the Ministry of Health. Our advocacy team is keeping close tabs on this development.



## FUNDING

The province invested heavily in long-term care this year in the following areas:

- > 150% time-limited CFS increase
- > \$388M NFP loan guarantee fund
- > \$244M COVID prevention and containment
- > \$673M four hours of care (Year 2)
- > \$56M level of care increase (1.75%)
- > \$40M nutrition funding
- > \$34M PPE funding
- > \$46M IPAC personnel and training
- > \$28M medication safety technology program
- > \$314M PSW wage enhancement
- > \$134M minor capital
- > \$6M clinical decision support tools program
- > \$44M nurses temporary retention incentive
- > \$20M local priorities fund
- > \$10M hiring more nurse practitioners

### Our Members Say:

"We feel VERY supported by the AdvantAge Ontario team and know that you all are doing everything you can to advocate for homes. We would be lost without you!"



# Increased Media Profile

Given the political environment, we were very strategic with our media outreach this year, carefully determining which issues to take public and which ones were best for us to raise behind the scenes in our meetings with officials. Nevertheless, we continued to remain an active voice in radio, print and TV, with more than 420 media mentions and counting.

**Columnists**

## LEVIN: Campuses of care a smart idea on seniors' housing

Lisa Levin  
Nov 14, 2022 • November 14, 2022 • 3 minute read



Lisa Levin. PHOTO BY HANDOUT /Lisa-Levin

## 'It's corrosive. They're price gouging!' Agency staffing is costing hospitals, LTC homes, critics say

*Staffing agencies have been providing temporary staff to hospitals for years to cover vacancies, but the situation has increased during the COVID-19 pandemic.*

Joanne Laucius

## Long-term-care residents struggle with loneliness, physical and mental decline amid staffing 'crisis'

Omicron's swift spread through long-term care is crushing a workforce worn from two years of COVID, with some workers leaving for good. And residents are paying the price.

By **Moira Welsh** Staff Reporter  
Tue., Jan. 25, 2022 • 10 min. read

## As the 6th wave hits Ontario, families must be allowed to visit those in long-term care: advocates

Full impacts of care home restrictions yet to be seen, patient ombudsman says

Vanessa Babiner - CBC News - Posted Apr 14, 2022 4:00 AM ET | Last Updated: April 14



A trustee visits an elderly relative inside Waverley Mansions in May 2020, a long-term care home in London, Ont., that was battling a COVID-19 outbreak at the time. (Edin Butler/CBC)

## Shortage of rapid COVID-19 tests hitting medical clinics, seniors' homes

Elizabeth Payne  
Jan 07, 2022 • January 7, 2022 • 5 minute read



People pick up rapid antigen test kits at the Place d'Orléans Shopping Centre on Monday, Jan. 3, 2022. PHOTO BY ERROL MCGIHON /Postmedia

## Many Ontario long-term care homes keeping vax mandates as province lifts policy

HOLLY MCKENZIE-GUTTER  
THE CANADIAN PRESS



The Ministry of Long-Term Care said homes can keep mandating shots for existing staff and new hires if policies comply with the law.  
LARS HANBERG/THE CANADIAN PRESS

## 3 Ontario parties vow to end for-profit long-term care as PCs reject idea

Progressive Conservatives say they're on track to exceed promise of 30,000 net new beds by 2028

The Canadian Press - Posted May 26, 2022 2:16 PM ET | Last Updated: May 26



OTTAWA CITIZEN

## Rural non-profit long-term care homes struggle to raise their share of construction costs

Local News

## Rural non-profit long-term care homes struggle to raise their share of construction costs

*All long-term care homes in the province must meet newer design standards by 2025 in order to retain their licences.*

Elizabeth Payne  
Aug 24, 2022 • August 24, 2022 • 4 minute read



'We have a very limited donor base. It is really challenging and I question whether it is doable,' says Cholly Boland, CEO of Dundas Manor in Winchester. PHOTO BY ERROL MCGIHON /Postmedia

## Many LGBTQ seniors entering long-term care hide their identities. The 'Rainbow Wing' aims to change that

Toronto space is believed to be North America's first LTC household dedicated to LGBTQ residents, who face unique challenges, especially with dementia.

By **Moira Welsh** Staff Reporter  
Thu., June 9, 2022 • 6 min. read

ACCUEIL | SANTÉ | VACCINATION

## Employés de foyers pour aînés : deux semaines pour recevoir une dose de rappel

## Engagement

Over **2,000** members joined our monthly CEO Update webinars



More than **3,000** participants in over 32 education events this year with a 99% satisfaction rating.



High levels of **member involvement and input**

- > Municipal Advisory
- > NFP/Charitable Advisory
- > Hospital LTC Advisory
- > ELDCAP Advisory
- > Funding Advisory
- > Seniors' Housing Advisory
- > Equity and Inclusion Advisory

## Education

### New in 2022

Online, **on-demand LTC training and education.**

A great support for members in meeting LTC staff training requirements. New sessions added monthly.

Brand new, first-of-its-kind **Management Training Program** for LTC and seniors' housing managers. Inaugural fall session sold out. Second winter 2023 session added to meet demand!

### Core Annual Offerings

- > LTC Funding and Reporting
- > Administrator Leadership Program
- > LTC Governance and Leadership Program
- > Member Housing Forum
- > LTC HR Year in Review

### Topic-Specific Webinars

- > Capital development
- > Palliative care
- > FLTCA - investigations
- > Quality improvement
- > IPAC
- > Emotion-focused care
- > Ontario Non-Profit Corporations Act (ONCA)
- > Seniors' housing and supportive housing

## Supports and Resources

In 2022, we provided an expanded range of practical supports and resources aimed at making

**members lives easier**



**COVID-19** – weekly outbreak emails; consistent updates through webinars, bulletins and weekly Executive Report; mandatory vaccination coalition; active on MLTC Response and Recovery Committee

**FLTCA** – training, legal guidance, dedicated web page with sample reports and resources

**Post-Municipal Election Supports** – updated municipal brief, LTC information session for councillors coming in 2023

**Provincial Election** – 90-Day Action Plan, key messages, candidate briefing deck, template letters

**Capital Development Resource Library and Capital Discussion Forum**

**ONCA** – webinar and legal guidance on transitioning to the new Ontario Non-Profit Corporations Act

**Benchmarking** – latest LTC comparative expenditure report coming in December

# What's Ahead: Priorities for 2023

Our top-level priorities, such as the staffing crisis, will remain front and centre in 2023, but we will also be working hard on other fronts and preparing for things we expect to unfold in the coming months, including:

- > **Staffing agencies**  
We will continue to advocate for measures to prevent staffing agency price gouging and push for permanent solutions to the current issues with predatory agencies.
- > **Northern/rural HHR support**  
We are advocating for the government to invest in a targeted rural and northern HHR strategy to assist long-term care homes with attracting and retaining staff.
- > **COVID-19 funding**  
We are aware that homes have received funding in October and recognize that no further funding has been approved for the remainder of the fiscal year. We are continuing to raise these concerns with the Ministry and to advocate for the continuation of COVID-19 prevention and containment funding.
- > **Cultural placement**  
We are monitoring the impact of the pandemic and Bill 7 on placements in cultural homes and will be doing a survey in the new year.
- > **Spring provincial budget**  
We are finalizing our 2023-24 pre-budget funding submission that will focus on the continuing crisis in seniors' care in seven key areas: HHR, level of care funding, construction funding subsidy, COVID-19 prevention and containment funding, Fixing Long-Term Care Act, assisted living in seniors' housing, and emotion-focused models of care.
- > **Public Health guidance**  
We will continue to advocate for consistency of information between public health units and will raise awareness of the challenges that homes are facing with new directives around isolation beds and administering COVID-19 vaccines.
- > **Fixing Long-Term Care Act**  
We will ensure members are supported with access to valuable advice and resources, including funding to implement requirements in the Act, and are requesting that the Ministry delay the release of Phase 2 regulations until January 2023.

## Seniors' Care Strategy

The challenges imposed by the pandemic have highlighted the need for a province-wide seniors' care strategy. Our advocacy aims to help inform the development of a new provincial framework that will take into account the lessons learned during the pandemic and lay out a strategy to promote independence for seniors and improve quality of care.



### Our Members Say:

“Advantage Ontario has been an amazing support through this crazy time.”

# Your Board of Directors



**Sue Graham-Nutter**  
The Reikai Centres



**Steven Harrison**  
Tri-County Mennonite Homes



**William Krever**  
Victoria Village Manor



**Jane Sinclair**  
The Corporation of the  
County of Simcoe



**Michele Harris**  
Elgin County



**Ada DiFlavio**  
Deer Park Villa



**Megan Garland**  
County of Bruce



**Dwayne Green**  
Malton Village Long Term  
Care Centre



**Carey Duncan**  
Lanark Lodge



**Linda Tracey**  
Marianhill Long Term  
Care Home



**Paul Chatelain**  
South Centennial Manor



**Lee Mesic**  
Pioneer Ridge Long Term  
Care Home



**Amy Porteous**  
Maxville Manor



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City of Toronto  
Seniors Services and  
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**Abby Katz Starr**  
Unionville Home Society



**David Wormald**  
St. Joseph's Health Centre,  
Guelph



**Lisa Levin**  
AdvantAge Ontario

Photo credits:  
Belmont House,  
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Castleview  
Wychwood Towers,  
Georgian Village,  
Spruce Lodge, and  
The Reikai Centres.

## Our Members Say:

"I have said this before (and most likely will again): AdvantAge Ontario has been instrumental in helping LTC homes get through these past 26 months."





### **Our Members Say:**

“It is very reassuring to have an organization that is so responsive to ensuring that the safety and well-being of residents, staff and loved ones are top of mind.”



**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 450 members are located across the province and include not-for-profit, charitable, municipal, and hospital-affiliated long-term care homes, seniors' housing, assisted living in supportive housing, and community service agencies.

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