



THE REGIONAL MUNICIPALITY OF PEEL
HEALTH SYSTEM INTEGRATION COMMITTEE
REVISED AGENDA

Meeting #: HSIC-2/2020
Date: Thursday, October 1, 2020
Time: 10:00 AM - 11:30 AM
Location: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

Members: D. Cripps, D. Damerla, M. DiEmanuele, J. Downey, C. Fonseca (Chair), A. Groves, N. Iannicca, M. Medeiros, Dr. N. Mohammad, P. Saito, P. Vicente (Vice-Chair)

1. CALL TO ORDER

2. DECLARATIONS OF CONFLICTS OF INTEREST

3. APPROVAL OF AGENDA

4. DELEGATIONS

- *4.1 Donna Cripps, Transitional Regional Lead and CEO, Ontario Health Central Region
Providing an Update on the Health System Transformation from Ontario Health, Central
Region, and Central West Local Health Integration Network (Related to 5.1) (**Presentation
now available**)

5. REPORTS

- 5.1 Update on Health System Transformation and the Region of Peel's Advocacy Priorities
(For information) (Related to 4.1)
Presentation by Brian Laundry, Director, Strategic Policy and Performance, Health Services
- 5.2 Update on Supporting Seniors in Peel
(For information)
Presentation by Donna Kern, Director, Seniors Services Development, Health Services

6. COMMUNICATIONS

7. OTHER BUSINESS

8. IN CAMERA

9. NEXT MEETING

Thursday, January 21, 2021

11:00 a.m. – 12:30 p.m.

Council Chamber, 5th Floor

Regional Administrative Headquarters

10 Peel Centre Drive, Suite A

Brampton, Ontario

10. ADJOURNMENT

FOR OFFICE USE ONLY

MEETING DATE YYYY/MM/DD 2020/10/01	MEETING NAME HSIC
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Attention: Regional Clerk
Regional Municipality of Peel
10 Peel Centre Drive, Suite A
Brampton, ON L6T 4B9
Phone: 905-791-7800 ext. 4582
E-mail: council@peelregion.ca

DATE SUBMITTED YYYY/MM/DD 2020/09/04
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NAME OF INDIVIDUAL(S) Donna Cripps
--

POSITION(S)/TITLE(S) Transitional Regional Lead and CEO of the Ontario Health Central Region
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NAME OF ORGANIZATION(S) Ontario Health - Central Region

E-MAIL donna.cripps@lhins.on.ca	TELEPHONE NUMBER	EXTENSION
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REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED) To provide an update on the health system transformation from Ontario Health
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A formal presentation will accompany my delegation Yes No

Presentation format: PowerPoint File (.ppt) Adobe File or Equivalent (.pdf)
 Picture File (.jpg) Video File (.avi,.mpg) Other

Additional printed information/materials will be distributed with my delegation : Yes No Attached

Note:
Delegates are requested to provide an electronic copy of all background material / presentations to the Clerk's Division at **least ten (10) business days prior** to the meeting date so that it can be included with the agenda package. **In accordance with Procedure By-law 56-2019 delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides).**

Delegates should make every effort to ensure their presentation material is prepared in an [accessible format](#).

Once the above information is received in the Clerk's Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda.

Notice with Respect to the Collection of Personal Information
(Municipal Freedom of Information and Protection of Privacy Act)

Personal information contained on this form is authorized under Section 5.4 of the Region of Peel Procedure By-law 56-2019, for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before Regional Council or a Committee of Council. The Delegation Request Form will be published in its entirety with the public agenda. The Procedure By-law is a requirement of Section 238(2) of the *Municipal Act, 2001*, as amended. Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority. All Regional Council meetings are audio broadcast via the internet and will be posted and available for viewing subsequent to those meetings. Questions about collection may be directed to the Manager of Legislative Services, 10 Peel Centre Drive, Suite A, 5th floor, Brampton, ON L6T 4B9, (905) 791-7800 ext. 4462.

Please complete and return this form via email to council@peelregion.ca

Ontario Health (Central) Update: COVID-19 Response

Region of Peel – Health System Integration Committee (HSIC)

DONNA CRIPPS, TRANSITIONAL REGIONAL LEAD, ONTARIO HEALTH (CENTRAL),
CEO, CENTRAL WEST LHIN

OCTOBER 1, 2020



Ontario Health



Created to better coordinate and connect the health care system from top to bottom, to make it more efficient, and support the delivery of the best possible patient-centred care.

RESPOND



Rapidly respond to COVID-19 and contribute to stabilizing the system

TRANSFORM



Drive key provincial transformations

INNOVATE



Promote excellence, access, and continuous innovation in our areas of direct clinical focus

ENHANCE



Enhance health system operations

IMPROVE



Continuously improve as a high performing organization.

FIVE REGIONAL BODIES

CENTRAL REGION

NORTH REGION

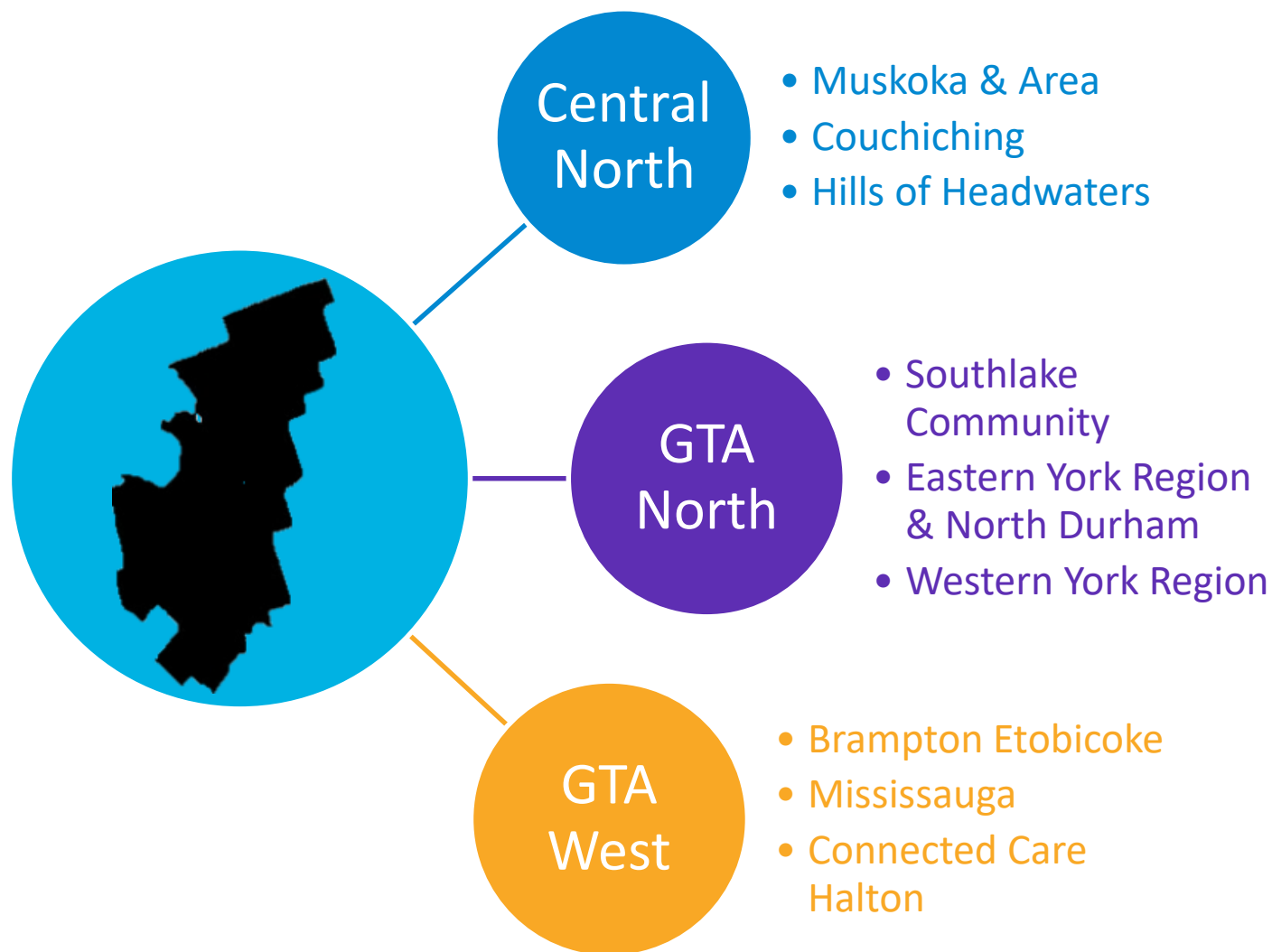
WEST REGION

EAST REGION

TORONTO REGION



Regional Clusters and Approved OHTs



Central Region COVID-19 Response Wave 1 Priorities



**Clinical Supplies
& Equipment**



**Hospital
Capacity**



**Testing Strategy &
Lab Network**



Long-Term Care

Ontario Health (Central) provides collaborative leadership for a connected system of care response, utilizing partners' strengths and capacity.

Central Region COVID-19 Response Wave 2 Preparation



**Local Testing
strategy**



**Integrated
Capacity
Planning**



**Resumption of
Services and
Recovery of
Backlog**



**Preparing
Congregate
Settings**

Partners in the Region have been working collaboratively to plan for a second wave of the pandemic.

Next Steps

Working in partnership, we aim to:

- ✓ Create and maintain responsive, integrated health system
- ✓ Support system transformation and creation/maturity of OHTs, building on lessons learned during the pandemic
- ✓ Identify and mitigate risks across the care continuum and advocate for, innovate & champion solutions that have a positive impact on the communities we serve



Questions ?

For Information

REPORT TITLE: Update on Health System Transformation and the Region of Peel's Advocacy Priorities

FROM: Cathy Granger, Acting Commissioner of Health Services

OBJECTIVE

To provide an update on the Region of Peel's health system priority advocacy issues within the context and status of ongoing Provincial health system transformation as well as impacts from COVID-19.

REPORT HIGHLIGHTS

- Ontario has undergone significant reforms to key parts of its health system, including the creation of Ontario Health, Ontario Health Regional Entities, and development of local Ontario Health Teams. These changes have been further impacted by ongoing efforts through the province to modernize both public health and emergency health services, changes to legislation aimed at improving home and community care services, and strategic direction on a Provincial mental health and addictions strategic plan.
 - During the COVID-19 pandemic, progress on health system reforms has been paused to address urgent and immediate pressures within the health system while other aspects adjusted to meet the urgency of need.
 - Throughout the process, the Region of Peel has remained engaged and have identified opportunities to advance key advocacy priorities as part of system reforms by engaging other levels of government and sector partners on key priorities in Peel.
 - While the Province addresses the COVID-19 pandemic, the Region will continue to build on the community response through collaboration, building alignment on key areas of need and advocating to the provincial government in order to advance the Region of Peel's own Health Services' priorities within broader health system reforms.
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DISCUSSION

1. Background

Before the COVID-19 pandemic, the provincial government set out plans for transformative changes to Ontario's health care system. As previously reported to the October 17, 2019 Health System Integration Committee (HSIC) in the report "Health System Transformation and Regional Health Advocacy Priorities", the provincial government had set course through *Bill 74: The People's Health Care Act, 2019* to re-structure Ontario's health system.

While COVID-19 has forced the Region to pivot focus to more immediate needs and challenges, staff have also continued to maintain focus to support local system planning (i.e.

Update on Health System Transformation and the Region of Peel's Advocacy Priorities

Ontario Health Teams) and advance Regional priorities (i.e. Community Safety and Well-Being Plan).

2. Update on Health System Transformation and Regional Health Priorities

The COVID-19 pandemic has reprioritized Ministry reforms. The provincial government's Economic and Fiscal Update ('Ontario Action Plan: Responding to COVID-19') released March 25, 2020, set out policy and funding measures to respond to new pandemic-related pressures on hospitals, long term care homes, public health units, paramedic services, primary care, mental health services, and a wide range of other health and human services. An overview of key health system transformation milestones is provided in the presentation attached.

While the COVID-19 pandemic has significantly impacted both provincial and local momentum on health system transformation, the urgency of the pandemic has underscored the importance and value of strengthening local health services to keep residents both healthy and safe.

a) Ontario Health and Ontario Health Teams

Prior to the COVID-19 pandemic, the Ministry of Health (Ministry) established the Ontario Health Agency to assume governance and consolidation of several health agencies and restructured the 14 local health integration networks (LHINs) into five regional offices for Ontario Health. Peel is clustered within the Central Region of Ontario Health with Donna Cripps appointed the transitional lead and Chief Executive Officer.

Following Ministry approval of three local Ontario Health Teams (OHTs) in Peel, the Region has remained engaged with community partners in the full application process.

While the current OHT landscape has shifted to focus on immediate responses to COVID-19, the Region has engaged with other OHT partners in the coordination of personal protective equipment (PPE) supply distribution, community testing and other measures to mitigate COVID-19 impacts in Peel. As the work with OHT implementation continues, the province announced \$25.25 million on July 23, 2020 to directly support OHT implementation including dedicated funds for virtual care to support vulnerable populations and individuals testing positive for COVID-19.

b) Home and Community Care

The Region of Peel has long advocated for the integration of home and community care services to reduce service wait times and ensure seamless care transitions from hospital to home, with added capacity to meet the needs of a growing aging population.

The *Connecting People to Home and Community Care Act, 2020*, introduced in February 2020 and passed in July 2020 transitioned LHINs to function as *Home and Community Care Support Services* responsible for interim transitional care coordination. This will likely have implications for how local home and community care services are coordinated and funded, including those offered through the Region (i.e. Adult Day Services or ADS).

The modernized home and community care legislation is intended to remove barriers and restrictions to care in support of increased opportunities for innovation (i.e. virtual

Update on Health System Transformation and the Region of Peel's Advocacy Priorities

care) and improved access to services (i.e. integrated care and congregate settings). This provides a unique opportunity for the Region as a community service partner (i.e. ADS, community paramedicine) to support and innovate new models of care through OHT partnership that address gaps in care needs, such as those surfaced during the pandemic.

c) Long Term Care

In response to serious gaps and challenges exposed by the COVID-19 pandemic, the Ministry of Long-Term Care (LTC) launched an independent LTC COVID-19 Commission (Commission) in July 2020. Regional staff have requested the opportunity to participate in the Commission's investigation. Areas of interest include sector-wide advocacy to increase funding for additional new LTC beds and redevelopment of existing LTC facilities, number of staff to meet acceptable levels of care, as well as provision of specialized care where the Region could articulate our expertise in delivering high quality, person-centred care.

Ongoing advocacy by the Region of Peel, including most recently to the Minister of Long-Term Care at the Annual Association of Municipalities Ontario (AMO) 2020 conference, has called for investments in person-centred care initiatives such as the Butterfly Model, and the redevelopment of Peel Manor into a Senior's Health and Wellness Village. The report titled "Advocating to Strengthen Long Term Care and Seniors Services in Peel" to June 11, 2020 Regional Council highlighted the need for infrastructure redevelopment, enhanced guidelines for specialized support programs, funding support for the Seniors Health and Wellness Village, and funding to build workforce training and capacity (i.e. addressing staffing ratios to provide appropriate levels of care to residents). In the coming months staff will engage with relevant ministries, sector partners and leverage the work of the Commission to highlight opportunities for meaningful change.

d) Mental Health and Addictions

For many years the Region has led advocacy with community partners aimed at addressing existing underfunding of mental health and addictions service in Peel. On March 3, 2020, the Ministry released the *Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System* (Roadmap) which establishes four pillars to support the delivery of services (improving quality, expanding existing spaces, innovation, and improving access), and creation of a Mental Health and Addictions Centre of Excellence.

Since the release of the Roadmap, the Ministry, the Region of Peel and health system partners have adjusted to new challenges resulting from the pandemic. The report titled "Responding to the Mental Health and Addictions Needs in Peel" to June 11, 2020 meeting of Regional Council outlined efforts by the Region and community mental health and addictions system partners to mobilize resources, including leveraging Peel's Community Safety and Well-Being (CSWB) Plan, the Region's Community Response Table, and local Ontario Health Teams. Following this report, Council passed resolution on June 25, 2020 (Resolution Number 2020-507) directly requesting enhancements to funding for mobile crisis rapid response teams (MCRRT) and other sustainable improvements for supporting people experiencing a mental health crisis. With this direction, staff are working to advance opportunities to improve system capacity by raising concerns of underfunding, service disparities, and waitlists with provincial

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government leadership (most recently at the AMO 2020 Annual Conference with the Associate Minister of Mental Health and Addictions), and Peel Members of Provincial Parliament, most recently at a roundtable hosted by the Member of Provincial Parliament (MPP) for Mississauga-Malton, Mr. Deepak Anand, while developing local innovations through community partnerships.

Staff are also developing a communications campaign through the CSWB plan focused on access to services and supports that advance safety, connectedness and well-being. These efforts will parallel ongoing focused campaigning through social media and deliberate conversations on the need for increased investments in stepped care models; Cognitive Behavioural Therapies (CBT) and services to support vulnerable populations including children and youth ages 0 – 24 and seniors. Through targeted engagement of Ministry staff, the Region has also highlighted priorities at the beginning of the pandemic including the need for enhanced mobile outreach, support for frontline workers, capacity to support self-isolation for homeless with mental health and addictions, and issues related to domestic violence.

e) Modernization of Public Health and Paramedic Services

Prior to the COVID-19 pandemic, the Ministry established consultations directed at modernizing local public health and emergency health services. Two separate reports at the January 23, 2020 meeting of Regional Council detailed modernization consultations and separate submissions by the Region to these consultations.

With the onset of the COVID-19 pandemic, the Ministry paused most modernization activities to focus on immediate public health and health system measures to protect Ontarians. Ministry leadership have indicated that renewed consultations and modernization efforts will resume when pressures from the COVID-19 pandemic eased, although timelines have not yet been confirmed.

3. Future Direction and Next Steps

As the province moves cautiously into recovery, it is expected that health system transformation will adapt to and reflect Ministry and sector learnings from COVID-19 and a potential second wave of COVID-19.

Longer-term funding remains a concern for the Region's health services. The Ministry announced funding plans to reflect pandemic-related pressures, most recently with \$27.3 million to assist with COVID-19 costs and pressures to the Safe Restart Program. The Provincial government has also acknowledged the impacts from COVID-19 by allocating one-time funding to public health units (\$47 million) for 2020-2021 and \$243 million for long term care (to date, the Regional homes have received \$1.6 million for COVID-19 prevention and containment). There is also potential additional funding that will be announced for the paramedic services sector, to cover pandemic-related costs. The Minister of Health, in an address at the Annual Association of Municipalities Ontario (AMO), indicated that provincial share of land ambulance funding would increase by five per cent in 2020-2021.

Through ongoing advocacy, the Region of Peel aims to leverage Health Services' commitment to continuous quality improvement that ensure that high-quality services are delivered effectively and cost-efficiently. In the months ahead, Regional health services will continue to prioritize its response to COVID-19 with community partners. A leading example of this commitment is the work currently underway through the Community Safety and Well-

Update on Health System Transformation and the Region of Peel's Advocacy Priorities

Being (CSWB) Plan. The CSWB plan provides an example of the Region's commitment to work with organizations from across our community to develop a comprehensive approach to address priority challenges in Peel including family violence, mental health and addictions, and systemic discrimination. This and many other examples of collaborative partnerships continue to be central to the broader goal to support system transformation that meets the needs of Peel residents and bridges existing gaps in services or supports.

CONCLUSION

Ontario is undergoing significant reforms to key parts of its health system. While progress has been delayed due to COVID-19, the pandemic has created new opportunities and highlighted the urgency for a Region-wide response to improving the local health system. Through collaboration and partnerships, as highlighted through the work with OHTs, CSWB plan and other system tables, the Region continues to make an important contribution towards local health system reforms and advocate for the needs of residents within the new and evolving local health system.

For further information regarding this report, please contact Brian Laundry, Director, Strategic Policy and Performance, brian.laundry@peelregion.ca.

Authored By: Cullen Perry, Research and Policy Analyst and Niyati Salker, Advisor, Strategic Policy and Performance, Health Services

Reviewed and/or approved in workflow by:

Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.



N. Polsinelli, Interim Chief Administrative Officer

Health System Integration Committee

Thursday, October 1, 2020

Health System Transformation & Region of Peel's Advocacy Priorities

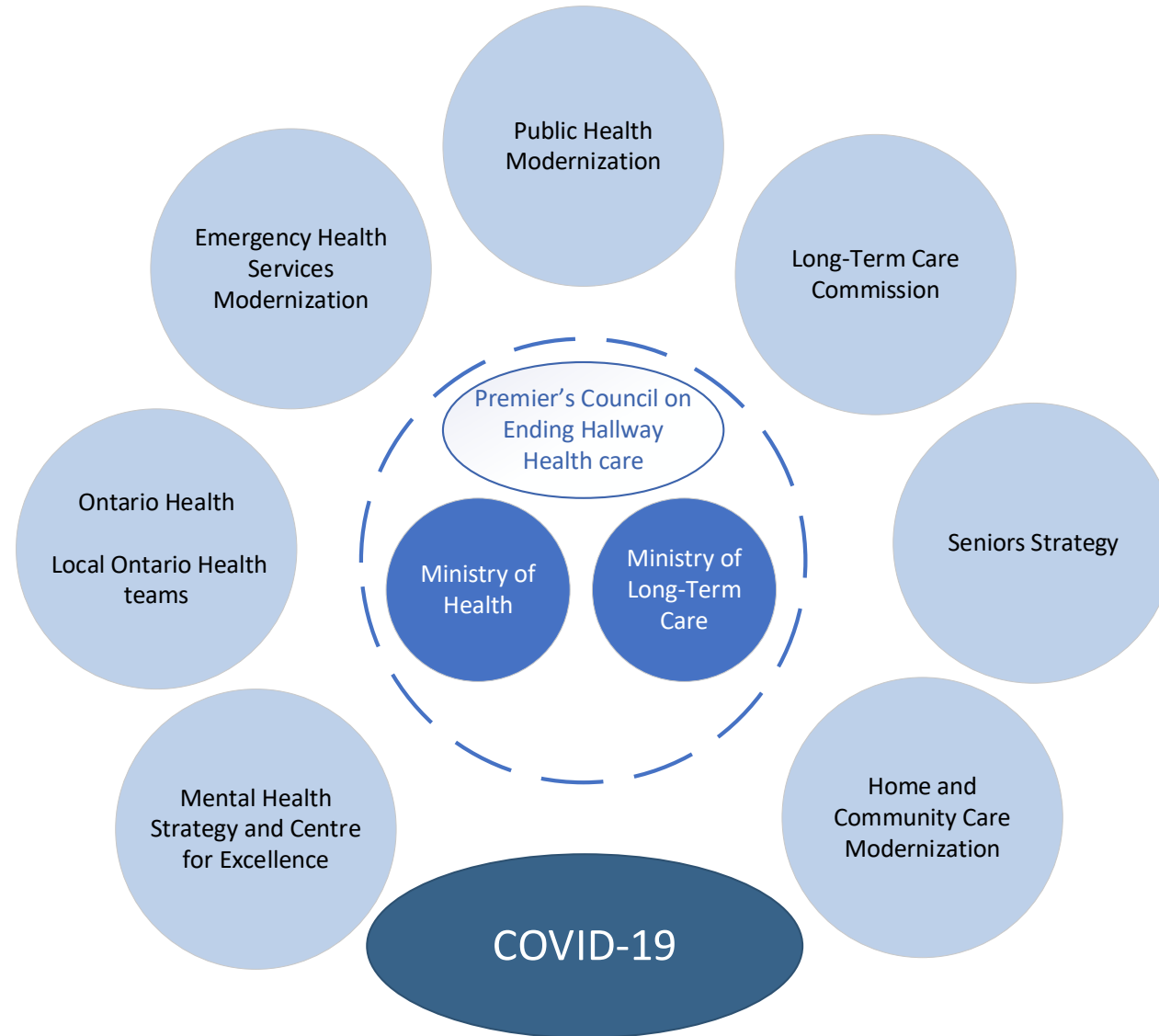
Brian Laundry, Director
Strategic Policy and Performance
Health Services

Overview





- Provincial Health System Transformation
- Impacts of COVID-19
- Regional Health Priorities and Activities
- Moving Forward



Provincial Health System Transformation



Provincial Milestones in 2020

Timeline	Milestones	 - COVID related milestones
Dec 2019	Ministry approval of three Ontario Health Teams serving Peel and area	
Jan 2020	Public Health and EHS Modernization consultations. The Region of Peel hosted public hearing and written submission to Ministry	
Feb 2020	<i>Connecting People to Home and Community Care Act</i> (First reading. Received Royal Assent on July 8, 2020)	
Mar 2020	Ministry releases <i>Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System</i> and established the Mental Health and Addictions Center of Excellence	
 Mar 2020	Provincial government invokes <i>Emergency Management and Civil Protection Act</i> and releases Economic and Fiscal Update "Ontario's Action Plan: Responding to COVID-19"	
 Apr 2020	Provincial government released <i>A Framework for Reopening Our Province</i> to guide people and businesses on restarting the economy	
Apr 2020	Ontario Health Board of Directors reappointed (Donna Cripps appointed CEO of Central Region)	
 Jul 2020	Ministry of Long-Term Care launches independent commission into LTC sector and results of the LTC staffing study released	
Jul 2020	Ministry of Long-Term Care announces Accelerated Building Program and Modernized Funding Policy to support the creation of additional LTC bed spaces.	
August 2020	Association of Municipalities Ontario (AMO) Conference – COVID-19 remained a focus; the Region of Peel highlighted key health advocacy priorities	

Impacts of COVID-19

- COVID-19 has significantly impacted provincial and local momentum on health system transformation.
- Existing pressures exacerbated by COVID-19, particularly long term care.
- Public health role:
 - redeployment of 600 staff to support case and contact management
 - Supporting planning for school re-opening
- Ongoing government response through:
 - funding service enhancements
 - policy that enables 'whole system' response to increase capacity (e.g. redeploying hospital staff to LTC homes)

Community for Life: Health Services Priorities

Community Safety and Well-Being	Mental Health and Addictions Services	Ontario Health Teams	Additional Priorities
<ul style="list-style-type: none">• Social media/awareness• Endorsement of the Plan• Moving into action	<ul style="list-style-type: none">• AMO and campaign• Crisis response teams	<ul style="list-style-type: none">• Collaborative agreements• COVID focus• Building local integration with partners	<ul style="list-style-type: none">• Supports for Seniors e.g. LTC Commission, SHWV, Home & Community Care• Modernization of Paramedic Services e.g. implementation of dispatch technologies, new models of care (community paramedicine)• Modernization of Public Health e.g. health equity

Moving Forward Next Steps

- COVID-19 – working with system partners
- System coordination and collaboration
 - Local OHTs
 - CSWB implementation
 - Community Response Table developments
 - Seniors Services
- Ministry engagement (consultation opportunities)
- Advocate on behalf of Peel residents & services
- Upcoming milestones including:
 - Provincial Budget (expected before Nov 15)
 - Provincial inquiries (LTC)
 - Ongoing funding and policy changes



Thank you.

For Information

REPORT TITLE: Update on Supporting Seniors in Peel

FROM: Cathy Granger, Acting Commissioner of Health Services

OBJECTIVE

To update council on the Region of Peel’s current supports and services for Peel seniors; the impacts and opportunities highlighted by the COVID-19 pandemic; and the Region’s ongoing commitments to leverage existing community partnerships to advance the Term of Council Priority to Enhance Seniors’ Supports and Services and lead system change.

REPORT HIGHLIGHTS

- On June 13, 2019, “Enhancing Seniors’ Supports and Services” was identified as one of the Region’s seven Term of Council Priorities (Seniors ToCP). Since then, the Region has actively pursued collaborative opportunities with community partners to ensure that the growing population of seniors in Peel and their caregivers can access supports and services to optimize their quality of life.
 - To achieve the Seniors ToCP, the Region will develop a Seniors Master Plan that defines a long-term strategy to maximize quality of life for seniors in Peel and is strengthening collaboration across Regional seniors services to optimize planning and delivery of programs in the community.
 - As a municipal level of government, the Region has remained committed to providing high quality services, including the Region’s Adult Day Services and ongoing development of the Seniors Health and Wellness Village at Peel Manor.
 - Given the more recent impacts of the COVID-19 pandemic, collaboration and partnership have remained central to the work of the Region. Key partnerships through local Ontario Health Teams established prior to the pandemic, in addition to ongoing collaboration at system tables created in response to the pandemic, such as the Integrated Response Table and Community Response Table, are critical to not only address the Seniors ToCP but also support the needs of seniors during the COVID-19 pandemic.
 - The Region of Peel continues to be committed to building partnerships and working collaboratively with community partners, the Provincial Government and Ontario Health to ensure that Seniors in Peel remain healthy, safe and continue to enjoy a Community for Life.
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DISCUSSION

1. Background

The Region of Peel is experiencing a demographic shift much like other jurisdictions across Ontario, where seniors (individuals aged 65 and older) are the fastest growing age group in

Update on Supporting Seniors in Peel

the population. By 2041, the number of seniors in Peel is expected to grow to 415,000, an increase of 134 per cent from 2014. By then, one in five residents will be a senior. Accelerated growth is also expected among the oldest seniors in Peel, with the proportion of residents 85 years and older anticipated to grow from 1 per cent to 3.8 per cent between 2011 and 2041. As the proportion of seniors in the population are living longer, their demands, needs, and expectations for community and health services increase and become more complex.

The First Interim Report from the Premier’s Council on Improving Healthcare and Ending Hallway Medicine was released on January 31, 2019. In it, the Provincial Government committed to building long term capacity by ensuring that the existing health system could balance capacity pressures against important measures of health care excellence and sustainability. This included ensuring the availability and appropriate mix of services, especially for seniors. This strategic focus of the Provincial Government has also been central to the development of a Provincial Seniors Strategy which is currently underway. It will focus on supporting seniors across the entire continuum of care to allow supports for aging in place, remaining healthy, being active and socially engaged, and staying safe and secure.

According to the Association of Municipalities of Ontario, the municipal sector in Ontario is increasingly at the forefront of developing age-friendly communities and providing vital services to seniors.¹ The Region of Peel plays an important role in providing vital services that support seniors including long-term care, community support services including adult day programs, paramedic services, and affordable housing.

On June 13, 2019, “Enhance Seniors’ Supports and Services” was identified as one of the Region’s seven Term of Council Priorities (ToCP). This ToCP had been identified as a priority due to gaps and complexities within the health and social systems in Peel which prevent seniors and their caregivers from successfully navigating and accessing a range of services that support healthy aging. To address this ToCP, the Region is actively working to ensure that the growing population of seniors and their caregivers can access supports and services to optimize their quality of life.

2. The Region of Peel’s Role in Supporting Peel’s Seniors

As a municipal level of government, the Region has remained committed to providing high quality services to Peel residents while ensuring access to, and safety and affordability of services. While some services that are provided by the Region (e.g., long term care) are required through legislation, many innovative services and programs that the Region offers fill gaps when provincially mandated services or funding are insufficient. Further, the Region continues to seek out and develop innovative programs, supports and services to meet the needs of the older population and has advanced this work throughout the COVID-19 pandemic.

¹ Association of Municipalities Ontario (AMO). (2016). Strengthening Age-Friendly Communities and Seniors’ Services for 21st Century Ontario – A New Conversation about the Municipal Role. Retrieved from: <https://www.amo.on.ca/AMO-PDFs/Reports/2016/StrengtheningAgeFriendlyCommunitiesSeniorsServices.aspx>

Update on Supporting Seniors in Peel

a) Term of Council Priority – Enhance Seniors’ Supports and Services

Currently, the Region is focused on advancing two complementary strategies to achieve the mandates of the Seniors ToCP - completing a Seniors Master Plan that defines a long-term strategy to maximize quality of life for seniors and strengthening cross-departmental collaboration on seniors-focused programs to optimize service planning and delivery. It is anticipated that while the Master Plan development is underway, quick wins, lessons learned, and experiences shared from the coordinated application of a seniors perspective to planning and delivery of services will also inform and reinforce the content of the Master Plan as well as its implementation.

i) Development of the Seniors Master Plan

The Seniors ToCP project officially launched on March 10th, 2020 and targeted several deliverables to be achieved in 2020 related to the creation of a Seniors Master Plan. Initiatives that were underway in the first phase of planning prior to the COVID-19 pandemic included project planning, stakeholder analysis, and developing a plan to leverage community engagement and feedback, as well as a Seniors Portrait to include a current population profile and projections of future status and needs. Next steps will build from the information gathered through the first phase of planning and include community engagement to help prioritize key directions and move towards implementation. The Seniors Master Plan will be completed by the end of the current Term of Council.

ii) Ensuring Regional Seniors Services Collaboration

Program areas that had not traditionally focused on seniors but have important implications for the well-being of seniors and their caregivers, have been working together to develop solutions for a common client group through the integration of seniors services. Further, pilot opportunities have been carefully selected to advance outcomes that are well-established determinants of healthy aging involving age-friendly housing, age-friendly transportation, integrated community and caregiver supports. System partners are working collaboratively across traditional sector boundaries to achieve a multi-system and client-centred response that focuses on the needs of all Peel residents including seniors. For example, the Region’s Volunteer Resources and Peel Housing Corporation have come together to design and implement a volunteer telephone companion program and an on-site ambassador program to support vulnerable seniors in Peel Living Buildings. The program is being introduced in a phased manner and aims to reduce social isolation, enhance information sharing and community connectedness and improve overall health and well-being, which are particularly important for residents who are seniors.

b) Adult Day Services

Adult Day Services (ADS), which are provided by the Region as well as other community partners, provide a range of supports (including physical, social, and therapeutic activities) for frail seniors, including individuals living with physical or chronic disabilities or cognitive impairments such as Alzheimer’s and other dementias. Early in the Region’s pandemic response ADS programs were closed to protect client health and most staff were redeployed to support residents in long term care homes. In order to keep

Update on Supporting Seniors in Peel

connected during the pandemic, new communication strategies such as publishing weekly electronic newsletters with resources, as well as educational and virtual activities were implemented. Currently, ADS is being redeveloped to support clients and caregivers at home via telephone and virtual programs. Planning the physical reopening of a modified ADS has necessitated creation of innovative, future-oriented models of care to support clients and caregivers into 2021 as part of our 'next normal'. New programming within a remote, digitally supported care model includes virtual programming and partnering with Volunteer Support Services to develop consistent support for clients and caregivers on our program waitlists.

c) Seniors Health and Wellness Village

The Seniors Health and Wellness Village (SHWV) at Peel Manor initiative includes several, integrated components that all contribute to improving the lives of seniors and address many of the challenges amplified during COVID-19. Physically, the largest component of the SHWV facility will be the modernized long term care home. The new home will incorporate up-to-date technology, features supportive of dementia care, and design elements that will contribute to improved infection prevention and control. One example of the thoughtful design is that the "Basic" bedroom design is more aligned with the Ministry's "Semi-Private" bedroom definition. Within each basic room, there will be two one-bed bedrooms with a shared ensuite washroom. The two bedrooms will be separated by a wall, not by a privacy curtain.

i) Service Hub

A Service Hub will operate on the main floor of the SHWV and include a greatly expanded ADS program, an 8-bed respite care unit, a seniors-focused integrated health clinic, accessible dental care, and a variety of other health and social services.

ii) Peel Integrated Care model

The service hub will also support a "Peel Integrated Care" (PIC) model that is currently under development. The 'designed in Peel' PIC model is based on the proven Programs for All-Inclusive Care for the Elderly (PACE) model of care, an integrated service delivery model that is widely implemented across the United States. The PIC model and team is being built iteratively, with the first iteration having become operational within the Peel Manor ADS space in January 2020. Once the SHWV facility is ready, the PIC team and operations will transfer over to the Service Hub and play a key role in assessing client needs and connecting clients with Service Hub services as well as those available in the broader community.

iii) Timelines

The SHWV facility construction is scheduled for substantial completion in Q3 2021 and move-in is scheduled for Q4 2021. The Service Hub component is scheduled to be fully operational in late 2022, post demolition of the old building and creation of an adjacent seniors-friendly park. The Service Hub will require additional funding to be fully operational. However, it is expected that components of the Hub including the seniors healthcare clinic, dental operatory and operational costs associated with

Update on Supporting Seniors in Peel

the respite centre and expansion of ADS will be covered by revenue streams and other funding sources such as the provincial Ontario Seniors Dental Care Program (OSDCP) or the Ontario Health Team/Local Health Integration Network funding. Final funding streams will need to be confirmed and established prior to the formal opening of the Seniors Hub targeted for 2022.

The COVID-19 pandemic has had impacts to multiple aspects of the SHWV initiative including the overall construction timeline. The Region is currently assessing the impacts to the project schedule from the ongoing pandemic, and various other factors including existing site conditions and contractor challenges and is reviewing options to mitigate these impacts.

3. Collaborative Approaches to Responding to Community Needs During COVID-19

COVID-19 has emphasized both existing gaps of seniors supports, services and coordination in the community, and the vulnerability of seniors during a time requiring self isolation and quarantine. However, while many seniors in Peel continue to live independently in their homes, there are many who require additional supports and rely on formal supports such as home and community services and/or informal support through their family and caregivers. The pandemic has demonstrated areas of opportunity to strengthen supports and services in Peel for seniors, where they are needed most. In response, both the Region and many community partners have identified new and innovative ways to work collaboratively and bridge existing needs in the community.

a) Integrated Response Table

The COVID-19 pandemic has been particularly detrimental to the health and well-being of seniors, as noted above. Given these impacts, the Region of Peel responded quickly through collaboration and coordination with stakeholders to support seniors. The Region, in collaboration with Ontario Health Central Region, established the Integrated Response Table (IRT) on April 15 to support integrated response planning for congregate settings (like long term care homes, retirement homes, homeless shelters and other related facilities). The IRT has included representation from LHINs (Central West and Mississauga Halton), Peel Region Public Health, Peel Region Paramedic Services (PRPS) and local hospitals (Trillium Health Partners and William Osler Health System), meet regularly to identify congregate settings requiring urgent support and to mobilize rapid response with priority areas such as testing; surveillance and ongoing monitoring; Infection Prevention and Control (IPAC); health human resources; virtual care; and communications.

b) Community Response Table

The Region implemented the Community Response Table (CRT) which launched in March 2020 to support coordination, information sharing, problem-solving, and collaboration among community agencies to respond to needs of vulnerable populations during pandemic. Health and Humans Services staff from the Region have engaged over 90 members from various community and social services organizations, as well as staff from the cities of Brampton and Mississauga, and Town of Caledon, to identify and address key operational priorities and challenges to better serve vulnerable populations including seniors.

Update on Supporting Seniors in Peel

Through the CRT, qualitative survey data revealed that seniors were heavily impacted by isolation and the transition of services to virtual programming.² Many seniors have struggled with access and use of technology, and were left isolated due to their susceptibility to COVID-19 and inability to leave their homes. In response, some community agencies in Peel have offered services such as calling seniors, offering grocery and medicine pick-up, and other supports with daily living to help meet their needs. The CRT-led survey is an example where community service providers, including the Region, have come together to collaboratively identify existing needs and opportunities. This work has also underscored the need for a coordinated response across a continuum of community supports for seniors.

Further to the on-going initiatives, the CRT has also established a Seniors Sub-table that is dedicated to working with its local community agencies to understand the issues they face and to collectively come up with solutions.

4. The Way Forward

Collaboration and partnership are central to the work that the Region has committed to achieving for seniors in Peel through the ToCP. During the pandemic, community partners continued to articulate opportunities where they would like to see Regional leadership advanced: backbone support for planning and coordination tables; support with data collection, management and analysis; and advocacy, along with other more responsive initiatives during the COVID-19 pandemic.

An important example of the Region's collaborative work to address the needs of seniors that commenced before the COVID-19 pandemic and has continued since, is the ongoing participation in the development of three local Ontario Health Teams (OHTs), as previously reported to Council. While the Region remains a committed and involved partner in local OHTs, COVID-19 has forced all OHTs to pivot their focus to more immediate, pandemic-focused priorities. Staff are actively involved in working with local OHTs to ensure that seniors are reflected in the priority populations of focus, and are working with Peel's hospital and health system partners to work on upstream solutions to identify opportunities to the address the needs of seniors through the evolving priorities within each of the three local area OHTs.

The Region's work to advance the SHWV's Service Hub and PIC model, as discussed above, are another important example of how the Region continues to work with health system partners to build alignment around mutual objectives shared by the Province and OHTs, including reducing usage of hospitals, delaying or avoiding admission of seniors into institutions, providing coordination of care and system navigation services, and improving a range of outcomes linked to the "quadruple aim" including better patient and population health outcomes; better patient, family and caregiver experience; better provider experience; and, better cost per capita. Ongoing efforts to build the SWHV Service Hub and PIC model will allow the Region to provide a higher level of value-added supports to Peel's seniors, and their caregivers, allowing them to more successfully age in place.

² Region of Peel. (2020). Region of Peel's Community Agencies COVID-19 Recovery Planning Survey Findings – Executive Summary and Full Report. Retrieved from: <https://www.peelregion.ca/coronavirus/community-response-table/pdf/community-agencies-recovery-planning-survey.pdf>

Update on Supporting Seniors in Peel

CONCLUSION

The Region continues to be an industry leader in applying innovative approaches to best support its seniors across the continuum of care. As the province is committed to making changes across the seniors and long term care sector, the Region continues to be committed to building partnerships and working collaboratively with the government and Ontario Health to provide valuable industry insights and expertise and to advocate for sustainable funding in support of innovative projects such as SWHV and PIC model.

Staff have engaged with the Minister of Long-Term Care (Hon. Merrilee Fullerton) and Minister of Seniors and Accessibility (Hon. Raymond Cho), along with staff from both Ministries, to request support for the Region to expand its provision of much needed services for seniors in Peel. With the strategic planning and advocacy work underway, staff look forward to reporting back to Council on the progress of the Seniors Master Plan, Seniors Services Integration Planning, and ongoing advocacy for Provincial funding to support the Region's SHWV and other seniors-focused supports in the community.

For further information regarding this report, please contact Donna Kern, Director, Seniors Services Development, donna.kern@peelregion.ca.

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Reviewed and/or approved in workflow by:

Department Commissioners and Division Directors.

Final approval is by the Chief Administrative Officer.



N. Polsinelli, Interim Chief Administrative Officer

Health System Integration Committee

Thursday, October 1, 2020

Seniors Supports and Services

Donna Kern, Director, Seniors Services Development, Health Services

Impact of COVID-19

- Existing pressures exacerbated by COVID-19, particularly in long-term care
- Amplified system-level and population vulnerabilities
- Eliminated social networks, routines, and respite supports relied on by seniors and their caregivers

Regional COVID-19 Response for Seniors

Community Response Table

Isolation Action Team

Adult Day Services

Long-Term Care

- Regional Homes
- Integrated Response Table



5.2-10



Emerging Themes

- Cross-sector multi-agency collaboration in support of vulnerable members of community
- Participation from key system stakeholders and municipal partners
- Regional leadership and expertise in response-coordination, data and intelligence, reporting, and advocacy

Key Opportunities

Opportunities for sustained collaboration beyond Covid-19

- Co-create and implement the Seniors Master Plan
 - Establish a community-driven advisory panel
 - Strengthen coordination and integration of seniors-focussed supports and services
- Sustain ongoing forums for connection and collaboration among health and social sector partners
- Strengthen coordination of volunteer resources to support service delivery for seniors
- Develop coordinated system processes to support rapid response in future crises

Moving Forward – The Next Normal

Regional Role:

Lead

- Lead broad-scale initiatives with region-wide impact
- Provide leadership and backbone expertise (coordination, data, advocacy) to help system partners achieve outcomes
- Support platforms and opportunities for community insight and participation

Collaborate

- Coordinate with partners to integrate efforts to bolster system efficiency and effectiveness
- Advance shared vision and priorities through holistic client-centered service delivery

Participate

- Actively partake in, contribute to, and learn from the community

Thank You

