



AdvantAge  
Ontario

Advancing Senior Care

# 2024 Accomplishments – Issues, Actions, Results!

The past year and in particular the last couple of months have been very exciting. Our efforts are moving the needle at Queen’s Park with some huge wins on priorities that we have been working hard on related to emotion-focused care, nurse practitioners, cultural homes, compliance assistance, Bill 124 funding, and more.



*Lisa*

This cannot be taken for granted. Advocacy in our sector takes determination, persistence – and most of all patience. It is a lengthy often non-linear process that can take weeks, months and years of work to get the right people in government to listen, support, and go to bat on our issues against so many other competing provincial and federal priorities.

It is our job as your Association to be relentless in our efforts to bring attention to your needs and push for changes that will help you provide the best care for your

residents and the best workplace for your staff.

I have to emphasize that these recent announcements are not things that would have just happened anyway. With your help, our advocacy was instrumental to these announcements, and we have been told that by government on many occasions.

But there is a great deal more work to do. The staffing crisis is not easing up, pay equity is looming again, the proposed new enforcement measures in Bill 235

are very concerning, the transition to interRAI is coming this year, the upcoming federal and provincial elections are sure to bring some changes, and the list goes on. However, we have to celebrate our wins and build on the momentum to keep driving needed changes.

Our work will be guided by the Board’s new five-year strategic plan, *Stronger Together*. The three strategic directions and the specific actions that support them envision a future for our Association that is bold and ambitious.

In the pages that follow, we have summarized our actions and achievements in what has been a very busy year. Don’t hesitate to reach out with your thoughts. As always, we welcome your feedback!

## RESULTS

# Increased Funding: \$677M in 2024!

We had huge wins in the 2024-25 provincial budget with historic investments for our sector. And, additional in-year announcements have collectively boosted funding by more than **29%** over last year!



## Recently Announced! Retroactive Bill 124 Resettlements

Our intensive efforts over the past year have been successful! The Ministry has just announced \$9.3 million for eligible NFP homes for Bill 124 resettlement costs for 2024 and beyond.

### Long-Term Care

#### \$353 million

- Historic **6.6%** LOC funding increase
- > 8.3% increase to Nutritional Support
- > 11.8% increase to OA

#### \$202 million

New one-time OA funding

#### \$35 million

Continuation of funding for Medication Safety and Technology and introduction of new Integrated Technology Solutions Program

#### 21% HMNP increase

Funding to increase maximum salary and benefits from \$123,340 to \$149,668 available through the Hiring More Nurse Practitioners Program (HMNP)

#### \$3 million

New Community Paramedicine for Long-Term Care Plus (CPLTC+) Program

#### \$9 million

Equipment and training fund

#### \$4.2 million

Nurse-Led Outreach Teams (NLOTs) Program

#### \$71 million

Other supplementary funding

#### PLUS:

- > **\$155 million** for extension of CFS top-up funding
- > **\$46 million** over three years to support, enhance and expand behavioural specialized units
- > **\$114 million** for dementia care initiatives in proposed *Support for Seniors and Caregivers Act, 2024*
- > **\$1.82 billion** for four hours of care allocation for 2024-25 (announced in 2021)
- > **100% OA funding** for third and above ward beds until March 2026
- > **Deferral** of planned pharmacy funding decrease in 2024 and keeping it at \$1,500

### Home and Community Care

#### \$2 billion

For home and community care over three years to increase compensation for PSWs, nurses and other frontline care providers

#### 4% Base Funding Increase

For home and community care – 3% for compensation and 1% unrestricted base increase

### ► What's Next

We have finalized our 2025-26 pre-budget submission focused on stability, quality, and capacity. We are launching our campaign in early 2025.

### Our Members Say:

"I can't imagine functioning without this partnership."

# RESULTS

## Dementia Care Investments – Huge Win!

Our Association can take huge credit for the \$114-million suite of dementia care initiatives in the recently announced *Support for Seniors and Caregivers Act, 2024*.

For years, our pre-budget submissions have been calling for measures to better support seniors with dementia – both for those living in the community and in LTC homes.

The proposed investments and initiatives will be transformational, particularly when it comes to emotion-focused care and community access to long-term care. We can all be proud of our longstanding, collective efforts that have led to the government embracing these models of care at a level never seen before.

**Championing Innovation – Nursing Home Without Walls and Community Wellness Hubs**

Our Association has been spreading awareness of innovations to promote resident-centred care as well as upstream initiatives based in the community, including Nursing Homes Without Walls (NHWW), emotion-focused care, and Community Wellness Hubs.

In our 2025-26 pre-budget campaign, we are also calling on the provincial government for funding to support a NHWW feasibility study.

**Emotion-Based Care**  
\$9 million over three years for a new program to support staff training – target of 15 homes in the first year

**Community Access to Long-Term Care**  
\$15 million over two years – LTC homes will be able to give access to services such as recreation/social programs, clinical services, and clinical care to seniors living in their own homes

**Plus**

- > \$20 million over three years to expand adult day programs
- > \$20 million over three years for expanded respite services to support caregivers of people living with dementia
- > \$2 million for the Ontario Caregiver Organization to expand their programs and education
- > \$3.6 million to help strengthen resident and family councils

**► What’s Next**

We are very aware that this proposed legislation also includes some very concerning amendments such as expanded investigation and compliance powers, and new offence provisions. We have put forward recommendations to the Ministry and have met with both officials and political staff to make them aware of the potentially negative impact of these provisions on LTC homes.



**Our Members Say:**  
“Thank you for all your advocacy work on increases to LTC – it is really remarkable and it is because you have great influence – very much appreciated!!!”

# RESULTS

## Compliance Assistance

Compliance has long been a top issue for members and a key focus area for the Association. For years, we have advocated on the need for enhanced compliance support and in November the government responded.

The MLTC launched its Compliance Assistance Initiative, with multi-faceted strategies to help homes achieve compliance. It kicked off with a survey seeking input from the sector on the current inspection landscape and how the Ministry can improve compliance assistance.

In 2024, our Association also delivered a suite of compliance supports to members including:

- > Coordinating compliance inspector presentations at Regional Meetings
- > Exclusive members-only LTC Inspections Dashboard – quarterly and annual summaries of inspections results and trends
- > Two in-person inspection workshops – our November session drew over 200 participants!

### ► What's Next

We will be releasing our 2024 quarterly LTC inspection report to members in early 2025 as well as our 2024 year-end summary report. We will continue to coordinate Ministry compliance staff for regional meetings in the coming year. We are meeting with government on expanded investigation and compliance powers in the proposed *Support for Seniors and Caregivers Act, 2024*, and monitoring the roll out of the MLTC's compliance assistance initiatives.

## Cultural Homes Pilot

After a year of advocacy and raising the alarm about the continuing erosion of cultural home admissions, the government responded to our concerns with the release of regulations to implement a LTC homes cultural pilot.



This will allow placement coordinators to prioritize LTC applicants on the crisis waiting list who are of a particular religious, ethnic, or linguistic origin in order to evaluate how this may improve access.

This is a very significant step forward in recognizing the importance of culturally appropriate care and services as well as the communities that have helped to fundraise, build and support the language, food, and traditions in these homes.

### ► What's Next

We will be working closely with members involved in the pilot and share insights and learnings with the Ministry and will keep our other cultural home members informed on the process. We also will continue to urge government to expand the pilot group and ensure a swift evaluation and permanent solution.

## Nurse Practitioners

We know nurse practitioners (NPs) bring exceptional skills and knowledge to LTC homes, and we have long been calling for measures to expand their use in our sector. Our efforts have helped lead to two recent announcements that will greatly assist with attracting and retaining NPs.

Government responded to our call for more funding for the Hiring More Nurse Practitioners program with a 21% increase in the maximum salary and benefits for a full NP FTE – from the previous \$123,340 per year to \$149,668.

This was followed by a proposed change that will allow NPs to take on additional responsibilities in long-term care home leadership. With a shortage of physicians to serve as medical directors, especially in rural and northern communities, this additional flexibility is good news for members and their residents.

### ► What's Next

We are monitoring final changes to allow nurse practitioners to become medical directors and advising the Ministry on appropriate training to ensure maximum success. We are also advocating for increased compensation for physicians serving as Medical Directors.

### Our Members Say:

“AdvantAge Ontario works hard to ensure our voices are heard and relevant issues are addressed.”

# Action on Other Issues

## interRAI Transition

- > We have been actively involved in the interRAI LTCF transition work with MLTC, CIHI, and PointClickCare.
- > Through our participation on the Assessment Transition Implementation Committee and the Community of Practice, we are advocating with our members on issues and providing important input into this project.
- > We are also engaged in our own initiatives, including member meetings to solicit feedback, hosting interRAI education, and ongoing meetings with MLTC, CIHI, and PointClickCare to address members' concerns, share updates, and review progress.

## Supportive Housing

- > Continued advocacy at provincial and federal levels for increased government funding for supportive housing and assisted living – this will be a main pillar of our upcoming 2025-26 pre-budget campaign.



## Wage Harmonization

- > We are one of 10 provincial associations partnering on a major advocacy campaign for funding to close the wage gap between community health care workers and health workers in other sectors.
- > This multi-phase campaign has had extensive media and social media coverage, a public petition, and a Queen's Park advocacy day.
- > Advocating for wage harmonization will be a continued focus and is included in our 2025-26 pre-budget asks.

## GST/HST Rebate

- > We led the charge in advocating for NFP LTC homes to be eligible for new purpose-built rental housing GST/PST rebate.
- > Our efforts resulted in the Canada Revenue Agency (CRA) recently issuing Notice 336 that included an administrative position specifically on LTC homes in the Q&A section. The provincial tax will be rebated as well.

## HSCPOA – PSW Registration

- > Actively monitoring, communicating and supporting members in navigating the new PSW registration and oversight authority.
- > Regulations under the *Health and Supportive Care Providers Oversight Authority Act* were effective on December 1.

## RSV Vaccine Funding

- > Together with the Ontario Residential Care Association (ORCA), we successfully advocated for publicly funded RSV vaccine for all retirement home residents in Ontario.

## IPAC

- > High priority – monitoring guidance, sharing best practices and outbreak data updated by Public Health Ontario, and advocacy for funding and resources.
- > Great response from members to our bi-monthly IPAC Community of Practice with over 100 participants!

## Staffing Agencies

- > We are seeing results from our historic campaign for government action to address high fees charged by some staffing agencies.
- > New legislation was recently introduced that would require health staffing agencies to disclose their rates.

## Annual Housing Forum – Over 120 Participants!

Municipal Affairs and Housing Minister Paul Calandra and former Federal Minister of Labour and Seniors Steven MacKinnon kicked off another fabulous annual forum followed by an excellent panel of presenters sharing their innovative approaches to NFP seniors' housing.



## Our Members Say:

“The Association continues to thrive and be respected with governments.”



## 20 Submissions

- > Action Plan: How to Support our Frail Elderly
- > Bill 141 Life Lease Act
- > Bill 235 – *Support for Seniors and Caregivers Act, 2024*
- > CDA Ageing in Place Recommendations
- > Connecting Care Act, 2019
- > Cultural Admissions Pilot Regulations
- > Federal Pre-Budget
- > FLTCA Phase IV Regulations
- > FLTCA Phase V Regulation Change
- > IRCC 2025-27 Immigration Plan
- > LTC Capital Funding
- > MLTC and MOH PSW Regulatory Amendments
- > New PSW Authority in Effect December 2024
- > Nursing Act
- > OHT Regulations
- > Proposed FLTCA Regulation Amendments for Cultural Homes Pilot Project
- > Provincial Pre-Budget
- > Resident Support Personnel in LTC
- > RHRA 2025 AIR
- > Scopes of Practice for NPs and RNs

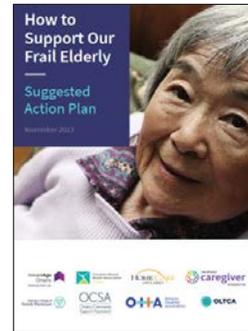


## Presentations

- > Association of Municipalities of Ontario (AMO)
- > CARP Ottawa + ORCA Webinar
- > Longwoods – Seniors’ Action Plan
- > MLTC Investigation Branch Orientation
- > Ontario Municipal Social Services Association Conference
- > Rural Ontario Municipal Association 2024 and 2025
- > Standing Committee on Heritage, Infrastructure and Cultural Policy – Proposed Life Lease Legislation
- > Standing Committee on Finance and Economic Affairs – Pre-Budget Submission

### Action Plan: How to Support our Frail Elderly

Joint report with leaders across the healthcare sector of practical solutions to support the nearly 40,000 people on the long-term care wait list.



### Our Members Say:

“The communication is exceptional!”

# Building and Growing – Capital Development

We are so proud of the many member capital projects underway! At least 28 of our member LTC projects currently under construction benefitted from the supplementary Construction Funding Subsidy (CFS) top-up funding. These members are adding 2,616 new beds and renovating 1,300 existing beds.

Our advocacy has resulted in several significant measures that will bring much needed support to members who have building projects underway, including:

- > Increased Construction Funding Subsidy (CFS) and upfront grants for our members in 2022 and 2024.
- > Ministry agreement to consider flexibility in meeting the November 30, 2024, CFS deadline.
- > Sprinkler compliance extension to July 1, 2026, with additional fire safety measures that need to be met.

## ► What's Next

In our 2025-26 pre-budget campaign we will be calling for an extension to the CFS \$35 top-up funding (this includes providing upfront seed funding of up to \$250K to NFP LTC homes to cover project planning costs) as well as maintaining the OA funding at 100% for B&C beds until all older LTC homes are redeveloped.



Seaton Village



Simcoe Village



Providence Manor

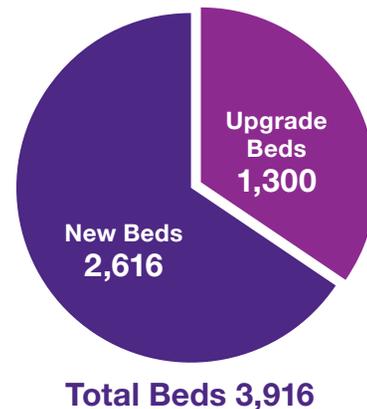


John Noble Home



Excelligent Care

## 28 Member LTC Projects Under Construction



Craigwiell Gardens

# Media – Driving Attention on Key Issues

We are very deliberate and strategic with our media outreach and response to interview requests, carefully determining which issues to take public and which ones are best for us to raise behind the scenes in our meetings with officials. In 2024, we were once again featured in many print and digital media stories as well as TV and radio.

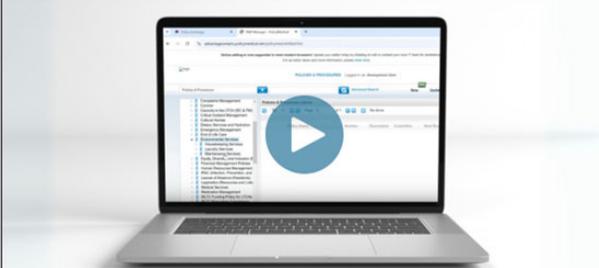
The collage features several media pieces:

- Ontario missed interim target for providing hands-on care to LTC residents, document shows** (The Canadian Press, Nov 21, 2024)
- “For Us, For You!” Campaign launched to increase awareness of the growing wage gaps experienced by frontline workers** (Paul Juner, Nov 28, 2024)
- CANADA'S FIRST PUBLIC LONG-TERM CARE HOME BASED ON THE CONCEPTS OF A DEMENTIA VILLAGE OPENS ITS DOORS TO BC SENIORS** (July 2, 2024)
- ‘Patients at risk.’ Doctors raise alarm over new long-term-care role for nurse practitioners** (Doris Grinspun, Dec 13, 2024)
- Challenges for Cultural Long-Term Care** (TV segment)
- Cultural LTC admissions drying up in Ontario due to new priority rules** (Allison Jones, The Canadian Press, April 4, 2024)
- It's getting dire: Community clinics urge province to address wage gap** (Newmarket Today, March 25, 2024)
- Ontario hospitals, LTC homes spent nearly \$1B on agency staff last year** (Allison Jones, The Canadian Press, March 25, 2024)
- Ontario may not meet LTC direct care target due to staff shortages: document** (Allison Jones, The Canadian Press, April 16, 2024)
- Ontario proposes to allow nurse practitioners to oversee LTC medical care** (Ontario, Dec 20, 2024)
- Ontario proposes requiring health staffing agencies to disclose their rates** (Allison Jones, The Canadian Press, Dec 20, 2024)
- Have nurses, will travel** (Article with illustration of nurses)
- FIGHT BACK WITH LIBBY ZNAIMER** (Video with Libby Znamier)
- LISA LEVIN CALLS ON FORD GOVERNMENT TO DO MORE FOR SENIORS IN THE NEXT BUDGET** (Lisa Levin, Nov 15, 2024)
- Ontario pilot project to address cultural mismatches in long-term care admissions** (Allison Jones, The Canadian Press, Nov 15, 2024)
- Ontario proposes requiring health staffing agencies to disclose their rates** (Allison Jones, The Canadian Press, Dec 20, 2024)
- Long term care home concerns** (Global News interview)

# Exclusively for Members

Membership definitely has its privileges! Our team works very hard to provide members with a range of exclusive programs, supports and resources that you can't get anywhere else.

**Policy Exchange** AdvantAge Ontario



**Policy Exchange – Refreshed and Relaunched!**

This high value, members-only online policy and resource library relaunched in 2024 with an easy-to-use interface and dozens of updated policies – with new ones added every month!

Policies are grouped under five areas:

- > Fixing Long-Term Care Act, 2021 (FLTCA)
- > Infection prevention and control (IPAC)
- > Quality improvement (QI)
- > Medical director contracts
- > Retirement homes

**Data and Analytics Service (DAAS)**

Unique and hugely valuable member benefit! Powerful, robust, actionable LTC data and analyses that is not available anywhere else. Provides members with access to reports and custom analyses that can be used for board and council reports, budgeting, operational reviews, decisions on staffing, compensation, and benefits, and more.

Key products include:

- > Annual LTC Expenditures Report
- > Annual HR Benchmarking Report
- > Quarterly LTC Inspection reports



## CEO Update Webinars

Interactive monthly forum hosted by CEO Lisa Levin on current sector issues and featuring Ministry speakers and guest experts along with a regular Q&A segment. Over 1,600 members participated in 2024!

## Capital Development Library

Extensive online repository of resources, tools and templates to support members through every stage of project development.

## IPAC Community of Practice

Monthly forum for IPAC leads in member LTC homes that facilitates sharing and learning about common barriers and best practices for implementing IPAC policies and actions. Over 100 members engage each month!

## Group Buying Programs

Arjo – tubs, lifts, beds, equipment, and more  
Complete – food and non-food products  
ECNG – gas and electricity management  
Hub – property and casualty insurance  
Silver Meridian – RN/RPN leadership training

## Member Forums and Advisory Groups

Charitable LTC Homes  
Commerical Member  
Cultural Homes  
Diversity Equity and Inclusion Knowledge Exchange **NEW**  
ELDCAP LTC Homes  
Hospital-Based LTC Homes  
Innovation Advisory  
LTC Funding  
Municipal LTC Homes  
Rural and Northern Advisory **NEW**  
Seniors' Housing  
*Coming in 2025 – HHR Community of Practice*

# Centre for Education in Senior Care (CESC)

In 2024, we announced the renaming of our education program to the Centre for Education in Senior Care. We have been delivering high quality education and training for over 30 years, and our new name was chosen to more accurately reflect both the scope of our program and our vision to be the unrivalled leader in the delivery of relevant, actionable education for our sector.

Over the past year, we delivered **52 education sessions attracting over 5,500 participants** with an overall satisfaction rating of 97%!

## Core Annual Programs

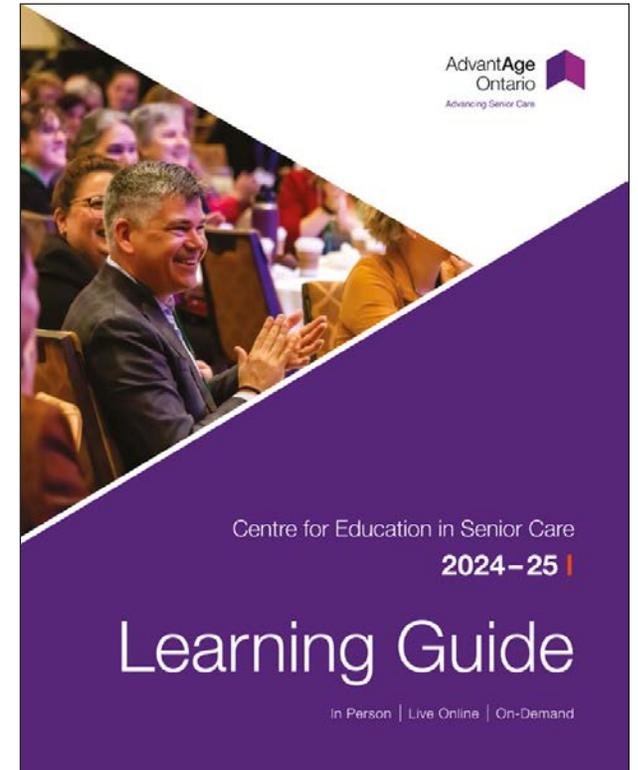
- > Administrator Leadership Program (virtual and in-person)
- > Convention and Senior Care Expo
- > Housing Forum
- > HR Year in Review
- > LTC Funding and Reporting
- > LTC Governance and Leadership (on-demand Learning Hub program)
- > LTC Management Training Program (fall and winter cohorts)

## Learning Hub – On-Demand

Our unique Learning Hub offers on-demand education for senior care professionals. It features over 30 timely, expert-led courses and webinars on a platform that allows you to learn at a time and pace that suits your schedule.

## Issue-Specific Sessions – 2024

- > Palliative Care (3-part series)
- > Capital Development (3-part series)
- > Ethical and Legal Decision Making (3-part series)
- > Cyber Security (3-part series)
- > Putting LTC Quality Improvement into Action (half-day virtual workshop)
- > Saving Money on Energy
- > Integrating Safe Resident Handling into New Build Design
- > The Value of Evidence Based Assessments to Improve Safety
- > LTC Collective Bargaining Environment - Updates and Trends
- > Integrating Technology into Your Capital Development Plan
- > Benefits of Negative Pressure Wound Therapy (NPWT)
- > LTC Capital Development: Updates and Insights (in-person)
- > Designing for Support of People Living with Dementia



## Our Members Say:

“Education is always amazing and a main reason for us belonging to the Association.”

# Your Board of Directors



**Megan Garland**  
County of Bruce  
Region 3 Representative  
Board Chair



**Jennifer Cornell**  
County of Grey  
Member-at-Large  
Board Vice Chair



**Paul Chatelain**  
South Centennial Manor  
Region 8 Representative  
Treasurer



**Jane Sinclair**  
County of Simcoe  
Past Chair



**Amy Porteous**  
Maxville Manor  
Charitable Sector Representative



**Ted Cohen**  
The Bess and Moe Greenberg  
Family-Hillel Lodge  
Community Services Sector  
Representative



**Abby Katz Starr**  
Unionville Home Society  
Housing Sector Representative



**Julie Wheeler**  
Region of Waterloo  
Sunnyside Seniors' Services  
Municipal Sector Representative



**Mark Dager**  
Oxford County  
Member-at-Large



**Michele Harris**  
Elgin County  
Region 1 Representative



**Ada DiFlavio**  
Deer Park Villa  
Region 2 Representative



**William Krever**  
Victoria Village Manor  
Region 4 Representative



**Angela Malcolm**  
The John M. Parrott Centre  
Region 6 Representative



**Linda Tracey**  
Marianhill Long Term Care Home  
Region 7 Representative



**Tanya Baker**  
Pioneer Ridge  
Long Term Care Home  
Region 9 Representative

## 2024 Member Survey

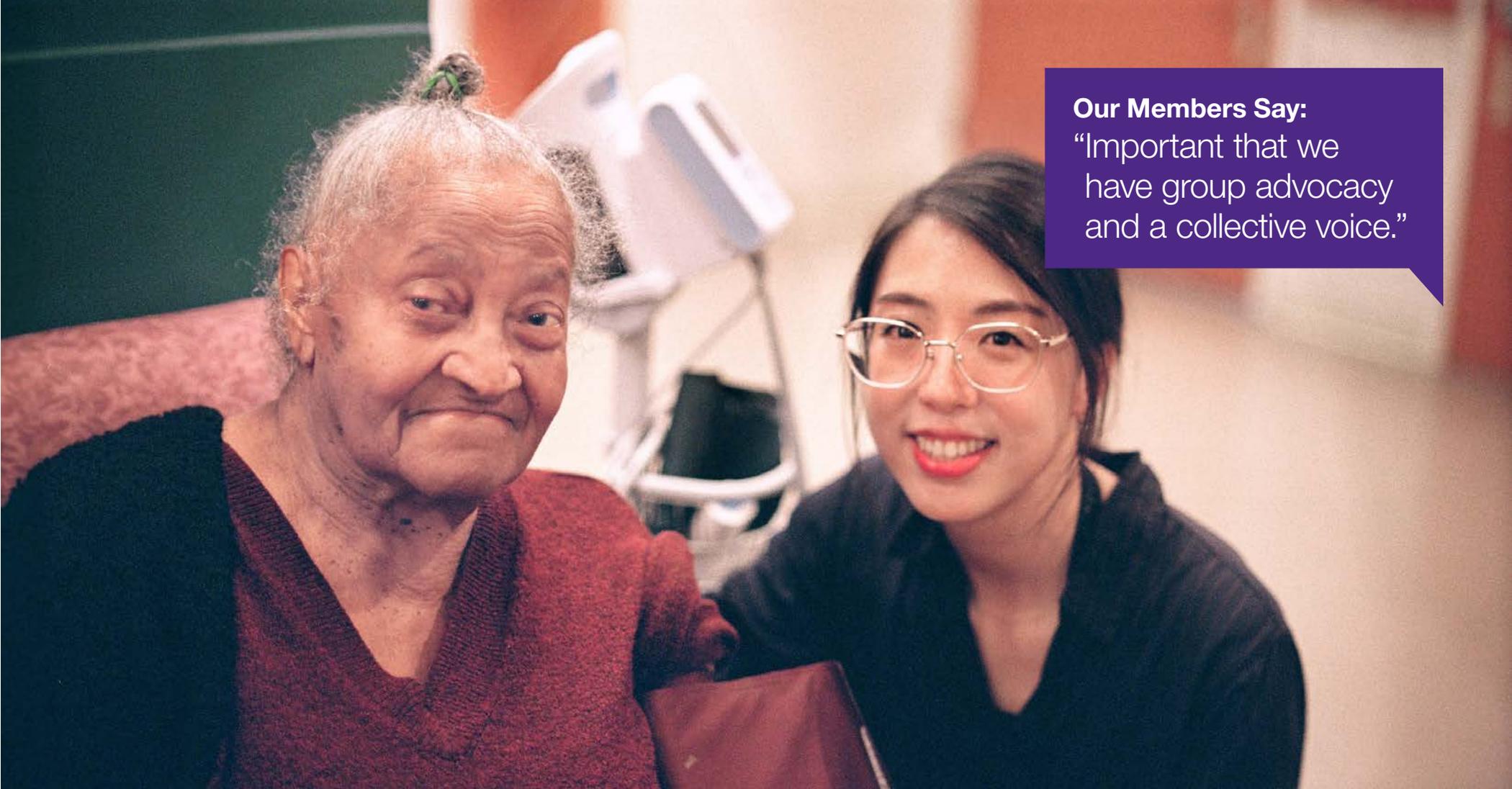


**90% or more are very satisfied/satisfied in all areas:**

- > Delivering value
- > Policy priorities and advocacy
- > Representing members' interests with government
- > Credible and influential voice for NFP senior care
- > Member communications
- > Education and resources
- > Opportunities for engagement
- > Recommend membership

## Growing Stronger!

AdvantAge Ontario members provide care and services in communities all across the province. This year, our membership grew to over 780 – the highest ever – and we are continuing to grow!



**Our Members Say:**  
“Important that we  
have group advocacy  
and a collective voice.”



**AdvantAge  
Ontario**

Advancing Senior Care

For more than 100 years, AdvantAge Ontario has been the voice of not-for-profit seniors' care in Ontario. We represent over 500 providers of long-term care, seniors' housing, supportive housing and community service agencies, including 98 per cent of all municipal long-term care homes and 86 per cent of all not-for-profit long-term care homes.

**AdvantAge Ontario**

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