

May 23, 2017

To: Randy Pettapiece, MPP, Perth-Wellington
Dan Mathieson, Mayor of Stratford

From: Michael Barrett, Chief Executive Officer, South West LHIN

c: Peter Kaftarian, Assistant Deputy Minister, Health Capital Division, Ministry of Health and Long-Term Care

Re: **Redevelopment of Hillside Manor**

This memo is intended to provide an update on the redevelopment plans for Hillside Manor Long-Term Care Home in Perth County.

Background – Ministry Process:

- The Minister of Health and Long-Term Care announced the Enhanced Long-Term Care Home Renewal Strategy in November 2014.
- The Ministry's renewal strategy is focused on the reconstruction of older homes throughout the province with the intent of ensuring homes are up-to-date to provide secure, safe and comfortable surroundings to residents. The South West LHIN's aim through this strategy is to ensure equitable access to long-term care home beds throughout the LHIN.
- Throughout much of 2015/16, the Ministry and the LHIN initiated a variety of activities to engage Long-Term Care Homes to understand their redevelopment plans. This process provided the South West LHIN with a sense of where long-term care home operators were considering transferring beds to other communities. Not all long-term care home operators were able to share information at that time however.
- When long-term care homes are ready to enter the Ministry's redevelopment process, they submit a redevelopment application to the Ministry that describes their plans in more detail. The Ministry then does a review of the application and when appropriate, sends the applications to the LHIN to understand if the LHIN has any concerns or comments regarding redevelopment plans. In addition, as long-term care homes ready themselves to redevelop, LHINs receive requests from the Ministry to comment on licence changes (as required by the Long-Term Care Homes Act).
- Once a redevelopment application is finalized, the LHIN receives a formal request from the Ministry to comment on the redevelopment plan submitted. The Ministry's process also includes consultation with the public which is a requirement under the *Long-Term Care Homes Act, 2007*.

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- Redevelopment work will often take years to fully implement, and those affected by any changes will have time and the required supports to transition to the new arrangements. Communities affected by the changes will have the opportunity to express any concerns through public meetings organized by the Ministry prior to the redevelopment changes.

Background – South West LHIN Process:

- LHIN staff initiated analysis to develop a picture of current long-term care home bed supply and demand in the spring of 2015. Individual conversations were held with long-term care home operators in March/April prior to homes submitting their development survey to the Ministry. The majority of homes were able to share their confidential draft redevelopment plans with the LHIN at that time.
- The internal LHIN team has been capturing redevelopment information as it has become known. The information is a mix of survey information and information received through applications. This information is then used to forecast future supply against demand (2011 Census).
- Through analysis of provincial bed ratios, the South West LHIN is targeting a bed ratio of 80-110 beds per 1,000 for people 75+ consistently throughout the LHIN. Using this target, the internal LHIN team completed an analysis of bed access across the South West LHIN looking at population radius around each long-term care home (ie. 15km and 25km).
- As the LHIN team receives development applications or updates from long-term care home operators, scenarios of bed access are reviewed and meetings held with the long-term care home operator and the Ministry to discuss the impact of the development plans on the surrounding community. The LHIN shares input and feedback on the proposed plans for the operator's consideration.
- The Ministry's redevelopment application process is aligned with its licensing review process. As part of the license review process, the LHIN provides input on the operator's plans in relation to current and future supply and demand in the area. A license transaction review for redevelopment also includes a summary of the LHIN's access to beds per 1,000 population 75 years and older.
- Part of the license review process includes Ministry scheduled public consultation meetings in the community where the long-term care home resides. These public consultations are a requirement under the *Long-Term Care Homes Act, 2007*. The meeting for Hillside Manor is scheduled for June 20th, 2017.
- If the Ministry approves the redevelopment plans of Hillside Manor, it will still be some time before staff and residents of the home will be impacted. When and if redevelopment happens with this home, part of the role of Community Care Access Centre (CCAC) placement staff (soon to be part of the LHIN) will be to carefully engage with residents and their families so that they have smooth transitions to homes of their choice prior to closing.

Current situation as per the LTCH Bed Ratios Chart

The attached chart illustrates long-term care home bed ratios across the South West LHIN using 2011 census population information (the chart will be updated once 2016 census data becomes available). For each long-term care home, the LHIN calculated the number of beds to the population aged 75 and older within 10, 15 and 25 kilometers of the home (or city centre). The target ratio of 80-110 beds to 1,000 population 75 and older is represented by the green colour and shows all of the communities that are currently meeting the bed ratio target. For example, using a 10 kilometer radius from Stratford city centre, there are currently 106 long-term care beds for every 1,000 people aged 75 and older, which is within the bed ratio target. By extending the radius to 15 or 25 kilometers, there are currently 143 and 179 beds for every 1,000 people 75 and older which is above the bed ratio target. The legend below the chart describes what the other colours represent. The communities of greatest concern to the LHIN are the bed ratios highlighted light blue and red, indicating low supply and over supply, respectively.

Hillside Manor:

In Stratford area, where Hillside Manor is located in Perth County, there are currently approximately 143 beds per 1,000 population for people 75 years and older within a 15 kilometer radius of the Stratford city centre (and a bed ratio of 179 within a 25 kilometer radius). Based on available information at this time, the future estimated ratio for Stratford is 119 beds per 1,000 population for people 75 years and older within a 15 kilometer radius of the Stratford city centre (and a bed ratio of 170 within a 25 kilometer radius). The Stratford and surrounding area continue to project more beds per 1000 for people aged 75+ even with the transfer of the Hillside beds to London. Relative to other areas in the LHIN and the province, the Stratford area will continue to have access to more long-term care beds than other jurisdictions even with the reduction in beds.

In response to the planned transfer of up to 50 beds from Hillside Manor in Stratford to London and the known plans at this time, the South West LHIN supports this change in bed access for residents. Relative to other areas of the LHIN and the province, Perth County will continue to have adequate supply of long-term care beds to serve their residents.

With respect to comments about the closure of PeopleCare Stratford also affecting access to long-term care beds in the area, the operator is currently working to satisfy the Fire Marshall and Ministry regulations to reopen. The LHIN is very interested in seeing these beds be brought back into operation. The operator may be contacted for more details on their future plans.

In addition to supply and demand, the South West LHIN also looks at a number of other factors (i.e., occupancy trends, wait lists, bed class, and provincial ratios). This information can be found at the end of this briefing.

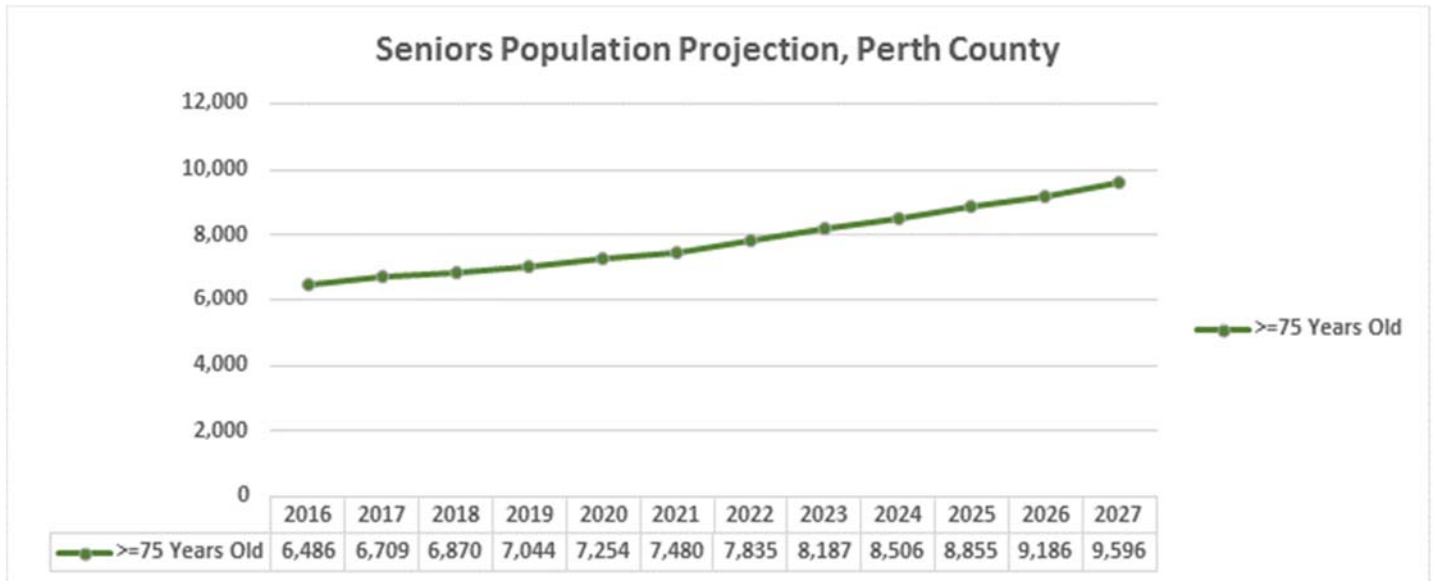
On April 13, 2017, Revera facilitated in-person meetings with residents, their families, and staff to advise of the proposed redevelopment at Hillside Manor. There are no changes anticipated for residents, families and staff in the near future, as this proposal still needs to be approved by the Ministry of Health and Long-Term Care, and then it will take some time to construct the new home.

Revera will be working with their residents and families to ensure that, once the new homes are built, the transition is seamless for residents. CCAC (soon to be LHIN) plays a key role in that transition process so that residents are transferred to homes of their choice prior to the closure of a home. We are being assured that Hillside Manor residents and families will be well-supported every step of the way through this transition.

On May 15th, 2017, the Ministry provided notice of a public consultation related to the transfer of beds from Hillside Manor. This meeting is scheduled for June 20th, 2017 from 12:30 p.m. to 1:30 p.m. at the Mitchell Community Centre.

Population and Long-Term Care Home Information for Perth County:

The projected senior's population of Perth County is shown in the figure below. The average age of residents in long-term care homes is 85 years. For the purposes of understanding equitable access (beds available to support a local population) to long-term care home beds across the LHIN, we look at the population 75 and older. The population of Perth County aged 75 and older is projected to increase by approximately 43% over the next 10 years. Only a small proportion of seniors actually move to long-term care homes in later life. The majority of seniors aged 75+ use a variety of services and supports to enable them to live independently until end-of-life.



Data Source: Population Projection by the Ministry of Finance; population data and age groups are pulled from IntelliHealth, portal of the Ministry of Health and Long-Term Care

As of April 12th, 2017, there were a total of 127 people waiting for long-term care home beds in Perth County. For Hillside Manor specifically, there were 7 people on the wait list. See the chart below for current wait lists at the other homes in Perth County. The blue highlighted long-term care homes are newer homes not eligible for redevelopment. Wait list information can also be found at <http://healthcareathome.ca/southwest/en/Getting-Care/Getting-Long-Term-Care/Wait-List>

| Name of Home | Location | # of Beds | Current Wait List |
|-----------------------|-----------|-----------|-------------------|
| Hillside Manor | Stratford | 90 | 7 |
| Greenwood Court | Stratford | 45 | 131 |
| Spruce Lodge | Stratford | 128 | 151 |
| PeopleCare | Stratford | 60 | 12 |
| Wildwood Care Centre | St. Marys | 60 | 26 |
| Kingsway Lodge | St. Marys | 62 | 28 |
| Ritz Lutheran Villa | Mitchell | 83 | 13 |
| Mitchell Nursing Home | Mitchell | 48 | 13 |
| Knollcrest Lodge | Milverton | 77 | 32 |
| Caressant Care | Listowel | 52 | 7 |

If you have any questions or concerns, please contact me directly. Thank you for expressing your concerns on behalf of your community.