OLDER ADULT TASK FORCE
SEPTEMBER 28, 2020

COMMUNICATIONS

Distributed September 28, 2020 (at the meeting)		Item
C1	Presentation material titled "Seniors Focus Vaughan, Strategy Review and Business Plan, September 17, 2017"	1

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COMMUNICATION C1
Older Adult Task Force
September 28, 2020
Agenda Item # 1

CITY OF VAUGHAN
OLDER ADULT TASK FORCE
ELECTRONIC MEETING

"SENIORS FOCUS VAUGHAN, STRATEGY REVIEW AND BUSINESS PLAN, SEPTEMBER 17, 2017"



GERRY O'CONNOR
VICE-CHAIRMAN
PRESENTATION: SEPTEMBER 28, 2020

ABOUT SENIORS FOCUS VAUGHAN

- Federally-registered Volunteer Non-Profit organization
- Founded c. 2015 as part of SAVI; Woodbridge-based
- Founder and Honorary Chair, Deputy Mayor Mario Ferri
- Organized 2-3 high-profile Seniors' conferences
- Small but dedicated volunteer task force of Vaughan residents
- "motivation in the right place"
- Members generally employed in the professional delivery of a broad range of healthcare and related services to Vaughan seniors
- Membership included Michael Tibollo
- Members concerned about major gap between the reality of current delivery systems for seniors and the opportunities to achieve significant improvements

MISSION

- Serving the needs of Vaughan Seniors, we are committed to providing resolution support to Seniors and their families
- Listening & Learning – Public Engagement. We take note of what we hear from Seniors and related parties. We listen to concerns raised by organizations
- We engage by organizing, coordinating and/or providing services and education to/for Vaughan Seniors

CHALLENGE AND DESIRED OUTCOMES

CHALLENGE

- As a Registered Non-Profit organization, our challenge is to translate our 6 Principles into a meaningful and practical Seniors' strategy, program and business plan

DESIRED OUTCOMES

Our target outcomes and solutions should satisfy the following criteria:

- PRACTICAL
- ACHIEVEABLE
- MEASURABLE
- LINKED TO SPECIFIC OUTCOMES

ADVOCACY

- We provide social advocacy for Vaughan Seniors
- We research Seniors issues and barriers
- Seniors should benefit from a strong and efficient support network with high-quality Accredited Service Providers:
  - BBB Registration
  - Defined Service Standards
  - “Evidence-Based” Outcomes
  - Effective Management Systems
  - Integrity & Community Values
  - We identify trends and systemic issues affecting Vaughan Seniors

ADVOCACY (CONTINUED)

- We identify gaps between Seniors demographic profiles and services availability e.g.
  - Major LTC availability problem characterized by a lack of accessibility to beds and facilities
  - Need to promote "Aging at Home" Programs
- Our role is to be an **Effective Change Agent** – a Central Voice for Vaughan Seniors. We provide policy advice and make recommendations to Governments and Municipalities to improve Seniors' Services and Programs. We engage in consultation with Service Providers
- We offer a **multi-cultural approach**
- Our goal is to develop **"one-stop" customized solutions**

KEY OBJECTIVES AND GUIDING PRINCIPLES

OBJECTIVE #1: ACCESS

Provide Seniors with timely access to the right information. When planning, reviewing and delivering services, we need to ask whether we are ensuring that Seniors, their families and their caregivers can easily access the services and support they need in a timely and efficient way

OBJECTIVE #2: CONNECT

Provide a One-Stop facility to connect Seniors information, programs, providers, services and resources. Deliver better coordinated and integrated services within the Vaughan community

SFV – KEY OBJECTIVES AND GUIDING PRINCIPLES

OBJECTIVE #3: INFORM

Support Senior Citizens, their family members, caregivers and support network. Provide an integrated and Vaughan-specific customized education, information and transparency model needed for individual Seniors and family members to make the right decision in a timely manner

OBJECTIVE #4: CHOICE

Ontario offers an incredible variety of support and services for Seniors, yet Seniors' ability to understand their options and express their choices is not as fully realized as it should be. Seniors have a right to know what their options are and, when capable, make informed decisions with which they are comfortable. When planning, reviewing and delivering services to Seniors, we need to ensure that Seniors, their families and their caregivers have as many choices as is reasonable and possible and are supported and empowered with the best information to make informed choices

KEY OBJECTIVES AND GUIDING PRINCIPLES

OBJECTIVE #5: VALUE

With our current and future fiscal and demographic imperatives, we need to ensure that we are spending our tax dollars in the most effective and efficient ways to ensure future sustainability of our systems, programs and services. We need to ensure that every dollar spent is providing the best value possible

OBJECTIVE #6: QUALITY

Within governments' mandate to control current and future costs, we need to ensure that governments never do this at the cost of quality. Better quality care in many cases does not actually cost more; it will not only meet our expectations, but also deliver desired outcomes that governments, service providers and the public all value. We need to ensure that a focus on quality is central to the work at hand.

PROBLEMS WITH CURRENT SUPPORT SERVICES FOR SENIORS

1. There are multiple sources of information for Seniors and "lots of stuff" available from multiple sources, however, the scope of information and "stuff" does little to help individual seniors, their family members and support staff to solve individual personal and "here and now" immediate problems. The situation is frequently characterized as "analysis/paralysis"

2. The current system is a maze of government funded/subsidized silo operations that operate independently and lack integration. Many Seniors find that the process is very difficult to understand and access. However, once the right connection is made, the quality of services is good

PROBLEMS WITH CURRENT SUPPORT SERVICES FOR SENIORS

3. Our current assessment is that high-quality Seniors information is generally available on the web, however, it can be very difficult to find and needs to be structured in such a manner that Vaughan Seniors, their family members and support staff can search and find information in a simple manner
4. The current system does little to empower Patients and Caregivers with the information they need to "Navigate the System"
5. We recognize that most Seniors are not currently technologically literate. The proposed Website and Information Database will be targeted at literate family members, professionals and support staff who can then brief and advise their seniors

PROBLEMS WITH CURRENT SUPPORT SERVICES FOR SENIORS

6. In comparing Vaughan with the City of Toronto, our informal assessment is as follows:
   a. The City of Toronto is a mature jurisdiction with a well-developed Seniors Health Services and Advocacy infrastructure created, in part, by multiple hospital out-patient clinics. Community and individual finances and education drive the Advocacy infrastructure. The Toronto Seniors population is estimated at ten times the Senior's population in Vaughan
   b. Vaughan is effectively a relatively new community. With only two hospitals, the drive to develop out-patient services is very limited
   c. Vaughan Seniors Healthcare agencies are highly fragmented, disjointed and silo- driven. Certain agencies sub-divide Vaughan into two different geographical areas with different and sometimes conflicting service rules and regulations

TASK FORCE ASSESSMENT – VAUGHAN SENIORS NEEDS

Taskforce members identified the following list of Vaughan Seniors Needs:

1. Health Care – Education and Services (ranked #1 priority)
2. Transportation Services
3. Income Support – Financial Services
4. Legal Services
5. Personal Support Services:
    a. Homecare & Housing Needs
    b. Special Services for Seniors
    c. Home Health & Safety Standards
        I. Personal Home
        II. Private & Public Homes (Retirement/LTC)
        III. Facilities Assessment
        IV. Elder Abuse, including abuse by children
        V. Seniors' Forms Preparation Support
        VI. Utilities – hydro & water issues

PROFILE – SENIORS AGED 65+

- Number of older Ontarians expected to double over the next two decades
- Most are retired, active and enjoy travel
- Seniors aged 65+ comprise 15% of the overall Ontario population (2011)
- 77% are in good health ("Junior Seniors")
- 10% have complex multiple health and social-coping issues. This group accounts for 60% of the Ontario Healthcare budget. Majority are aged 85+ ("Senior Seniors")
- Many Junior Seniors provide healthcare support to their Senior Seniors parents and suffer from "care-giver burnout")

PROFILE – SENIORS AGED 65+

- 4-generation support chain ("Sandwich Generation")
  - Grandparents
  - Parents
  - Children
  - Grandchildren
- Few jurisdictions have grasped the complexity of illnesses and social challenges that many older Ontarians face or the difficulties that his aging demographic will pose for our health, social and community-care delivery systems as they currently exist
- We are spending more on health, social and community services than before, yet older Ontarians, their families and their caregivers still find it challenging at times to access the right care, in the right place, at the right time.

PROPOSED HUB SUPPORT SERVICES MODEL

1. Establish a prototype integrated Seniors Information/Referral/Drop-in/Call- Center/Education Center (hereinafter referred to as a "HUB")

2. Proposed HUB mandate:
   - Serve as an **Information and Service Center** for Vaughan Residents
   - Provide a **dedicated Seniors Webpage and Information Database** for Vaughan Seniors, their families, caregivers and support staff (include Skype & Zoom capabilities)
   - Provide a **Call Center for Seniors** that provides "here and now" information/referral/crisis information services
   - Provide a **drop-in location** for Seniors offering consultation and advice with respect to Seniors dedicated services
   - Provide an **education forum** for Seniors workshops and seminars in respect of the dedicated services

HUB DEFINITION
"EFFECTIVE CENTER OF AN ACTIVITY, REGION OR NETWORK"



PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

1. In managing the HUB facility, we will conduct a competitive analysis of other Seniors HUB facilities. What do they do? We need to "Kick the Tires" to critique their actual practices against theoretical service offerings
2. The HUB is intended to be a vibrant center of community life that generates economic and social benefits while improving the efficiency of local Seniors services
3. An enhanced and effective HUB facility has the potential to create Business Development opportunities in Vaughan:
    A. Job Creation
    B. Service Provider Growth Opportunities
        - Lawyers
        - Financial & Estate Planners
        - Home Care Agencies
        - Healthcare Professionals
        - One Service Provider has indicated a willingness to provide program financial support for advertising services

PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

4. By bringing services together under one roof, the HUB will make it easier for people to access the services they need. Making good use of public space and bringing services together in a central location is beneficial to everyone

5. A new rent-geared-to-income facility planned for Woodbridge Avenue, Woodbridge, may offer the possibility to implement a HUB

6. Once the success of the Seniors HUB is validated, establish other Senior HUBS throughout Vaughan

7. The HUB will feature a **"triage" business model** i.e. a problem definition and problem- solving model like the triage model practiced in hospital emergency departments

PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

8. The Triage Operator will be supported by a network of volunteer functional experts in each of the designated service modules. As appropriate, the Triage Operator refers each case to the appropriate functional expert. Depending upon the nature of the matter at hand, a response is guaranteed either immediately or within 24 hours

9. The HUB will be supported by a paid Database/Web Manager subcontractor

10. **Legally, HUB provides information, not advice.**

PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

11. The HUB organization structure will include 1 qualified paid staff "Office Manager" supported by qualified, trained and experienced triage resource person(s) with demonstrated experience in the following areas:
    - Excellent problem-definition and problem-solving skills
    - Excellent verbal and written communication skills
    - Ability to extract solutions from the dedicated Seniors HUB Database (the "Database")
    - Ability to present a broad range of customized and practical options and solutions designed to fix immediate problems
    - Ability to provide informed decision-making services to each Senior/Senior Caregiver/family member
    - Ideal candidates can demonstrate:
        - Social-worker background
        - Be a Senior or demonstrate experience working with Seniors and related parties
        - Nurse RN

PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

12. When fully implemented and operational, the HUB will provide information and support in the following designated Service Modules (the "Service Modules"):
    - Seniors' Professional Health Services
    - Health & Wellness
    - Seniors' Housing
    - Seniors' Transportation Services
    - Seniors' Legal Services
    - Seniors' Personal Support Service
    - Seniors' Income Protection

PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

13. Multi-Lingual Services

Conditional upon the retention, selection and training of a volunteer with the designated skills who is fluent in both English and another language spoken by a client Senior (e.g. French, Italian, Chinese etc.,) the HUB and Education services will be provided to Seniors in their home language. Initially, the Seniors HUB website will be English only. Seniors Education Workshops will be delivered by subject-matter experts in English and the primary language of Seniors in attendance.

14. Equity

One of our greatest assets is our diversity. We need to ensure that not only are the needs of older Ontarians from different ethno-cultural groups acknowledged but also:

a. Those from LGBTQ communities
b. Those whose abilities are limited
c. Those with special needs, such as the homebound

PROPOSED HUB SUPPORT SERVICES MODEL (Continued)

15. Application Forms

With respect to Seniors who require help with the completion of application forms at the Senior's HUB, we do not envisage a process where Seniors walk-in to the HUB and "dump" their forms on a volunteer's desk for completion. We will follow a business policy that, where applicable, a senior must be accompanied to the HUB by a family member or support person who is provided with the correct information. The family member or support person then fills out the forms

HUB CUSTOMER DELIVERY OPTIONS FOR SENIORS

DELIVERY OPTIONS	ACTIVITY
A	**HUB Seniors Drop-In & Education Center (includes off-site Workshops for Seniors)**
B	**HUB Call Center – Telephone Support**
C	**HUB Website** **Zoom/Skype capability**
D	**Advocacy – Seniors Focus Vaughan**

SAMPLE QUESTIONS	SAMPLE HUB SOLUTIONS
• How can I get help from CCAC?	Hub delivers options A, B, C and D, including referral to CCAC
• Help with timely medical appointments • Shortage of Doctors	HUB delivers options A and D, including referral to appropriate provider
• Affordable EYE and Dental Care • Prescription Drugs • Health & Disease Prevention	HUB delivers Options A, B, C and D, including referral to appropriate provider
• Coronary or Specialty Care – where do I go e.g. Southlake or Mackenzie?	HUB delivers options A, B and C, including referral to appropriate provider
• Help me navigate the hospital	Not part of HUB mandate. Hospital responsibility. In-hospital help desk available. Could include hospital layout plan on HUB website
• Transportation and Parking Costs • Transportation Funding	HUB delivers options A.B, C and D, including referral to appropriate provider. HUB management information is collected and forms part of Seniors Focus Advocacy role.

SAMPLE QUESTIONS	SAMPLE HUB SOLUTIONS
• Shortage of Long Term Care beds	Option D: Seniors Focus Vaughan Advocacy role
How can I keep my home/residence (affordability vs. cost)? • What help can I receive from governments? (e.g. granny/nanny suite) • Safety equipment – what is available? Grants? Redo bathroom? • What services are available for home care? Ensure safety?	HUB provides options A, B, C and D, including referral to appropriate provider

HUB WEBSITE AND SUPPORTING DATABASE

1. The primary role of the planned Website and Database is to identify and consolidate comprehensive coverage of all Seniors-based information topics and resources in an easily accessible manner which will enable the HUB triage process to provide current and relevant information

2. The Website and Database will be structured to include the designated Modules

3. Information sources will include Federal, Provincial, Regional and City of Vaughan websites plus local public/private websites offering products and services to Seniors

4. Our planned website and database design will include several FAQ's (frequently asked questions and answers) applicable to all designated Categories

HUB WEBSITE AND SUPPORTING DATABASE

- The Taskforce identified two approaches to develop the Website and Database:
  1. Design, manage and maintain our own Senior Focus Vaughan Website and Database, subject to funding availability, and/or
  2. Form strategic alliances with other local website/database managers/suppliers who offer related and relevant Seniors content and who are willing to expand their current offerings to incorporate elements of our desired Website and Database to provide more detailed and comprehensive Vaughan-specific Seniors information. This option is contingent upon funding availability

HUB WEBSITE AND SUPPORTING DATABASE

Individual Taskforce members researched and prepared reports for the HUB Database which provide a significant volume of resource information. These reports also include Seniors' common FAQ's.

The following is a listing of sample reports:

- Seniors Legal Services
- Seniors Focus – Health and Wellness
- Professional Health Services for Vaughan Seniors
- Seniors Income Protection
- Seniors Housing
- Seniors Personal Support Services

SENIORS FOCUS VAUGHAN - CURRENT STATUS

- Task Force is reluctantly inactive since October 2018
- No capital and infrastructure resources to implement Hub model
- Task Force 2017 Report was well received but “collecting dust”
- Covid-19 pandemic highlighted and validated Task Force documented concerns with quality of Healthcare for Seniors in LTC homes
- Notwithstanding the major challenges facing Vaughan Seniors, especially during Covid-19, disappointment at government interest and support in the proposed Hub model
- SFV:
  - Very professional and dedicated group
  - “Motivation in the right place”
  - Team commitment remains strong

HUB BUSINESS PLAN & NEXT STEPS

- 2017 Report includes a detailed draft 3-Year Business Plan
- **Need to conduct a new strategy review in light of Covid-19 implications**
  - Build new Woodbridge HUB model as a prototype for York Region?
  - Incorporate new HUB model into another York/Vaughan Seniors organization with existing infrastructure?
  - Review Seniors interface in Covid-19 and post-Corona environment
- Need financial and infrastructure support and commitment from government(s):
    - Federal government?
    - Ontario government?
    - York Region?
    - City of Vaughan?

PROPOSED 3-YEAR BUSINESS PLAN – YEAR 1

SUBJECT	ACTION
LOCATION	Finalize HUB specifications and location opportunities
SERVICE MODULE	Limit initial HUB service offering to Healthcare
HUB DATABASE	Finalize internal HUB Healthcare Information
STAFF SELECTION AND TRAINING	Hire qualified Office Manager – contract position? Terms of employment? Retain "triage-qualified' volunteer staff Retain qualified volunteers to serve as functional experts in Healthcare Train staff and volunteers on use of HUB Information Database
WEBSITE	Commence process to define HUB Website design and specifications. Evaluate advantages and disadvantages to design our own webpage or form strategic alliance(s) with third parties. Identify potential third parties

SUBJECT	ACTION
SENIORS EDUCATION PROGRAM	• **Design curriculum for new Seniors Education Program** • **Select qualified volunteer program delivery staff** • **Program will be delivered either within the HUB or at third-party locations e.g. LTC and Nursing homes**
GOVERNMENT FUNDING	• **Evaluate funding sources. Submit funding requests.**

FINANCIAL	• **Develop 3year Financial Plan, reflective of approved government funding. Develop detailed one year financial budget to include all HUB expenses e.g.**
	  • **Salary**
	  • **Rent**
	  • **Internet and telephone charges**
	  • **Laptop purchase?**
	  • **Professional fees – legal, accounting, audit**
	  • **Consultant Fees – web design**
	  • **Printing charges**
	  • **Insurance**
	  • **Meal allowance**
	  • **Travel Expenses**
	  • **Advertising and Communications Expenses**

PROPOSED 3-YEAR BUSINESS PLAN – YEAR 1

SUBJECT	ACTION
OPERATIONS	Implement a detailed Project Management system to define deliverables, delivery dates and persons responsible



QUESTIONS ?