



# Perley Health – Community of Care

# Interim Strategy

April 7, 2022

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7 April 2022

## References:

- A. Whither the Perley Rideau Version II dated 26 May 2017
- B. Paper “A Shift in Strategic Planning” dated 28 January 2021
- C. Short Term Analysis and Scenario development Draft 2 V5

## Introduction.

The Perley Health’s<sup>1</sup> long-term strategy “Whither the Perley Rideau” (WTP<sup>2</sup>) was first published in 2010 and updated in 2015<sup>3</sup> (WTP II). Not all goals identified in the strategy have been achieved but significant progress has been made and, while the essence of the strategy remains valid, given the changing environment, the strategy is due for a re-write. However, there is considerable uncertainty in the global and domestic environment which makes developing a realistic and coherent long-term strategy most challenging. This is particularly so given the ongoing pandemic and indicators that suggest there are disruptive forces which are leading to major change in many aspects of global and domestic society. While development of a strategy to chart a course through this uncertain environment must be a high priority, this will take time. In the meantime, it is vital that WTP II be updated to provide coherent guidance for the Health Centre’s short-term development and priorities.

A short-term environmental scan, focussed on identifying trends and factors shaping the global and domestic environment, including an overview of the healthcare system, has been completed. This was followed by the production of an initial set of possible scenarios for the evolving domestic environment. This then led to the development of an Interim Strategy that focusses on identifying the short-term objectives and priorities which will support Perley Health’s near-term decision making. It will also provide time for the completion of a long-term analysis and the development of a revised long-term strategy Whither Perley Health III (WPH III).

## AIM.

This document will outline the short-term analysis and the proposed Interim Strategy.

## Context.

The foundation for the interim strategy is Reference A “Whither the Perley Rideau II” (WTP II) which remains a relevant and valuable document. It provides the context for the organization including Perley Health’s vision, mission and values. It also provides the strategic framework with its four major strategies, three developmental phases and included objectives all of which

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<sup>1</sup> As of 6 October 2021, the Perley and Rideau Veterans’ Health Centre (PRVHC) has been rebranded Perley Health. As a transitional document, the Interim Strategy will still refer to PRVHC when speaking in historic terms but Perley Health in current or future terms.

<sup>2</sup> Although two abbreviations versions have been used (WTPR & WTP) in different documents, it is suggested that this must now be standardized as WTP.

<sup>3</sup> Whither the Perley Rideau Version II dated 26 May 2017

remain valid. These elements will not be repeated in the interim strategy except where required to ensure clarity or to indicate priorities.

## Terminology

The Perley Health's vision and mandate is to care for residents and clients aged 65 years and older. Appropriate terminology for the 65-and-over age cohort is a sensitive issue and has been the subject of considerable public debate. Terms such as "elderly" are considered by many to be pejorative and unacceptable. To address such concerns and to ensure consistency, the Perley has standardized terminology for general usage as "Seniors" or "Seniors and Veterans". In addition, to provide flexibility, the term "older adults" may be used. To avoid people being defined by their ailments, terms such as frail Seniors will not be used but reference will be made to either "older adults living with frailty" or "Seniors living with frailty". This document will follow this guidance.

## Analysis.

**General Trends.** Annex A is a short-term trend analysis which builds on the earlier trend analysis completed as part of WTP II. This has been informed by a, yet to be completed, draft long-term analysis and reference C, a short-term analysis and scenario development paper.

Given the volatility surrounding the Covid-19 pandemic and the unpredictability of many global trends, uncertainty is the dominant theme of the future. However, there is sufficient clarity in some global and domestic trends to identify the principal short-term factors. These include:

- **Climate Change.** Irrespective of the actions taken by Canada, a further degradation of the environment is likely in the short to mid-term with potential consequences for the Perley and its residents. We can expect the health effects of climate change to increase, adding to healthcare demands for Seniors. In addition, increasing environmental costs will further decrease government economic flexibility. Government actions and regulations will impose additional cost and regulation on the Perley increasing our sustainability risks;
- **Demography.** With Canada's aging population we will see the number of citizens over 65 more than double in the next 20 years resulting in an explosion in demand for care. At the other end of the spectrum, driven by a reduced birth rate, the numbers of young people entering the work force is declining, leading to a shortage of workers which will have a major impact on the economy and the healthcare system. This latter trend has been accelerated by the Covid-19 pandemic, especially in the healthcare sector;
- **Economy.** The economy faces many challenges and the future is less than certain. A growing debt, prolonged deficit and the economic impact of Covid-19, in particular rising inflation, will limit government financial flexibility and require the setting of tough priorities to reduce spending and increase revenues. This will constrain government stimulus options and potentially slow recovery;
- **Global Cooperation.** International cooperation has been declining and, despite attempts by some states to reverse this trend, major challenges continue. This is particularly critical with respect to achieving full global vaccination. Expectations of a speedy return to normal have been dashed by emerging Variants of Concern (VOCs) and the continuing lack of global cooperation will further prolong the pandemic;
- **Public Expectations.** Driven by the pandemic, the increase in public demand for Seniors and Veterans' care will go beyond numbers and will see much greater expectations in service and quality. As a result, the cost structure of healthcare, in particular Seniors' care,

will continue to increase, while the provision of new resources will not keep pace with demand or growing regulatory requirements;

- **Technology.** The world faces an explosion in revolutionary technologies which is resulting in often unexpected disruptive changes, both positive and negative, in many aspects of society;
- **Societal Cohesion and Trust.** Canadian society is facing considerable disruption from the pandemic, rising unemployment, stagnating income and rising inequality resulting in the decline of public trust in government, business and public institutions and potentially the erosion of societal cohesion. This will require the Perley to enhance its efforts to maintain trust with its workers, residents and stakeholders.

**The Healthcare System.** A focussed analysis of the healthcare system provides the following key factors:

- **The Growth in Demand.** The Seniors' population in Canada is forecast to increase by 63.6% by 2041; a growth of 4.2M. To meet this need, it is estimated the country will require an additional 250,000-300,000 LTC beds driving a cost surge from the current 1.3% of GDP to 4.2%;
- **The Healthcare System.** Within Ontario, due in large part to the pandemic, the healthcare system is fragile and evolving in a somewhat ad hoc manner. It has a complex system of governance and management that is in transition. Seniors' healthcare is governed by three government ministries, leading to fragmented policies while operational management is done by the newly created Ontario Health with its five regions. In addition, 14 Local Health Integrated Networks (LHINs) still exist but with much less authority and the province is introducing locally generated Ontario Health Teams (OHTs) to address integration of care. This situation will demand focussed effort to maintain understanding of government policies and an ability to influence them. It should be noted that care of Veterans is a shared responsibility between the province and the Federal Government through Veterans Affairs Canada (VAC);
- **LTC Infrastructure Capacity.** Current government plans are to add 30,000 LTC spaces to the existing 79,000 by 2028. But with a current waitlist of 40,000 and a forecast major additional increase in demand, these plans are wholly inadequate;
- **Human Resource Capacity.** The shortage of LTC infrastructure capacity is exacerbated by a Healthcare Work Force in crisis. HCWs are facing rising pandemic infection rates and burn out, leading to system shortages that are likely to worsen post pandemic. This shortage will be particularly critical amongst Personal Support Workers (PSWs) who are the backbone of the LTC system and have borne the brunt of the pandemic. Published staffing plans do not address the current or future workforce need and there are serious questions around achieving growth targets, given the lack of attractiveness of the profession and the system training capacity. In some cases (RN/RPN), educational capacity is constrained due to limited clinical placements;
- **HCW Quality and Experience.** The loss of care workers will also see an exodus of experience and the potential for an erosion in quality of care. This will likely increase the demand for more qualified staff (RN's & RPN's) reversing the earlier trend of reduction. This in turn will further increase the demand for more clinicians, placing even more pressure on the training institutions. It will also add to the overall cost of healthcare;
- **Healthcare Strategy.** With the province's focus on increasing capacity, there are serious concerns that the Seniors' healthcare philosophy is flawed. The healthcare system has long

been structured to meet the needs of a younger population with an emphasis on acute care via hospitals. Care of Seniors living with frailty has been based on an institutional model (LTC) which provides care but, given a culture of safety at all costs, does not provide reasonable quality of life. Finally, costs suggest the institutional model is unsustainable. Post pandemic reforms will make LTC beds much more expensive and the total cost to meet the 2041 peak demand unaffordable. What is required is a Seniors strategy built around community care, keeping Seniors in or close to their homes and providing preventative care to keep them healthy as long as possible. The Ontario government initiated consultation on such a strategy in 2019 but its status is unclear;

- **Existing LTC Homes.** Despite varying statistics, the public perception is that “for-profit” LTC homes are sub standard with far higher rates of infection and death which has resulted in calls for their elimination. Despite this pressure, the Province continues to prioritize projects by for-profit homes. Should the government ultimately accept the public’s demand, such a shift, while expensive and difficult to achieve, would fundamentally change the nature of LTC. It would also provide opportunities for the Perley to expand operations;
- **LTC Home Size.** A 2019 study demonstrated that medium (97-160 beds) and large (>160 beds) LTC homes had significantly higher quality outcomes than small homes. This is a clear indication that larger homes have inherently greater capacity and flexibility to meet the care needs of residents;
- **LTC Standards.** The Federal Government through the National Standards Council is developing national standards for LTC. However, given provincial jurisdiction, it is unclear if they will be approved and how they would impact the provision of care or costs.

**Scenarios.** Based on the full trend analysis, one can postulate a number of possible short-term scenarios which can be found at Annex B. These scenarios are driven by the two primary factors of the pandemic and the economy. The scenarios have been identified as an “Early Recovery”, a “Late Recovery” and a “Protracted Recovery”. The Early Recovery scenario, which would have seen the pandemic under control by late 2021 or early 2022, has been negated by the growth of the VOCs. On the other hand, the Protracted Recovery scenario, which sees the shift to an endemic environment and a prolonged economic recovery, while still possible does not at this stage appear likely. The most probable scenario and the one suggested for purposes of our interim strategy development, is the late recovery scenario outlined as follows:

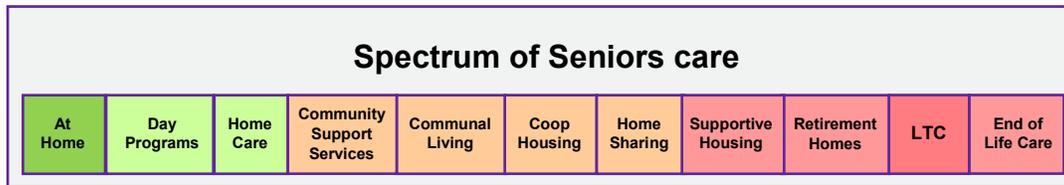
- This scenario would see the pandemic continuing to at least late 2022. While a high vaccination rate was achieved in Canada by end 2021, concerns remain about vaccine hesitancy, the impact of VOCs in particular the Omicron variant, and the achievement of herd immunity. In addition, global vaccination rates are certain to significantly lag Canada, precluding a return to normal for some time;
- The inconsistent management of the pandemic has seen many political leaders under pressure, leading to a growing political divide. The Federal/Provincial unity seen during the early pandemic has faded and political divides are returning to normal;
- Public debt will continue to rise, as will inflation and interest rates, further reducing government financial flexibility. As a consequence, government investment strategy will likely shift from social and health programs to greater economic stimulus. Even with this investment, economic recovery can be expected to extend beyond 2025;

- Given the delayed economic recovery, unemployment will remain high. In contrast, due to skill shortages, work conditions and geography, work force supply will continue to be a problem in many sectors, to include healthcare;
- In this environment, societal frustration will grow and trust in government and public institutions erode. At the same time, a high demand for greater social equality will remain; It can be expected that investment in health system reform will be delayed; most significantly, HCW shortages will remain a major problem.

**SWOT Analysis.** The findings of an initial SWOT analysis on Perley Health are as follows:

- **Strengths.** Driven by our organizational values and 15-year strategic plan, Perley Health is one of the more forward-thinking organizations in the Ontario LTC sector. The organization's caring and friendly atmosphere, person-centered approach, and high level of expertise in frailty-informed care and Veterans' care have earned us a favourable reputation amongst partners, residents, clients, family, friends and donors. Recognition as a Best Practice Spotlight Organization and our Exemplary Accreditation Status speak to our exceptional quality of care and expertise. These factors place us amongst the best of the LTC homes in the province. In addition, the support provided by the Perley Health Foundation provide the health centre greater capacity to truly deliver on excellence. These strengths provide an excellent foundation upon which to build, providing opportunities to leverage the reputation and institutional expertise in providing greater contributions to the healthcare system. Our skilled and dedicated work force also provides an opportunity to address HCW shortages;
- **Weaknesses.** Despite being one of the largest LTC homes in Ontario, Perley Health is still relatively small. While our reputation is strong amongst those who know us, we are not well known beyond those partners and stakeholders we have interacted with directly. This limits our influence within the healthcare system which, in turn, can limit our access to the key information and knowledge essential to realizing strategic opportunities. It also impacts the ability of the Perley Health Foundation to raise funds while our size, footprint and largely public funding model limits our resource flexibility. In addition we have limited in-house business development expertise and a compliance-based culture which make it challenging to innovate and shift towards new models and revenue generating business lines. This culture and the dominant institutional model of care limits our ability to provide the best quality of life for our residents. Finally, our lack of technological knowledge, in particular information technology, does not prepare the Perley for the changing technological environment ahead;
- **Threats.** The primary threats to Perley Health are concentrated within the healthcare system. Its bureaucratic nature and lack of innovation disadvantages smaller players like the Perley in favour of large players like acute care hospitals. This, to some degree, can be overcome by growing in size and influence, either alone or through partnerships. However, the limits of short-term growth suggests the need for the Perley to be more innovative, despite government. The other significant threat is the growing shortage of healthcare workers, which is compounded by the greater employment appeal of the acute care sector relative to LTC. Finally, the recent proposal to split LTC ownership and operations is an uncertain initiative that may itself prove to be a threat to the Perley;
- **Opportunities.** As the province looks to fix and potentially reform the healthcare system there will be considerable opportunities for Perley Health to build upon its capabilities and diversify its services. Increasing the capacity of its LTC and supportive housing are obvious areas for Perley growth. But serious consideration should be given to providing a greater

focus on community care providing a spectrum of care options and keeping Seniors and Veterans at home or in the community (**See figure # 1**). Based on the developed strategy, management will focus on developing these opportunities.



**Figure # 1**

**Deductions.** Based on this analysis, the following are the principal deductions which should focus the interim strategy:

- **Uncertainty.** The global and domestic environment will remain uncertain for a considerable period. The biggest factor will remain the state of the pandemic and its impact on all aspects of global and domestic activity. But perhaps the greatest short-term variable is the unclear but evolving government post pandemic strategy, in particular, its plans for reforming the healthcare system. Illustrative of the potential for change is the uncertainty surrounding such issues as the future of for-profit LTC homes. The Perley must remain alert to unexpected shifts in major trends, in particular the need to track changes to policy, regulations and the economy and be flexible in our approach to change;
- **Government Relations.** Government is facing myriad crises within a healthcare system undergoing major change and has only so much ability to manage it. Thus, it will seek to simplify the challenges and lean on large supportive players (public & private) to implement its plans. If the Perley is to achieve success, it must recognize the government's limitations, make decisions accordingly that simplify not complicate government decision making and be seen as a supportive and capable partner;
- Government reform of the healthcare system is likely to be slow. The provinces' plans for Seniors' care are focussed on increasing LTC capacity, following a faulty philosophy based on the traditional institutional model, and are inadequate to meet the growing demand. The Perley needs to advocate for real reform of the healthcare system to a community care-based philosophy. It also needs to implement innovative changes to its services, more supportive of a community care model, where it can. Continued development of the CoE is an essential element of establishing the Perley's credibility and voice;
- **Stakeholders Influence.** Sustainment of trust in Perley Health is a critical factor in countering the dominant public mood and maintaining good relations with residents, families, volunteers and donors. In addition, if the Perley is to have influence on government and major players in the healthcare system it must be seen as a credible and valuable player. These issues speak to the need for the Perley to develop and maintain an effective voice to maintain the trust of stakeholders and to influence government and major healthcare players. Achieving an effective or trusted voice must be based on a philosophy and reality of excellence and go beyond good communications to include the development of focussed stakeholder outreach, good government relations and the establishment of alliances and partnerships with HSPs;
- **The Economy.** The results of the pandemic induced economic downturn will have lasting effects. While pent up demand is likely to see a short term rebound once pandemic

restrictions are lifted, the withdrawal of government support programs combined with an increasingly high debt load will limit government economic stimulus and its ability to increase public healthcare funding. Select high priority healthcare programs will continue to be supported but the general pressure on healthcare funding will increase and Perley Health will need to seek sources of non-public funding;

- **The Healthcare Workforce.** The Perley's people are our most valuable resource and their health and well being, quality and capacity are key to our long-term sustainability. Perley Health is not immune from the stresses within the healthcare system and care must be taken to ensure recovery from the impact of the pandemic, in particular amongst our HCWs;
- Against the backdrop of a growing HCW shortage, the Perley faces a potentially significant shift in attractiveness. Perley Health's HCW wage structure has traditionally seen it as a high paying outlier. With increased competition, this privileged position is increasingly under threat. This raises the spectre of serious retention challenges which demands serious focus on updating our retention and recruiting strategy. In particular, the Perley needs to play a role in changing the perception and narrative that LTC is a second rate or dead-end place to work;
- **Increasing Costs.** Trends indicate the sustainability of Perley Health will become increasingly challenging. The pressures of the pandemic and growing inflation will impose additional costs. Most notable will be the public's demand for a better quality of care for residents and improved conditions of work for HCWs. While these costs should be met by the public purse, there is a considerable risk that this will not be the case. In addition, the Perley will face largely invisible costs due to the impacts of climate change and the additional regulatory burden imposed by government environmental policies. These trends warrant detailed analysis of the changing costs structure, to include an environmental audit, and a re-emphasis on efficiency initiatives;
- **Embrace Technology.** Technology, in particular information technology, is having a major impact on all aspects of society and will, in the next decade, transform healthcare. If the Perley is to take advantage of this revolution and not get left behind, it must invest in understanding the technology potential and shape a strategy that will see a greater use of technology to improve care and system efficiency;
- **A Shift in Culture.** The demand for Seniors' care will continue to grow for at least the next two decades, outstripping the supply of LTC homes and providing ample opportunity for growth. However, such potential is likely to be constrained by a shortage of public funding and the risk averse nature of government. If the Perley is to realize these opportunities, a serious reframing of its strategy, culture and operational approach are required. Specifically, we need to shift our culture to one of entrepreneurial enthusiasm where innovation is normal and risk tolerance is higher. Operationally, we need to improve processes to increase our flexibility, nimbleness and efficiency;
- We will also require the development of greater business expertise and the tools necessary to support more diverse business approaches. This should include consideration of alternate business models beyond core LTC services in order to address the conflicting demands of business and a not-for-profit corporation as a means of reducing our reliance on public funding and limiting sustainability risks. An evolving business plan should explore the legal and financial limits of such models as for-profit subsidiaries, partnerships and private pay services to provide a wider spectrum of opportunities.

**Governance.** Faced with considerable uncertainty and many challenges, Perley Health governance will be critical in maintaining a sound strategic approach. Perley Health’s Board must focus greater attention on oversight of the evolving technology strategy, the risk mitigation that accompanies expansion or transformation, and to the assistance it provides management with respect to the management of its stakeholders.

## The Strategic Framework

As stated earlier, WTP II remains the foundation of Perley Health’s strategy. While we face uncertainty in the changing environment, the vision and mission of the Perley and the essence of the strategy remain, in the short term, valid. The strategies and some objectives and goals within the strategy are still relevant but the new challenges faced in a volatile post pandemic world demand a shift in emphasis to recover from the effects of Covid-19 and to re-orient the health centre to better prepare for a changing world ahead.

In this context, the interim strategy will identify changes of substance or emphasis within the strategic framework. It will then introduce a new “transition phase” to refocus the relevant goals from the initial phases and to identify new initiatives.

### The Perley Health Mission

To achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person-centred and frailty-informed care and service.

**Note:** Since the publishing of WTP II, “Emotion Centred Care” has received increased prominence in LTC. The term implies a focus on the emotional well-being of residents, clients and families and means prioritizing structures and processes that enhance relationships, meaning, and overall social/psychological health, as opposed to standard, task orientation. At Perley Health, emotion centred care is embedded throughout the Person-Centred Care Best Practice Guidelines. It is not an isolated initiative but part of everything we do, to include such programs as “See Me” and the Therapeutic Recreation and Creative Arts program.

### The Perley Health Vision

Leading innovation in frailty-informed care to enable Seniors and Veterans to live life to the fullest.

**The Essence of the Strategy.** The essence of Perley Health’s strategy remains as “*increasing relevance and value to the healthcare system*” and “*improving sustainability*”, but to this we add “*develop a trusted voice*”. Adding value continues to be achieved by expanding the health centre’s capacity along the continuum of care but with the emphasis shifting to community care. It will also involve seeking other supporting initiatives to contribute to the healthcare system’s reform and capacity increase. Sustainability remains the critical element of the strategy and must drive Perley Health’s risk management focus. However, achieving it must see a shift away from reliance on public funding to increasing revenues through new business lines and proactive opportunities to increase community support through fundraising. This will also require a cultural change more in line with a for-profit business acumen. The additional element of developing trusted voice speaks to the need for the Perley to have sufficient profile and credibility that it is kept informed of developments and its counsel sought on important initiatives. Being a trusted player and having voice, especially with government, will permit the timely and effective response to changes in order to seize evolving opportunities and influence

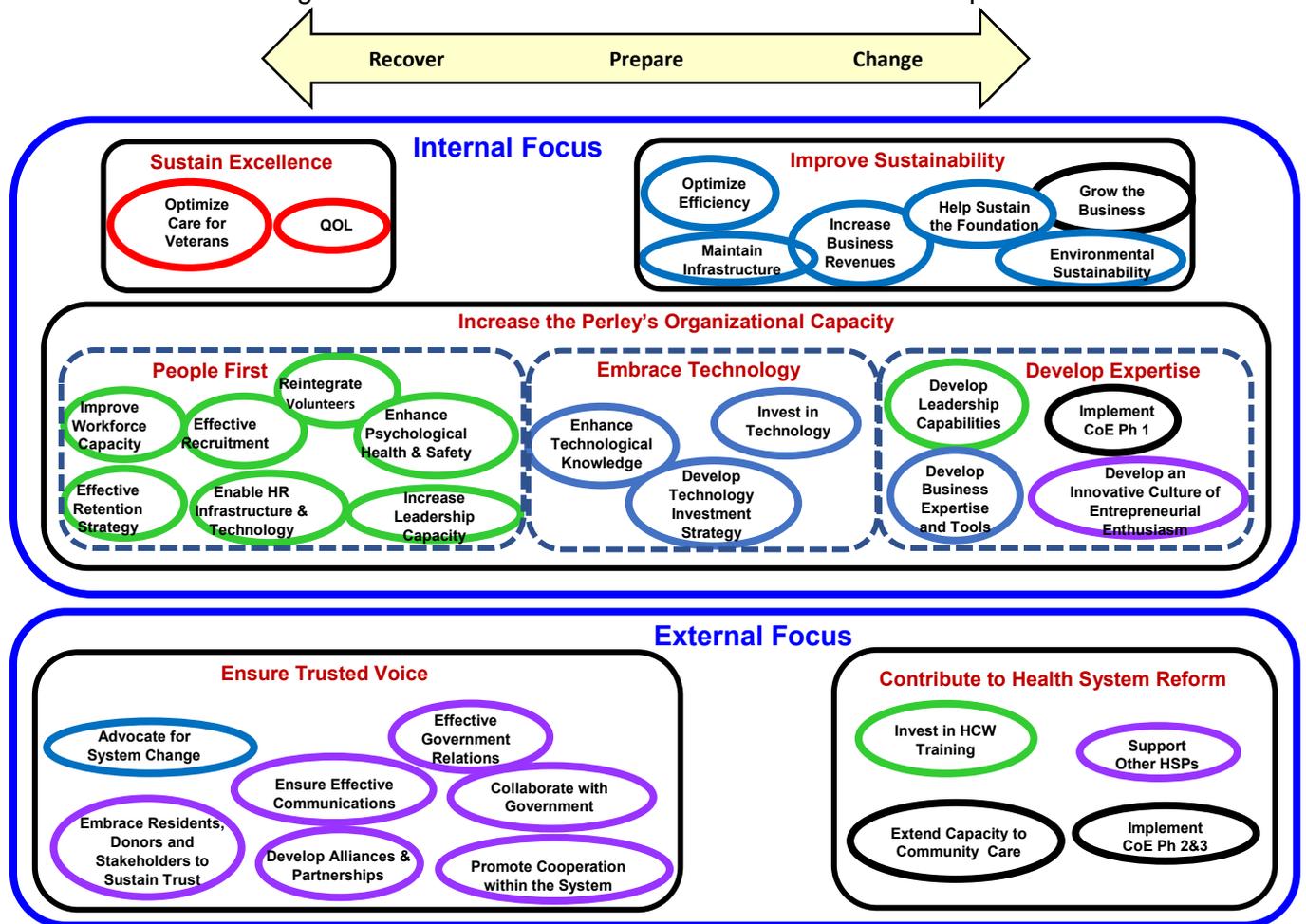
the direction of policy change, all of which advances the effectiveness of Perley Health and the healthcare system.

## Strategies

The four major strategies; Excellence in Care and Service; Ensure Sustainability; Maintain a Quality Workforce; and Lead and Advocate for Change remain valid as the guiding direction for all activity at the Perley. In some cases, the specific goals identified in WTP II are reiterated in the Transition phase.

## Strategic Objectives and Goals.

**PHASES 1-3.** The majority of the goals in the three phases outlined in WTP II, have been achieved. The relevant goals have been refocused within the new “Transition” phase.



**Figure # 2 Perley Health Interim Strategy (2021-2025) Objectives & Goals<sup>4</sup>**

<sup>4</sup> While implementation of the interim strategy will follow the general sequence of Recover-Prepare-Change, the positioning of the respective goals does not necessarily reflect this sequence. A more detailed explanation is at “Priorities” page 13.

## Transition Phase: Recover and Prepare for the Future.

The context for this phase of the strategy is the pandemic and an uncertain and changing world. First and foremost, Perley Health must ensure it recovers from the effects of the pandemic, in particular how it has impacted our workers. It must then lay a foundation that will allow it to prepare for a different and uncertain future and permit it to seize opportunities as they become clear. This, in part, means reflecting on the lessons learned over the recent past and ensuring the organization has the capabilities essential for the future. It also means engaging the government, the community and key stakeholders in order to contribute to the capacity and reform of the healthcare system. The ultimate goal is a Perley Health with the influence to play a leading role within and the capacity to provide a valued and sustainable contribution to the healthcare system.

The majority of the objectives in this transition phase have previously been identified within the four strategies or the three phases. Thus, the interim strategy is a primarily a re-casting and re-prioritizing of the existing WTP II objectives and goals in a manner that achieves the essential pandemic recovery and preparation for the future. The key objectives of this phase with their integral goals, which are shown graphically at **figure # 2**, are internally and externally focused as follows:

### **Sustain Excellence in Seniors' and Veterans' Care**

Excellence in Care and Service remains a key strategy and is reflected in the objective of Sustain Excellence. In this regard two goals demand specific focus:

- **Quality of Life.** Despite a good standard of care at Perley Health, government regulations create restrictions which limit flexibility to achieve the desired level of quality of life. This requires a concerted level of advocacy to reduce the imposed constraints. However, irrespective of government change, the Perley must seek innovative solutions that enhance quality of life and be prepared to accept a degree of risk in balancing new approaches with regulatory requirements;
- **Optimize Care for Veterans' Changing Needs.** As forecasted in WTP, the veteran's population has decreased significantly in recent years and, even with the addition of modern Veterans under the OQV program, will likely stabilize at the currently approved level of 130<sup>5</sup>. At the same time, the Perley will continue to grow and diversify and has undergone re-branding, all of which risks lowering the Veterans profile. However, Veterans will continue to be a vital part of the Perley community and we will continually seek opportunities to meet the evolving needs of Veterans and to maintain their profile. We will always honour our Veterans.

### **Improve Perley Health's Sustainability**

Sustainability of Perley Health is a key component of the strategy and is a vital objective during the uncertainty of the transitional period. While the interim strategy demands innovation and change in order to chart an effective way forward, this must be balanced with the need to ensure sustainability at all times. This leads to the following goals:

- **Maintain Infrastructure.** As highlighted in WTP II, the health centre cannot only live for today but must pursue re-capitalization which ensures that plant repair and replacement can be achieved as required. As the health centre ages the need for an effective re-capitalization plan must be a priority;

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<sup>5</sup> VAC has approved a cap of 130 for OQV beds, but confirmation is still required from the MLTC.

- **Increase Business Revenues.** The Perley is more than just a health centre, it is also a business. While public funding is forecast to increase, it will coincide with increased demand and is unlikely to improve sustainability. To ensure financial stability and the flexibility to undertake important initiatives it is essential that opportunities be pursued that increase business revenue. While this does not preclude increased publicly funded opportunities, in practical terms it means pursuing privately funded business lines that achieve more than break-even results and enhance the Perley's sustainability. This will require focussed initiatives to shift Perley Health's business approach;
- **Help Sustain the Foundation's Success.** Growing charitable donations, through the Perley Health Foundation is a vital component of the Health Centre's revenues. Perley Health must closely cooperate and coordinate with and support the Foundation to ensure alignment with the Health Centre's goals and to sustain the Foundation's efforts to adapt to the changing donor base and increase donations;
- **Optimize Efficiency.** Pursuit of organizational efficiency must continue to be the foundation of Perley Health's sustainability strategy. This requires more than just saving money, it demands investments that will ultimately lead to greater efficiency returns. It should also include advocating with government for process changes which impact the overall efficiency of the healthcare system;
- **Environmental Sustainability** Facing greater environmental degradation and a new more aggressive government mandated environmental program, Perley Health can anticipate increased costs and regulatory requirements. This requires a renewed analysis of the implications for the health centre and the development of a plan to address the evolving regulatory requirements and to maximize cost avoidance;
- **Grow the Business.** An important aspect of the Perley's strategy is its commitment to growth. Only by increasing its size and capacity can it offer more diverse services for Seniors and Veterans and meet the growing demand for care. Growth also has the potential to improve sustainability as larger HSP's have been shown to have greater capacity and flexibility and can be more efficient due to economies of scale. Growth of Perley Health also has the potential to improve its influence and sustainability as size will increase its voice within the healthcare system. Perley Health will seek opportunities to expand existing facilities and services or introduce new services that respond to unmet needs within the healthcare system while generating incremental revenue. Given the uncertainty faced domestically and within the healthcare system, determining the limits of growth is a challenge. Thus, achieving clarity of the health centre's vision will need to be addressed in developing the long-term strategy. During the interim strategy implementation, growth limits will be guided by the objective of serving as many Seniors as possible provided it does not come at the expense of quality of care, quality of life or sustainability.

### **Increase Organizational Capacity**

In order to address the current challenges and prepare Perley Health for the future, the interim strategy focusses on increasing the Perley's organizational capacity". This envisages revitalizing the work force by putting people first, improving care and efficiency in the health centre by embracing technology and preparing for the future by broadening the Perley's expertise.

- **People First.** People are our most valuable resource and essential to the sustainability and effectiveness of the Perley. HCWs have borne the brunt of the pandemic. Long hours under difficult conditions with the ever-present fear of infection takes its toll. This same bruised workforce is vital to the Perley's future and major efforts are required to care for and re-energize workers. These efforts must include the re-integration of the many essential volunteers. It is also essential that lessons are learned from this experience and, considering the coming future, measures are taken to improve the work force's capacity and

the conditions under which everyone works. This should include exploring new models of care and approaches that improve the overall health, efficiency and effectiveness of the workforce. Specific goals include:

- **Enhance Psychological Health and Safety.** The health and safety of workers is essential to the health centre's effectiveness. Conditions where workers face unsustainable workloads, unfulfilling work, little control over their duties and fears over their safety are corrosive to the work force and cannot be allowed to exist. The Perley will promote the psychological health of workers and cultivate a work environment where employees feel safe to express themselves;
- **Improve the Work Force Capacity.** Work force capacity is a key element of Perley Health's effectiveness and is vital to sustaining current and future operations. While this will in part see growing the work force, it must include achieving greater efficiency. This doesn't mean demanding more of workers but providing them the knowledge, skills and abilities and creating a work environment that optimizes the team. It will also demand improving organizational structures and processes and creating an environment that encourages adaptability. The health centre must support and lead capacity building as a precursor to transformation;
- **Ensure Effective Retention.** The healthcare system is faced with a growing shortage of workers and replacing departed workers in numbers and quality is increasingly challenging. Perley Health will focus on maximizing worker retention by improving work conditions and creating a workplace where all can realize their potential. An important element of the workplace is providing a greater sense of purpose for workers by creating opportunities to contribute to the greater healthcare system;
- **Achieve Effective Talent Acquisition/Recruitment.** While retention of existing workers is vital, recruitment of workers to meet current and growing demands must be a priority focus for Perley Health. Multiple initiatives should be pursued to include leveraging technology, pursuing government sponsored opportunities, partnering with education institutions and creating training opportunities;
- **Reintegrate Volunteers.** Volunteers are an important part of Perley Health's workforce that have been largely absent through the pandemic with significant consequences for our residents and Healthcare Workers. The Perley must reconnect and rebuild bridges with this vital population and reintegrate them into the day-to-day operations of the health centre;
- **Enable HR Infrastructure and Technology.** Given the many HR challenges faced by Perley Health, improvements must be made to the HR infrastructure and support technology. Essential change must see the growth of the strategic HR function and HRIS and process improvements across core functions;
- **Increase Leadership Capacity.** The capacity of the various leadership teams, from the front-line care workers to the senior management team is critical to maintaining effectiveness. As the Perley looks to increase its overall business and revenues, we must grow our leaders at all levels to ensure they keep pace with overall demands.

**Embrace Technology.** We live in a digitized world and technological change is impacting every aspect of society. The Perley needs to keep pace and ensure that it has the knowledge and technological capacity to operate in that world. The Perley must invest in understanding the technological potential and develop a sound technology investment strategy that will improve care, quality of life and system efficiency. Specific Goals include:

- **Enhance Organizational Technological Knowledge.** If Perley Health is to operate and grow successfully, it must become a technologically savvy organization. It cannot rely on external advice for its expertise but must grow a technologically knowledgeable cohort of

senior and middle managers who can optimize technology in guiding Perley Health's organizational development;

- **Develop a Technology Investment Strategy.** Technological growth will require the investment of scarce resources. Given the many goals and objectives to be pursued by Perley Health, technological investment will require development of a coherent strategy aligned with the overall interim strategy;
- **Invest in Technology to Improve Care and Efficiency.** There are potentially many areas of Perley Health to which technology, including information technology, could be applied. Given the limited resources available, the focus of technology investment should be on the improvement of care of residents and the efficiency of the work force.

**Develop Expertise.** Meeting the needs of a changing healthcare system and an increasingly diverse client and realizing new opportunities for growth often demands a Health Centre with different capabilities. Adapting to new standards of practice, new technologies and most significantly new business models and business lines cannot be achieved over night and may require considerable investment. This requires the development of a coherent funded plan for the development of expertise. The goals of such a plan should include:

- **Develop Leadership Capabilities.** The expertise of the many leadership teams is a critical element of any organization. While Perley Health is blessed with good leaders at all levels, as it faces a rapidly evolving environment, the acquisition or in-house development of additional essential expertise must be a core component of any development plan;
- **Implement CoE Phase 1.** The establishment of a Centre of Excellence is a key component of the Perley Rideau's strategy. Phase 1 of this initiative is focussed on developing the centre's capabilities to include infrastructure, research capacity, funding and communications;
- **Develop Business Expertise and Tools.** The Perley operates as a largely publicly funded not-for-profit with limited for-profit expertise. If it is to take advantage of new business opportunities and thrive in an increasingly competitive world, it must develop the expertise to operate successfully in that environment. This can be accomplished in part by recruiting the appropriate talent but it must include supplementing the education of the current senior management team. It is also important to recognize that our flexibility is constrained by the Perley's status as a publicly funded not-for-profit LTC home. If we are to be innovative, it is necessary to develop the tools required to support more diverse business approaches to include consideration of alternate business models;
- **Develop an Innovative Culture of Entrepreneurial Enthusiasm.** Given the Perley's publicly funded NFP background it is very much a compliance based and risk averse organization. If the Perley is to achieve increased revenues and resource flexibility to invest in the future, a shift in culture and philosophy is essential. The Perley must change its culture and operational approach to one more supportive of the business environment. Specifically, we need to shift our culture to one of entrepreneurial enthusiasm where innovation is normal and risk tolerance is higher. Operationally, we need to improve processes to increase our flexibility, nimbleness and efficiency. Initiatives need to be taken that drive innovation and an entrepreneurial approach. While the Perley must remain a values based organization focussed on frailty informed care, its sustainability must be underpinned by an energetic and innovative business acumen.

**Develop Trusted Voice.** The Perley is a centre of excellence with the capacity to significantly improve the lives of Seniors living with frailty and contribute to the reform of the healthcare system. However, realizing this potential requires recognition of the Perley, by all stakeholders,

as an authoritative healthcare provider. In short, when the Perley speaks, we need others to listen. It is therefore essential that the Perley develop a Trusted Voice. Goals include:

- **Embrace Residents, Donors and Stakeholders to Sustain Trust.** The pandemic has been a very difficult period for residents, their families and all with a connection to Perley Health. While this period at the health centre has been relatively successful in ensuring all are safe and cared for, the broader experience has shattered trust in all within and affected by LTC. The Perley must now rebuild that trust and achieve a bond that will ensure unity through the coming change;
- **Ensure Effective Communications.** The Perley Rideau will pursue a communications strategy that imparts a sound understanding of the Health Centre to all stakeholders and positions it within the healthcare system as a major player in the care of Seniors living with frailty;
- **Develop Alliances and Partnerships.** There is strength in numbers and developing a network of supportive players within the healthcare system improves the Perley's position and voice. Accordingly, the Perley will work with the LTC associations<sup>6</sup> and establish relationships with key HSP's to advance mutually beneficial initiatives in support of healthcare system reform;
- **Promote Cooperation Within the System.** As a relatively small player within the healthcare system, the Perley must work with other HSPs and the private sector to advance its interests and to contribute to health system reform. Such cooperation could range from information sharing, to partnering on major projects, to full integration of capabilities. The Perley will explore opportunities to cooperate;
- **Effective Government Relations.** Effective relations with all levels of government are essential to the Perley's sustainability and development. A government relations strategy must be developed that achieves open lines of communications to ensure clarity of government intent and the ability to access influential players. It must also ensure the Perley is seen by government as a positive and supportive leader within the healthcare system;
- **Collaborate with Government.** Beyond maintaining good relations, the Perley should be seen by government as a partner in the healthcare system focussed on solutions rather than problems. We will seek opportunities to advance initiatives that, while meeting our needs, support government objectives. As a principle, the Perley will not present problems to the government without providing effective solutions;
- **Advocate for System Change.** As previously highlighted, the government is focussed on expanding LTC capacity; reform of the healthcare system is, at best, evolving slowly. A major shortfall in the government approach is a reliance on expertise from Acute Care Hospitals and other large players who often lack expertise in Seniors' care and LTC. The Perley needs to have its expert voice heard to contribute to the reform of the system. We will develop an advocacy strategy to advance key issues on Seniors' care with government.

**Contribute to Health System Reform.** The government's approach to healthcare system reform is at present narrow in focus and arguably falls short of the needs of the senior's community. While Perley Health must collaborate with government, it must also seek to contribute to system reform in a more holistic manner in keeping with the needs of Seniors and Veterans. In so doing, it will enhance its credibility and provide opportunities to shape its future within that system. Goals include:

- **Extend Capacity to Community Care.** While the government's approach to meeting future Seniors' care needs is to grow LTC capacity, the overwhelming recommendation from most

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<sup>6</sup> The two associations in Ontario are Advantage Ontario, to which the Perley is a member and the Ontario Long Term Care Association.

experts is to move to a concept of community care. Such a shift is more affordable, results in better outcomes for Seniors and is much preferred by Canadians. The Perley will seek opportunities to extend its focus to greater community care in order to provide more appropriate care for Seniors and Veterans;

- **Support Other HSP's.** During the pandemic, Perley Health supported a number of LTC homes with expertise such as IPAC. The Perley will explore expanding this type of assistance, potentially leading to an integrated model of support for a variety of homes in the region;
- **Invest in HCW Training.** The greatest challenge the province faces in meeting the exploding demand for Seniors' care is to maintain the supply of HCWs. Given the Perley's quality workforce, it is well suited to contribute to HCW training and will explore investing in this capability;
- **Implement CoE Phases 2&3.** Strongly supported by the Perley Health Foundation, the Centre of Excellence will expand its reach and develop national and international presence in research that supports innovation, making a significant contribution to health system reform and adding considerably to the Perley's reputation. This coordinated effort by Perley Health, the CoE and the Foundation will be key in advancing research opportunities that support the strategy.

**Priorities.** Implementing the interim strategy should be guided by the general sequence of Recover – Prepare – Change; recover from the effects of the pandemic, prepare the Perley for a challenging future and implement those immediate changes that will have a clear and positive impact on the health centre. In following this logic, it must be recognized that, for many reasons, progress in advancing the strategy's objectives will vary. Given this, the overall effort for the interim period will be guided by the following priorities:

- **Priority 1 - Focus on our people.** Addressing the consequences of the pandemic on people is not something that can wait. Rebuilding trust with residents and stakeholders and meeting the needs of the workforce are critical to recovery and solidifying the Perley's foundation for the future;
- **Priority 2 – Improve Revenues.** Resource flexibility is a critical requirement for achieving many of the objectives and goals identified in the strategy. Thus, the Perley needs to develop opportunities and sources that will generate improved revenue in the short term;
- **Priority 3 – Balanced Implementation.** Beyond the first two priorities, development of the strategy needs to be balanced across the identified objectives and goals. Developing trusted voice will take time and developing good relations with government and key players within the Healthcare system will require almost constant attention. Developing the Perley's capabilities will be essential to achieving the expansionary goals under contributing to the health system capacity. Thus, capacity growth can only proceed as the Perley develops the capability to effectively manage it. At the same time, the Perley's efforts to contribute to health system reform must advance in a timely manner in order to influence change effectively.

## Summary

Over the past 15 years, the Perley Rideau has been guided by a sound vision and a coherent strategy that has seen the Health Centre move from strength to strength. Now, faced with the effects of a global pandemic and increasingly disruptive trends both global and domestic, Perley Health faces considerable uncertainty. While it will take time to develop greater understanding of the evolving global and domestic trends, clear guidance is essential to driving short term change in order to prepare for a challenging future. This Interim Strategy has been developed to provide that guidance.

## Attachments

Annex A: Short Term Analysis – Updated Trends

Annex B: Domestic Scenario Development

## Short Term Analysis - Updated Trends

## Annex A

This update is based on the trend analysis published as part of WTP II. It is intended to provide an abbreviated short term environmental scan from which to draw deductions essential to guide the short-term work of the Health Centre.

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
	GENERAL				
	Causal Trends				
1	Economy: As earlier forecasted, under the pressure of a prolonged softening of the global economy and the need to restructure domestically, the Canadian & Provincial economies have weakened with no sign of relief. It is now assessed that Canada has entered a new economic era characterized by a significant slowdown in our potential economic growth. Over the next 20 years, growth in Canada's economy is forecast to drop to an average of 2% per year vice the current 2.6%.	Given the low growth, low interest rate environment, the global economy has less ability to absorb downside risks	<ul style="list-style-type: none"> <li>IMF World Economic Outlook Update Jan 2021 projected global growth of 5.5% in 2021 following the severe collapse in 2020. Canada's growth is projected to be 3.6% a decrease from previous forecasts.</li> <li>Exploding debt due to pandemic</li> <li>Economic impact of pandemic will likely see a slow recovery especially in the small business sector.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of government financial flexibility will require hard priorities to reduce spending/ increase revenues.</li> <li>Will constrain government stimulus options and thus slow recovery.</li> <li>Government will seek innovative funding options for stimulus/ infrastructure</li> </ul>	
1A			Health System: <ul style="list-style-type: none"> <li>Covid-19 has revealed the weaknesses in the Health system and placed the system under considerable stress.</li> <li>In particular it has seen failure within LTC.</li> </ul>		
2	Energy: In recent years, energy prices, technology, external markets and societal factors have all undergone substantial shifts over a short period of time. As the energy system continues to		<ul style="list-style-type: none"> <li>Exports of oil are forecast to rise, principally to the US, but PPB continues to be depressed.</li> <li>Economic slow-down combined with growth in alternate/green</li> </ul>	<ul style="list-style-type: none"> <li>High electricity prices reduce ON competitiveness.</li> <li>Distributed power generation provides</li> </ul>	

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	Primary Trends	Secondary Trends			
	adjust and new trends emerge, there are considerable uncertainties in Canada's long-term energy outlook. While the over supply of oil and gas indicate a moderation of energy prices in the medium term, the state of Ontario's energy policy and power generation, will mean considerably higher electricity prices for Ontarians.		<p>energy further reducing demand for oil and maintain pressure on oil price</p> <ul style="list-style-type: none"> <li>• With growth in green energy, prices for electricity forecast to decline. However, the price of electricity in ON to remain high due to debt load</li> <li>• Growth in alternative/green energy will lead to decentralized, distributed power generation</li> </ul>	the opportunity for cheaper more reliable power.	
3	Environment: At its projected growth, the Canadian economy is forecast to increase green house gases (GHG) by 33 per cent by 2035. Despite International, Federal and Provincial governments stated commitments to meet GHG reduction targets, current progress puts achieving those targets at risk and increases the probability that global environmental decline will directly impact the health of Canadians and threaten our life support systems – air, water, food, shelter and security.		<ul style="list-style-type: none"> <li>• Canada's GHG emissions have been roughly stable since 2005 but have made little progress in meeting agreed reductions. (Paris Agreement 30% below 2005 levels by 2030)</li> <li>• New Federal climate/ environmental strategy expected to be much more aggressive which will impose additional costs on society and the economy.</li> <li>• Despite new strategy, environmental decline will continue in the short term</li> </ul>	<ul style="list-style-type: none"> <li>• Short term costs of the environmental programme will further limit the government's economic flexibility.</li> <li>• Health effects of climate change will continue and increase in the short term.</li> </ul>	
4	Infrastructure: Recent investments have contributed to the ongoing renewal and improvement of what Statistics Canada describes as Canada's core public infrastructure (CPI). Even so, barring major new investments, 50% of public infrastructure is forecast to reach the end of its serviceable lifespan by 2027. An aging infrastructure will increase pressure on governments and will negatively impact the economy		The most recent report found that the state of Canada's infrastructure is at risk and will require significant attention in the coming decades.	The cost of maintaining existing infrastructure will continue to limit the government's financial flexibility.	
4A	Technology: With the growing shortage in health care workers and their increasing limitations due to age, researchers are working to develop a range of robots to supplement and support care givers. This will potentially see robots undertaking a range of		Trend: The emergence of new revolutionary technologies across a range of fields is already having an impact which will increase over the mid-term and will result in disruptive changes to Canadian society. These should include:	<ul style="list-style-type: none"> <li>• The use of AI/Info technology for connectivity of residents, family and staff is now essential.</li> <li>• The use of robotics</li> </ul>	

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	Primary Trends	Secondary Trends			
	functions from providing physical support to acting as emotional support for those with dementia. While short term costs make such use prohibitive, in the long term the growing size of elder community combined with economies of scale make such use increasingly likely.		<ul style="list-style-type: none"> <li>AI -Covid-19 has accelerated virtual connectivity to every walk of life which will continue after the pandemic is finished.</li> <li>Robotics. Advances in robotics for care of seniors are likely to accelerate due to the shortages of care workers.</li> <li>Transportation. Likely to see an increase in EV's in the next 5 years.</li> <li>Food. Production shortages likely to see a continuing increase in food prices</li> </ul>	<ul style="list-style-type: none"> <li>needs to be examined to see where they may apply.</li> <li>Possible need to install EV chargers at the Perley</li> <li>Food price increases will impact budget/ sustainability</li> </ul>	
	<b>Effect Trends</b>				
5	The Canadian & Provincial governments will have considerably less resource flexibility in the short to medium term which will lead to a decline in the growth of health care funding. Consequently funding will not keep pace with demand.		Government resource flexibility will be limited over the next five years. With the pressure of demand for improvements in health care (See 14) tough policy choices will be required. Increases to health care funding will fall short of the need. Likelihood that demands for improved care will come with insufficient funding.	<ul style="list-style-type: none"> <li>Reliance on public funding will increase sustainability risks. Need to improve non-public funding sources.</li> </ul>	
6	The lack of effective environmental policies will result in environmental decline over the medium to long term which will impact health;		New environmental policies are forthcoming and will take time to take effect. We will see continued environmental degradation in the short to mid term. Environmental policies will increase the need for change in all areas of operations with implications for costs.	<ul style="list-style-type: none"> <li>All aspects of Perley operations will need to be reviewed to assess changes required to meet growing environmental standards.</li> <li>All new initiatives must take the growing standards into account.</li> </ul>	
7	The risks to public safety will increase.				
7A			<u>Under the pressure of disruptive change and economic pressure Intergovernmental cooperation is likely to deteriorate.</u>		

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
	DEMOGRAPHICS				
	Causal Trends: Demographics will be the largest determinant of future needs and services. Rising life expectancy, combined with increasing populations, especially in Eastern Ontario, will see:				Need to update our statistics on the demographics for Ottawa/ Eastern Ontario and in particular the demand for senior's care
8	A doubling of people over 65 over the next 20 years;		Most recent statistics show the growth of seniors in Ontario slowing after 2031 but there will still be a doubling of this group over the next 27 years (2019-2046)		
9	A lower percentage of younger people		The children's share (0-14) of the Ontario population will decrease from 15.7% to 14.8% over the same period.		
10	A smaller Veterans Population				
11	A shortage of workers in all sectors		Despite the demographic shortfall, the greatest labour impact is likely to be from disruptive forces. New technologies and business developments will increasingly result in a large misalignment of labour demand and skills availability.	<ul style="list-style-type: none"> <li>A potential short-term shortage during and immediately following the pandemic.</li> <li>The recruitment and training/re-training of health care workers will be of critical importance in maintaining the health care system.</li> </ul>	Need to research the forecast shortage of workers in the health sector
12	Increased Diversity in society				
13	Greater Affluence amongst Seniors		Given the relative affluence of the Baby Boomer generation, we will likely see a significant increase care costs to individuals		The specific measures here are unclear but faced with major economic challenges, governments will seek to tap this wealth in some fashion.

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
	The changing demographics will also have a negative impact on the economy which will further exacerbate the health funding shortfall				
	Effect Trends on Health Care Demand:				
14	The quantity and diversity of health care services demand is growing and will grow considerably over the next 30 years:	<ul style="list-style-type: none"> <li>• There will be higher demands for health care from seniors living in the community - greater emphasis on self management;</li> <li>• More people will want to manage their chronic illness(es) at home.</li> <li>• As a result of the overall need to house older adults, many privately funded options have developed with a variety of approaches to Seniors' care.</li> <li>• Given the sheer number of older adults, demand continues to increase for HC particularly among complex chronic care patients.</li> <li>• With a group of this magnitude and care complexity comes rising expectations related to person-centred care and a push to improve the 'patient experience.'</li> </ul>	<p>Driven by the pandemic, the increase in Public demand will go beyond numbers and will see a much greater expectation in service and quality. Specifically:</p> <ul style="list-style-type: none"> <li>• Improve the quality of care of the elderly.</li> <li>• Greater opportunity to age at home.</li> <li>• to make LTC homes safe</li> <li>• improved LTC infrastructure</li> <li>• better standards of care</li> <li>• better pay for care workers</li> </ul> <p>The provision of primary care at home Given the Covid-19 experience we may see an increased reluctance amongst families to place their loved one's in LTC.</p>	<ul style="list-style-type: none"> <li>• The demands on HSP's will increase significantly. There is a danger they will be caught between the demands of the public and the resources provided by government.</li> <li>• Communications with key stakeholders, especially families will be critical to maintaining credibility.</li> <li>• Need to advocate for improvements in key factors impacting quality.</li> </ul>	
15	The demand for and on LTC will increase in size and complexity:	<ul style="list-style-type: none"> <li>• The need for LTC beds will increase;</li> <li>• The age of those in LTC will increase;</li> <li>• The complexity and levels of care required by seniors will increase;</li> <li>• An increasing number of</li> </ul>	<ul style="list-style-type: none"> <li>• All of these trends will continue</li> </ul>		

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	Primary Trends	Secondary Trends			
		aged residents will have mental disorders; <ul style="list-style-type: none"> <li>An increasing and significant part of this growth will be in non-traditional cultures.</li> </ul>			
16	The demand for War Service Overseas Veteran's LTC will decline significantly in the mid term.		The forecasts trend is becoming a reality. WSOV population has dropped from 250 to 100.	With the continued reduction in Veterans, we need to ensure we continue to "Honour the Veteran".	
16A	The demand for LTC for post Korean War Veterans (Modern Day Veterans) will grow in the mid term		Approved modern veteran's beds (OQV) is at 65. Further growth is possible but likely cap is 100.		
17	Increased Home Care will result in an increased density of residents in LTC with chronic conditions including dementia.		This trend is continuing for increased intensity of care	The demands on care staff is increasing further stretching the limited resources.	
	<b>Effect Trends on Health Human Resources (HHR):</b>				
18	Labour demand for the care sector (health human resources (HHR)) will outpace labour force growth in the next 10-15 years resulting in a major shift in the demography of Health Care workers..	<ul style="list-style-type: none"> <li>The health care work force will get older;</li> <li>Sicker patients in LTC will compound staffing issues;</li> <li>The challenge of adequate staffing mix and the quality of such staff will continue;</li> <li>The cultural variations between care givers and patients will require special orientation and sensitivity.</li> </ul>	Demand for health care workers will grow significantly due to: <ul style="list-style-type: none"> <li>Loss of workers due to the effects of Covid-19 (burn out, illness etc)</li> <li>Increase in standards and public demands/expectations.</li> <li>Increased service demands (increased home care/ additional LTC homes etc)</li> </ul>	<ul style="list-style-type: none"> <li>Efforts to "Maintain a Quality Workforce" will need to increase.</li> <li>Training/re-training of health care workers will be a critical initiative. Possible are for increased focus.</li> </ul>	
19	There will be increasing competition for health care workers which will result in growth of wage rates	There will be major challenges in the recruitment and retention of HHR for LTC	This trend is increasing due to the effects of Covid-19	Increased pressure on wages will have an impact on sustainability	
		As labour becomes increasingly scarce, businesses are expected to use more highly skilled workers; adopt more innovative production processes; and invest heavily in machinery, equipment, and technology.	This trend is accelerating	Need to explore technology options to increase the effectiveness and efficiency of health care workers	

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	Primary Trends	Secondary Trends			
		How to improve productivity? Automation and quality of workers!! As the availability of workers decreases and wages rise, it will become imperative that health care shift to greater automation complemented by fewer high quality workers.	This trend is accelerating		
20	The expertise/experience of health care workers will decline;		Given the shortage in HC workers, and the need to train replacement workers rapidly, this decline in expertise is expected to accelerate.	Efforts to “Maintain a Quality Workforce” will need to increase	
21	The changing demographic and social dynamic within the community of informal care givers will place an increased burden on formal health care systems and create uncertainty as to the sustainability of care:	<ul style="list-style-type: none"> <li>There will be an increased need for care giving in the future;</li> <li>Based on historic patterns of volunteerism, there will be fewer caregivers in the community.</li> </ul>	The shift in informal care givers is difficult to predict. The loss of volunteers due to Covid-19 has placed great pressure on the health care workers. This experience could see an increase in volunteering given the concerns for loved one’s, but it could also see a decline in volunteering due to fear/risk concerns		
	<b>Effect Trends on Fund Raising</b>				
22	Given the economic forecast, fund raising will be increasingly difficult.	<ul style="list-style-type: none"> <li>Shifts in funds raising trends, from the current focus (children, hearts or cancer etc) in favour of care of the elderly, will be slow;</li> <li>The decline in Veterans is likely to see a reduction in funding from Veterans organizations;</li> <li>The “old” money in Ottawa is gradually disappearing and not being supplemented by “new” money;</li> <li>Investment income will be reduced.</li> <li>Will force charitable organizations especially</li> </ul>	<ul style="list-style-type: none"> <li>Due to Covid-19 Canadian charities have seen a 30.6% decline in revenue.</li> <li>The move to greater digital/on-line interactions has made maintaining connectivity with donors increasingly difficult.</li> </ul>	Engagement with donors is undergoing significant change requiring requiring a re-think on engagement media (digital/paper) and how to maintain face-to-face contact.	

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
		those with 'lower' profiles in the community into partnerships to reduce costs.			
	<b>RESOURCES</b>				
	Causal Trends:				
23	The cost structure of health care will continue to increase while the provision of new resources will not keep pace with demand.		Given the challenges faced in the health care system and the state of the economy, demand will far outstrip supply for the foreseeable future.	<ul style="list-style-type: none"> <li>The cost structure of health care/LTC needs to be re-thought and need to explore more efficient models.</li> </ul>	
	Effect Trends on Management of Health Care:				
24	The resource flexibility within the health care system will be reduced, limiting action/improvements in the health & LTC sector, increasing risk to patients/residents and exacerbate the existing "two tiered" health care system	<ul style="list-style-type: none"> <li>Increased energy costs and reduced reliability of energy supply which will increase risk to residents</li> <li>Physical plants will continue to age, with little reserve capacity in LTC facilities to deal with required upgrades and maintenance.</li> <li>Many long-term care homes are moving away from a medically focused, institutional model of care and are adopting more person-centred and relationship-centred care approaches</li> </ul>	<ul style="list-style-type: none"> <li>These trends are continuing.</li> <li>It is likely governments will increase the "for pay" aspects of the two-tiered system</li> </ul>		
25	The search for efficiency, combined with increased chronic conditions, will lead to increased programme specialization.		We have seen this trend with the institution of SAFE and SBSU.	Are there other opportunities for specialization?	
26	Management will face an increasingly complex environment		Trend is increasing	Management capacity is a critical issue in considering any changes to the health centre.	

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	Primary Trends	Secondary Trends			
	GOVERNMENT RESPONSE TRENDS				
27	Governments will continue to focus on accountability measures to gauge value for money following an increasingly prescriptive control & management philosophy for LTC:	Government policy will be driven by the lack of resources and the need to get best value for money; Quality and Performance metrics to enable efficiencies in delivering the right care, in the right place, at the right time are expected to be in place given their presence in Acute and Primary Care	<ul style="list-style-type: none"> <li>In the short term there will be considerable uncertainty.</li> <li>Government will be forced to respond to the stress in the health care system and in particular the failures in LTC which will demand greater resource allocation to the sector. It will need to fix the problems, meet the increased demand and restore trust.</li> <li>However, faced with many demands, a damaged economy and growing debt it is certain that it cannot meet all needs. We will see a political battle over conflicting priorities. Some of the policy issues include: <ul style="list-style-type: none"> <li>For profit vs not-for-profit LTC homes.</li> <li>Preventive care vs Home care vs LTC</li> <li>Standards/quality vs cost</li> </ul> </li> <li>While maintaining an accountability agenda, it will shift its focus to system reform.</li> </ul>	<ul style="list-style-type: none"> <li>The Federal and Provincial governments will need to consider their policy tools carefully to address the identified issues with health care and in particular LTC. These policy debate will be significant and decisions will drive fundamental changes in health care.</li> <li>Careful analysis/modelling will be required to aide understanding of the implications of different policy choices.</li> <li>The government will be attracted by the ability of large private operators to inject money into the system.</li> </ul>	Need to examine how we undertake this modelling
28	Governments will increasingly emphasize preventative care and services at home;		This trend is uncertain.	The Ontario "Aging at Home" strategy has not realized the expected gains and the shortage of Care Workers will make significant changes problematic.	
29	Alternate Level of Care (ALC) patients will continue to be a priority focus for the short to mid term;		<ul style="list-style-type: none"> <li>This trend has continued.</li> <li>Ontario has been slow to embrace solutions such as SAFE.</li> </ul>		

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	Primary Trends	Secondary Trends			
30	Demographics and economics will re-define what it means to be a senior.		The Federal Government reversed earlier decisions on increasing the age of defined senior. However it is likely the pressure will increase due to the demands.		
<b>COMMUNITY RESPONSE TRENDS</b>					
31	As the number of older citizen's increases, communities will place greater emphasis on/ interest in elder care:		Covid-19 has brought this issue to the fore. The community is very interested.	Any and all actions need to ensure full transparency and engagement with the community.	
32	The gap between public expectations and the health care systems capacity will grow. The public, clients, patients and families are better informed regarding healthcare, have improved access to information and have increased expectations regarding access, service and responsiveness.		The public outrage over the pandemic failures, especially in LTC, while a motivating factor for government is likely to decline as the full impact of the economic challenge is realized. Government will take actions that will be seen to be meeting the needs while falling short of the real requirement.	Advocacy on behalf of LTC will be essential to ensure the government responses to the needs of the community are adequate.	
33	The changing dynamic within the community of informal care givers will create uncertainty as to the sustainability of care.		This uncertainty has grown considerably due to Covid-19 and the response in LTC. This will continue to have major implications for the sustainability of HC workers and the care of LTC residents.	It will be vital that the Volunteer programmes be re-energized as soon as the pandemic situation permits.	
<b>HEALTH CARE SYSTEM RESPONSE/DEDUCTIONS:</b>					
34	Policy Trends: Change will not come easy. Under political pressure, Governments are loathe to make difficult choices which in many cases just defers the changes while reducing flexibility.	<ul style="list-style-type: none"> <li>Any real/effective and resourced shift away from traditional approaches to prevention and community based solutions will take a long time;</li> <li>The management of veterans care will evolve slowly over the next decade or more;</li> <li>Government climate will likely remain inimical to innovation and change in LTC.</li> </ul>	<ul style="list-style-type: none"> <li>Given the pressures on government, policy changes are likely to be made relatively quickly. However, under pressure, the changes may be focus more on governments political, public relations and economic concerns.</li> <li>Government is certain to be much more open to innovative ideas that address the underlying issues and cast them in a good light – especially in the short term.</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy on behalf of the frail elderly will be important in ensure rational policy changes.</li> <li>There are real opportunities for change and we need to seize upon those opportunities and advocate for change.</li> </ul>	

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
35	Management /Accountability Trends: The complexity of the management challenge will increase.	<ul style="list-style-type: none"> <li>• Credible and effective performance management will be essential to make better decisions both administratively and clinically, to show how money is being spent, what value is derived and to maintain stakeholder support;</li> <li>• Innovative approaches to service delivery will be essential;</li> <li>• Management will need the flexibility to make regular changes in order to adapt as value chains evolve;</li> </ul>	This trend is accelerating	Ensuring management capacity will be vital to sustainability and critical if any growth or significant change is to occur.	
36	Resource Trends: The reduced supply in terms of dollars and health care workers, combined with the increased demand for health/LTC services, will see an increase in the need to generate revenues.		This trend will increase. HSP's will need to find new ways of generating revenue in order to sustain their operations. This trend will place financial pressure on the public with the potential for a backlash.	The Perley needs to explore revenue generating ideas, but must balance them with the impact on individuals	
37	Service providers will need to be more innovative and resourceful in how they utilize their limited resources and more proactive on how they engage government, the community, families and volunteers in new solutions and new ways of being involved in the care processes;	<ul style="list-style-type: none"> <li>• Funding opportunities will be tied to new initiatives over the continuum of care, aimed at preventing LTC admission and providing greater community support;</li> <li>• Infrastructure improvements will become increasingly important focused on resident safety and efficiency.</li> <li>• LTC will continue to be the poor cousin of the health care system unless there is major pressure on the government to change;</li> </ul>	The need for innovation and resourcefulness is vital.		

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
	HHR Trends:				
38	HHR will be the Priority Focus for Health Care		This trend has increased and, along with money, will be the dominant issue in reforming health care	Detailed analysis of the HHR issue and development of solutions will be a critical step in determining the future health care system.	
39	Attracting and retaining health care workers will require the creation of an environment which all see as exciting, forward thinking and productive and which workers see personal benefit in employment;		This trend is now even more important		
40	Adapt the HHR/HCW Structure to meet the needs of a changing system	<ul style="list-style-type: none"> <li>Expanded role of the PSW requiring elevated levels of skill and knowledge</li> <li>Increased reliance on Homemakers and Volunteers</li> </ul>	This trend is continuing		
41	Increased Emphasis on Education/Training	<ul style="list-style-type: none"> <li>Education of HHR is a critical element of maintaining the system;</li> <li>More formal educational programs for Homemakers &amp; Volunteers will need to be established;</li> <li>LTC facilities will be increasingly important places for clinical teaching and student placement.</li> </ul>	This trend is continuing	Explore increased capacity for training of PSW's as a means of meeting the HHR needs.	
42	Greater use of technology, focused on reducing HHR and training, will be essential in the delivery of health care/LTC;			Explore options where technology would increase the effectiveness and efficiency of Health Care workers.	
43	Leadership Trends: Leadership from the health care providers is essential to achieve any real shift in approach; Stakeholder management and advocacy will be increasingly necessary in order to manage potential conflicts.			The Perley can and should play an increasing leadership role.	

Ser	WTP II Annex B2		Revised Factors/ Trend Shifts (Short Term Focus)	Implications/ Deductions	Remarks
	Primary Trends	Secondary Trends			
44	Community/Communications Trends: There will be greater emphasis on mobilizing neighborhoods to support their elderly (appeal to children & grandchildren of residents and “young” seniors - appeal to self-interest)		Growing importance	Marketing and advocacy are key	

## Domestic Scenario Development

## Annex B

Trend	Scenario 1	Scenario 2	Scenario 3	Remarks
	Early Recovery	Late Recovery	Protracted Recovery	
<b>Pandemic Recovery</b>	Under control by late 2021	Given virus mutations; vaccine hesitancy and slowness of global response, the Pandemic continues into late 2022	Pandemic prevalence continues and becomes the norm in society; ultimately controlled by annual vaccinations and social health norms.	
<b>Political Consensus</b>	Populous generally supportive of the government.	Increasing frustration amongst the population leads to a growing political divide	Society slowly adapts to the reality but with frustration/outrage by a vocal minority leading to large public demonstrations	
<b>Intergovernmental Relations</b>	Generally cooperative	Federal provincial relations decline	Major Federal Provincial friction	
<b>Government Financial Stability/Debt</b>	Given debt to GDP ratio and low interest rates debt is manageable	Rising debt to GDP ratio and interest rates reduce government flexibility	The protracted global and domestic recovery significantly increases the pressure on government finances resulting in a growing debt to GDP ratio and debt servicing costs.	
<b>Government Strategy</b>	A balanced approach to investment across all sectors;	Strategy shifts to greater stimulus to get the economy going	While trying to maintain a degree of economic stimulus, governments implement a variety of measures to reduce expenditures and increase revenues.	

Trend	Scenario 1	Scenario 2	Scenario 3	Remarks
	Early Recovery	Late Recovery	Protracted Recovery	
<b>Economy</b>	An initial bump of economic activity due to pent-up demand followed by government stimulus creates positive growth in the short to medium term	The extended pandemic delays demand resurgence; stimulus is marginally effective; recovery extends beyond 2025	The protracted nature of the recovery results in a lagging economic recovery to include an increased failure of businesses.	
<b>Employment Work Force Supply</b>	As economy recovers unemployment drops considerably; work force supply is adequate in most areas – Health Care is an exception	Unemployment remains a problem; Given the extended pandemic, work force supply is a major problem for health care	Unemployment surges due to the protracted economic recovery.	Notwithstanding the unemployment levels, there is a growing shortage of workers in key sectors.
<b>Societal Stability Inequality Trust Demand for Change</b>	As pandemic is brought under control and the economy starts to recover and government continues to support people, societal trust increases. Demand for greater social equality and improved health care remain.	The delay in controlling the pandemic and re-starting the economy, societal frustration grows and trust erodes; Demand for greater social equality and improved health care remain.	The protracted recovery further erodes the public's patience and trust. Public demands for change grow with frequent demonstrations.	
<b>Health System Reform</b>	Government addresses essential and high priority areas to include LTC; maintains universality principle; HHR shortages remain a problem; Concentration of power in acute care hospitals	Given the economic pressures, investment in health system reform is delayed; HHR shortages become a major challenge leading to weakening of the health system	Due to government austerity, change in the health system shifts to constraint and efficiency measures.	