

AdvantAge
Ontario

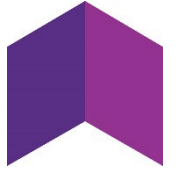


Advancing Senior Care

Exploring the Rural Seniors' Care Workforce

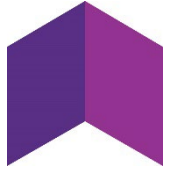
Rural Ontario Municipal Association Conference

January 20, 2025



Agenda

1. About Us
2. Overview of Health Human Resources in Rural Seniors' Care
3. Wellbeing of Seniors in Rural Communities
4. Bruce County's Seniors' Care Workforce
5. Health Human Resources Advocacy Priorities
 - a. Rural Health Human Resources Strategy
 - b. Funding for Key Long-Term Care Positions
6. Q&A



About Us



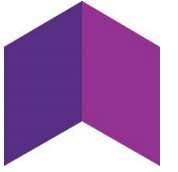
Lisa Levin
CEO
AdvantAge Ontario



Megan Garland
Director of Long Term
Care and Senior Services
County of Bruce

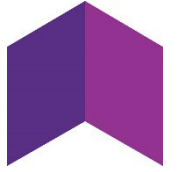


Danielle Letang
Manager, Data Strategy
Rural Ontario Institute



About AdvantAge Ontario

- > For over 100 years, AdvantAge Ontario has been the trusted voice for non-profit senior care.
- > We are the only provincial organization representing the full spectrum of non-profit seniors' care in Ontario, including long-term care, retirement and supportive housing, life-lease, social housing and community services agencies.
- > Our over 500 charitable, not-for-profit and municipal members are deeply connected to their communities, including small towns, rural areas, urban neighbourhoods, and ethnic, cultural and religious communities.
- > We represent 82% of non-profit LTC homes, 98% of all municipal LTC homes, and 82% of hospital-affiliated LTC homes.
- > Our unique perspective and policy expertise allows us to give honest advice on how government can best meet seniors' needs.
- > With a focus on advocacy and education, AdvantAge Ontario works on behalf of our members to help all stakeholders understand what the not-for-profit approach means and what it can do for the future of senior care.



Core Services



Advocacy

Strong, influential and effective voice for members



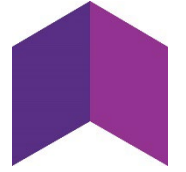
Education

Recognized leader in sector-specific training and education



Services and Supports

Specialized communications, programs, tools, and networking forums

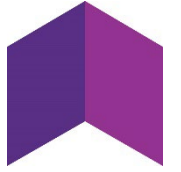


Overview: HHR in Rural Seniors' Care

- > Health human resources (HHR) remains a significant issue in the seniors' care sector, with on-going challenges in both the recruitment and retention of staff.
- > While these HHR challenges are not new to the sector, they have always been more pronounced in rural and remote communities.
- > Rural Ontario face more difficulties in attracting and retaining healthcare professionals compared to urban settings due to factors such as isolation, lack of amenities, and limited professional development opportunities.
- > LTC homes in rural areas often experience high turnover rates, leading to disruptions in care and increased recruitment costs.
- > Staffing is fundamental in meeting the needs of seniors in these communities; both quality of life and care are at risk when supports and services are understaffed.



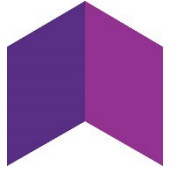
Wellbeing of Seniors in Rural Communities



Wellbeing of Rural Seniors

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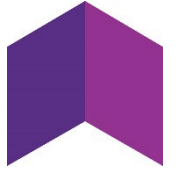
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Wellbeing of Rural Seniors

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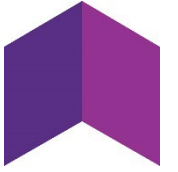
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Wellbeing of Rural Seniors

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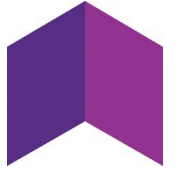
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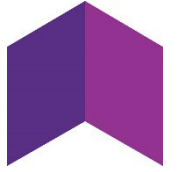
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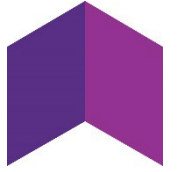


Wellbeing of Rural Seniors

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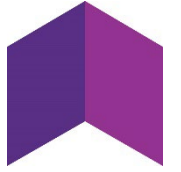
Bruce County's Seniors' Care Workforce



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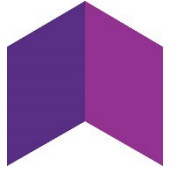
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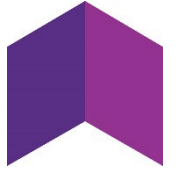
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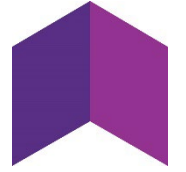
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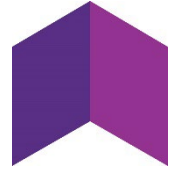
HHR Advocacy Priorities



Northern and Rural HHR Strategy

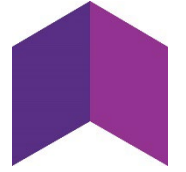
- > A fully funded and dedicated HHR strategy is essential to address the unique challenges faced by rural and remote communities in recruiting and retaining healthcare staff.
- > For the past several years, as part of our provincial Pre-Budget submissions, the Association has recommended to the government that they **create and fund a specific HHR strategy for rural and northern Ontario.**
- > Specifically, we have called for the following:

Recommendation: Fully funding a northern and rural HHR strategy to address the unique challenges faced by these communities, including lack of public transportation, childcare, affordable housing options, stubbornly high staffing agency use rates, and limited professional development opportunities.



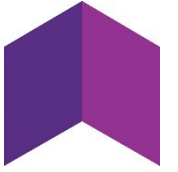
Northern and Rural HHR Strategy

- > Additionally, we have convened a **Northern and Rural Advisory Committee** and are developing a recommendations report for government. Key areas of focus in this report include:
 - > Recruitment incentives for healthcare professionals
 - > Funding of extra incentives, such as housing and transportation
 - > Training and education investments, both onsite and in local communities
 - > Alternative and innovative ways of delivering care, such as telemedicine



Wage Harmonization

- > A key advocacy pillar of our Association is **wage harmonization between the community health and hospital sectors.**
- > Ontario's community health sector provides essential health care and support services to over one million people each year.
- > However, the community health workforce is more than *\$2 billion behind on wages* compared to their peers doing similar work in other sectors, such as schools and hospitals. This is driving high attrition rates in community health.
- > **Association is part of group... 10 orgs...**
- > Based on the 2024 Community Health Sector Survey conducted by Eckler for a group of 10 non-profit associations representing the sector, including the Association, 64% of organizations were limited in the compensation they offered to staff because of Bill 124.

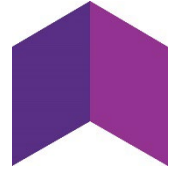


Wage Harmonization

> As part of our alliance of 10 community health organizations, we made the following recommendations to government in our 2025-26 Provincial Pre-Budget Submission:

Recommendation #1: Investing over \$500 million annually (\$140M for LTC) over the next five years in the 2025-26 provincial budget to close the wage gap and align the community health sector's compensation rates with industry standards, in addition to sustainable and ongoing annual increases in line with projected inflation.

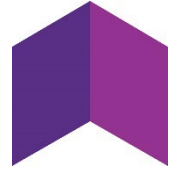
Recommendation #2: Ensuring full compensation for all organizations affected by Bill 124, addressing both retroactive and ongoing impacts to maintain stability in HHR. This includes providing wage reopener funding for homes that did not have negotiations finalized until 2024 or beyond.



National HHR Strategy

- > A federal government investment in wage increases would significantly benefit staffing sustainability in seniors' care.
- > Resolving this wage gap will take a concerted, coordinated national effort through a **national HHR strategy** to improve working conditions for care providers, support training, and encourage more workers to enter seniors' care, and the health care system more broadly.
- > Therefore, as part of our 2025-26 Federal Pre-Budget Submission, we made the following recommendation to government:

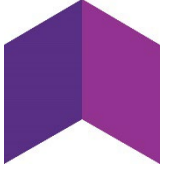
Recommendation: Develop a funded national HHR strategy.



International Workforce

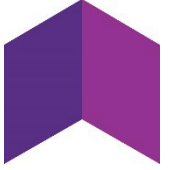
- > Too many roadblocks for internationally trained health professionals remain.
- > A LTC home must complete a Labour Market Impact Assessment (LMIA) for each internationally trained employee position, even though the significant staff shortages are well-known in the LTC sector and every part of the health system.
- > This is especially an issue for non-profit homes with lean administrative resources. Filling out multiple forms takes extensive staff time that could be spent on care.
- > As part of our 2025-26 Federal Pre-Budget Submission, we made the following recommendation to government:

Recommendation: Employers in healthcare settings be included in the new LMIA program by allowing organizations to submit one LMIA that applies to all vacant positions, instead of organizations filling out an LMIA for each one.



Funding for Key LTC Positions

- > To set up LTC homes for success in HHR and to ensure full compliance with the *Fixing Long-Term Care Act, 2021* (FLTCA), homes require additional funding to hire specific staff members.
- > We have made the **recommendation** to government that funding be provided for homes to hire the following positions:
 - > A dedicated HR professional to support staff recruitment and retention efforts in homes and other back-office support;
 - > A dedicated staff to lead requirements of the FLTCA, such as quality improvement and emergency management; and
 - > Cover the costs of bringing on international staff.



HHR Educational Opportunities

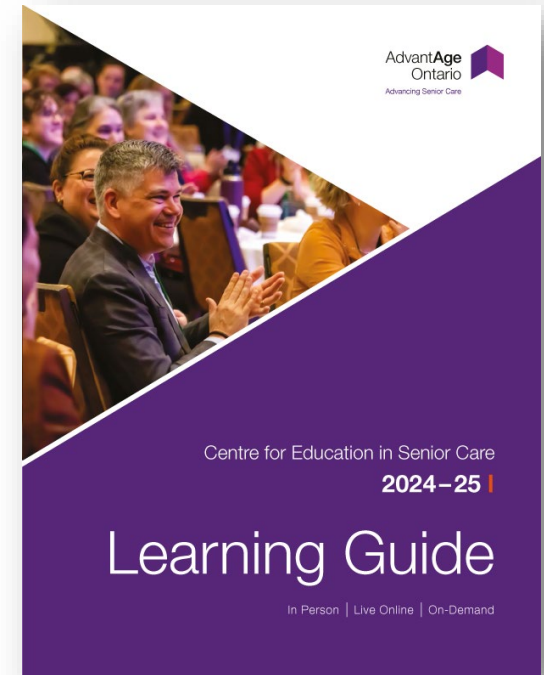
- > HHR is one of the Association's most requested areas of education. As such, we offer several HHR focused educational opportunities annually.
- > We have the following upcoming HHR related education:

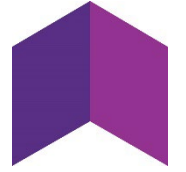
Human Resources Law: The Year in Review (2025)

February 19, 2025 (online webinar)

2025 AdvantAge Ontario Convention

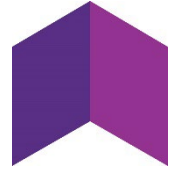
April 30-May 2, 2025 (in-person)





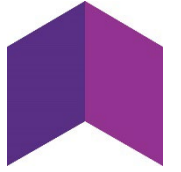
HHR Educational Opportunities

- > We also have a **Learning Hub** with over 30 on-demand courses, many of which are HHR focused:
 - > Human Resources Law: The Year in Review (2024)
 - > LTC Collective Bargaining Environment: Updates and Trends
 - > LTC Board Governance and Leadership
 - > Tackling the LTC Staffing Challenge
 - > Strategic Approached to Collective Bargaining and Employee Relations
 - > Policies and Best Practices for Employee Hiring, Integration and Termination



HHR Community of Practice

- > Given the on-going HHR challenges in the seniors' care sector, along with the many programs, funding opportunities, and innovations in the sector, the Association is establishing a forum for our members to regularly come together to share best practices, learnings, and opportunities in HHR.
- > This new HHR Community of Practice will be launching in the coming month!
- > The topics of focus are member-driven and will include areas such as:
 - > Recruiting and retaining internationally educated healthcare professionals
 - > Collective agreements and bargaining landscape
 - > Student placement opportunities
 - > Full time staffing models
 - > Four hours of care
 - > Psychological safety and well-being of staff
 - > Technology and innovations supporting HHR



Thank You

To learn more, please contact us:

Lisa Levin

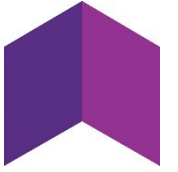
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Danielle Letang

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Q&A
