

WATERLOO WELLINGTON  
LOCAL HEALTH INTEGRATION NETWORK

AGING AT HOME STRATEGY SERVICE PLAN  
February 29, 2008



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## **Executive Summary**

### **Background**

The Aging at Home (AAH) Strategy is a provincial initiative launched in August 2007 by the Ministry of Health and Long-Term Care (MOHLTC). The strategy represents a \$700 million investment over three years, with \$37 million dollars being allocated to the Waterloo Wellington Local Health Integration Network (WWLHIN). The strategy has a strong emphasis on community-based innovation with direction that a minimum of 20% of all funds are to be spent on innovative proposals.

Ontario is home to approximately 1.5 million seniors and, by 2028, the number of senior citizens in Ontario will double. The WWLHIN AAH Directional Plan (Appendix A) describes the current senior's demographic in our area. In Waterloo Wellington, the population aged 65 years and older is expected to increase from 11.5% (80,600) of the population in 2005 to 14% (112,060) by 2015. This represents a 21.7% increase from 2005-2015. The escalating trend is also seen in Waterloo Wellington residents aged 85 years or older, which increased by 35% from 2001 to 2006 and is projected to increase by 83% by 2015. Increasing numbers of older adults and the accompanying increase in service care needs drive the need for expanded services in the WWLHIN.

The goal of the WWLHIN Aging At Home Strategy is “to provide a suite of services for seniors to enable them to live as independently as possible, for as long as possible, in a safe home of their choice.” The WWLHIN AAH Directional Plan, released in October 2008, focused our local strategy on:

- Frail and Complex Seniors Services
- Supportive Housing Services
- Senior Health and Wellness.

The expected health system outcomes of the WWLHIN AAH Strategy include: enhanced, integrated and higher quality service provision for seniors, and an increase in effective, efficient and better coordinated services for seniors than are currently available. The focus and anticipated outcomes of the WWLHIN AAH strategy directly align with the priority areas of the WWLHIN Integrated Health Service Plan (IHSP) including: Increasing Access to Health Services, Population Health, System Effectiveness and Sustainability. In addition, the WWLHIN AAH Directional Plan and Service Plan further augment the Services for Seniors Business case put forth in the WWLHIN Annual Service Plan.

### **WWLHIN Aging at Home Activities Completed to Date**

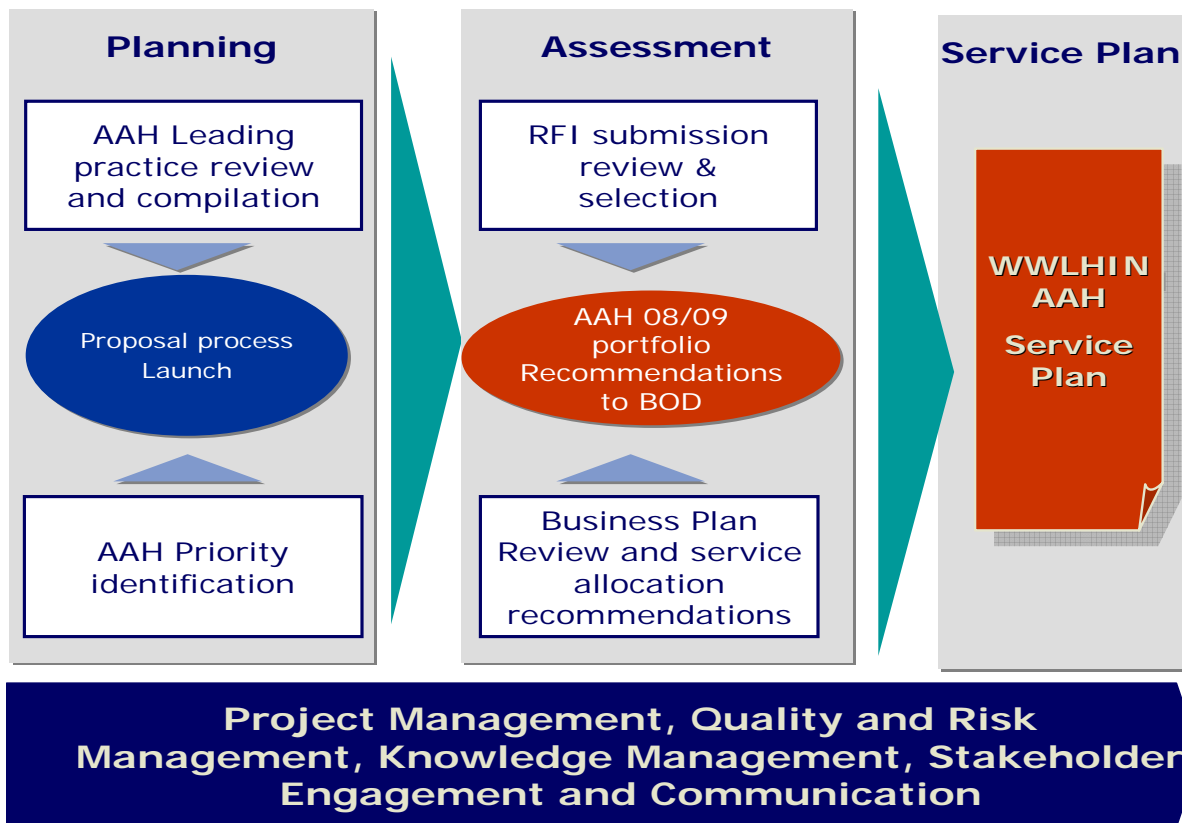
The WWLHIN AAH Strategy has been shaped by community engagement activities with a variety of stakeholders including senior residents living throughout the WWLHIN, Health Service Providers, members of the WWLHIN's Communities of Interest (COI) and Councils, and the WWLHIN's AAH Steering Committee. In total, over 800 members of the community were reached through these community engagement activities which included focus groups, meetings with leaders of community groups serving vulnerable residents, local residents and health and service professionals serving on the WWLHIN's Communities of Interests and Councils, input from members of our AAH Steering Committee, as well as participation in the provincial Innovation Exchange videoconference held on February 20<sup>th</sup>.

A comprehensive AAH communication strategy was implemented and included email communiqués to all Health Service Providers and WWLHIN contacts, media releases to all LHIN newspapers, direct mailing to faith groups, service clubs, legions and multicultural organizations. In addition, support material was posted on the website (i.e. leading practices examples for AAH service delivery) to assist those interested in responding to the ideas proposal process.

**WWLHIN AAH Service Plan Development:**

Development of the WWLHIN AAH Service Plan included planning, assessment and service plan development activities (Figure 1)

**Figure 1: Service Plan Development Process**



**Planning activities** included: a review and compilation of AAH leading practice, confirmation of community need, priority area identification and design and launch of the “Request for Ideas” process. Eighty-eight (88) Requests for Ideas were submitted to the WWLHIN. The Review Team (comprised of key WWLHIN staff and a community representative as described in Appendix B) invited the WWLHIN Aging at Home Steering Committee and two subject matter experts to review the Idea Proposal Summaries and provide high level comments for consideration. These considerations were revisited throughout the Review Team’s decision making.

**Assessment activities** included: the Review Team’s assessment of those proposals moving forward to business case; business case review, and AAH Service plan portfolio, and funding allocation recommendation preparation for the WWLHIN Board of Directors.

**Service Plan activities:** The approved Board of Director’s recommendations are included in the attached project schedule and appendices. There are four appendices: Complex and Frail Seniors Services (Appendix E), Supportive Housing Program for Seniors (Appendix F), Senior Health and Wellness (Appendix G) and Information Infrastructure, Geriatric Lead, Multicultural Community Planning and Ongoing Planning (Appendix H). The majority of programs meet the definition of “Innovation” as defined by the MOHLTC.

**Highlights of the WWLHIN Aging At Home Service Plan**

The following tables provide an overview of the recommended Aging at Home programs and funding allocations.

**Table 1: Complex and Frail Seniors**

Program	08/09	09/10	10/11
Telehome Monitoring for Rural Seniors Total \$1,767,600	\$663,000	\$555,500	\$549,100
Integrated Seniors Services (GEM nurses and planning funding) Total \$3,918,000	\$718,000	\$1,600,000	\$1,600,00
End of Life Medications in Long Term Care Total \$121,500	\$121,500	\$0	\$0
In-Home Primary Care Prevention and Monitoring for Seniors at Risk Total \$482,617	\$164,400	\$156,760	\$161,457
First Link Total \$625,000	\$218,000	\$203,500	\$203,500

Adult Day Service Network Total \$2,549,913	\$460,000	\$1,029,664	\$1,060,322
Linking Survivors with Survivors Total \$493,412	\$222,590	\$122,664	\$148,158
Behavioural Health Program for Highly Disruptive Behaviours Total \$34,000	\$34,000	\$0	\$0
<b>Total \$9,992,842</b>	<b>\$2,602,290</b>	<b>\$3,668,015</b>	<b>\$3,722,537</b>

**Table 2: Supportive Housing**

<b>Program</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
Senior Supportive Housing Collaborative Total \$250,000	\$250,000	\$0	\$0
Assisted Living for at Risk Frail Elderly in Guelph Total \$1,421,800	\$377,800	\$504,600	\$539,400
Sunnyside Supportive Housing Total \$1,327,346	\$0	\$663,673	\$663,673
Access to Care and Housing for Homeless and those at risk of Homelessness Total \$1,695,651	\$372,009	\$654,774	\$668,868
<b>Total \$4,694,797</b>	<b>\$999,809</b>	<b>\$1,823,047</b>	<b>\$1,871,941</b>

**Table 3: Seniors' Health and Wellness**

<b>Program</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
Make Yourself at Home Total \$894,674	\$396,059	\$250,190	\$248,425
Parish Nursing Total \$930,330	\$257,434	\$268,491	\$404,405
Connections for Healthy Aging Total \$842,209	\$268,617	\$282,558	\$291,035
Close to Home Program Total \$507,500	\$143,900	\$184,300	\$179,300
<b>Total \$3,174,713</b>	<b>\$1,066,010</b>	<b>\$985,539</b>	<b>\$1,123,165</b>

**Table 4: Information Infrastructure, Geriatric Lead and Planning Funds**

<b>Program</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
Information Infrastructure Total \$1,883,334	\$0	\$713,972	\$1,169,362
Geriatric Lead Total \$225,000	\$75,000	\$75,000	\$75,000
Multicultural Planning Total \$40,000	\$40,000	\$0	\$0
Ongoing Planning Total \$150,000	\$30,200	\$75,000	\$45,000
<b>Total \$2,298,534</b>	<b>\$145,200</b>	<b>\$863,972</b>	<b>\$1,289,362</b>

**Emerging Issues and Themes**

A review of our recommended programs and services identified several issues that will need to be addressed in order for successful implementation of our AAH Strategy. There are some programs approved whereby the WWLHIN will need to facilitate implementation through either a new service acknowledgement letter, approved agency status and/or sponsorship arrangements.

The following AAH projects involve the expansion of services by existing approved agencies. The WWLHIN will capture these service expansions within existing Service Accountability Agreements (SAA)

- First Link (Alzheimer Society of Guelph and Wellington)
- Adult Day Services Network (St. Joseph's Health Centre )
- Linking Survivors with Survivors (Grand River Hospital Stroke Centre)

The following initiatives are new programs for existing approved agencies and will require New Service Acknowledgement Letters:

- Telehome Monitoring for Rural Seniors (Groves Memorial Community Hospital)
- GEM Nursing Initiatives (WWLHIN hospitals)
- End of Life Medications ( St. Joseph's Health Centre )
- Sunnyside Supportive Housing (Region of Waterloo)
- Connections for Healthy Aging (Fairview Mennonite Home)
- Assistive Living for at Risk Frail Elderly in Guelph (Guelph Independent Living)
- Access to Housing for Prematurely Aged Individuals experiencing Homelessness (City of Waterloo)

The following initiatives are new AAH programs that will be delivered by agencies which do not currently have approved agency status. The WWLHIN will facilitate Implementation of approved agency status, or will make sponsorship arrangements to enable implementation.

- In-home Primary Care Prevention (Guelph Family Health Team)
- Close to Home (Township of Mapleton)
- Parish Nursing (InterChurch Health Ministries)
- Make Yourself at Home (Evergreen Senior's Centre)

Specific policy and regulatory issues have been identified for a few of the programs, however there are no issues which would impede the implementation of the program. Proposed solutions were taken either directly from the "Legislative and Policy Enablers for the Implementation of the Aging at Home Strategy" document (Appendix C) which was provided to the Aging at Home Task Group (December 12, 2007), or from WWLHIN consideration. These are articulated and solutions proposed for each program within the AAH Service Plan Appendices (D,E,F,G,H).

In addition, the following policy and regulatory issues have been identified by the WWLHIN as priority issues:

- Supportive Housing Policy Renewal to revise the 1994 policy governing the operation of supportive housing units
- Increasing the ability to partner with non-traditional partners (Approved Agency Status)
- Allow ALC patients to be cared for in retirement communities with appropriate safeguards in place
- Revising service maximums to allow for adequate levels of in-home community based care
- Upgrading of Level C Long Term Care homes
- Revision of the requirement that Homemaking and Personal Services be linked for CCAC Services
- Addressing the provincial cost-sharing formulas
- Revising the Ontario Drug Benefit program to broaden eligibility of the program to include LTC residents
- Address restrictions on Assistive Devices Program with respect to coverage of smaller items, as well as the 25% client cost

## **Implementation Steps**

Successful execution of the WWLHIN AAH Service Plan will require strong oversight and coordination by the WWLHIN as well as ongoing communication and support to the agencies receiving AAH funds. In addition, communication to the public with respect to the progress of program implementation will also be key. Highlights of the Communication and Implementation Plan are outlined below.

### **Communication Plan**

- Letters were sent to all WWLHIN AAH applicants notifying them of the funding recommendation to the board and the date of the board meeting, with an offer to meet with WWLHIN staff for further explanation programs and service funding recommendations.
- Highlights of the WWLHIN AAH Service Plan will be posted to the WWLHIN website.
- An e-mail communiqué will be sent to all WWLHIN contacts (e.g. providers, MPPs, local municipalities, COI members)
- Media releases outlining WWLHIN AAH program and service funding decisions will be issued to all WWLHIN media outlets.
- Selected successful proposals will be highlighted at the WWLHIN's April 25<sup>th</sup> Champions of Change Event focusing on Aging at Home.
- Progress on the implementation of the WWLHIN AAH initiatives will be posted periodically on the WWLHIN website and highlighted in the WWLHINformation (our Newsletter)

### **Implementation Plan**

- WWLHIN staff will meet with lead agencies to further refine the budget request, confirm deliverables, confirm project milestones, service volume alignment with approved budget, and if necessary, the determination of a lead agency to receive funds. (March 08)
- WWLHIN staff will develop service accountability agreements specifying service volumes, performance measures, and infrastructure requirements. (March 08)
- WWLHIN will facilitate Implementation of approved agency status, new service acknowledgement letters, and sponsorship agreements as required. (April 08)
- WWLHIN staff will develop a comprehensive project management plan for approved AAH programs and services, outlining project deliverables and milestones/phasing of program, reporting requirements and evaluation criteria. (March – April 08)
- Progress on the implementation of the initiatives will be communicated as part of the Communication Plan.

### **Planning and Evaluation Cycle**

- Development of the WWLHIN AAH performance monitoring and evaluation plan. (March – April 08)
- Implementation of performance monitoring plan. (April 08 onward)
- Coordinate meetings with lead agencies of proposals requiring further refinement (March/April 08) with the anticipated development of business proposals. (June 08)
- Identification of needs and gaps for future planning and funding allocation. (June- Aug 08)
- Targeted call for 2009/10 AAH proposals. (Fall 2008)
- Targeted call for 2010/2011 AAH proposals. (Fall 2009)

The WWLHIN is delighted to move forward with the programs and services articulated in the Aging at Home Service Plan to better serve the seniors living in our LHIN. These new and expanded programs and services will better meet the needs of complex and frail seniors as well as the most vulnerable seniors in our community. The introduction of supportive housing services for older adults will be a welcome addition to the current services available in our WWLHIN. The addition of community based health and wellness initiatives will assist local seniors with health promotion and

disease prevention strategies, and will increase social support. We are confident that these initiatives will contribute to a greater 'suite of services' for WWLHIN seniors to enable them to live as independently as possible for as long as possible in a safe home of their choice.

**Appendix B:**

## Review Team and Advisors

