



**C.A.R.P. Ottawa's Submission  
to the Independent Long-Term Care COVID-19 Commission  
Implementation of Transformative Culture Change  
January 28th, 2021**

Transformative culture change in long-term care homes is a relationship-based approach to organizing and delivering care. Eight to twelve residents live in warm, caring environments that look and feel like home. These small-home like environments provide residents with the 'stuff of life' and meaningful activities; the residents are surrounded by staff who interact and care for them with empathy, kindness, love and laughter.

There are several innovative models of care that have embraced transformative culture change. These are the Butterfly Model, the Eden Alternative, the Hogewey Villages and the Green House Project. These homes have shown better outcomes during COVID-19 than the traditional, institutional long-term care homes in Ontario.

### **Implementation of Transformative Culture Change**

**In general, the implementation of transformative culture change in Ontario's long-term care homes will require the Provincial Government to:**

- Mandate that **one of the four innovative models be a requirement** for Request for Proposal for new builds and form the basis of existing home retrofits.
- **Implement key recommendations** of the Ontario Ministry's Long-Term Care Staffing Study and allocate the necessary resources starting in the 2021/22 budget.
  - > Ensure fair compensation with fitting salaries and benefits including sick leave;
  - > Staff positions are full-time wherever possible with staff dedicated to working only in one long-term care home and with realistic workloads
  - > Provide more hours for direct care.
  - > Remove the CMI Funding Formula.
- Mandate that all staff receive **education and training on relationship-based approaches** to care.
  - > Include skills in empathy, social interaction, emotional intelligence and team work.
  - > Include ALL staff from leadership to the maintenance workers.

- **Revise the 2015 Design Manual** for long-term care homes to support transformative culture change.
  - >Include description of small, home-like environments, single and double rooms with private bathrooms;
  - >Shorten the required timeline for homes to meet the most recent design standards.
  - >Update licensing requirements to reflect new Revised Design Manual.
- **Return the Long-Term Care Home Inspector role to that of a Compliance Advisor.**
  - >Encourage the fostering of a true partnership between government funders and providers of care.
- **Recognize and value the role of families and caregivers** and require that long-term care home providers do the same.
  - >Include timely and up-to-date communication protocols for use by long-term care home providers, particularly when a crisis such as the current pandemic occurs.
- **Work with experts and researchers in the field** to plan, deliver and evaluate the innovative model of transformative culture change that had been used.

**Specific recommendations for: existing long-term care homes, homes currently being built, those that are expanding/renovating, and new builds.**

In addition to the general recommendations above, the implementation of transformative culture change in existing long-term care homes and homes currently being built will require the Provincial Government to:

- Require all long-term care homes in Ontario adopt one of the four innovative models **beginning with one or more units ensuring an incremental approach** according to specific timelines and targets.
- Examine existing 32 bed units with a view to **separating them into smaller units with common spaces.**
- Provide **funding** to assist with renovation costs starting in the 2021/22 budget.

*It is to be noted that long-term care homes in Ontario with innovative models of care achieved their success while working under the current legislation. The operators have also reported that upfront costs were neutralized within 24 months of implementation.*

“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete” R. Buckminster Fuller