



## **FINANCE AND LABOUR RELATIONS COMMITTEE ADDENDA**

Adoption of Addenda to the Finance and Labour Relations Committee Agenda:

Motion by

**THAT the Addenda to the Finance and Labour Relations Committee Agenda dated January 9, 2025, be added to the agenda as printed to include the following:**

### **5. Hearing of Deputations and Presentations**

#### 5.1 Hosting a Home Care Services Symposium – Paul Brown

Following the publishing of the agenda, Paul Brown requested to speak to the hosting of a Home Care Services Symposium. Paul Brown will be providing Committee with a proposal for the Symposium.

Attachment: Primary Care & Homecare – A Stratford Symposium

Motion by

**THAT Paul Brown be heard.**

#### 5.2 Community Grants Policy – Eileen Smith

Following the publishing of the agenda, Eileen Smith, Artistic Produces of the SpringWorks Festival requested to speak in support of the Community Grants Policy.

Attachments: HPSWF City Council Community Grants 2025 Beyond and Copy of HPSWF City Council Community Grants 2024

Motion by

**THAT Eileen Smith be heard.**

#### 5.3 Revenue, Percentage Target, and Community Grants Policy

Following the publishing of the agenda, Jane Marie Mitchell requested to speak to Committee to:

- present ideas for revenue streams for the City and to ask that new revenue streams be reviewed,
- to set a percentage target for the following year/years budget, and
- that the Community Grants Policy be followed as written.

Motion by

**THAT Jane Marie Mitchell be heard.**

## **6. Reports**

### 6.4 Hosting a Home Care Services Symposium (FIN25-004)

Attachment: Management Report, Hosting a Home Care Services Symposium (FIN25-004)

Motion by

**Staff Recommendation: THAT the report titled, "Hosting a Home Care Services Symposium" (FIN25- 004), be received by Council.**

## Primary Care & Homecare A Stratford Symposium

### Goals:

- To present information on innovative primary care.
- To identify opportunities for advancing homecare within innovative primary care.

### Audience

- The targeted audience will be a multilayered representation of providers, caregivers, community groups, and citizens with a stake in the changing model of primary care as envisioned by author Dr. Jane Philpott in her 2024 book, Health for All, A DOCTOR'S PRESCRIPTION FOR A HEALTHIER CANADA.

### Format

- **Knowledge Concept:** Since this is an initial forum of this type the quality of speakers must be inspiring; showing how primary care and homecare could be offered in our changing community.
- **Location:** With speakers from the University of Waterloo it is logical to consider the U of W Stratford Campus as a site. Virtual presentation should be available for off-site speakers.
- **Date:** Within the first two weeks of April 2025, after the U of W Stratford school year ends.
- **Impactful:** While the format should be economical in design it should be impactful in knowledge uptake...possibly leading to a broader rural symposium in the fall.
- **Structure:** 4-5 invited speaker presentations, and 3-4 multilayered response panels comprised of local providers, caregivers, community representatives; luncheon speaker.
- **Length:** A full day event (8:45-3:45) with coffee and a light lunch provided; with ample opportunity for informal engagement, creative exchanges and knowledge sharing.
- **Budget:** A budget is still to be finalized. Preliminary estimates include:
  - Facility rental - Possibly U of W sponsorship
  - Refreshment breaks & lunch @\$30 - \$1,500 - \$3,000
    - ( 50 = \$1500, 100 = \$3,000)
  - U of W Technical support: Audio visual - TBD
  - Communication: Advertising, recording, report - TBD
- **Organizing Committee:** Comprised of local representatives to finalize the program and assist with Symposium day's activity. There would be a volunteer committee coordinator. I suggest that the Chair of the actual Symposium day be a Stratford City Councillor.

### Moving Forward

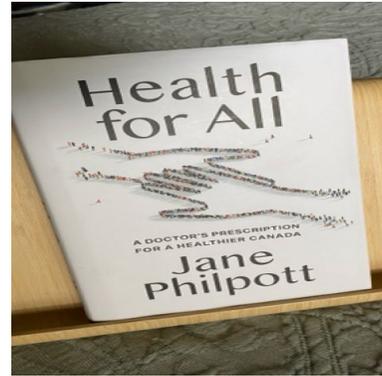
- Meet with Stratford City Council/Staff/University of Waterloo
- Finalize speakers
- Set up organizing committee
- Draft participant list
- Finalize location, date, supports, budget
- Bi-monthly update reports to council/staff

**Primary Care & Homecare**  
A Stratford Symposium  
**Program**

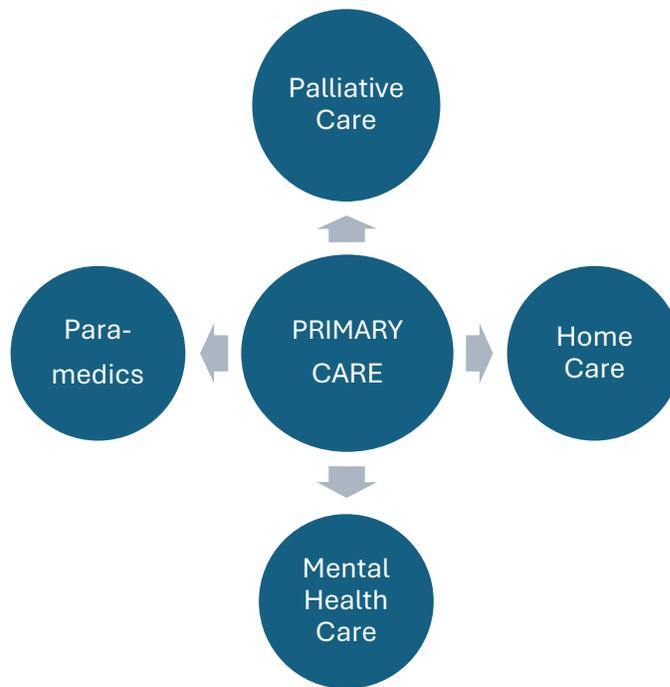
<b>Proposed Speakers</b>	<b>Comments</b>	<b>Other</b>
Greetings Acknowledgements	Symposium Chair	
Dr. Philpott unable to attend. So, an alternate primary care speaker knowledgeable of the primary care model proposed by Dr. Jane Philpott.	"Hi Paul – thank you for your patience on this. Unfortunately, Dr. Philpott is unable to attend this event, but we appreciate the invitation and hope to connect again in the future if there are other opportunities that arise."	Best regards,  Primary Care Action Team  Équipe d'action pour les soins primaires
Professor Catherine Burns: University of Waterloo	"Yes, please keep me informed. I would love to attend."	Canada Research Chair in Human Factors in Healthcare Systems  Availability after April 14, 2025
Luncheon Speaker	TBD	
Prof. John Hirdes: University of Waterloo.  Ms Katie Muirhead: Ontario Caregiver Organization	"I can present an update on the status of our Canadian Red Cross/interRAI research project. I would propose that the Ontario Caregiver Organization, Katie Muirhead, be part of a joint presentation."  Ms Muirhead accepted Prof. Hirdes offer.	Research focuses on assessment tools in home and community care; and check up in primary care.
Ms Jean Hewitt: "SuperAger" Western University Study	" I would certainly be interested in this Symposium....long overdue in many ways... This topic has many components."	<i>At age 84, Jean Hewitt shows advocacy has no age. Having long since retired from teaching, she continues to be a passionate champion of women leaders in education. Western University, Canada</i>

Paul Brown 9 January 2025

**Primary Care Model As Proposed By Dr. Jane Philpott In Her 2024 Book:  
Health for All**



**“The ideal primary care home...it’s the natural home base for palliative care, home care, and mental health care. If possible, it includes community paramedics who can be an extension of the care team into the homes of patients.” P. 83**



**Note: On December 1, 2024 Ontario Premier Doug Ford appointed Dr. Philpott as Chair of Ontario’s Primary Care Action Team, with a mandate to ensure that every Ontarian is connected to primary care within the next five years.**

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## Thank you

We want to thank you for the service you offer working tirelessly on council, managing complex demands with ever-shrinking resources. We understand that these are complicated financial issues as the municipality shoulders ongoing and new costs. We are grateful that you continue to tackle these challenges.

We are also aware that the Council already has access to much of the information we will present.

We are here to highlight details about what we provide that corresponds with the City's stated vision, values, and strategic priorities.

Our contribution supports "A flourishing city propelled by inclusive growth and innovation, a community that works together to ensure everyone thrives."

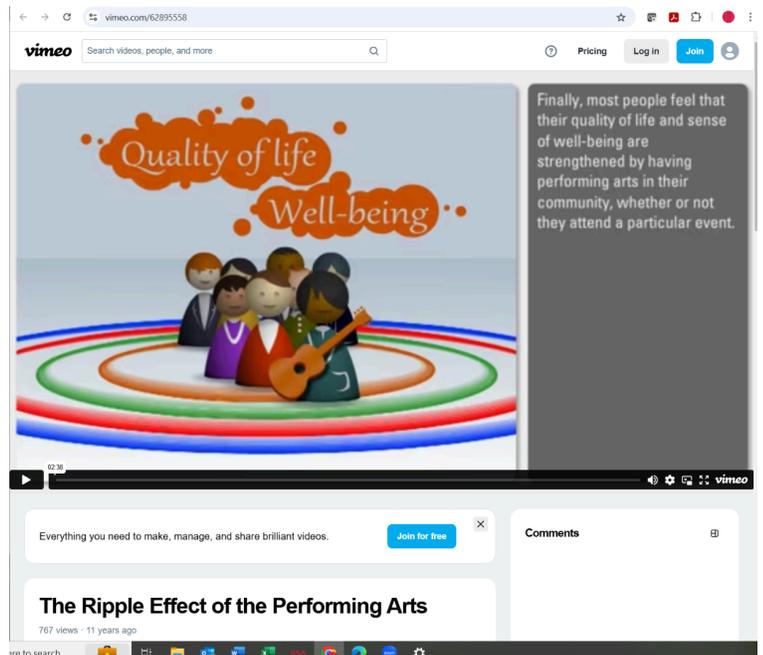
Fostering "Belonging and Inclusion," "Collaboration," and "Innovation and Creativity"

## Scientific, Statistical & Anecdotal Proofs

- CAPACOA (Canadian Association for the Performing Arts) is actively doing research analyzing existing intuitions and perceptions of value for the arts sector in Canada
- Here is a 2.5 minute video compiling some of this information

<https://vimeo.com/62895558> 2 minutes 30 secs

- Energy and Vitality; Pride and Belonging



- CAPACOA's *Value of Presenting* Final Report (<https://capacoa.ca/en/research/value-of-presenting/final-report/>)
  - Performing arts benefits span many aspects of life.
  - Canadians believe that the presentation of performing arts equally benefits the individual who attends and the community as a whole.
  - Canadians who attend performing arts events are first and foremost looking for a fun, entertaining experience (84%). They are also seeking emotional, intellectual or spiritual stimulation (58%), as well as the opportunity to experience or learn something new (57%).
  - For Canadians, the highest-rated benefits of the performing arts in their communities are energy and vitality along with improved quality of life, and a more creative community.
  - The broader society also benefits from the spill-over effects of the performing arts on health, education, social cohesion and economic development

## PERFORMING ARTS STATISTICS

For sources and more information visit: [capacoa.ca/stats/](https://capacoa.ca/stats/)

DATA 1

95%

of Canadians believe that arts experiences are a **valuable** way of bringing together people from different languages and cultural traditions.



DATA 2



86%

of Canadians believe that the **arts and cultural** activities are **important to a community's economic well-being.**

DATA 3

The live performance domain contributed

\$3.6 BILLION

to the Canadian Gross Domestic Product **in 2023.**



DATA 4

During the Covid-19 pandemic, when asked what are the top benefits from participating in arts and culture activities,

7 in 10

Canadian culture goers (72,4%) ranked **"improve my mental health"** among their top three answers.



DATA 5

Canadians who regularly attend live music are almost **twice as likely** to have **stronger sense of belonging** to their city or town compared to those who don't attend.

DATA 6

The live performance domain accounted for

78,000 jobs

in 2023.



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- See also *Vital Signs: Arts & Belonging* report (<https://capacoa.ca/en/research/arts-and-belonging/>)  
The report’s focus on the arts as one way to build belonging aims to address the reality that one-third of Canadians report a weak sense of belonging to their community due in part to the persistence of discrimination and social isolation.  
Among the report’s positive findings:
  - 77% of Canadians agree or strongly agree that arts experiences help people feel part of their local community. This is especially true for newcomers and people in minority-language communities.
  - Canadians who regularly attend live music have a stronger sense of belonging to their city or town.
  - Canadians who rate arts, culture and leisure in their community as “excellent” are nearly three times more likely to report a “very strong” sense of belonging.

Economic

Tourism

- “The arts are what we are”
- Arts tourism is Stratford's primary economic driver
- Stratford Festival is a central draw but these other entities diversify programming
  - Help to extend length of stay of visitors and encourage spending in the hospitality and retail sectors
  - Encourage and welcome diverse demographics in both citizenry and visitors
- City will see exponential value returned on their investment in these organizations



TRIEM Ontario’s Ministry of Tourism, Culture and Gaming

- A large number of the community grant recipients encourage regional spending
- One example of significant ROI is World in a Weekend: International Puppet & Music Festival

Figures are achieved with [Tourism Regional Economic Impact Model](#) calculator

World in a Weekend: International Puppet & Music Festival Tourism Spending			
Year	Total Visitor Spending	Attendance (Basis for Total Visitor Spending Figure)	
		Non-Local Visitors From Further Than 40 km	Total Attendance including local
2024	\$2,601,507	5,278	11,314
2023	\$1,428,284	4,328	11,099
2022	\$1,581,648	5,226	12,409
3 year Total	\$5,611,439	14,832	34,822

- This 2024 increase can also be attributed to a higher growth in the % of international visitors year over year.

### **How our Stats are achieved**

- We use click-counters when doing free and open/ strolling/ or ungated offerings to determine numbers (with marshals stationed at free activities and traveling with the moving artists)
- We also do show of hands surveys of patrons, as well as self-identifying point of origin maps and surveys, combined with other hard data from our ticket and sales platforms of patron distance traveled to achieve the statistics we use for the Triem widget.
- We program in the spring, fall and winter as well, but for the summer alone, our flagship festival, World in a Weekend: International Puppet & Music Festival (more that 75% of attendance is associated with SpringWorks~PuppetWorks! offerings)

### General

- Arts and Culture - adjacent and complementary to Stratford Festival (ie. different seasons, Canada Day) amplifies offerings - welcoming and honouring different demographics and representation (ie. Pride, children, veterans)
- FREE programming - a number of these entities offer free or low cost programming that helps lift barriers and welcome all - but free programming has substantial cost to the providers
- Inviting children into community, culture, sport and nature begins the building of a healthy future society
- Beautification: a beautiful city provides pockets of peace and nature to be enjoyed by its citizens (all socio-economic levels, demographic and cultural diversity) and is a draw for tourists, needs continued support to remain beautiful
- Most of these entities have limited and/or volunteer staff- Fundraising is labour-intensive and requires skill and understanding, taking time away from program delivery; grant application requires a skillset that not all volunteers have
- All grant programs at both Federal and Provincial levels are now experiencing cutbacks as Canada faces economic challenges - increasing the precarity of funds as pools are more competitive
- The number of arts & culture & social services entities in Stratford mean local grant programs and donor / sponsorship opportunities are highly competitive
- Everyone at all levels is being asked to do more with less.

### Leverage other revenue

- City's dollars are often only a portion of each organization's whole budget, but can provide a crucial role in leveraging other funds - providing both literal survival and optics for applications - particularly for other tiers of government funding or foundation support

### Mental Health

- Good in itself to have a mentally healthy populace, but also mental wellbeing and a healthier population requires less financial support and is more economically stable
- Community mental health is supported by
  - solace in nature and with pets
  - professional arts entities providing respite, contemplation, and challenge
  - exercise (ie. sports and recreation)

- civic beautification - already beautiful, but have to keep it beautiful
- explicit public inclusion/welcome (ie. Pride, veterans, multiculturalism)

## Public commentary for HPSWF programming 2022 - 2024

- “Amazing. Very engaging. Being from Germany and growing up with the Augsburger Puppenkiste, puppets are connected to fond memories. So having them here in Stratford in various settings is truly wonderful.”
- “...World in a Weekend might not have been my [first] introduction to Object Puppetry, but it was where I truly understood its value as a storytelling tool.”
- “Magical puppetry this weekend thanks to SpringWorks. So lovely to see families creating special memories at live creative events like this”
- “Absolutely fantastic!! Our six year old daughter LOVED every moment and so did my husband and I. We were particularly enchanted by the Animalaria experience {from Mexico} and Budapest Marionettes. It’s incredible we are able to participate in and enjoy this kind of magic in our home town.”
- “The shows were fun and out-of-the-ordinary to what I usually attend. From the gorgeous marionettes to the everyday objects transformed to tell stories, it was a feast for the eyes and imagination. I liked that the shows were geared to every age group, and each person was free to experience it at their level.”
- “Thank you for bringing this old form of children’s play back to life.”
- “The variety of events created a sense of magic and adventure for all the senses. It was worth braving the heat to take in the parts of the weekend. The organizers were generous and the presenters progressive and socially mindful.”
- “Amazing! Well done show to get the kids introduced to live theatre. Your presentations were magical. I am very grateful for the opportunity to experience them.”
- “I wanted to send a thank you for the wonderful puppet walk in which my granddaughter and I participated in Stratford.
- We couldn’t have asked for a more exciting, engaging and special way to spend the hour. You gave us inspiration and we see “the woods” in a completely new way. You opened the world of wonder in nature.”
- “My child had high praise for the World in a Weekend festival! His first ever theatrical presentation!”

## City Values

From City website for reference

## Strategic Priorities

The City of Stratford's Strategic Priorities (<https://www.stratford.ca/en/inside-city-hall/strategic-priorities.aspx>) include:

- "Mission: To empower our community with services and opportunities to foster care, well-being, resilience and environmental sustainability."
- "Values: Belonging and Inclusion | We take action to make [sure] everyone feels welcome in our community. We celebrate and embrace diverse cultures..."

- "Values: Innovation and Creativity | We foster these things by creating inclusive environments where people feel safe to express their individuality and create social connections."

## Current Application parameters

"Benefit to Stratford Residents" Organization's service boundaries include Stratford or portion of Stratford, and at least one service, program, or activity location is in the City, or 50% or more of individuals served reside in the City.

Policy

### F.1.1-Policy-Community-Grants-Program

1.0 PURPOSE: The City of Stratford has established the Community Grants Program to:

- Improve the wellbeing of individuals, neighbourhoods and Stratford as a whole by directing City grant funding to eligible organizations that can demonstrate the greatest need in the community while supporting Council's strategic priorities.
- Diversify the availability of activities available to all residents of our community.
- Contribute to enhancing the quality of life in our community.
- Through this support, it is hoped that other funding may be leveraged, and participants and volunteers can be supported, attracted and retained.
- Ensure that the process to review and allocate grant funding is transparent, consistent and achieves the optimal impact for the investment provided.

**2024 COMMUNITY GRANT PROGRAM RECIPIENTS approved by Council June 3, 2024**

Recipient	amount	ARTS & Culture & Community Engagement & Training - Quality of life - Mental Health - Wellbeing - representation - gratitude - inclusion - varied demographics	social services & food security & complex needs	Health
Civic Beautification & Environmental Awareness Committee	\$1,000	\$1,000		
Feline Friends Network	\$4,500	\$4,500		
Gallery Stratford	\$58,000	\$58,000		
Here For Now Theatre Company	\$7,500	\$7,500		
Hermione Presents-SpringWorks Festival	\$9,500	\$9,500		
Kinsmen Club - Canada Day Celebration	\$10,000	\$10,000		
Kiwanis Club Summer Concerts	\$1,500	\$1,500		
Kiwanis Festival for Performing Arts	\$6,000	\$6,000		
L'Arche Stratford	\$15,000		\$15,000	
Music & Opera Appreciation	\$800	\$800		
Off the Wall (Stratford Artists Alliance)	\$2,000	\$2,000		
Playmakers! Theatre School	\$1,000	\$1,000		
Royal Canadian Legion Remembrance Day Ceremony	\$1,000	\$1,000		
St. Marys Healthcare Foundation	\$6,000			\$6,000
Stratford & District Horticultural Society	\$9,000	\$9,000		

Stratford Arts & Culture Collective	\$3,000	\$3,000			
Stratford Concert Band	\$2,060	\$2,060			
Stratford Division of Tillsonburg Power & Sail Squadron (Razzamajazz)	\$4,000	\$4,000			
Stratford Dog Park Association	\$1,300	\$1,300			
Stratford General Hospital campaign	\$250,000			\$250,000	
Stratford Lawn Bowling Club	\$10,000	\$10,000			
Stratford Pride Community Centre	\$10,000	\$10,000			
Stratford Summer Music	\$25,000	\$25,000			
Stratford Winterfest	\$10,000	\$10,000			
The Local Community Food Centre	\$10,000		\$10,000		
United Way Perth-Huron	\$33,232		\$33,232		
<b>TOTALS</b>	<b>\$491,392</b>	<b>\$177,160</b>	<b>\$58,232</b>	<b>\$256,000</b>	<b>\$491,392</b>



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## MANAGEMENT REPORT

**Date:** January 9, 2025  
**To:** Mayor and Councillors  
**From:** Joan Thomson, CAO  
**Report Number:** FIN25-004  
**Attachments:** 1. Homecare is Healthcare – a symposium proposal co-sponsored by the City of Stratford;  
2. A Stratford Symposium – Homecare is Healthcare – Draft;  
3. Putting “old wine in new bottles”

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**Title:** Hosting a Home Care Services Symposium

**Objective:** To provide information to Council with respect to Home Care Services and to seek direction of Council regarding the request to host a Symposium.

**Background:** At the September 9, 2024, Regular meeting, Council adopted the following resolution:

**THAT the hosting of a Homecare Symposium be referred to the Chief Administrative Officer for investigation;**

**AND THAT the Chief Administrative Officer be directed to connect with ROMA on the holding of a rural continuum of care symposium.**

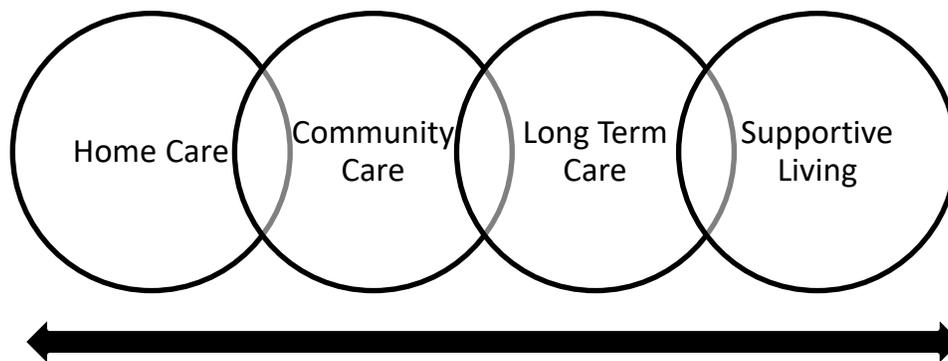
Following the September Council meeting, Paul Brown submitted a draft outline of the one-day home care symposium he is proposing. It is the City’s understanding he is advocating for a new direction that brings healthcare to the home and community within a new model of care and is proposing a home care symposium be held.

Health care is a provincial mandate. In December 2023 the Convenient Care at Home Act received Royal Assent to set out the framework for connecting people to home care services. In addition to provincial legislation such as the Convenient Care at Home Act, there are other Acts and Regulations related to health care and the Province has a number of Ministries and agencies in place to assist Ontario residents with obtaining care across the spectrum.

## Continuum of Care

Continuum of Care is a concept in the health care sector that encompasses a range of healthcare services and providers involved in a patient's healthcare journey. Continuum of Care also refers to the practice of providing consistent and coordinated health care for a patient over a period of time and across the spectrum of care.

Graphic of the Continuum of Care Services – Province of Ontario



The Province's Ontario Health at Home website lists their services along the Continuum of Care:

### Home Care

- Home Care
- Rapid Response Nurses
- Tele home Care
- Family Managed Home Care
- Palliative Care

### Community Care

- Community Care
- Community Nursing Clinics
- Therapy and Rehab
- Specialized Services
- Wound Care
- Information and Referrals

## Long Term Care

- Long Term Care
- Eligibility and admissions
- Selecting a home
- Short Stays

## Supportive Living

- Supportive Living
- Adult Day Programs
- Assisted Living
- Retirement Homes
- Supportive Housing

Ontario Health at Home coordinates Provincial services of in-home and community-based care and delivers in-home and community-based services to support an individual's health and well-being. They also provide access and referrals to other community services, and manage Ontario's long-term care home placement process. They help patients, their families and caregivers when they need services, support and guidance to:

- Remain safely at home with the support of health and other care professionals
- Return home from hospital and recover at home
- Find a family doctor or nurse practitioner
- Find community services that support healthy, independent living
- Transition to long-term care or supportive housing
- Die with dignity in the setting of their choice

## Quick Facts:

Ontario Health at Home provided care to more than 651,850 patients in 2023-2024 which included:

- 36,708,050 personal support worker hours
- 10,033,850 nursing visits
- 28,750 long-term care placements
- Directly employs more than 9,200 staff across the province
- Operates with a total funding allocation of \$3.8B (as of July 2024)
- Works with more than 100 service provider organizations via approximately 400 contracts which includes services such as nursing and personal support, as well as hospices and medical vendors.

**Analysis:** Staff have conducted some initial research related to home care services and potential sponsors and participants in a symposium. At this time, objectives for a Symposium have not yet been explored. This will take time to discuss with potential sponsors and panelists to focus in on the objectives related to funding to enhance services so that more seniors are able to live at home independently for as long as possible.

The planning for a Symposium will require staff and financial resources to:

- Scope the objectives, role of Stratford City Council with the symposium on home care services, determine the format and the audience
- Meet with potential partners
- Determine the purpose of the symposium and who is the targeted audience
- Prepare the agenda, arrange for facility and secure audio visual resources
- Arrange for speakers, panelists
- Marketing and promotion of the symposium
- Survey and follow ups.

Based on data tracked during planning for similar events such as the Housing Symposium, it is estimated that putting on a one-day symposium of this nature, will require 100 to 150 hours of staff time. As this project is not included in the 2025 City work plans, other projects will need to be adjusted or pushed to 2026 to accommodate this work.

Potential Symposium Participants:

- Canadian Homecare Association – member based national association that represents home care stakeholders across Canada
- Community Safety and Well-being Plan – area municipalities
  - To address key social priorities for safety and well-being ranging from mental health to poverty, to safe movement around the city, to employment, to social isolation and much more. It is a way to work together through multi-sectoral partnerships towards sustainable communities where everyone feels safe, has a sense of belonging and opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.
- ROMA - recent publications on rural health care
  - Opportunities for Rural Ontario in a Post-Covid World, A plan for action January 2022

- Filling the Gaps Closer to Home. Improving Access to Health Services for Rural Ontario – January 21, 2024
- Ontario Health at Home website
  - An agency created by the Government of Ontario to connect, coordinate and modernize the province’s health care system. Ontario Health at Home coordinates in-home and community-based care for thousands of patients across the province every day. A summary of the Ontario Health services provided by the Province is listed below.
- Ontario Homecare Association – member based provincial association representing providers of home care services to Ontarians
- ONE CARE
  - Provides a range of supportive care services that enable seniors and people with disabilities to enjoy better quality of life as they age at home. ONE CARE Home & Community Support Services is a community based, charitable, not-for-profit health organization providing supportive care to families in Huron and Perth Counties and surrounding area. The agency was formed in 2011 when three long-standing Huron and Perth organisations came together as ONE CARE. The programs offered help older people and people with health challenges to live at home within a network of support and in a caring community.
- Rural Ontario Institute
  - Rural Community Wellbeing Dashboard – free tool for rural communities to interpret and assess overall wellbeing of your community at the local level

As noted from previous presentations to Council, Paul Brown is a strong advocate for home care services in the continuum of care ecosystem, including supporting seniors to age at home. The City acknowledges that aging at home is a preferred option for many seniors and that a continuum of care should include initiatives that promote wellness and aging at home.

Seniors have choices available along the continuum of care related to their circumstances and there are agencies and resources available through the Province to assist in making informed choices.

As a municipal government, Stratford City Council does not set policy nor have jurisdictional authority over Home Care, Community Care, Long Term Care and Supportive Living. The City can advocate with upper levels of government around changes that benefit residents along the Continuum of Care. The City will continue to support what is best locally through existing provincial policies, including Long Term

Care expansion where it is necessary to upgrade existing dated facilities in the area and also to expand access responsibly.

In reviewing the request to sponsor a symposium, options have been identified for Council's consideration. It is noted that funding of home care is not a core municipal service, but a provincial responsibility.

**Options:**

1. Direction be given for the City to organize a one-day symposium and that \$12,000 be included in the 2025 budget to cover expenses. Expenses would be related to rental of facility, audio-visual equipment services, panelist fees and travel expenses, marketing, communications and ticket sales. The expenses could be reduced if there is a fee charged to attend and/or sponsorships are received to offset some of the expenses. Direction is also requested on initiatives that can be paused or delayed to accommodate this new proposed project.
2. Take no action on hosting a home care symposium, and this request be filed. There would be no impact to the 2025 tax levy.

As sponsoring a home care symposium does not fit within municipal core services nor municipal mandate, staff are recommending Option 2.

**Financial Implications:**

**Financial impact to current year operating budget:**

The financial impact for each option is noted in the report.

**Alignment with Strategic Priorities:**

**Not applicable:** This report does not align with one of the Strategic Priorities as sponsorship of a home care symposium is not a municipal core service. Home Care Services is funded by Provincial Ministries.

**Alignment with One Planet Principles:**

**Health and Happiness**

Encouraging active, social, meaningful lives to promote good health and wellbeing.

The City of Stratford encourages active, social and meaningful lives through recreation and social programs and transportation services operated by City Departments and partner agencies.

**Staff Recommendation: THAT the report titled, "Hosting a Home Care Services Symposium" (FIN25-004), be received by Council.**

**Prepared by:** Joan Thomson, Chief Administrative Officer

**Recommended by:** Joan Thomson, Chief Administrative Officer

# HEMECARE IS HEALTHCARE

A symposium proposal, co-sponsored by the City of Stratford

## Purpose/Goal/objective

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- To inspire participants to see homecare's role in the continuum of care ecosystem.
- To reimagine homecare as a pillar of community healthcare services.
- To recognize opportunities for advancing homecare in Stratford & area.

## Target Audience

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The symposium could bring together local healthcare providers in the continuum of care including:

OHT Huron Perth	Huron Perth Healthcare Alliance (HPHA)
OneCare	Health@Home
Huron Perth Public Health (HPPH)	Huron Perth Paramedic Service

Also, allied agencies such as:

United Way	UWaterloo/Conestoga College
The Library	Hospice
Housing experts (builder's association)	service clubs
seniors' groups	multicultural representatives
representatives from rural councils	family caregivers/caretakers/volunteers

Overall, an inclusive and diverse involvement of homecarers that serve the Stratford and Huron/Perth region.

## Format

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**Concept:** This is the first symposium of this type. Its format should be modest but impactful; hopefully leading to a broader rural symposia. Therefore, sighting options could be the Stratford Public Library, City Hall, University of Waterloo. All day: Possibly a full day event with initial coffee and a light/cold lunch provided, e.g. 8:45am - 4:00pm with opportunities for engagement/creative chatter and knowledge exchange over coffee and lunch.

**Time of year:** March/April 2025?

**Knowledge:** Quality of the main, expert guest speakers (inspiring) is important. In all likelihood presentations by zoom may be appropriate.

**Budget:** To be determined once initial sponsorship approval is granted. Possible co-sponsorship?

## Speakers, Panelists, Chair

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Highlight speakers who are recognized medical, academic, and research knowledge brokers from Ontario. Panelists could be comprised of local multisectoral "on the ground" providers/representatives/citizens.

The Symposium could have an Ad-Hoc organizing committee, Chair could be a City Councillor.

# A STRATFORD SYMPOSIUM

## Homecare is Healthcare

*Homecare has long been on the radar of family caregivers, community groups, and healthcare providers in Canada. In recognition of our citizens growing interest in homecare Stratford City Council passed a resolution at its September 9th, 2024 meeting in support of co-sponsoring a homecare symposium for Stratford and area. A symposium aimed at exploring today's potential for homecare and revealing tomorrow's imaginative homecare for our community's future.*

*The following is a draft outline of the one-day homecare symposium.*

~~Symposium - Call~~  
~~Jo-Dee Burbach~~

## Homecare Is Healthcare

Proposed Speakers	Initial Contacts	Panel & Moderator
<p><i>Dr. Jane Philpott:</i> Author of <u>Health for All</u> (2024) is proposing a “primary care home” for every Canadian; &amp; recently appointed by Premier Ford to close the primary care gap in Ontario.</p>	<p><u>TBD:</u> Initial contact with Dr Philpott’s Office as Dean of Health Sciences at Queens University. Also contact with Dr. Philpott’s sister in Shakespeare. Dr. Philpott’s mother lives in Stratford.</p>	<p>Response Panel: comprised of local health service provider, counsellor, caregiver Moderator: Stratford/Perth County personality.</p>
<p><i>Professor Catherine Burns:</i> A powerful voice and researcher for transformative homecare in Canada</p>	<p><u>Confirmed:</u> Professor Burns has stated her desire to attend depending on the early April date selected for the symposium.</p>	<p>Response Panel comprised of local health provider, counsellor, caregiver. Moderator: Stratford/Perth personality</p>
<p><i>Professor John Hirdes</i> Acting Dean Uof Waterloo School of Public Health <i>Katie Muirhead,</i> Regional Lead - The Ontario Caregiver Organization</p>	<p><u>Confirmed:</u> Professor Hirdes and Ms. Muirhead wish to present jointly regarding the current CRC/interRAI Perth County working group project.</p>	<p>Panel comprised of health provider, service club, counsellor, citizen. Moderator: Stratford/Perth Medical representative.</p>
<p>Possible luncheon speaker</p>	<p><u>TBD:</u> An initial contact has been made.</p>	<p>Homecare vis a vis the city’s future.</p>

**Audience:** An eclectic mix of health service providers, public/family caregivers, service club representatives, council members from Stratford/Perth.

**Locations:**

- University of Waterloo (Stratford Campus) Capacity 120 comfortably (Preferred)\*
- Stratford City Hall (Capacity 100 comfortably)
- Stratford Public Library (Capacity 60 comfortably)

**Dates:**

- Possible Dates: The week of April 7<sup>th</sup> 2025. For example: Tuesday April 8<sup>th</sup> or Thursday April 10<sup>th</sup>, from 9:00am – 4:00pm ... with a light lunch being served.

**Cost:**

- There could be a moderate charge with profits donated to a local non profit cause.

\*The University of Waterloo is enthused about the project and may want to see a follow-up conference that involves the students.

**Working Group:**

A possible working group could include:

- Jo-dee Burbach, Counsellor/Symposium Chair
- Kim McElroy: Stratford Social Services
- Joelle Lamport-Lewis: HP&A OHT
- Kishori Opatha: U of Waterloo
- Christa Robinson: SPL
- Paul Brown: Citizen/Symposium Coordinator

*MESSAGES*

City of Stratford

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University of Waterloo

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**Putting "old wine in new bottles"**  
**The sale of city land 3188 Vivian Line 37 for a long term**  
**care facility 9 September 2024**  
**Stratford City Council Meeting**

*"That every hospital in Canada of 100 beds or more introduce either independently, or in association with other hospitals in the same centre, other community organizations, the local health department, or any combination of these, a home care programme."*

1964 Royal Commission on Health  
Services

## Introduction

Good evening Mayor Ritsma, Councillors and members of the public. My name is Paul Brown. I continue to oppose the sale of city owned property at 3188 Vivian Line 37 for the purpose of constructing and operating a private for-profit Long Term Care Facility. My opposition is grounded on the following evidence:

My concerns are fourfold: the staggering taxpayer cost that accompanies such a project with no public ownership of the resulting facility; secondly lack of acknowledgment of the enhanced quality of medical care in homecare; thirdly recognizing the metamorphosis in Canadians attitudes toward "aging in place" for older adults, and fourthly a lack of due diligence for the homecare changes coming in 2025. These four factors are confronting our community and our city's long term care decisions. They challenge the old institution-centric model of long term care. In the meantime, our health system is showing signs of buckling, if not collapsing under an old system. I'm advocating for a new direction that brings healthcare to the home and community within a new model of long term care. I'm advocating for new wine in new bottles

## 1) The Cost of Long Term Care Facilities

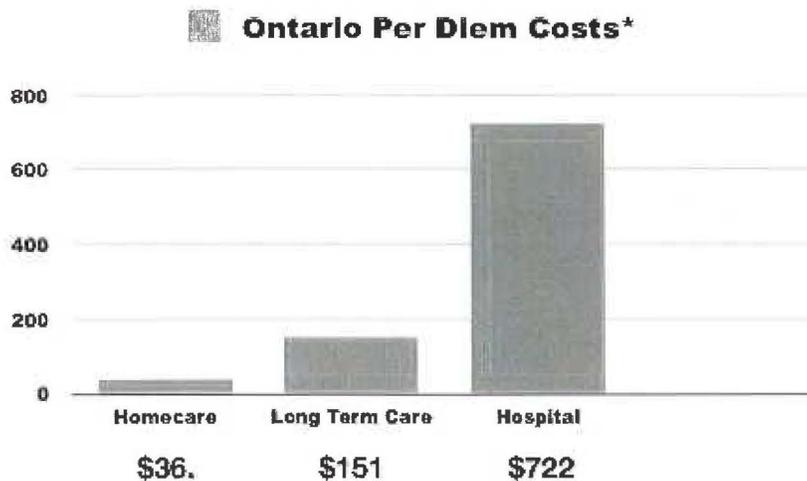
The financial projection below reveals the staggering costs for constructing and operating a new LTCF with either 160 beds or 288 beds. The annual cost for one person in a new LTCF is \$119,296 per year. The following table shows the costs over a 25 year mortgage for a 160 bed and a 288 bed facility.

**Projected Cost Of A New Long Term Facility**

<b>Beds</b>	<b>Gov't Pays/Day *</b>	<b>Resident Copay/Day *</b>	<b>Gov't ConGrant</b>	<b>Total/Day</b>	<b>Total/Year</b>	<b>25 Year Total</b>
1	\$205.99	\$65.32	\$55.53	\$326.84	\$119,296	\$2,982,415
160	"	"	"	"	19,087,456	\$477,186,400
288	"	"	"	"	34,357,420	\$858,935,520

\*Based on July 2023 Ontario Ministry of Long Term Care rates.

The cost of a new 288 bed long term care facility is over \$859M with \$687M (80%) paid for by the taxpayer over the 25 year term of the mortgage. Moreover, the magnitude of this liability diverts significant investments away from locally driven home and community service agencies such as Huron Perth's OneCare and Huron Perth's new Health Team. This institution-centric development leads us in a downwards fiscal circle. A new model can lead us in an upwards sustainable trajectory. The following graph shows the "limited" Ontario's homecare's costs and the potential to make responsible value- added homecare investments.



\*For the year 2022

## 2) Quality of home care

My second concern is an absence of evidence recognizing recent medical research and studies. Medical knowledge leads to scientific discovery and technological breakthroughs. In 1951 medical knowledge was doubling every 50 years. Today medical knowledge doubles every 73 days. It is not mere speculation that medical knowledge will continue to accelerate homecare advances.

**Hip Fractures:** "...direct costs to the health care system are significantly lower for patients who return to the community - \$21,000 per patient – versus those who were transferred to long-term care living, which can be upward of \$47,000. Dr. Peter Zhang & Dr. Anser Daud, "Modernized home care can help stabilize health costs." March 22, 2023, [The Globe and Mail](#).

**Pediatrics:** "Ontario gave Ottawa Children's Hospital of Eastern Ontario (CHEO) money to open more "acute care" beds.... our clinicians had a different take. They created a program that welcomed young people more quickly, got them home at night to sleep and reconnect with their families? Our clinician's solution is steeped in evidence and research." Alex Munter, CEO of CHEO: March 16, 2023, [Stratford Beacon Herald](#).

**Stem Cell Transplant:** At-home Stem Cell Transplant Recovery: "Patients typically spend 30 days in hospital.... Ms. Millar convalesced in a home environment with her sister for company...And, according to Dr. Jonas Mattsson, it leads to better health outcomes." April 21, 2023, [The Globe and Mail](#).

**Home Dialysis:** A pilot project at eight hospitals across Ontario. Personal support workers are trained to help people with hemodialysis at home, the same way family members are trained. [Ontario Renal Network website 2024](#).

**Residential Assessment:** With a Canadian Red Cross donation and the assistance of a Huron Perth Working Group, Prof. John Hirdes from the University of Waterloo's interRAI program is analyzing Huron Perth older adults needs and identifying priority areas for remaining in their homes. [CRC/interRAI Huron Perth Working Group](#), July 2024

**Heart Failure Palliative Care:** "Cardiologist Susanna Man and Dr. Leah Steinberg came up with a Collaborative at-home palliative care approach for heart-failure patients that can provide home visits and help manage their symptoms there, reducing the need for them to go to hospital. October 22, 2022, [The Globe and Mail](#).

**Loneliness:** "Loneliness is even more common in long-term care institutions. The prevalence of severe loneliness among older people living in care homes is at least double that of community-dwelling populations: 22% to 42% for the resident population compared with 10% for the community population.

[J Am Med Dir Assoc 2020 Jul;21 \(7\):966-967](#)

These are some examples that demonstrate the ability of home care to deliver impressive clinical quality results. Early talk about the "homespital" it is not idle speculation. I believe that is a trajectory that society is moving on. I fear that large long term care facilities are moving in the opposite direction?

### 3) Quality of life

The clinical results from the home care initiatives listed above are accompanied by a societal shift in attitudes towards institutionalizing our older adults. This change in attitudes, accelerated by the pandemic, is showing up in initiatives across the country. They don't require massive construction projects, and they can delay placement in long term care facilities.

**The Nursing Home Without Walls (NHWW)** program aims to enhance the experience of aging by empowering older adults and their caregivers in New Brunswick to age in their homes. Created by researcher Dr. Suzanne Dupuis-Blanchard from the Université de Moncton, this program facilitates healthy aging at home by providing access to essential knowledge, support, and services. By enabling older adults to age in place, NHWW contributes to prolonged independence, minimizing the need for premature admission to long-term care (LTC) facilities and decreasing unnecessary emergency department visits.

**CAPABLE: (Community Aging in Place, Advancing Better Living for Elders):** opened to seniors in the Preston Nova Scotia area in December 2023. It is now available to seniors in Kings County NS. Eligible seniors are paired with a nurse, occupational therapist and handyperson to identify simple changes to their daily activities and homes that will help them live more independently.

**NORCs (Naturally Occurring Retirement Communities):** are geographical communities that hold a large concentration of older adults. NORCs are popping up throughout Ontario. "They can exist within a residential building (vertical NORC) or a neighbourhood covering a larger geographical area (horizontal NORC). Unlike retirement homes, assisted living facilities, and long term care homes NORCs are not purpose-built to care for people as they age. Rather, they include a wide range of intergenerational housing types that have evolved with changing population dynamics to have a high percentage of older adults." [Healthcare Excellence Canada](#).

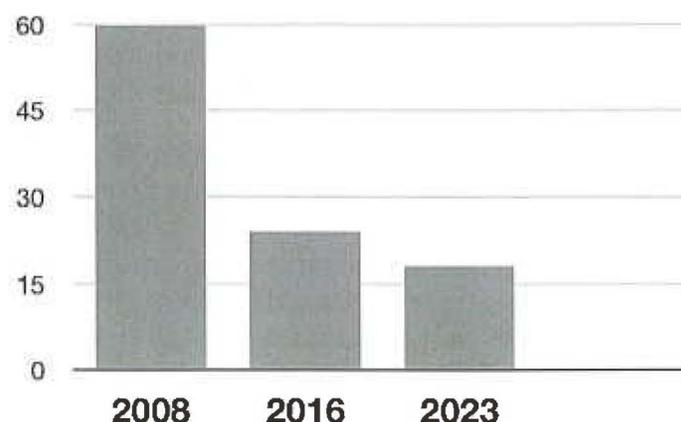
**In Newfoundland and Labrador there is a paid family caregiver option** under Home Care that helps to reduce any financial hardship faced by families caring for loved ones. [Seniors for Social Action Ontario](#) states that Ontario has no such program.

Canadian society seems to be mobilizing. From Healthcare Excellence Canada's "National [Aging In Place Webinar Series](#)" (eight sessions running from September 25, 2024 to November 26, 2025), to Stratford Public Library's [55+ Aging With Agility](#) (sessions running from June 6, 2024 to December 20, 2024).

Sessions that will ultimately help us to live actively and delay admission to a long term care facility.

**4) Due Diligence:** Our limited homecare and community services help to postpone "placement" in long term care facilities, which in turn leads to shorter long term facility stays, resulting in a reduced demand for new long term care bed construction. This length of stay reduction is demonstrated in this graph.

### Average Length of Stay in Ontario LTCFs - In months



Expanded homecare services under a new mandate will serve to further reduce the length of stay required in long term care facilities. Please note that a reduction from 24 months to 12 months in length of stay is the equivalent of doubling the number of long term care beds in our community. Let me be clear; I am not opposed to a long term care facilities. But long term care does not mean just long term care facilities.

#### **4) Due Diligence:**

Due diligence by the Canadian population is telling us that our health system is failing. We are failing in our responsibility to so many Canadians. The old model of long term care relied on housing older adults in expensive institutions. I suggest that model has helped destabilized our health system. The new model advances the opportunity to redesign long term care as part of a primary care, community care and home care model...new wine in a new bottle.

#### **Conclusion**

It was 60 years ago that the of Royal Commission on Health Services made its recommendation on homecare: But home care was left out of the *Diagnostic Services Act* and out of the *Medical Services Act* and therefore out of Canadian Medicare. No federal home care legislation was passed, omitting a third leg to our "universal" health care system....and we've been paying for it ever since.

Long term care does not mean expensive long term care facilities. The magnitude of such an investment in these large facilities serves to suck out most of the potential tax dollars needed for new and better homecare services. This is going to quickly become apparent in our community. A new Ontario *Convenient Care at Home Act* received Royal Assent on December 4, 2023. This law is setting up local Health Teams to be "...responsible for connecting people to home care services starting in 2025"...that is, in less than four months from today. This new *Convenient Care at Home Act*, will no doubt require additional taxpayer investment in homecare services. In light of this new *Convenient Care at Home Act*, I conclude that City Council's approval of the 3188 Vivian Line 37 land sale for a long term care facility is premature. This new Ontario homecare legislation was passed into law seven weeks before the City Council's meeting of January 23, 2024, when mention was first made of a "Long Term Care Home" arising out of Council's in-camera meeting that evening. This proposed land sale seems to pre-empt our new Huron Perth and Area convenient homecare services. This land sale appears to be against the fiscal requirements of *Convenient Care at Home* and the needs of our taxpayers.

There is no longer a local District Health Council to engage citizens, receive concerns and consider our options. Our DHC has been disbanded. There is no longer a local Community Care Access Centre. Our CCAC has been disbanded. There is no longer a Local Health Integration Network. Our LHIN has been disbanded. So, in order to voice legitimate concerns about our community healthcare, that rely on taxpayer dollars, who are the citizens of Stratford to appeal to if not City Council?

## Recommendations

- a) That Stratford City Council retract its land sale for the construction of a Long Term Care Facility at 3188 Vivian Line 37
- b) That Stratford City Council co-sponsor an annual homecare symposium.

*People want to stay in their homes also in their communities. Many times this puts people outside of our larger urban centres at a disadvantage. Stratford is a beautiful community and a gem in Canada. Their innovation and thoughtfulness in care could be a model for others.*

Dr. Catherine Burns, Associate Vice-President, University of Waterloo