

出國報告

(出國類別：國際會議)

全球老化會議出國報告
(Biennial Global Aging Conference, This
is long term care 2019)

服務機關與職稱：衛生福利部

姓名職稱：黃千芬科長（女）

派赴國家：加拿大

出國期間：108 年 9 月 17 日至 108 年 9 月 21 日

報告日期：108 年 12 月 18 日

摘要

本次前往加拿大多倫多參加「2019 年全球老齡化會議」及參訪老人研究訓練中心與老年住宅。加拿大與台灣及世界各國均面臨老人化問題，適切提供長者照護服務、失智照顧及人力資源挑戰乃為討論之重要課題。

加拿大面對高齡化社會趨勢，透過策略創新模式帶動社會整體改變，並積極從社區長照生活模式改善，打造對高齡長者更友善的居住環境。加拿大長者對於住宿式機構照顧接受度不如想像中的容易，因此機構積極營造家的熟悉與親切感，擺脫陰黑的刻板印象，提供尊重、友善之生活空間。此外，老人研究及訓練中心亦與護理之家進行老人健康議題之各類研究，可為本國高齡研究中心未來服務模式之參考。

透過本次會議、參訪及對話，汲取加國強化長照服務之作為與經驗，不僅可做為未來推動各項長照服務及之高齡研究中心規劃之參考，國內各項長照工作實足與國際並駕齊驅，對於長期照顧服務之政策規劃更有信心。

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壹、目的

全球老齡化網絡(The global aging network)與加拿大安大略長期照顧協會(OLTCA, Ontario Long Term Care Association)主辦兩年一次的長期照顧研討會，是全球重要之長期照顧會議，亦為歐美各國衛生領域產、官、學研交流的重要平台，以提供老人照顧與長期照顧領域中不同的利益關係人(stakeholder)一個交流分享的場域。

長期照顧十年計畫 2.0 自 106 年展開，依著民眾需要逐步推展、檢討修正，藉此場合透過專家所提出研究結果及國際上重要的長期照顧政策與實務領袖交流互動及學習，了解各個不同的團體對各項長期照顧議題關注焦點與實務所面對的挑戰及解決方案，並期待從討論過程中，了解到各國於長期照顧推動的面向作為我國長期照顧政策決策與規劃參考。

貳、過程

一、行程紀要：

日期 (星期)	行程紀要
9 月 16 日(一)	自桃園國際機場啟程赴加拿大多倫多
9 月 17 日(二)	1. 會場場地探勘。 2. 會議準備
9 月 18 日(三)	1. 參與開幕演講 (Opening plenary) 2. 參與工作坊 (workshop)
9 月 19 日(四)	1. 參與論壇 (parallel forum) 2. 參與閉幕演講 (closing plenary)
9 月 20 日(五)	1. 參訪(Ontario LTC Home Tour) 2. 自多倫多啟程返台。

二、 會議紀要：

本次會議係由全球老齡化網絡(The global aging network)與加拿大**安大略長期照顧協會(OLTCA, Ontario Long Term Care Association)**主辦兩年一次的長期照顧研討會。

全球老齡化網路是一個國際性組織，其總部在美國，致力於銀髮照顧、居住、高齡研究、照顧服務技巧，為老年人照顧的創新理念提供討論平台，終極目標乃是使世界各地的老年人能夠更健康、更強壯、更獨立的生活。加拿大**安大略長期照顧協會(OLTCA, Ontario Long Term Care Association)**主辦，OLTCA 前身**ANHIO(Associated Nursing Home Incorporated of Ontario)** 原來係由一群具熱情的護理之家經營者所組成創立於 1959 年，逐漸擴大並歷經加拿大各項長期照顧、護理之家法案與政策，於 2001 年更名為 OLTCA，該組織目前為加拿大最大而且是唯一由私立、非營利、慈善團體及市政府立案單位的長期照顧提供者組成的團體，包括 70% 安大略省的住宿式長照機構，每年照顧超過 7 萬名住民。今年適逢該協會成立 60 週年年會，本次會議所安排的主題重點在於長照機構的品質、長期照顧人力議題與高齡友善社區之營造。會議期間並安排與高齡照顧相關產品展示，如輔具、資訊管理系統及長者照顧設備等，因此，會議兩天期間，除了汲取部分研討精華並利用中午

休息時間逛了展示攤位，當然也蒐集了廠商的創意贈品。

兩天研討會議，因著不同議題馬不停蹄地移動會議室，各項議題的呈現係來自學者或經營團體在於老年化議題努力或實驗性的結果分享。第三天參訪位於加拿大西北滑鐵盧市(Waterloo)，距多倫多約需 2 小時車程，是一個結合研究、教育訓練與老人照顧中心。



正式開幕會議



贊助廠商展覽之一角

(一)照顧機構品質

自 2010 開始，加拿大政府倡議在宅老化(Aging at home)，並且對於入住長期照顧機構有嚴格標準，也因此 OLTCA 於 2012 分析報告指出，機構住民多為認知功能障礙、需要高度日常生活協助，如飲食、穿衣，尤其尿失禁個案比例明顯增加。值得一提，在東方世界的我們，一直認為基於文化的差異，傳統台灣長者或家庭排斥入住機構，認為是被拋棄或總是與不孝的輿論相提，歐美國家老人對於機構照顧的接受度應該更高實有誤解，經與參會者私下溝通，其實加拿大老人同樣對於入住機構有所排斥，老人仍然喜歡在熟悉的環境生活，因此，面對此一現象，各機構致力於機構品質提升，除了減少再入院率、精進照顧流程標準化等，更重要的是營造家的感覺，讓長輩在機構生活有品質及尊嚴，健康、幸福。

再者，長者因著身體功能的退化及需求，照顧模式有異，從急性照顧(acute care)、急性後期照顧(post acute care)、社區式照顧、住宿式照顧，個案在移轉過程中除了如何提供最適照顧模式，並兼顧品質，已成為銀髮海嘯的重要課題。

(二)多元照顧服務(Benetas)

Benetas 服務模式創始於澳洲墨爾本，於加拿大維多利亞提供健康住宿照顧，居家照顧、喘息服務、家務服務和退休老人各類活

動及服務的非營利機構，該機構約有 1550 名員工、560 名志工並設有 3 處居家服務單位、14 個住宿式機構、121 個退休老人服務據點及 3 處喘息服務中心。在這樣多元服務，該組織所倡議的理念乃是在持續訓練中、及體貼被照顧者的需求，學習創新、提供一站式服務。

(三)長照服務人力

台灣長照人力短缺議題，總是長照服務之重要且急迫解決之議題，長照 2.0 為能提高照服人力之進用及久任，從長照服務給付及支付基準之改革，以特定服務項目翻轉以往給人鐘點工的弱勢形象，並呼籲雇主提高薪資。全世界都在變老，也都面臨人力問題，以女性照顧人力居多、地位形象較低，以致有外籍勞工引進等現象，也並非台灣的專利。

1.美國

美國老年人口也同樣快速增加當中，65 歲及以上的老人會從 2015 年的 4780 萬增加到 2050 年的 8800 萬，在 35 年中增加一倍，因此美國有對於老年醫學醫護人力短缺開始警覺，在 2017 年九月發布“Geriatrics Workforce and Caregiver Enhancement Act”，該法案旨在支持老年醫學教育和培訓，以解決老年人醫療、護理問題所產生之醫護人力短缺，並期促進

跨學科的基礎照顧，教育和吸引家庭照顧者並提高老年人照顧之品質。美國透過人生命歷程之不同階段，如幼兒、學童、國中、高中等，強化與老人之互動，提高對老年人生活的興趣與關心，潛移默化培訓老年醫學有關人力資源。

2. 歐盟

(1) 人力挑戰

同樣面臨人力短缺問題，現有照顧人力逐漸凋零，需要更多年輕人的投入、照顧人力的形象和地位不佳、工資水準和條件往往很差。因此，即便國家透過各式方法來解決人力問題，鼓勵年輕人投入長期照顧服務工作，雖然丹佛學者指出，確實有愈來愈多年輕人從事長照服務或健康照顧工作，但是想從事照顧服務員者仍是少數。

有趣的是，在一張比較 2008 年與 2017 年健康照顧人力比較的投影片，歐盟國家中除了荷蘭、瑞典及盧森堡外，投入人力均有上升。

(2) 女性為主

在許多國家，女性照顧服務人力占婦女總數的四分之一，而在芬蘭和丹麥幾乎每三位女性就有一位從事保健和社會工作活動。

(3)非正式照顧人力

歐洲非正式照顧人力以被照顧者的配偶及子女為主，且多數為女性，各國對於在非正式照顧者(家庭照顧者)所提供的支持差異頗大。

(4)外籍人力

11 個 OECD 國家報告中，2008 年提供長期照顧的外籍人力的比例大於各國照顧人力，而今天可能會更加普遍。美國，加拿大和澳大利亞，超過 20% 的正式長照服務人力是移民，他們傾向於提供較少技能的照顧工作，但需求量大；英國和愛爾蘭政府已積極與印度和菲律賓建立了雙邊協議，以積極招募照顧服務人力。從各個國家的環境來看，這些服務人力提供最常見的服務是居家照顧，而不是養老院等機構服務。南歐和澳大利亞，外籍人力逐漸取代家庭成員作為非正式照顧者。

奧地利登記為個人看護的外籍人力約有 7 萬人，德國約 300-400 萬人，而義大利則超過了 500 萬人。根據德國服務貿易聯邦資料顯示，11.5 萬至 30 萬移民來自東歐，由於德國的照服員薪酬很差，平均毛額為 1400 歐元，據估計德國尚短缺 15 萬至 19 萬名長照人力(包含護理人員等)。

(5)人力解決方式

歐洲國家面對照護人力短缺的解決方式，如招募外籍人力並認可其資格，開放兼職、提供機構實習、透過數位化或照顧技巧的訓練以減輕工作壓力。

(6)資格認證

EAN(European Aging Network)從 2019-10 年啟動新的認證機制，分為基礎、中級、進階 3 級，須接受至少 280、520、800 堂課的訓練。

(三)參訪 Schlegel-UW Research Institute for Aging and The Village of University Gates Long-Term Care Home

Schlegel-UW 老年研究中心於 2015 年開幕，該中心的研究人員與滑鐵盧大學共聘，因此大多數研究人員任教於滑鐵盧大學並往返於研究中心進行與高齡者有關的健康照顧研究工作，該中心也發現，一般老人醫學研究較著重於生物醫學而缺乏社會生活層面，因此該中心研究係整合服務提供者與教育者的腳色，進行相關研究，如長者血壓與跌倒的關係、運動營養整合課程、地板材質研究及 e-council 之推動。






Measuring brain blood flow and carotid artery stiffness

Sir William Osler (1849–1919):
 "Longevity is a vascular question... a man is only as old as his arteries."

→ Can we determine how stiffer arteries affect brain blood flow in older people? We use ultrasound to get images of arteries and directly measure brain blood flow to answer this question.

→ Can we detect problems with dizziness due to low brain blood flow that might put older people at risk for falls after they get up from bed or a chair? We have sensitive, battery-operated methods that can follow responses as people go through activities of daily living.

 **UNIVERSITY OF WATERLOO**

教育訓練中心

訓練中心除了有不同階段的訓練課程及實習，大約 6 個月到 2 年不等的訓練課程外，另有 1-3 天不等的失智之旅學習課程，其訓練的六大核心為 LIVING:

Learning about the experience of dementia

Improving well-being

Validating and honouring each person in the moment

Interpreting personal expression, actions, and reactions.

Nurturing all relationship

Greeting each day as an opportunity

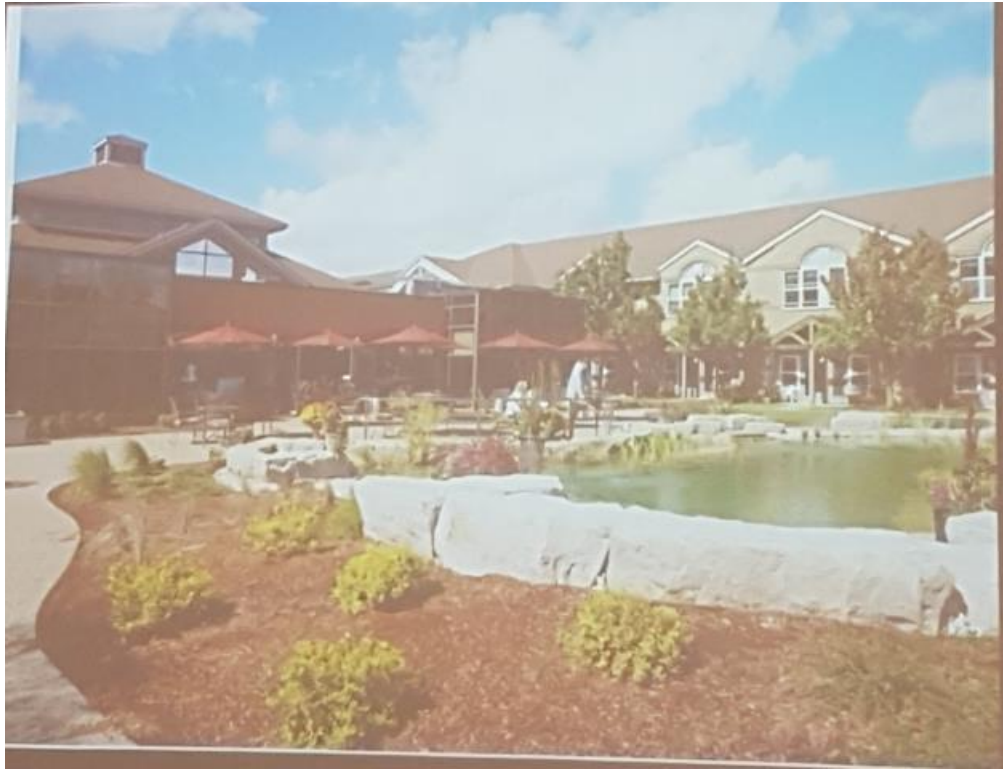




The village of University Gates

這是 Schlegel 所設 19 處 long term home 其中一個村落，強調村落(village)大家都是一家人，不會因為老了而孤單，也不會因為失能而孤單。這裡有 6 個照顧單元，每個單元照顧 26 位長者，同樣面臨銀髮海嘯，The village of University Gates 為提供長者連續性照顧服務，正興建 retirement apartment 將於 2020 年開幕，另外規劃中的 assisted care、memory Care 以及 full services retirement suites。

走在 main street，會讓你誤以為是在 mall 裡頭，有咖啡吧、交誼廳、美髮院、文化教室、音樂廳以及多元族群信仰教堂、佛堂等，明亮清新，抬頭一望，看得到天空呢！在住宿區，同樣明亮乾淨，老人們可以把自己家裡重要具紀念性家具帶來，我看到許多房間擺著家人照片還有玩偶，溫馨平靜，有位 92 歲老奶奶還把她家裡的大搖椅帶來，說是她習慣坐的搖椅。另外如果不習慣一個人住，也可以兩個人住同一間，但有精緻隔簾，不失隱私。



The village of University Gates 外觀



看得到明亮天空



Ear & Hearing Clinic
 JULIANE SHANTZ - DOCTOR OF AUDIOLOGY
University Gates 2019



We are holding clinics on the following dates:

January 7, 21	July 8, 15, 29
February 4, 25	August 12, 26
March 4, 18	September 9, 16, 30
April 1, 15, 29	October 7, 21, 28
May 13, 27	November 4, 18, 25
June 10, 24	December 9, 16

For more information or to book an onsite appointment call
1-888-745-5550
 Location: Hobby Shop, Johnson
www.earandhearingclinic.com

Alzheimer Society

COFFEE BREAK



- Host a Coffee Break -
MAKE YOUR COFFEE COUNT
 Support the Alzheimer Society in your community
www.alzheimercoffeebreak.ca

BAKE SALE
 10:00am - 2:00pm on Main Street

The Village social media



UNIVERSITY GATES

@Village_UG
 facebook.com/UniversityGates
 @Village_UG

facebook.com/villageugates
 @villageugates

CELEBRATION OF LIFE SERVICE
 SUNDAY, SEPTEMBER 22, 2019
 @ 3:00 P.M.



Mark Babin
 Eugene Babin
 Victor Babin
 Frederick Babin
 Albert Babin
 Raymond Babin
 Harold Babin
 Norman Babin
 Paul Babin
 Bruce Babin
 Robert Babin
 John Babin
 Charles Babin
 William Babin
 James Babin
 Joseph Babin
 Thomas Babin
 Richard Babin
 David Babin
 Michael Babin
 Christopher Babin
 Daniel Babin
 Matthew Babin
 Andrew Babin
 Kenneth Babin
 Steven Babin
 Timothy Babin
 Ronald Babin
 Eric Babin
 Jeffrey Babin
 Gregory Babin
 Benjamin Babin
 Christopher Babin
 Donald Babin
 Frank Babin

參、心得與建議

由安大略長期照顧協會(OLTCA, Ontario Long Term Care Association)及全球老化網絡平台(The global aging network)所舉辦的長期照顧年會，主要討論議題為翻轉老化(Transforming aging together)，這個議題對於投入長照業務 2 年的我，著為吸睛，也很高興有機會參與。

人口老化議題對於已開發國家影響甚鉅，雖然美、英、德、法、義、奧、日等國比台灣更早面臨，因應銀髮海嘯急需處理的問題也正是長照 2.0 試圖突破的難題。照顧人力缺乏及外籍移工的引入是現實的問題也涉及政治議題，研討會中大家所討論的是如何吸引人力、如何管控服務品質，提供完善的教育，並未有照顧人力年齡及性別的歧視，這是國內在討論人力議題時應該更為妥協。再者，幾個歐洲國家雖然人力短缺，然而對於照顧人力的訓練期程相較於國內 90 小時來的久，加上其他特殊訓練，如抽吸、失智、足部照護、身障核心訓練等，尚有全面檢視的空間，值得一提的是，國內正式照顧人力僅有照顧服務員，在面臨人力壓力，也許可以重新思考，部分狀況的失能個案的某些簡易服務由尚未符合照服員資格的實習學生擔任的可行性，以舒緩人力壓力。

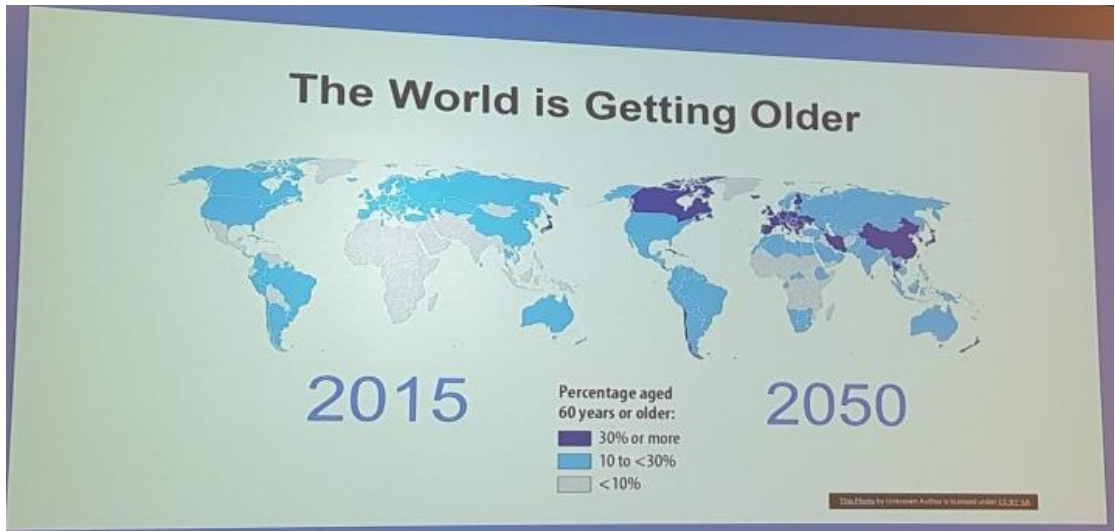
此外，長照 2.0 的目標在延長健康餘命、縮短臥床時間，因此，我們積極翻轉照顧觀念，宣導長者最佳照顧服務模式恐非全時照顧，反之，應該鼓勵並訓練失能長者透過現有功能，自在生活，不假他人之手，在失能階段仍保有尊嚴及自我價值的實現，此次研討會上，雖然未直接觸及「復能」觀念，不過透過運動、營養知能提升、社會參與及各類智能產品讓長者遊戲互動的活動設計比比皆是，再者，營造友善高齡生活環境亦為一重要課題。

本次會議一開始的 keynote speech，是由 Fort McMurray's 消防局局長達比·艾倫（Darby Allen）進行“Motivational and Crisis leadership”演說，Darby Allen 在 2016 年春季面對社區大火，他率先疏散了整個城市的居民，並與來自全國的急救人員和志工合作無間，在極大壓力下仍能樂觀冷靜面對並完成救災任務，Allen 提及成功因素有安全文化、即時決策及有行動力的夥伴，只要互信奇妙的事情就會發生(If you trust your people, and equally importantly they trust you, amazing things can happens.)。還沒參加會議前，看到議程的安排覺得十分新鮮，是如何的理念在一個國際長照會議上安排消防局長的演說？聽完 Allen 的分享後，他面對事情的態度是任何組織甚至領導者值得學習的典範。

我對於台灣長照機構認識有限，常聽說小型養護機構品質令人擔憂。本次會議最後一天參訪 The Village at University Gates Long Term Care Home，這是 19 個 Schlegel villages 其中之一，讓我印象最深刻的是環境設計的友善，不僅僅是無障礙空間的規劃，而是對長者的尊重，開放且較低的服務台設計，還有長者房間，不論是單人房或雙人房都有個人私密空間的規劃設計，而且老人家還可以把自己家中心愛的寶貝帶到機構來，房間佈置十分雅緻，走道明亮，建築物留有透明屋頂，抬頭一望就是藍天白雲，完全沒有陰暗、可憐、悲傷等負面感覺，值得台灣設計者學習的設計與經營。記得會上有個講者曾提及加拿大政府花了 17.5 億新蓋長照機構共計 15000 床並且讓舊機構 15000 床重新規劃改善品質，這政策與我們目前強化住宿式機構資源之計畫極為相似。

每一位健康或失能長者，其背後家庭狀況有其差異，對於長者照顧不論是社區、居家或是機構照顧，均應以健康、自在為前提，尊嚴維持而不放任，讓長者健康老化、失能者自立生活。最適長期照顧服務模式因人而異，照顧人力是一重點，運用開源節流，一方面提供完善培訓制度、育才留才，並且翻轉照顧觀念，納入科技輔具，讓照顧更加輕鬆。

迎向銀髮海嘯、勇往前行



PROGRAM

WEDNESDAY, SEPTEMBER 18, 2019

TIME	SESSION	ROOM
7:00 am - 7:00 pm	Delegate Registration	PREFUNCTION B
7:30 am - 8:20 am	Delegate Breakfast	PRE-FUNCTION B/C
8:20 am - 8:30 am	Opening Remarks <i>Hon. Merrilee Fullerton Minister of Long-Term Care</i>	BALLROOM D
8:30 am - 9:00 am	Opening Remarks <i>Donna Duncan, Chief Executive Officer, Ontario Long Term Care Association</i> <i>Rich Schutt, Chair of the Board of the Global Ageing Network, and CEO of Providence Life Services</i>	BALLROOM D
9:00 am - 10:00 am	Opening Keynote <i>Courage Inside the Fire – A Story of Leadership</i> <i>Darby Allen, Fort McMurray's Fire Chief</i>	BALLROOM D
10:00 am - 11:00 am	Delegate Break & Networking	EXHIBIT HALL & PRE-FUNCTION B/C

11:00 AM - 12:00 PM	CONCURRENT SESSIONS			
Oral Session 1 ORGANIZATIONAL CULTURE CHANGE				200A
1. <i>From Training to Learning at Benetas – Our Journey</i>	2. <i>The Mercy Way – Small Household Living</i>	3. <i>The Maximizing Ageing Using Volunteer Engagement Plus (MAUVE+) Program – Delivering Enhanced Patient Care and Improving Quality of Life through the Structured Use of Volunteer Services</i>		
Oral Session 2 ONTARIO CLRI: INNOVATIVE LEARNING				2008C
1. <i>Virtual Learning Environments to Transform Workforce Supply and Expertise in Seniors Care</i>	2. <i>Significant Learning Through Geriatric Internships – A Retrospective Analysis</i>	3. <i>Family Fortune: A Serious Educational Game to Foster Family Engagement in Care Planning and Effective Team Resource Allocation</i>		
Oral Session 3 THE TREC (TRANSLATIONS RESEARCH IN ELDER CARE) PROGRAM				201ABC
1. <i>Translating Research in Elder Care (TREC) – How Longitudinal Data Can Improve the Long-Term Care System</i>	2. <i>Safer Care for Older People in Residential Environments: SCOPE</i>	3. <i>Determinants of Pain During End-of-Life Care for Nursing Home Residents</i>		
Oral Session 4 DATA TO DRIVE QUALITY				204AB
1. <i>A Leader's Guide: How to Successfully Incorporate the INTERACT™ 4.0 Quality Improvement Program to Reduce Unnecessary Hospitalizations</i>	2. <i>Exploring the Profile of Personal Support Workers</i>	3. <i>Step-by-Step Guide to Using Indicators: Support Critical Thinking to Improve Health Care Performance in Your Organization</i>		
Oral Session 5 MODELS OF CARE AND PROGRAMS FOR VULNERABLE POPULATIONS				205A
1. <i>Innovative Models for Long-Term Care – Helping Owners and Operators Decide</i>	2. <i>The Program for All Inclusive Care for the Elderly – Model of Care in Michigan and Ontario</i>	3. <i>Leonard's Life – An Examination of a Life Lived in Long-Term Care: The Social World of Young Residents</i>		

PROGRAM

Parallel Session 6 GLOBAL INSIGHTS 205BC

- My Feros portal*
- 2. Effects of Personally Meaningful Music on Mood and Behavior in Individuals with Dementia*

Workshop 1 The Albert Project™: Can Virtual Reality Simulation Reduce Depression and Agitation in Long Term Care Residents with Moderate to Severe Dementia? 202AB

Workshop 2 "I Don't Feel So Alone Anymore": Innovative Programs to Enhance Resident Quality of Life and Increase Volunteer Engagement 203AB

Workshop 3 Multi-Stakeholder Collaboration in Long-Term Care: A South African Perspective 204C

Workshop 4 Are Secure Neighbourhoods in Long Term Care Helping or Harming? 206AB

12:00 PM - 1:00 PM Delegate Lunch & Networking EXHIBIT HALL & PRE-FUNCTION B/C

1:30 PM - 2:15 PM E-Poster Presentations PRE-FUNCTION A

12:00 PM - 1:00 PM CONCURRENT SESSIONS

Parallel Session 7 OPTIMIZING THE HEALTH WORKFORCE 200BC

- Building on a BASE™ of Success: An Exploration of the Five Factors Influencing the Success of an eConsult Service in Long-Term Care*
- 2. Forging Collaboration and Improving Access to Geriatrics with eConsult: A Session for Clinicians Who Are "All Alone."*
- 3. Taking a Closer Look at Pan-Canadian Health Workforce Trends in Long-Term Care*

Parallel Session 9 LTC DESIGN 201ABC

- Belong – Your Life, Your Pace, Your Way?*
- 2. Engaging College Student to Improve Design for Human Centric Experience*
- 3. Baycrest's LTC Smart Suites®*

Parallel Session 10 DEMENTIA AND SEXUALITY 204AB

- Dementia, Intimacy and Sexuality*
- 2. Sexual Activity & Ethics in Long-Term Care: When Is it Your Business?*

Parallel Session 11 EMERGENCY PREPAREDNESS AND RESPONSE 205A

- Rebuilding a Reputation After Disaster Strikes*
- 2. Managing in the Face of Disasters: What Can We Do to Support Vulnerable Older Adults Before, During and After Disaster Strikes*
- 3. Anticipating and Managing Violence in Senior Care*

Parallel Session 12 TRENDS IN RETIREMENT LIVING 205BC

- When Your Story Meets Their Story: A Powerful Collaboration*
- 2. Going Beyond Age and Income: Understanding Your Community's Psychographic Profile*
- 3. Live Small to Live Big: Design Strategies for Big Living in Small Spaces*

Workshop 6 CEO Roundtable 202AB

Workshop 7 Mobilizing Long-Term Care Frontline Staff for Better Outcomes 203AB

Workshop 8 The Person Centredness Journey: Our Story of Success 204C

PROGRAM

Workshop 9 Co-Designing Tools to Support Partnerships in the Dementia Care Triad with Care Providers, Caregivers and Persons with Dementia **206AB**

Workshop 10 Global Innovative Solutions for Canadian Long Term Care **206CD**

3:00 PM - 3:15 PM **Coffee Break & Travel Time** **LEVEL 200 FOYERS**

3:15 PM - 4:15 PM **CONCURRENT SESSIONS**

Oral Session 14 THE EVOLUTION OF CANNABIS USE IN SENIORS CARE **200BC**

1. *Navigating a New World: The Future of Medical Cannabis and Seniors*
2. *Cannabis Use as An Alternative for Opioids, Antipsychotics and Antidepressants in Long Term Care*

Oral Session 15 LEADERSHIP PERSPECTIVES **201ABC**

1. *Re-framing Dementia: A Leadership Call to Action*
2. *Chief Medical Officer: A Novel Model of Service Toward Clinical Excellence*

Oral Session 16 SERVING DIVERSE POPULATION **204AB**

1. *What Do You Know About the Needs, Rituals and Taboos of Other Cultures in Terms of Urinary and Fecal Incontinence?*
2. *Supporting the Health and Well-Being of Indigenous Residents in Long-Term Care*
3. *Diversity Practices to Enhance Life in Long-Term Care*

Oral Session 17 HOME AND COMMUNITY-BASED SERVICES **205A**

1. *Dementia, A Complex Problem Requiring Comprehensive Solutions*
2. *Age Friendly, Accessible Cities and Towns: Improving our Lives While Increasing Senior Living Development Opportunities*
3. *A Peer-Led Model in a Novel Falls Prevention Education Program for Community-Dwelling Seniors: Perth Australia Together with Detroit Michigan, USA*

Oral Session 18 COMMUNITY ENGAGEMENT **205BC**

1. *Creating Unlimited Options For Aging; The Impact of Community-Centered Living*
2. *Future-Oriented Building Design for Citizens with Dementia, Based on Inclusion in the Built Environment*

Workshop 11 The Future's So Bright – The Intersection of Technology and Aging **202AB**

Workshop 12 Developing a Practical Framework for Measuring Culture Change in Ontario Long-Term Care Homes – A Pilot Project **204C**

Workshop 13 Best Practices Using the Five Senses **206AB**

Workshop 14 Disrupt Aging: Five Innovative Lessons learned from the Global Ageing Network **206CD**

Workshop 15 Seniors Adding Life to Years (SALTY): Pan-Canadian Research Informing Quality of Life for Older Adults Living in Residential Long Term Care **203AB**

6:00 PM - 9:30 PM **Champagne & Diamonds Awards Gala Dinner and Ceremony** **BALLROOM D**

9:30 PM - 12:00 AM **Champagne & Diamonds Awards Gala After Party** **NEW FORT HALL HOTEL X**

PROGRAM

THURSDAY, SEPTEMBER 19, 2019

TIME	SESSION	ROOM
00 AM - 00 PM	Delegate Registration	PREFUNCTION B
30 AM - 30 AM	Delegate Breakfast	PRE-FUNCTION B/C
30 am - 00 am	Opening Remarks <i>Donna Duncan, Chief Executive Officer, Ontario Long Term Care Association</i>	BALLROOM D
00 am - 1:00 am	Keynote Leadership Through Empathetic Listening <i>Dale Curd, CBC Television Host of Hello Goodbye & Psychotherapist</i>	BALLROOM D
1:00 AM - 1:30 AM	Delegate Break & Networking	EXHIBIT HALL & PRE-FUNCTION B/C
1:30 AM - 2:00 PM	SUB-PLenary PANELS	
	Panel 1 Aged Care for the Future: Optimizing Models of Care	BALLROOM D
	Panel 2 Promoting a Human Rights-Based Approach to Dementia	206CD
	Panel 3 That's Debatable – Challenges for Aged Care Providers of the Future	206AB
2:00 PM - 3:00 PM	Delegate Lunch & Networking	EXHIBIT HALL & PRE-FUNCTION B/C
3:30 PM - 4:15 PM	E-Poster Presentations	PRE-FUNCTION A
4:00 PM - 6:00 PM	CONCURRENT SESSIONS	
	Parallel Session 19 THE EMERGING WORKFORCE	200BC
	<i>1. It Takes a Village! Transforming Perspectives to Boost Workforce Opportunities</i>	
	<i>2. Engaging Tomorrow's Long-Term Care Workforce Today</i>	
	<i>3. Living and Learning with Dementia</i>	
	Parallel Session 21 ORGANIZATIONAL AND SYSTEM QUALITY IMPROVEMENT PROJECTS	204AB
	<i>1. Accelerating the Spread and Adoption of Innovations in Health in Diverse Contexts: Appropriate Use of Antipsychotics in Long-Term Care</i>	
	<i>2. Disrupting the Status Quo While Creating a Culture of Innovation. Transform Your Organization Data into Quality Outcomes and Operational Success</i>	

PROGRAM

Oral Session 22 CONSUMER TECHNOLOGY

205A

1. *Supporting Aging Through Technology*
2. *Steering Seniors in The Right Direction – Learn How Our Hector-VR Driving Simulator is on the Road to Success*
3. *A Leap of Faith, or a Calculated Jump? A Conversation About Innovation and Collaboration.*

Oral Session 23 ENHANCING QUALITY OF LIFE THROUGH PERSON-CENTRED APPROACHES

205BC

1. *Person-Centred Approach to Care Through the Eyes of a Resident*
2. *Me in a Nursing Home -- No Way!*
3. *Taking a Collaborative, Resident-Centred Approach to Social Engagement in Long Term Care*

Workshop 16 Empowering Elders Through Home Based Care in Cameroon

202AB

Workshop 17 Revera's Corporate Journey to Reduce Falls with Injury

204C

Workshop 18 Social Connectivity: Enhancing Wellness Through Technology

206AB

Workshop 20 Innovative Solutions to Serving a Culturally Diverse Aging Population: Penn Asian Senior Services' Excellence in Ageing Services Model

203AB

3:00 PM -
3:15 PM

Coffee Break & Travel Time

BALLROOM D

Closing Keynote

3:15 PM -
4:15 PM

Bring It On...Strategies for Resilience and a Positive Workplace

Meg Soper, Motivational Humourist

BALLROOM D

Mobile App "Great Canadian Scavenger Hunt" contest winner announced.



ONTARIO LTC HOME TOUR

Friday, September 20, 2019

Schlegel-UW Research Institute for Aging + The Village of University Gates Long-Term Care Home Full Day Tour

Waterloo, Ontario

In August of 2015 the Schlegel Centre of Excellence for Innovation in Aging opened its doors. This is the hub of the multi-site infrastructure. It is designed to enhance care and living for older adults through co-location of research, training and practice. This centre, located on the University of Waterloo's north-west campus, is specifically designed to encourage co-mingling of seniors, students, educators, and researchers. It is home to 192 long-term care residents. It is also home to the Schlegel-UW Research Institute for Aging (RIA). The RIA partners with University of Waterloo, Conestoga College and 19 Schlegel Villages for research-informed innovation, research transfer to practice, and improved gerontology content in college and university programs. In addition to these core partners, RIA collaborates with other universities, colleges, health centres, and community organizations. Phase II construction is currently underway adding retirement and independent living to create a continuum, as well as three additional floors of learning and research space. The residential components of this project incorporate the signature architectural and design features that Schlegel Villages are known for, as well as programming and staffing models that support resident engagement, active living and quality of life.

Participants will tour and learn about the Schlegel-UW Research Institute for Aging, an innovation institute that incubates new ideas through applied research, accelerates their development across the 19 Schlegel Villages, and catalyzes change for everyone through practice development, training, and knowledge mobilization. Participants will meet Schlegel Research Chairs, Schlegel Villages senior team members, and RIA senior team members.

8:00 am	Shuttle departs Beanfield Centre for Schlegel-UW Research Institute for Aging
10:00 am	Arrival at the Schlegel-UW Research Institute for Aging, Learning Hub
10:15 am	Overview of the Research Institute for Aging
11:00 am	Tour of the Labs and Integration Spaces with Research Highlights
11:45 am	Overview and Tour of the Living Classroom (Conestoga College)
12:30 pm	Lunch
1:15 pm	Tour of the Village at University Gates
2:00 pm	Discussion and Wrap-Up
2:30 pm	Shuttle departs for the Beanfield Centre



THE GLOBAL AGEING NETWORK™



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 The Global Ageing Network - formerly IAHSA

Leadership
through shared learning

Quality
through innovation
and research

Community
across borders

Who We Are

The Global Ageing Network is an international organization of service providers, businesses, scholars and others committed to addressing the challenges and opportunities of global ageing. Our vision is a world in which all people have access to the highest quality of care, services and housing in later life. Our mission is to connect and support care, housing and service providers around the world to enhance the quality of life for ageing.

The Global Ageing Network members lead care homes, community services, research projects and businesses that support older adults. They are innovators, operating at the forefront to translate research findings into practice. Members adopt person-centered approaches to care, use technologies to enhance quality of care, develop new models of service delivery, address challenging workforce issues, embrace cultural differences within settings and form partnerships with universities and other community-based institutions. They are leaders in their communities, willing to share and open to learning in order to continuously enhance quality and improve their effectiveness.

The Global Ageing Network represents the interests of more than 26,000 ageing services providers in nearly 50 countries serving millions of individuals every day. Members of the Global Ageing Network benefit from shared knowledge, professional development, educational resources, leadership opportunities and being part of a dynamic group of professionals in ageing services.

For more information, or to join, visit us at www.globalageing.org

Why Join the Global Ageing Network?

The Global Ageing Network members benefit from shared knowledge, professional development, educational resources, leadership opportunities, and an expanded network of personal and professional contacts spanning the globe.

EXPAND YOUR COMMUNITY

- Network with aged care providers and researchers.
- Join our listservs to connect with peers of like-minded interests.

SHARE KNOWLEDGE

- Access new knowledge and innovations through the **Global Ageing Network's international conferences and educational forums.**
- Receive discounted pricing to attend the **Global Ageing Network** events and events sponsored by our affiliates.
- Learn the latest in global ageing news and trends through the **Global Ageing Network's** monthly newsletter, **Alliance.**
- Link to research and innovative practices by global organizations through the **Global Ageing Network's Research Clearinghouse and Global Ageing Innovation Platform.**

LEADERSHIP

- Develop your leadership skills and professional network through our **Global Ageing Leadership Retreat.**
- Receive global recognition through the **Global Ageing Network Excellence in Ageing Services Award** and the **Global Ageing Network Excellence in Applied Research Award.**

GLOBAL ENGAGEMENT

- Support advocacy at the United Nations for a **Human Rights Convention for the Elderly.**
- Contribute towards the design and development of solutions to global ageing challenges.
- Shape our future together with people you meet through the **Global Ageing Network.**



ABOUT THE GLOBAL AGEING NETWORK

The Global Ageing Network was founded in 1994 by an international group of leaders who realized that global ageing would have a profound impact on our earth's elders.

Their vision was to create a platform for policymakers, researchers, business and ageing service providers to collaboratively

SCHLEGEL SPECIALISTS



DR. KATE DUPUIS
Schlegel Innovation Leader in Arts and Aging (Centre for Elder Research, Sheridan College), will focus her work exploring the relationship between the arts and later life, and specifically the role of the arts in promoting health and building on individual strengths. Dr. Dupuis is both a scientist and clinical neuropsychologist.



DR. JOANNE HO
Schlegel Clinical Research Scientist (McMaster University), is exploring adverse drug events in older adults and interventions that can help mitigate these occurrences. She is also on staff at Grand River Hospital and St. Mary's General Hospital where she provides inpatient geriatric medicine, internal medicine, and clinical pharmacology consultation services.



DR. JANE KUEPFER
Schlegel Specialist in Spirituality and Aging (Conrad Grebel University College), is exploring the spiritual resources first wave baby boomers have accessed and built up throughout their life, and those they envision needing in their later years. This work will inform spiritual care as the next generation enters long-term care and retirement living.



DR. JAMES MILLIGAN
Schlegel Specialist in Mobility and Falls (Centre for Family Medicine), leads a primary care interprofessional Mobility Clinic that improves access to care for those with mobility challenges. Dr. Milligan also develops screening and best practices for complex chronic conditions in older adults and is a physician at the Village at University Gates.



LINDA SHEIBAN TAUCAR
Schlegel Associate Research Chair (Conestoga College), is a Registered Nurse and researcher who specializes in gerontology. Her research focuses on improving care practices based on the latest evidence and on developing education with a gerontology focus.

In addition to Chairs and Specialists, the RIA has a number of Research Scientists who collaborate with us on key projects. Visit our website to learn more (www.the-ria.ca).

The Schlegel-UW Research Institute for Aging (RIA) is a charitable foundation dedicated to enhancing care and quality of life for older adults. We drive innovation to tackle the biggest issues facing an aging population.

Schlegel-UW Research Institute for Aging
250 Laurelwood Drive, Waterloo, ON
519-904-0660 | info@the-ria.ca
www.the-ria.ca



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OUR RESEARCHERS

Our growing team of world-class leaders in aging research are driving innovation and accelerating impact.

RIA
RESEARCH
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Schlegel • UWaterloo • Conestoga

Enhancing Life

SCHLEGEL RESEARCH CHAIRS

Schlegel Research Chairs and Schlegel Specialists are experts in their field and collaborate with research teams across the country and around the world.



DR. JENNIFER BOGER
Schlegel Research Chair in Technology for Independent Living (University of Waterloo), focuses her research on intelligent assistive technologies for enhancing the health, safety, well-being, and independence of older adults. Her collaborative approach creates technologies that reflect the needs, abilities, and contexts of the people using them.



DR. VERONIQUE BOSCART
CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care (Conestoga College), is working to build a highly-skilled workforce prepared to care for an increasingly complex aging population. Her research focuses on developing education and training programs, models of care, and best practices for professionals working with seniors.



DR. ANDREW COSIA
Schlegel Research Chair in Clinical Epidemiology and Aging (McMaster University), focuses his research on promoting evidence-based care and policy in elder care. His research makes use of health information and technology to develop better models of care and decision support systems.



DR. LORA GIANGREGORIO
Schlegel Research Chair in Mobility & Aging (University of Waterloo), focuses her research reducing the burden of osteoporotic fractures. Her team investigates the effects of exercise interventions for reducing fracture risk and ways of increasing participation in safe and effective physical activity in older adults.



DR. GEORGE HECKMAN
Schlegel Research Chair in Geriatric Medicine (University of Waterloo), focuses on health system redesign in order to improve the care of older adults, with the aim of promoting an integrated and proactive system of care focused on quality of life and optimal usage of health care resources.



DR. RICH HUGHSON
Schlegel Research Chair in Vascular Aging and Brain Health (University of Waterloo), is exploring how age-related vascular changes affect motor and cognitive function. Much of his research is with astronauts in space, where the aging process is accelerated. These learnings help us understand aging here on Earth.



DR. MEAGHAN NELSON
Schlegel Research Chair in Nutrition and Aging (University of Waterloo), focuses her research on the mealtime experience and demonstrating the importance of nutrition to health and quality of life for older adults. Areas of work include improving mealtime satisfaction and person-centred care at mealtimes, as well as trialling innovative interventions.



DR. LINDA LEE
Schlegel Chair in Primary Care for Elders (Centre for Family Medicine), focuses her work on improving the care of older adults with cognitive impairment and dementia and has created a successful interprofessional model of care and training program to support the spread of primary care Memory Clinics.



DR. CARRIE MCAINEY
Schlegel Research Chair in Dementia (University of Waterloo), focuses her research on enhancing care and support for individuals living with dementia and their family members, and improving the quality of work life for team members involved in their care.



DR. ALLEN POWER
Schlegel Chair in Aging and Dementia Innovation, is a geriatrician, skilled educator, and published author. He focuses his work on advancing innovative approaches to support older adults, including those with changing cognition, and putting them into practice to transform the culture of care.

A full continuum of living for older adults



The Village at
UNIVERSITY GATES

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at 519-904-0650



AILS CRAIG – Independent Living

- full kitchens
- in suite washer and dryer
- weekly housekeeping and linen laundry service
- meal plans or care services can be added

BECKER – Retirement Apartments

- lunch and dinner daily
- weekly housekeeping and linen laundry service
- in suite washer and dryer
- breakfast and or care services can be added

WILLIAMSBURG – Full Service Retirement

- three meals daily
- medication administration
- daily bed making
- weekly housekeeping and linen laundry
- weekly assisted bath or shower
- extra care and support can be added

EGERTON – Assisted Care

- three meals daily
- medication administration
- support with personal care
- daily bed making
- weekly housekeeping and linen laundry service
- weekly assisted bath or shower
- extra care and support can be added

EMMA'S – Memory Care

- safe, secure neighbourhood for residents living with dementia
- three meals daily
- medication administration
- support with personal care
- daily bed making
- weekly housekeeping and linen laundry service
- weekly assisted bath or shower
- extra care and support can be added



250 Laurelwood Drive
schlegelvillages.com

Enhancing Care Through Research
 The Schlegel family, together with the University of Waterloo and Conestoga College have established the Schlegel-UW Research Institute for Aging (RIA) whose purpose is to improve the quality of life for older adults through partnerships in research, education and practice.

The RIA brings top researchers from across Canada together to study the aging process with the participation of our team and residents at The Village at University Gates and other Schlegel locations. The knowledge gained during the research process is translated into enhanced care-giving strategies and therefore, improved quality of life for our residents.

Research findings also guide the development of curricula for team member training at Conestoga College and other community colleges to ensure older adults across the entire province will benefit from this new knowledge.

Residents and team members at all Schlegel Villages are invited to participate in RIA research if they so desire, to offer their input and to gain information on a variety of important research topics including spiritual care, brain and heart health, medication usage, fall prevention and more.



Enhancing Life

All research is carefully screened by a University ethics review community. Participation is always voluntary.

For more information, to receive RIA newsletters, or to make a donation, please contact us:

By email: info@the-ria.ca
www.the-ria.ca

OUR MISSION, ASPIRATIONS, VISION, & VALUES

Mission

Our Mission is to provide holistic health care in a home environment located within an internal neighbourhood design that promotes a caring community, with emphasis on optimal health and life purpose for each resident.

Aspirations

- Promote cross-functional teams
- Create opportunities for Meaningful & Shared Activities
- Connect research & innovation to Village Life
- Offer Flexible Living
- Foster Authentic Relationships
- Honour Diversity in Village Life
- Promote Resident Empowerment
- Offer Flexible Dining

Vision

Each person lives in a Village where they have life purpose and are able to pursue their passions, develop meaningful relationships, have opportunity to learn and grow, and contribute to their community.

Values

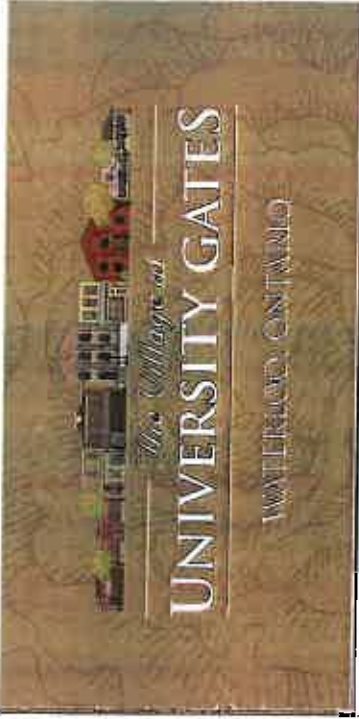
- Caring People • Passion
- Hands-on • Innovation
- Hard working
- Positive, Can-Do Attitude



TO LEARN ABOUT OUR LOCATIONS ACROSS ONTARIO, VISIT:
www.schlegelvillages.com

It Takes a Village to Care.

250 Laurelwood Drive
 Waterloo, Ontario N2J 0E2
 Tel: (519) 904-0650
www.schlegelvillages.com





It Takes a Village to Care.

Almost instinctively, a warm sense of community where residents, team members, families and volunteers genuinely care for and about each other is what you experience upon entering The Village at University Gates.

The various "neighbourhoods" bring together residents into a larger community - which is why our campus is called a "Village".

This experience of community is fostered not only by the design features of Main Street and Town Square which promote planned and informal social interaction but also by our committed team members.

Our team and volunteers achieve this with a 60+ year history, passion and drive of caring for seniors in Canada. Dedicated team members and volunteers ensure that there is a wide array of programs for all interests which range from one-on-one to small groups to community-wide events.

In partnership with the University of Waterloo, we provide state-of-the-art programs based on the latest research, such as our unique Program for Active Living (PAL).

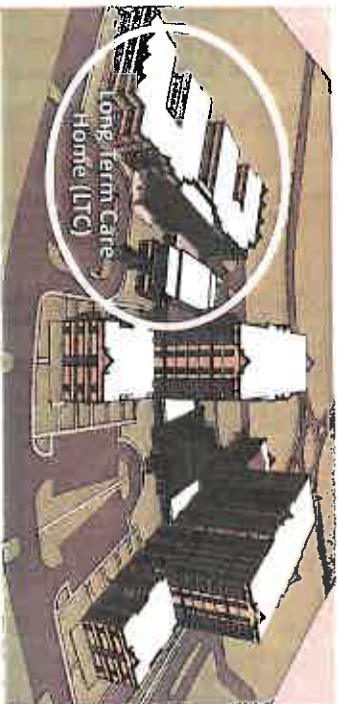
SCHLEGEL VILLAGES

OUR CONCEPT

A Full Continuum of Care

At the Village at University Gates, the key to our success is providing a unique continuum of care by offering a full range of living and care options all on one campus. The first phase of this campus is our Long Term Care Home (LTC). Retirement Living is currently under construction and will open in 2020. It will feature our five distinctive neighbourhoods -

Independent Living, Retirement Apartments, Assisted Care, Memory Care and Full Services Retirement Suites.



Our Long Term Care Home provides high quality care in specialized neighbourhoods. These include neighbourhoods specifically designed for those with Alzheimers and related forms of dementia, for behavioural support and for persons whose care needs are primarily physical in nature.

LIVING In My Today is our organizational care philosophy and training program that focuses on the well-being of residents living with dementia in Schlegel Villages. LIVING In My Today was developed in partnership with residents, family members, team members, volunteers and community partners such as the Murray Alzheimer Research & Education Program (MAREP).

LIVING AT THE VILLAGE AT UNIVERSITY GATES

The Village at University Gates is a 192 bed Ministry of Health & Long-Term Care licensed home. There are 6 separate care areas, called "neighbourhoods." Each neighbourhood has 20 Private rooms and 6 Basic rooms which include wheelchair accessible washrooms. Basic furnishings are provided but residents are welcome and encouraged to bring personal furniture as well.

Putting Residents First

With our resident-centred approach, we embrace a social model of living rather than an institutional model of care. That is to say, we provide excellent care, with an emphasis on putting living first. Each resident and team member is part of the Village family

We invite you to come for a visit, stroll down our Main Street and learn more about our Village Concept and unique services.

Local Health Integration Network (LHIN)

In Ontario, LHINs provide free care services to eligible individuals by way of an assessment by a LHIN team member. LHINs are funded by the Ontario government's Ministry of Health and Long-Term Care. The Waterloo-Wellington LHIN helps people get the care they need to stay well, heal at home and stay safely in their homes longer. When home is no longer an option, they help people make the transition to other living arrangements, such as a Long-Term Care home.

If you are interested in applying to live at The Village at University Gates, please contact the Waterloo-Wellington LHIN:

Bulletin to Residents of Long-Term Care Homes: Important News Regarding Long-Term Care Home Accommodations Charges

Ministry of Health
and Long-Term Care

SPRING 2019

Renseignements aussi
disponibles en français

Basic Accommodation Rates

On July 1, 2019, the co-payment that residents pay for basic accommodation in Long-Term Care (LTC) homes **will increase by \$1.40 per day from \$60.78 per day to \$62.18 per day**, consistent with recent inflationary increases. This will help cover the rising costs of meals and accommodation.

Preferred Accommodation Rates

The maximum charges will also be increasing for residents admitted to newer preferred accommodation beds **on or after July 1, 2019**. The premium charged for semi-private accommodation will increase by \$0.29 from \$12.49 to \$12.78 per day, and the premium for private accommodation will increase by \$0.60 from \$26.04 to \$26.64 per day.

The table below provides the new rates that will apply as of July 1, 2019 to all types of accommodation based on a residents' date of admission to the bed.

Type of Accommodation	Daily Rate	Monthly
Long-Stay Resident:		
Basic	\$62.18	\$1,891.31
Semi-Private		
Residents admitted to newer beds on or after July 1, 2015.	\$74.96	\$2,280.04
Residents admitted to newer beds on or after September 1, 2014, but prior to July 1, 2015.	\$73.89	\$2,247.49
Residents admitted to newer beds on or after July 1, 2013, but prior to September 1, 2014.	\$72.83	\$2,215.25
Residents admitted to newer beds on or after July 1, 2012, but prior to July 1, 2013.	\$71.75	\$2,182.40
Residents occupying older beds, or residents admitted to newer beds prior to July 1, 2012.	\$70.70	\$2,150.46

Continued...

Private

Residents admitted to newer beds on or after July 1, 2015.	\$88.82	\$2,701.61
Residents admitted to newer beds on or after September 1, 2014, but prior to July 1, 2015.	\$86.96	\$2,645.04
Residents admitted to newer beds on or after July 1, 2013, but prior to September 1, 2014.	\$85.08	\$2,587.85
Residents admitted to newer beds on or after July 1, 2012, but prior to July 1, 2013.	\$83.22	\$2,531.28
Residents occupying older beds, or residents admitted to newer beds prior to July 1, 2012.	\$81.35	\$2,474.40

Short-Stay Resident (Respite Bed)

\$40.24

N/A

NOTE: "Newer beds" – beds classified as "NEW" or "A" according to ministry design standards

"Older beds" – beds classified as "B", "C", "Upgraded D" or "D" according to ministry design standards

Effective from July 1, 2019, the basic accommodation rate is determined using the following formula:

- 2018 basic accommodation rate x (1 + CPI Rate) = 2019 co-payment rate.
[i.e., \$60.78 x (1+2.3%) = \$62.18]
- The monthly rate is determined by multiplying the daily rate by 30.4167.
[i.e., \$62.18 x 30.4167 = \$1,891.31]

If you have requested a transfer from your current accommodation into a preferred accommodation bed, please call the LTC home administrator to confirm the rate that you will be required to pay. Preferred rates for semi-private and private accommodation in your current LTC home or in another LTC home may be different if you are offered a bed on or after July 1, 2019.

If you are currently paying less than \$60.78 per day because you are receiving a reduction in the basic co-payment, known as a "Rate Reduction", then you should reapply for a rate reduction as the current rate reduction expires on June 30, 2019. Staff at your LTC home will provide you with the application form and will help you to submit your application to the Ministry of Health and Long-Term Care.

For more information on co-payment rates or the changes to the rate reduction application process, please speak with your home's Administrator. Should you have any additional questions, please contact: LTC Homes Action Line at 1-866-434-0144.