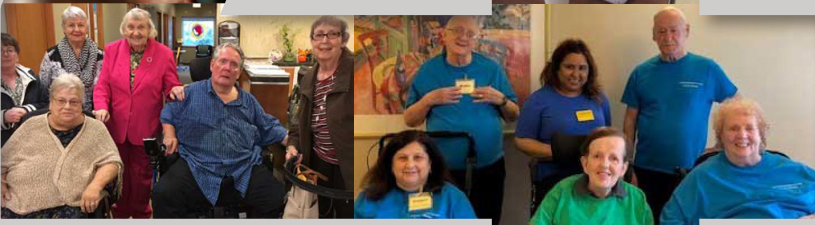
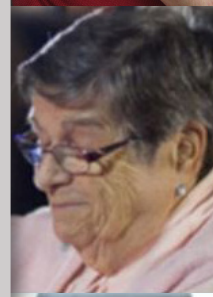


2020 - 2021 Annual Report



“Inspiring a better tomorrow.”





Serving residents in long-term care homes for 40 years

OARC'S MANDATE

- To encourage and support the formation and operation of **Residents' Councils** in homes providing long-term care for residents;
- To assist and encourage residents of long-term care homes to **become active participants** in the operation and management of those homes and **in the community at large**;
- To assist and encourage residents of long-term care homes in **sharing and consolidating ideas** and **promoting policies** that **improve the standard of care and quality of life** of all residents;
- To **educate the community** about issues faced by residents of long-term care homes with a view to improving the standard of care and quality of life of all residents.

“ My self-worth and purpose in life were completely renewed with OARC. I thought I lost self-worth and purpose in life when I got so sick many years ago and became so disabled that I felt like giving up. After my husband passed, I was giving up especially when I first moved to long-term care at such an early age of 60.

Within the 1st year, I joined the Residents' Council. Within the next couple of years, I joined OARC and I got more involved in learning that there was a purpose in my life to help others. The more I got involved with OARC, I really began to believe that it was worth living and I needed to move forward and not look back. Thanks to OARC, I was getting my life back and I was needed. ”

~ SHARRON COOKE
OARC President

PRESIDENT AND EXECUTIVE DIRECTOR REPORT

Are there words to capture this last year; the year of the pandemic? Are there appropriate sentiments that serve us well in articulating the many ways LTC home residents, families and team members were impacted? Suffice it to say that the OARC team was (and continues to be) fueled by the memory of the lives lost and affected. May the trauma not be in vain, and may we rise above and learn through the brokenness, to identify good things, beauty and commitment, remembering the simple and powerful aspects of life that make it meaningful, and may we NEVER return to LTC as it was.

As you read through this Annual Report, you'll see evidence of the creativity, the impact and the ability of OARC to move swiftly and positively during times of chaos and trauma, and to recognize moments of celebration along the way. We want to highlight two celebratory items for you now:

- 1) **2021 marks OARC's 40th Anniversary!!** Enjoy our historical look back on the last 40 years (*centre spread of the report*), highlighting where we came from, and key milestones along our journey.
- 2) **#HopefulHearts LTC Campaign** - In recognition of the one-year anniversary of COVID-19 entering LTC and claiming the life of its first resident, OARC encouraged LTC homes to stand together in solidarity, acknowledge the impact of COVID-19, grieve and feel the sense of loss together, and move forward with hope. We invited homes to join in some OARC initiated activities (artwork, window displays, social media posts, etc.) and share their own ideas via social media, our newsletters and magazine. Like fireflies, lighting up our darkened LTC sector, ideas began to come forward, and together we acknowledged the loss, and celebrated the hope and goodness that rises above the tragedy. It was comforting to know that across Ontario, LTC home communities were creatively displaying hearts in their homes prompted by this campaign!



Yours very truly,



Dee Lender
Executive Director



Sharron Cooke
President

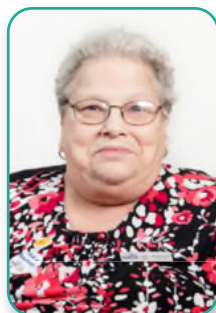
BOARD OF DIRECTORS 2020-2021



LATE DENISE BURKE

*Pioneer Manor,
Sudbury, Ontario*

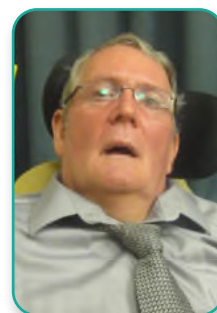
OARC Board Director,
serving on the Board
for 3 years.



SHARRON COOKE

*Newmarket Health
Centre, Newmarket,
Ontario*

OARC Board President,
serving on the Board for
10 years, President for 8
years.



LLOYD FOSTER

*St. Patrick's Home
of Ottawa, Ottawa,
Ontario*

Past OARC Board
Director, serving on
the Board for 4 years,
Vice President in
2021.



DEVORA GREENSPON

*Extendicare Bayview,
Willowdale, Ontario*

OARC Board
Treasurer, serving on
the Board for 8 years,
Treasurer for 8 years,
Secretary for 3 years.



LATE DAVID KENT

*The Village of Erin
Meadows, Mississauga,
Ontario*

OARC Board Vice
President, serving on the
Board for 4 years, Vice
President for 3 years



BARRY HICKLING

*The Village of Aspen
Lake, Windsor,
Ontario*

OARC Board
Director, serving on
the Board for 2 years.



VIRGINIA PARRAGA

*Kensington Gardens,
Toronto, Ontario*

OARC Board Director,
serving on the Board
for 2 years.



CAROLYNN SNOW

*Cedarvale Lodge Care
Community, Keswick,
Ontario*

OARC Board Secretary,
serving on the Board for
3 years.



REID WALKER

*Chartwell Brant
Centre LTC
Residence, Burlington,
Ontario*

Past OARC Board
Secretary, serving on
the Board for 2 years,
Secretary for 1 year.



JAMIE WARD

*ThorntonView Long-
Term Care, Oshawa,
Ontario*

OARC Board Director,
serving on the Board
for 6 years.



MURRAY WOODCOCK

*Extendicare Brampton,
Brampton, Ontario*

OARC Board Director,
serving on the Board for
1 year.



CELEBRATING 40 YEARS

Founded in 1981 by Residents of
Long-Term Care homes in Ontario

OARC TEAM MEMBERS



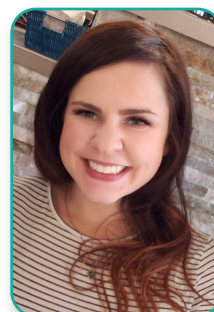
DEE LENDER
Executive Director



JOSIE-LEE GIBSON
Director of Education &
Community Engagement



JENNIFER LANGSTON
Operations &
Project Manager



MELISSA MCVIE
Education &
Communications Manager



JULIE GARVEY
Administration &
Finance Manager

“Determination. Focus. Tenacity. Heart.

These are but a few words that describe how, since its inception, OARC has singularly reflected the perspective and viewpoints of Residents living in Ontario’s long-term care homes. With ever-increasing sophistication and significant success, OARC has consistently used its voice to work with providers, policy-makers and regulators, to ensure that Residents’ holistic wellbeing is at the core of everything in long-term care. ”

*~ MARY NESTOR
OARC President as of June 24, 2021*

“In our sector, there is absolutely no voice that is more important than that of the residents.

OARC has done a tremendous job over the past 40 years encouraging and supporting active resident engagement in the operations, management, and most importantly, the culture of their homes.

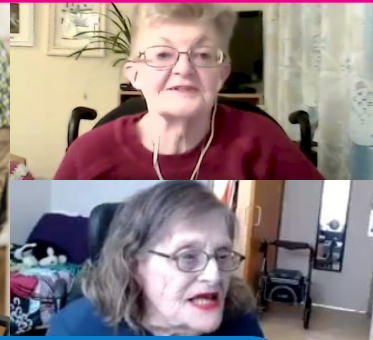
AdvantAge Ontario is so proud that the origins of OARC are with a resolution passed at a conference for residents sponsored by our Association in 1980 that would become the springboard for the inaugural meeting the following year – and the birth of a wonderful and respected organization that would continually bring a strong, compassionate and valued perspective to all provincial and sector tables.

Congratulations OARC on your 40th anniversary, and we look forward to many more years partnering together to ensure the very best for all those who call long-term care their home. ”

*~ LISA LEVIN
CEO, AdvantAge Ontario*

“OARC is an exemplary champion for their members and a true partner in working with long-term care for change. Their innovative Through Our Eyes program on the Resident’s Bill of Rights helps to deepen understanding and connection between residents and staff and is highly valued across the sector. ”

*~ JUDY IRWIN
Senior Manager, Communications, Ontario Long-Term Care Association*

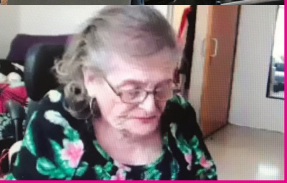
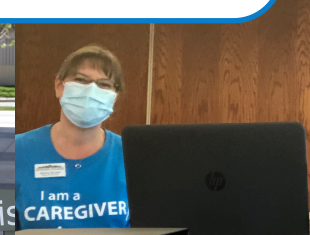
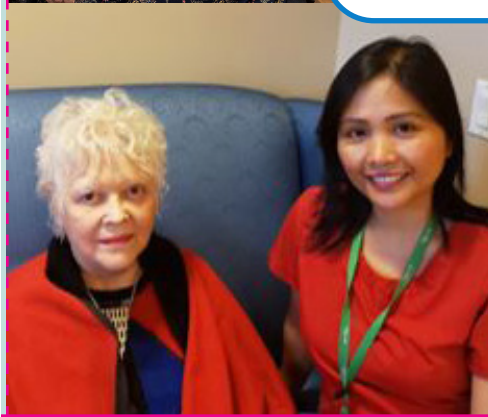


“After living decades making every decision in the design of your own life, from when to cut the grass to what groceries to buy, there is an incredible vulnerability and huge leap of trust that must be taken when passing on some of those management decisions to somebody else. In choosing to live in a supported environment, you are not relinquishing all decision making though. You still have preferences, ideas and specific things that influence your happiness and bring joy in your life. OARC allows for those voices to be heard. For residents in long-term care homes to know they still have choice, can influence decisions and continue to be designers of their own life. OARC has been a wonderful partner in our planning. Always ensuring people, their values and ideas, are at the centre of every discussion and decision.”

*~ DR. MIRA BACKO-SHANNON
Vice-President, Research and Innovation, Ontario Health Central*

“OARC has long taken an active and collaborative role in speaking for and supporting LTC residents and their Councils. They were an integral part of the advisory committee which led to what is now Family Councils Ontario, and continues to have influence with the Ministry of Long-Term Care and other related provincial committees.”

*~ PHYLLIS HYMMEN
Former Chair, Family Councils Program Advisory Committee*

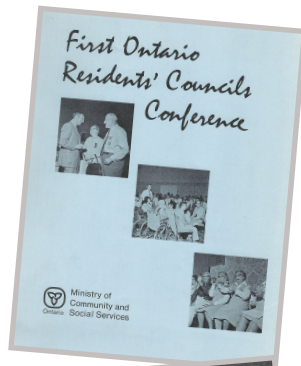




1980

FIRST ONTARIO RESIDENTS' COUNCILS CONFERENCE

The Ontario Association of Homes for the Aged (now AdvantAge Ontario) sponsored a conference for residents across the province. An outcome from that conference was a **resolution passed to form a provincial association of all Residents' Councils, composed of at least one member from each region, so that residents could speak with one voice to the Ministry and other bodies.**



1982-1985

WELFARE OF RESIDENTS

Board Members began to meet with other organizations concerned with the welfare of residents, including Concerned Friends of Citizens in Care Facilities, and what would become the Advocacy Centre for the Elderly.

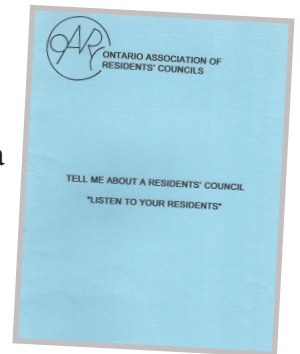
1985

FIRST FULL-TIME EMPLOYEE

The Board hired their first full-time employee, **Mary Ellen Glover.**

FUNDING RECEIVED FROM THE MINISTRY OF HEALTH

Funding was received from the Ministry of Health to prepare information for homes that wished to set-up a Residents' Council. This was used to present a series of 21 mini-conferences entitled **"Tell Me About a Residents' Council".**



1981

THE BIRTH OF OARC

On December 1, 1981, 111 delegates from 60

homes met and

developed the first constitution of the Ontario Association of

Residents' Council

(OARC). **The First President, Harry Powell, of St. Joseph's Villa in Hamilton, was elected.**

Financial support began with a 5-year New Horizons funding grant.

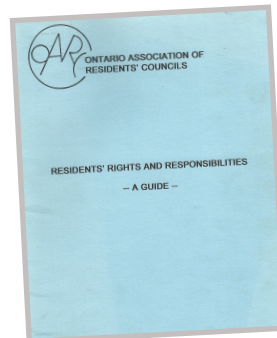


1986

RESIDENTS' RIGHTS

In December 1986, Bill 176 to amend the Nursing Home Act was introduced in the

legislature, and as a result of OARC recommendations, amendments were made to the final Bill, including the requirement that **all residents be advised of their right to form a Residents' Council.**



1982

MEMBERSHIP PROGRAM BEGAN

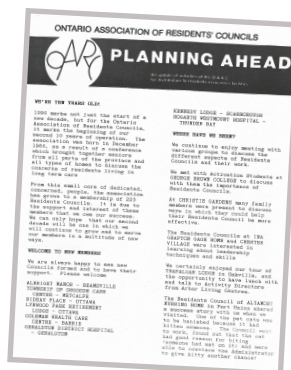
1981



1988

OARC HOME VISITS INCREASED TO 50

OARC home visits increased to a total of **50**, quarterly newsletter had a circulation of **1,500**, development of 7 publications to assist Residents' Councils, and sponsored 11 regional conferences on the topic *"Coming to Grips with Groups."*



1990

LONG-TERM CARE STATUTES LAW AMENDMENT ACT

OARC was invited formally for the first time to multi-stakeholder tables for consultations with the Ministry of Health, to start developing Standards and Criteria for the Long-Term Care Facilities Program Standards Manual to support the implementation of Bill 101 (Long-Term Care Statutes Law Amendment Act), as well as developing the Ministry's inspection methodology called Compliance Reviews. One of the key features of Bill 101 was the development of a formal, more robust Residents' Bill of Rights, entrenched in legislation, which purposefully supported the creation and operation of Residents' Councils in all LTC Homes in the province.

1991

OARC RECEIVED OPERATING FUNDS from the Ministry of Health and Community and Social Services, plus a one-time funding grant. This funding provided OARC the ability to carry out long recommended projects, such as a guide for Administrators and Team Member/Staff on how to work with Residents' Councils, and a feasibility study of a Residents' Council Assistants Program.

1995

230 MEMBERS

1998

OARC BECAME INCORPORATED

2003

MARY ELLEN GLOVER AWARD

In memory and recognition of the late Mary Ellen Glover's advocacy and work for residents through her work with OARC, the 'Mary Ellen Glover Award' was established in 2003. This award is presented each year to a resident, by the City of Toronto to one of its owned and operated LTC homes, who provides support to residents, advocates on behalf of residents, and makes a difference within the Home.

2006

FIRST OARC RESIDENTS' COUNCIL MANUAL created and distributed to all LTC homes, entitled "Working With Your Residents' Council".



2009

RESIDENTS' FIRST INITIATIVE

OARC partnered with Ontario Health Quality Council in the implementation of Residents First, a provincial initiative designed to support and provide an environment for residents that enhances quality of life, through customized training in quality improvement.

1988

1995



2010

RESIDENTS' COUNCILS MANDATORY IN EVERY LTC HOME IN ONTARIO

Proclamation of the Long-Term Care Homes Act – July 1, 2010. Regulations under the LTCHA, 2007 were finalized after feedback from OARC and other expert partners, and improvements were made to the quality and safety of care for residents in LTC homes by enhancing the Residents' Bill of Rights and *Residents' Councils mandatory in every home in Ontario.*

2012

"ASK A RESIDENT"

OARC was an active member of the Long-Term Care Task Force on Resident Care and Safety. OARC contributed in many ways including the creation and distribution of "Ask a Resident" buttons, encouraging discussion of Residents' Rights at every Council meeting, and development of communication tools to support effective Residents' Councils.

Ask a Resident

OARC
Ontario Association of Residents' Councils

2013

DEFINITION CHANGE FOR PHYSIOTHERAPY

The personal experience and advocacy of Board Director, the late Bob MacEwan, led to a change in the definition for approved public funded physiotherapy services. As a result of this the goals and eligibility of physiotherapy were reviewed and upgraded.

LAUNCH OF RESIDENTS' COUNCIL RESOURCE GUIDE

OARC launched a *Residents' Council Resource Guide: Supporting Your Residents' Council.*

Distributed to homes across Ontario, providing tools and resources to support Residents' Councils.



OARC EDUCATION

OARC delivered education to the Ministry of Long-Term Care, Inspection Branch, Service Area Office Inspection Managers.



SHIFTING FOCUS PUBLICATION

OARC was a contributing partner to 'Shifting Focus' – a guide to understanding dementia behaviour.

2014

WALK WITH ME

Canada's first national conference about changing the culture of aging was held. OARC facilitated a session titled, "We're Not Done Yet!"

Residents Declare Their Renewed Purpose Through Their Work with Residents' Councils."





MEDICAL LEAVE

Directly due to Board Director, the late Milly Radford's personal experience, the health care sector was re-educated about medical leave of LTC residents. OARC's consultation with Ministry of Health and LTC resulted in re-education to all hospitals, placement organizations (formerly CCAC's, now LHINs), and LTC homes so that residents who were in hospital no longer needed to 'go home for one night' at the 30-day absence mark, to ensure that their accommodation would be reserved for them.

TOGETHERNESS TRAINING WORKSHOPS

OARC hosted regional workshops offered to celebrate Residents' Council Teams

(Administrators, Residents' Council Leaders and Assistants) working together to increase the effectiveness of Residents' Councils in their home.



2016

PERSON-CENTERED LANGUAGE

As part of a provincial Behavioural Supports Ontario event on person-centered language, Board Director, the late David Kent, made an impactful contribution, urging others to see residents as people not patients. David helped to influence the culture and language of OARC as an organization.

2017

THROUGH OUR EYES: BRINGING THE RESIDENTS' BILL OF RIGHTS ALIVE!

Ministry of Health and Long-Term Care funded the printing and distribution of OARC's signature program binder to all LTC homes across the province.



2017-2019

PUBLIC INQUIRY INTO THE SAFETY AND SECURITY OF RESIDENTS IN THE LTC HOMES SYSTEM

OARC was involved as a standing participant in the Inquiry and made **91** recommendations through public sessions and consultations with the Commissioner.

2020

FIRST RESIDENTS' COUNCIL WEEK LAUNCHED



2020-2021

LTC COVID-19 COMMISSION

OARC facilitated resident feedback sessions with over 65 residents and Commissioners, providing residents an opportunity to share the impact that the pandemic had on them.

2021

#TLCFORLTC CAMPAIGN

OARC partnered with Ontario Centres for Learning, Research and Innovation (and other LTC organizations) to create video messages showcasing residents and families urging team members to prioritize their mental health.



“ Over the past 40 years, OARC has been an essential enabler and facilitator of the resident voice at local and provincial levels. Through their work, they’ve supported Residents’ Councils and ensured that their voices are heard, listened to, and respected by decision makers. As the resident population and their needs have changed, OARC has evolved to meet them where they’re at, every step of the way. FCO celebrates this milestone with them! ”

~ SAMANTHA PECK
Executive Director, Family Councils Ontario

“ OARC members have amplified the resident voice and informed a number of provincial Behavioural Supports Ontario (BSO) initiatives over the years. As committed and active long-standing participants of BSO Advisories Committees and Panels, OARC members have imparted their insights and wisdom that can only be found in the lived experience. We treasure these unique perspectives as they reflect one of our foundational values which includes listening to lived experience journeys and leveraging those insights and suggestions as we continue to develop, improve and implement behavioural health support services. Congratulations on your 40 years and we look forward to many more positive and informative experiences in the years ahead! ”

~ BEHAVIOURAL SUPPORTS ONTARIO PROVINCIAL
COORDINATING OFFICE



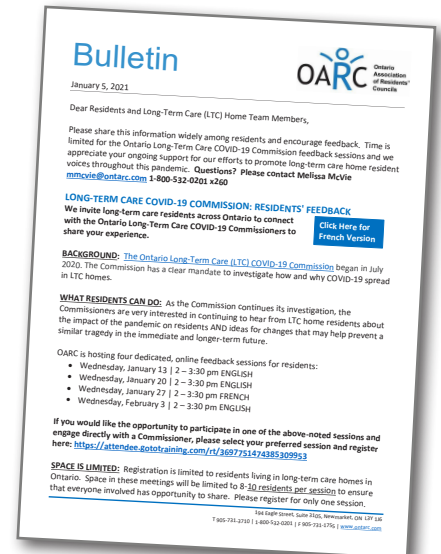
OARC Shifts to a Pandemic Response

The events of this past year propelled the OARC team into a heightened level of responsiveness and innovation to address the evolving needs of residents, Residents' Councils, and their long-term care home teams. This led to the development of new tools and resources designed to facilitate communication, and to promote continuity and connection during extended periods of outbreak.

INCREASED COMMUNICATIONS: COVID-19 E-BULLETINS

Targeted COVID-19 Bulletins, written for an audience of residents, were introduced as a supplement to OARC's monthly e-newsletter, to provide additional clarification and interpretation of Government Directives and guidance in an accessible format.

“It was scarier to be left in the dark than it was to learn the realities of this terrible virus. This ongoing communication helped me feel more informed and secure during some very unsettling times.” ~ LTC Resident



“As I reflect back on our work, the thing that I am most proud of is the work we did to ensure that the voices of residents, families, and staff were included. Quite simply, we could not have done the residents piece without you. I can't thank you enough. It was really eye opening to hear from the front lines of this pandemic. So many of the residents demonstrated courage and stoicism. They are a real inspiration to me and I have thought of them often on the days that I am struggling to keep it together during this pandemic!

I am so glad that I got to know you and that our team was able to work with you. I hope that our paths cross again in the future.”

~ IDA BIANCHI
Senior Counsel, Long Term Care Commission Secretariat

TOOLS TO ADAPT RESIDENTS' COUNCIL MEETINGS

Drawing from direct feedback and promising practices shared by Residents' Council leaders, Council Assistants and Administrators, OARC created a **Guidance Document** (with companion **Question and Answer tool**) and ran an interactive **Webinar** to help Residents' Councils across Ontario take steps to adapt and resume their regular meetings during outbreaks. A Residents' Council **Elections Fact sheet** was also developed to provide additional guidance and strategies.



ONTARIO'S FIRST RESIDENTS' COUNCIL WEEK

A new annual tradition took flight the week of September 14-20, 2020 with the official launch of Ontario's first Residents' Council Week. Residents and their supportive teams worked together to make this inaugural week a success with creative games and contests and special events to raise awareness and recognize the contributions of the Residents' Councils in their homes.



WEEKLY RESIDENT FORUMS

OARC's Resident-led Forums were launched at the end of April 2020 and continue to bring together residents from across Ontario for weekly peer support and home sharing.

Forums have been described by participants as “a lifeline” and a “safe space to counter the loneliness, isolation and frustration of everyday life during the pandemic.”

“ [The Forums] provided a window into a world beyond the four walls of my room. In addition, I have had opportunity to ‘meet’ some resilient people. ” ~ LTC Resident

OUR IMPACT



2,244 RESIDENTS' COUNCIL LEADERS @LIVE WEBINARS

OARC hosts free interactive webinars on topics of interest to Residents' Councils and their supportive partners. Archived webinars have 6,632 views.



1,211 + RESIDENTS' COUNCIL SUPPORTERS EDUCATED

OARC's free, timely education is attended by long-term care home Administrators, Residents' Council Assistants and other Team Members, further supporting residents.



192 RESIDENTS' COUNCIL INTAKE CALLS/EMAILS

OARC serves over 600 long-term care homes across Ontario. The Education Team provides support to Councils needing more immediate information.



50 NEWSLETTERS/MAGAZINES/BULLETINS DESIGNED FOR RESIDENTS AND THEIR SUPPORTERS

OARC publishes monthly newsletters, a bi-annual magazine and bulletins sharing OARC activities and relevant information for Residents' Councils and their supporters.



390 RESIDENTS' COUNCILS ARE MEMBERS

OARC membership allows the Board and Team Members to extend their reach to do more. 390 members representing 53,123 residents.



SUPPORTING RESIDENTS' VOICES

OARC supported residents to connect with the Ontario Long-Term Care COVID-19 Commission through regular communications and video meetings. Residents bravely shared their lived experience of isolation and loss in their homes during the pandemic.



MOBILIZING PROGRAMS AND TOOLS IN TIMES OF OUTBREAK AND ISOLATION

From video forums for residents to guidelines and supports for Residents' Councils and their supporters, OARC continues to find innovative ways to facilitation communication for residents, their Councils and supporters.



69 CONSULTATIONS/PARTNERSHIPS/MEDIA INTERVIEWS

OARC works in partnership with long-term care stakeholders, researchers, government and media. This year our consultations included the Ontario Long-Term Care COVID-19 Commission, Ontario Seniors Care and Assistance Roundtable, Ontario Caregiver Organization and the Ministry of Health and Long-Term Care Pandemic Response Team.

“The RNAO Person- and Family-Centred Care Best Practice Guideline was created to support healthcare professionals to form and sustain true partnerships with those they care for. The *Through our Eyes: Bringing the Residents' Bill of Rights Alive Program* is centred around resident engagement and the sharing of their experience. Two programs that through partnering and collaboration highlight the autonomy of the residents as being the center of care.

Our LTC Best Practice Program embraces partnership and collaborations to support the implementation of evidence based practices to support improved quality outcomes for the residents. I remember being introduced to the *Through Our Eyes: Bringing the Residents' Bill of Rights Alive Program* and my first thought was 'here is a program that supports all of the recommendations in our Person- and Family-Centred Care Best Practice Guideline. Genius!' ”

~ FRED A POIRIER
Registered Nurses' Association of Ontario
LTC Best Practice Coordinator

2021

\$

REVENUES

MLTC Funding	501,000
Members' Dues	35,250
Other revenue and income	8,066
	544,316

EXPENDITURES

Salaries, benefits, and staff development	411,805
Communications and office operations	57,361
Occupancy	15,579
Delivery of Education and Residents' Council Support	32,027
Board and Governance	29,501
Professional fees	7,300
MLTC Payable	2,062
	555,635

EXCESS OF EXPENDITURES OVER REVENUES	-11,319
--------------------------------------	---------

THANK YOU TO OUR MEMBERS

Your membership support has enabled us to continue to elevate, educate and share home-level lived experiences from individual Residents' Councils with our Ministry of Long-Term Care and other sector partners committed to enhancing those realities.

Thank you to Java Group Programs and the Centres for Learning, Research & Innovation in Long-Term Care for supporting OARC's Culture Change products and education programs.



Special thank you to our Corporate Home Memberships





OUR MISSION

We empower Ontario long-term care residents to understand their rights, share their lived experience, and inspire a better tomorrow. We do this by working together with our partners to educate stakeholders, build a collective voice, and create positive culture change.

OUR VISION

Every long-term care resident in Ontario shapes the place they call home.

OUR VALUES

COMPASSION

- ▶ We demonstrate compassion by developing caring relationships that are built on acceptance, trust, and honesty.

DIGNITY

- ▶ We embrace the inherent dignity of all people, and respect their right to be valued and accepted without judgement.

INCLUSION


- ▶ We are committed to ensuring that all residents are engaged and heard.


COLLABORATION

- ▶ We know that we can accomplish more when we work together to achieve shared goals.


“Inspiring a better tomorrow.”



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