

August 14, 2026

Dear Dom Lipa Families, Friends, Employees and Supporters,

In this communication we provide details about recent staff changes. We thank Mr. Raišp for his recent donation of a resident lift. Next, we invite new volunteers to join our team and provide details. Then, we remind everyone about the importance of respecting our residents' rights and personal choices. Finally, we introduce you to our new part-time Social Services Worker and share some photos of a social event with Retirement Living residents.

### Staffing Changes

Dom Lipa has made the difficult decision to reduce the number of Personal Support Worker (PSW) shifts and return to pre-pandemic staffing levels.

We are returning to a ratio of one PSW to 9.4 residents, as it was before the pandemic. The perceived average PSW to resident ratio in Ontario Long Term Care (LTC) homes is 1 to 10, although there is no exact data available.

The affected PSW shifts are on during the day and evening. The night shift is not affected. This is changing over the next six weeks in accordance with the union's collective agreement requirements.

These changes affect the average number of hours of direct care available to residents. After PSW reductions, we will be averaging 3.36 hours of resident care per day. Before these reductions, we were managing 4 hours of resident care per day.

During the pandemic, the Ministry of Long-Term Care (MLTC) provided additional funding for infection prevention and control, and Dom Lipa increased PSW shifts, such that we had a PSW to resident ratio of 1 PSW to 6.6 residents. This was close to the ratio of 1 PSW to 6 residents that is advocated for by the Ontario PSW Association. For more information, please see <https://ontariopswassociation.com/>

The MLTC's pandemic-related funding for enhanced staffing in LTC homes ended April 1, 2025.

Furthermore, during the past year, Dom Lipa management was involved in collective bargaining with the union (SEIU). Our negotiations were not successful and union filed for arbitration. The arbitrator's decision put further strain on our budget. The starting hourly rate of PSWs is now \$26.18 and the majority of our PSWs make \$27.56 per hour. Though we reduced all additional infection prevention and control hours in other departments and looked closely at all non-union positions for potential savings, we still had to cut additional PSW shifts.

Dom Lipa tried to maintain the preferred PSW to resident ratio but we can no longer afford this ratio with our current funding. Our shortfall in this year's nursing budget is approximately \$500,000 over the first half of the 2026 year. Last year, 100% of Dom Lipa Retirement Home's income surplus was needed to subsidize the nursing costs of LTC side of the home.

We are aware that the *Fixing Long-Term Care Act, 2021*, section 8, establishes an overall target of four hours per day of direct care to residents, based the average of all LTC homes. This target is calculated on a provincial average of staffing in all homes, rather than a fixed number of hours for each individual resident. Care is based on need. We have advised the MLTC of the changes to staffing.

The affected handful of PSW employees have been notified of the upcoming changes.

There are several vacant part-time PSW shifts that our unscheduled part-time PSWs (formerly called "casual") are not interested in. Please encourage people with appropriate qualifications to apply for a part-time PSW position at Dom Lipa.

### Thank you Mr. Raišp

Thank you to our dedicated supporter, Mr. Frank Raišp who responded to our last communication and donated over \$22,000 to buy a new resident lift. This lift will ensure staff have the help they need to safely move residents in and out of bed, or in and out of bathtubs.

With this additional lift, staff will have two lifts in each wing for resident transfers. The staff are grateful for this generous donation and are relieved they will not spend as much valuable time searching the home for an available lift. Najlepša hvala!

### Residents' Rights and Personal Choice

Dom Lipa is committed to upholding and respecting the rights, dignity, independence, and personal preferences of all residents. In accordance with residents' rights legislation and our person-centered care philosophy, residents have the right to make decisions regarding their daily lives, personal appearance, and individual preferences to the extent they are able to express their wishes.

While we value the involvement and support of family members and substitute decision-makers, our staff are required legally, professionally and ethically to follow the expressed wishes and preferences of residents whenever possible. This includes decisions related to personal grooming, hairstyles, clothing choices, activities, and other aspects of daily living.

We respectfully ask families and substitute decision-makers to support our residents in exercising their autonomy and maintaining their independence. Our goal is to ensure that each resident's voice is heard and that their personal choices are respected.

For more information about the rights of residents in LTC, see <https://www.cleo.on.ca/en/publications/everyres/all>

For more information about the role of a substitute maker, see <https://www.advancecareplanningontario.ca/substitutue-decision-makers/i-am-an-sdm>

## Join our Team of Volunteers

We are always looking for volunteers to join our team. Your support will help residents maintain as active, independent and as high a quality of life as possible by augmenting services provided by staff.

As a volunteer, we ask you to make a commitment to the program as you develop special friendships with our residents. There are opportunities to fit every schedule – days, evenings and weekends. The frequency of volunteering depends on your role, with most volunteers present once a week.

Volunteers support and enhance the lives of residents and clients by delivering many programs such as bingo and one-to-one visits, and assisting with other home programs, including mealtime assistance and special events.

Areas where volunteer service can be most helpful:

- arts and crafts
- spiritual and religious programs
- mealtime assistance
- games
- hairdressing support
- library
- musical entertainment
- tuck shop
- special events
- outing support.

All volunteers are provided with orientation, training, staff support, program choices and flexibility in scheduling.

If you are interested in volunteering, please contact Špelca at [s.gibicar@domlipa.ca](mailto:s.gibicar@domlipa.ca).

The process to become a volunteer with Seniors Services and Long-Term Care includes an application, orientation, police reference check (PRC) vulnerable sector screen (VSS) and references. Potential volunteers are also required to have a two step tuberculosis test and be up-to-date with required vaccinations.

## New Part-time Social Services Worker Meets Residents

Retirement Living residents enjoyed coffee and donuts on August 6, 2026, with Dom Lipa's new Social Services Worker, Radmila. Radmila is well known at Dom Lipa as she has been part of the kitchen staff for the past 10 years. She will continue to work in the kitchen and also work part-time as a Social Services Worker, focusing her time on resident wellness and social engagement.

Here are some photos of the event.



We hope you enjoy the remainder of the summer!

Sincerely,  
The Board of Directors of the Slovenian Linden Foundation – Dom Lipa

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