

STARTING STRONG: A TOOLKIT FOR NEW FAMILY COUNCILS



Family
Councils
Ontario

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INTRODUCTION

We recognize that life can get busy, and finding time to explore our website or dive into the details of the Long-Term Care Act may be challenging. That's why we've created this toolkit to outline the roles and responsibilities of everyone involved.

WHAT IS A FAMILY COUNCIL?

A Family Council is a group made up of family and friends of residents in long-term care homes. The council acts as a collective voice advocating for the well-being, care, and best quality of life for residents. Family councils work closely with the home's leadership team to address issues, suggest improvements, and ensure that the needs and concerns of residents are heard. They can promote better communication between families, and staff. Family councils are also known to support families as they navigate the challenges of long-term care.

ABOUT US

Family Councils of Ontario (FCO) works with long-term care home residents' families, Family Councils, and home staff across Ontario to enable them to cultivate positive relationships, build effective Family Councils, and improve the long-term care experience. Our mission is to lead and support families in improving quality of life in long-term care. Through working with families, long-term care home staff, and sector partners, we strive to create a safe, vibrant, inclusive, and respected long-term care system.

FCO aims to simplify the process for councils and homes to better understand their responsibilities when it comes to supporting an effective council. We recognize that life can get busy, and finding time to explore our website or review the information on the Long-Term Care Act may be challenging. That's why we created this toolkit to outline the roles and responsibilities of each party.

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HOW TO START A FAMILY COUNCIL

STEP 1: BEGINNING YOUR JOURNEY

Congratulations! By considering a Family Council, you've already taken the first step toward building something meaningful in your long-term care community.

Starting a Council might feel like a big task, but remember — you're not alone. Family Councils exist in homes all across Ontario, and they all began with someone like you. With the support of other family members and friends of residents, and with guidance from Family Councils Ontario, you can create a strong, supportive Council.

This toolkit will walk you through the process one step at a time, helping you move forward with clarity and confidence.

STEP 2: LEARN THE BASICS

Before diving in, it's helpful to understand what a Family Council is and why it matters.

Start by reviewing Section 65 of the Fixing Long-Term Care Act, 2021, which explains the important role of Family Councils.

You can also explore these resources created by FCO:



Family Councils 101
fco.ngo/resources/family-councils-101



Family Councils 101: FAQs
fco.ngo/resources/family-councils-101/faq



Family Council 101 Online Course
fco.ngo/course-files/family-council-101/#/



Your Guide to Starting and Maintaining a Family Council
fco.ngo/resources/your-guide-to-starting-and-maintaining-a-family-council

FIXING LONG-TERM CARE ACT, 2021

The Fixing Long-Term Care Act, 2021, governs all long-term care homes in Ontario. It covers key areas such as care standards, residents' rights, staffing requirements, family council guidance, and enforcement measures to ensure safe and high-quality care. This legislation aims to ensure that every resident receives safe, high-quality, and respectful care, while also giving families and caregivers a stronger role in supporting and monitoring the care of their loved ones.



Ontario's Fixing Long-Term Care Act, 2021
ontario.ca/laws/statute/21f39

STEP 3: PAUSE, REFLECT, AND IMAGINE

Take a moment to think about what you want your Family Council to accomplish. Dream a little — what difference could this group make for families and residents in your home?

Here are some guiding questions to help you reflect:

- Why do I want to start a Family Council?
- What benefits could a Council bring to families?
- What benefits could a Council bring to residents?
- What's one short-term goal I'd like to see achieved in the first few months?
- What's a long-term vision for what this Council could grow into?



Remember: you don't need all the answers right now. Simply taking the time to reflect on these questions will give your Council a meaningful starting point.

STEP 4: CONNECT WITH OTHER FAMILIES

You may be the spark, but you don't have to carry this alone. A Family Council works best when it's built together.

Start by reaching out to other families and friends of residents:

- Ask if they've heard about Family Councils.
- Invite them to join you in starting one in your home.
- Share resources (like the links in Step 2) so everyone understands the role of a Council.
- Encourage teamwork — aim for 2–3 people to start so no one gets burnt out.

Building a Council is about connection. The more voices involved, the stronger it will be.

STEP 5: TALK WITH HOME STAFF

Open communication with the home is an important part of starting your Council.

Here are some helpful ways to begin:

- Let your home's leadership (e.g., Administrator, Executive Director) know you're interested in starting a Council.
- Ask them to assign a Council Assistant — a staff member who will support the Council's work.
- Use different formats (posters, slides on home TVs, info sessions) to spread the word.
- Encourage staff to let families know how they can get involved.
- Keep track of who you'll need to update as your Council develops.

A supportive partnership with home staff sets the stage for success.



GET ALL OF OUR
RESOURCES AT
tinyurl.com/2wk6ubsx

STEP 6: FORM A PLANNING COMMITTEE

A planning committee helps you get organized and share the work. This group is usually made up of 2 to 3 family members or friends of residents who are eager to help.

Here's what your planning team can do together:

- Read the first three chapters of Your Guide to Starting and Maintaining a Family Council.
fco.ngo/resources/your-guide-to-starting-and-maintaining-a-family-council
- Watch our archived webinars for extra tips and inspiration at youtube.com/@FcoNgo.
- Work with your Council Assistant to book a space in the home for meetings.
- Begin outlining what's needed for your first introductory meeting.

Your committee is the engine that will get the Council moving.

STEP 7: PLAN YOUR INTRODUCTORY MEETING

Your first big event is the introductory meeting — an open invitation to all families and friends of residents.

Here's how to make it meaningful:

- Choose a convenient time and accessible location.
- Decide together what content to share.
- Invite a guest speaker, someone from the home's leadership, or an external speaker to share on a topic that your families care about (e.g., Your local Alzheimer's Society chapter or an organization that can present on tips for caregiver self-care)
Have a committee member speak about the purpose and benefits of Family Councils.
- Create a flyer with date, time, location, and contact details.
Post it in common spaces and elevators.
- Print copies of the Family Interest Survey to gather input from attendees about timing, topics, and future participation.

This meeting is about sparking interest, sharing information, and beginning to build your Council's community.

STEP 8: HOLD YOUR INTRODUCTORY MEETING

It's time to bring families together!

At the meeting:

- Begin with a warm welcome and introductions.
- Let your guest speaker share their presentation.
- Have a committee member explain the role and purpose of Family Councils.
- Show FCO's video Together We Can Do Great Things!
youtube.com/watch?v=dONibtHWRkg
- Leave time for questions and conversation.
- Distribute and collect the Family Interest Survey*.

By the end, you'll have valuable input and a list of interested participants to invite to the first official Council meeting.

STEP 9: PLAN YOUR FIRST COUNCIL MEETING

Now that families are interested, it's time to plan your first official Council gathering.

Steps to prepare:

- Review the Family Interest Surveys to choose the best time and day.
- Work with your Council Assistant to book a space and refreshments.
- Create a flyer to spread the word about the first meeting.
- Ask the home to include the announcement in their newsletter.
- Draft a simple agenda so the meeting runs smoothly.

This is where your Council starts to take shape.

ONLINE RESOURCES FOR YOUR FAMILY COUNCIL

Download FCO's Online Family Council Resources to access templates, guides, and practical supports designed to help your council thrive.



Find all of our Family Council Resources at:
tinyurl.com/2wk6ubsx

STEP 10: HOLD YOUR FIRST COUNCIL MEETING

Your first meeting sets the tone for future success.

During the meeting:

- Greet families warmly and gather contact information on a sign-in sheet.
- Have someone take notes.
- Thank attendees for their interest.
- Review the role, purpose, and powers of a Family Council.
- Discuss how future meetings might be structured.
- Select temporary leaders until your Council develops terms of reference and holds elections.
- Set a date and time for the next meeting.

By the end, you'll have laid the groundwork for an active, collaborative Family Council.

STEP 11: KEEP YOUR COUNCIL STRONG

A Council is not just about starting — it's about sustaining.

Here are some tips to keep your Council active and thriving:

- Hold regular meetings to keep momentum and interest.
- Keep inviting new members — through flyers, welcome packages, or billing mail-outs.
- After each meeting, do a quick self-check: What worked well? What can we improve?
- Review and update your terms of reference at least once a year.

With consistency, openness, and teamwork, your Council will grow into a trusted, supportive voice for families and residents.

THE STRUCTURE OF A FAMILY COUNCIL

Every strong Family Council needs a little structure. Think of this as the framework that helps your group stay organized, welcoming, and focused on what matters most: supporting families and residents.

SELECT TEMPORARY LEADERS

At your first official Council meeting, it's helpful to choose a few volunteers to serve as temporary leaders. These roles might include:

- Chair/President (or Co-Chairs)
- Vice-Chair/Vice-President
- Secretary

Temporary leaders can come from your planning committee or from families who attended the introductory meeting. Their role is to provide some structure until the Council holds its first official elections (usually within 3–4 months).



Keep FCO up to date with any changes to your Family Council, such as new leadership or contact details. Staying connected ensures your council receives the latest resources, updates, and support tailored to your needs.

Email: **INFO@FCO.NGO**

CODE OF CONDUCT

Every Council benefits from setting clear expectations. A Code of Conduct helps members understand what respectful participation looks like. This can prevent misunderstandings and make it easier to resolve conflict if it arises.

At the beginning of your meetings, take a few minutes to review these expectations so everyone feels safe and included. A Code of Conduct should outline:

- Expected behaviours during meetings (listening, respect, kindness)
- How members represent the Council when working with home staff
- Shared values around communication and collaboration

Being proactive here goes a long way toward keeping meetings positive and productive.

CREATE YOUR TERMS OF REFERENCE

As your Council begins to grow and evolve, a Terms of Reference document will help keep everyone on the same page. It explains the Council's purpose, structure, and how you'll work together. It also supports smooth transitions when leadership or membership changes.

We recommend setting aside time during your early meetings to discuss and draft your Terms of Reference. It should include:

- **Council Name:** What do you want to call your group?
- **Purpose or Mission:** A simple statement that reflects why members are part of the Council and what makes your Council unique.
- **Goals:** Identify the goals that matter most to your group. Start with one short-term project that feels doable and meaningful. Councils often focus on areas like:
 - Education for families
 - Peer support and story sharing
 - Identifying shared concerns and exploring solutions
 - Hosting events (e.g., staff appreciation, resident celebrations)
- **Membership:** Decide who can be a member, guided by Section 65 of the Fixing Long-Term Care Act. Discuss "continued membership" — what happens when a member's loved one passes away. Some Councils allow members to stay on for a set period (e.g., 1 year) if they were active before. This can be a sensitive topic, and FCO is here to help if you'd like support with the conversation.
- **Leadership:** Choose a leadership model that fits your Council — shared leadership, leadership by committee, or elected positions. If you go with elections, outline the roles and responsibilities for each position.
- **Elections:** State when they'll happen and how voting will work.
- **Meetings:** Decide when, where, and how long meetings will be.
- **Decision-Making:** Agree on how your Council will make decisions (e.g., consensus, majority vote). Clear processes help prevent conflict.
- **Amendments:** Note how often you'll review and update your Terms of Reference and Code of Conduct.

**DOWNLOAD
OUR TERMS
OF REFERENCE
TEMPLATE AT**



FCO.NGO

CONFIDENTIALITY

Confidentiality builds trust. For Councils to be a safe place for peer support, members need to feel confident that what they share will remain private.

Here's a simple way to frame it:

Do Share:

- Updates on Council projects
- Information about upcoming events or meetings
- Approved meeting minutes
- Success stories and resolved concerns
- Requests for support with Council-led activities

Do Not Share:

- The personal stories or details of another member's experience
- Individual concerns raised during peer support discussions

Respecting confidentiality ensures that members feel comfortable being open and honest during Council meetings.

By setting up structure early — leadership, Terms of Reference, a Code of Conduct, and confidentiality agreements — your Family Council will have a strong, supportive foundation to build on as it grows.

TOOL TIP



MAKING THE MOST OF ONLINE AND AI TOOLS

Online tools, including emerging technologies like AI, can be valuable supports for Family Councils, helping with tasks such as drafting agendas, taking meeting notes, brainstorming ideas, and organizing resources more efficiently. These tools can save time and make administrative tasks easier, especially for councils with limited capacity. However, it's important to know where your Council's content is stored, who has access to it, and who has control over accounts. Councils should also take care not to share sensitive or personal information through these tools, as privacy and confidentiality must always be protected. Used thoughtfully, online tools can enhance the work of Family Councils while keeping information safe and secure.

E-LEARNING HUB FOR FAMILY COUNCILS

Family Councils Ontario (FCO) partners with long-term care residents' families, Family Councils, and home staff across Ontario to help build positive relationships, strengthen Councils, and enhance the long-term care experience. Through education and training, FCO supports both new and established Councils, as well as home staff, in understanding how to start, maintain, and sustain effective Family Councils.

The FCO eLearning Hub offers online courses designed to:

- Train current and future Council members
- Support home staff in building and maintaining strong relationships with Councils
- Share best practices for creating meaningful, collaborative Family Councils

FAMILY COUNCIL 101!

This course introduces the fundamentals of Family Councils, the steps to start one, an overview of the Long-Term Care Homes Act as it relates to Councils, and best practices for success.

Format: Five sections

Time commitment: 50 minutes to 1 hour



Family Councils 101

fco.ngo/course-files/family-council-101/#/

FACILITATING A FAMILY COUNCIL MEETING

Learn about the structure and leadership of Family Councils, and gain practical tips for planning and leading meetings effectively.

Format: Four lessons

Time commitment: About 45 minutes



Your Guide to Starting and Maintaining a Family Council

fco.ngo/course-files/facilitating-meeting/#/

HOW TO RUN A FAMILY COUNCIL

Explore the characteristics of a strong Family Council, required policies and documentation, and strategies to maintain momentum once your Council is established.

Format: Four sections

Time commitment: About 60 minutes



Start How to Run a Family Council
fco.ngo/course-files/how-to-run-council/#/

CONFLICT RESOLUTION IN A FAMILY COUNCIL

Understand the impact of conflict, the behaviours that can lead to it, and strategies to help Councils manage conflict constructively.

Format: Four lessons

Time commitment: About 35 minutes



Start Conflict Resolution in a Family Council
<https://fco.ngo/course-files/conflict-resolution/#/>

CONNECT WITH FAMILY COUNCILS ONTARIO

Family Councils Ontario is here to support you every step of the way! Whether you're starting a new Family Council, strengthening your existing one, or looking for guidance and resources, our team is ready to help. Together, we're building stronger Family Councils and better long-term care for everyone.



Email us at info@fco.ngo



Visit our website at fco.ngo



Stay informed with FCO's weekly email updates.



Facebook — facebook.com/FamilyCouncilsOntario



LinkedIn — linkedin.com/company/Family-Councils-Ontario



Instagram — instagram.com/FamilyCouncilsOntario

POWERS OF A FAMILY COUNCIL

Family Councils are recognized in the Fixing Long-Term Care Act, 2021 and have important powers that they may choose to exercise. Understanding what is outlined in the legislation will help your Council feel confident and empowered as you begin your work.

ESTABLISHING A FAMILY COUNCIL

65(1): Every long-term care home may have a Family Council. If no family, friend, or person of importance to a resident wishes to start one, the home is not required to have a Council.

65(2): If there is no active Council, any family member, friend, or person of importance to a resident can request that one be formed.

65(3): The home's licensee must assist in establishing a Family Council within 30 days of receiving such a request.

Read the Fixing Long-Term Care Act, 2021 at the link below



Ontario's Fixing Long-Term Care Act, 2021
ontario.ca/laws/statute/21f39

An important step in establishing a Family Council is connecting with the home's leadership team to express interest. Under the Fixing Long-Term Care Act, 2021, every licensed long-term care home must support the formation and ongoing operation of a Family Council if families wish to create one. The home is responsible for helping to organize the first meeting and providing ongoing support, such as meeting space, communication assistance, and access to relevant information.

The FCO team can offer guidance, templates, and tools to help new Councils get started. From sample Terms of Reference to meeting agendas and outreach materials, these resources can simplify the process and help you build a strong foundation. A well-established Family Council can become a powerful voice for collaboration—ensuring that families, residents, and staff work together to make long-term care homes more responsive, compassionate, and community-centered.

Once established, a Family Council can:

(66.1): Provide support and advice. Share information, assistance, and guidance with residents, families, and persons of importance—especially when new residents are admitted.

(66.2): Advise on rights and obligations. Help families and residents understand their rights and responsibilities under the Act.

(66.4): Help resolve disputes. Work with the home to address and resolve conflicts between residents and the licensee, or between families and the licensee.

(66.5): Sponsor and plan activities. Organize events such as BBQs, performances, or celebrations for residents.

(66.6): Collaborate with community groups. Partner with volunteers, organizations, or community groups to support Council-led activities.

(66.7): Request and review documents. Access important information, including:

- Inspection summaries
- Written plans to achieve compliance
- Funding allocation details
- Financial statements filed with the Director
- Other information about the operation of the home

(66.8): Advise the licensee. Share recommendations or concerns about how the home is operating.

(66.9): Report to the Director. If necessary, escalate concerns or recommendations directly to the Ministry of Long-Term Care.



In short: Family Councils can support residents, share information, plan activities, review important documents, and raise their collective voice about the operation of the home.

The powers of a Family Council give families a meaningful voice in the life of the home. From welcoming new residents, to planning activities, to raising concerns with home leadership or the Ministry, these powers ensure Councils can contribute to both the well-being of residents and the strength of the long-term care community.

FAMILY COUNCIL MEMBERSHIP

WHO CAN BE A MEMBER?

According to the Fixing Long-Term Care Act (65.5), membership is open to:

- Spouses or common-law partners of residents
- Children or step-children
- Grandchildren
- Friends
- Life-long neighbours
- Any person of importance to a resident

WHO CAN'T BE A MEMBER?

To ensure Councils are family-led and independent, the following people cannot join:

- The licensee (owner/operator)
- Home management or leadership staff
- Members of the Board of Directors
- The Administrator of the home
- Staff members of the home
- Employees of the Ministry of Long-Term Care

The membership rules exist to ensure Family Councils remain family-led, independent, and focused on residents' best interests. The goal is to create a safe space where families and persons of importance can share openly, identify solutions, and strengthen the sense of community within the home.

TIP: KEEP AN UP-TO-DATE CONTACT LIST

Maintaining an accurate and current list of Family Council members' contact information is essential for keeping everyone connected and informed. Having this information allows the council to easily share meeting reminders, minutes, and updates, and to reach out when input or support is needed.

It also helps new members feel welcomed and included right away. Be sure to store contact details securely, get consent before sharing information with others, and update the list regularly—especially when members' phone numbers, emails, or caregiving circumstances change. A well-maintained contact list keeps your council organized, engaged, and ready to take action together.

ALL ABOUT FAMILY COUNCIL ELECTIONS

A Family Council is a self-led, democratic group of family and friends of residents in a Long-Term Care Home. Its primary role is to improve residents' quality of life while offering families and friends a place to share experiences, learn, and exchange information. Family Councils often collaborate with Residents' Councils and home staff to identify and address issues that affect residents' well-being. While each Council is unique, their activities often focus on:

- Mutual support – peer support and education for families.
- Communication and partnership – building connections with home staff, Residents' Councils, and other families.
- Collaboration on shared issues – raising collective concerns and working toward solutions, both within the home and across the long-term care system.

FAMILY COUNCILS & ELECTIONS

Every Family Council looks a little different. The size and structure of your Council will shape the type of election process you need.

Small Councils (1–3 members): These may not use formal officer roles (President, Secretary, etc.). Instead, members may take turns volunteering for roles at each meeting.

Larger Councils: These may choose to elect individuals for leadership roles or adopt a shared leadership model.

Not all Councils require formal elections. Some groups may prefer an informal approach where roles and responsibilities are agreed upon collectively. It's up to each Council to decide how much formality is right for them. FCO provides resources to support Councils holding:

- In-Person Elections (during a meeting)
- Hybrid Elections
- Online Elections



GET ALL OF OUR
RESOURCES AT
tinyurl.com/2wk6ubsx

WHAT COUNCILS CAN AND CANNOT DO

Family Councils must operate within the Fixing Long-Term Care Homes Act, 2021, and in good faith. Members are expected to act with respect, kindness, and professionalism toward fellow members, residents, and staff.

Family Councils Can:

- Establish and operate their Council according to their powers under section 65 of the Act . (ontario.ca/laws/statute/21f39#BK85)
- Request and review audited financial statements, inspection reports, and compliance plans from the home.
- Share collective concerns and recommendations regarding care and services.
- Participate in quality improvement initiatives (e.g., through representation on the Continuous Quality Improvement Committee).
- Plan and sponsor events for residents or staff.
- Invite members of the home's leadership team to speak at Council meetings.

Family Councils Cannot:

- Direct or manage home staff, including leadership and management.
- Make or influence HR decisions (e.g., hiring, staffing levels, job descriptions).
- Serve as a governing body for the home.
- Control or direct how funds raised by the Council are used.
- Manage departmental budgets or operations of the home.
- Reprimand staff, give performance feedback, or tell staff how to do their jobs.
- Provide direct resident care (except when acting as a trained, supervised volunteer).
- Enter residents' rooms or staff-only areas without permission.
- Share staff or board contact details without consent.
- Demand access to Board of Directors' minutes or dictate their actions.
- Tell staff how to conduct family engagement activities (e.g., Town Halls).
- Address individual families' concerns without proper involvement from the home.
- Engage in disrespectful behaviour (e.g., yelling, bullying, harassment).
- Attend family meetings without the explicit request of the family.

STRATEGIES FOR FAMILY COUNCILS TO IDENTIFY SHARED ISSUES

One of the most important roles of a Family Council is identifying shared issues raised by families and friends of residents. When families bring forward concerns together, the Council can present a united voice to home leadership, which increases the likelihood of being heard and taken seriously.

At the same time, the process of discussing and prioritizing issues can sometimes lead to conflict within Councils. That's why having clear strategies and tools in place makes a big difference. Effective decision-making and streamlined processes help Councils stay focused, respectful, and impactful.

Below are strategies your Council can use to guide this work:

1. USE DIFFERENT METHODS TO COLLECT INPUT

Not everyone is comfortable speaking in a group setting. Some people prefer written feedback, while others are happy to share in discussion. To make sure every voice is included:

- Ask members to share their top 3 issues by email or using an online survey tool before the meeting.
- Hand out cue cards at the meeting and ask members to jot down their top 3 priorities.
- Gather all the responses, and use them to create a combined list of issues ranked from highest to lowest priority.

Making space for different communication styles ensures every member feels heard, not just the most vocal ones. This builds trust, prevents conflict, and gives the Council a more accurate picture of what families really care about.

ONLINE TOOLS FOR INPUT COLLECTION

There are many online tools available to help Family Councils collect feedback from families, residents, and staff. Simple survey platforms like Google Forms, Microsoft Forms, or SurveyMonkey make it easy to design and share questionnaires, while tools like Mentimeter or Slido can gather real-time input during meetings. These tools can help councils understand what's working well, identify areas for improvement, and make informed decisions. When using online tools, be sure to keep responses anonymous when appropriate and handle all collected information with care and confidentiality.

2. PRIORITIZE ISSUES

It's common for a Council to generate a long list of issues, but home administrators often have limited time and resources to respond. As a group, discuss which issues are most pressing and start with those. Once progress has been made, you can move on to other items further down the list.

Prioritizing helps the Council avoid overwhelming the home, keeps the focus on what matters most to members, and increases the chance of seeing real progress.

3. USE A FORM TO COMMUNICATE & TRACK PROGRESS

Lack of timely follow-up from home leaderships tends to be a challenge and source of frustration for many Family Councils. To prevent this, create a form your Council can use whenever an issue is brought to the home. The form should:

- Clearly describe the issue
- Include possible solutions brainstormed by the Council
- Provide space for staff responses and updates

Using a standard form keeps communication consistent, professional, and easy to follow. It also builds accountability by giving both the Council and home staff a way to track issues over time and celebrate progress when concerns are addressed.



COMMUNICATING YOUR PROGRESS

Tracking your Family Council's progress helps members stay organized, focused, and motivated. Using simple tools like spreadsheets, shared documents, or project management apps (such as Trello or Asana) can help record goals, meeting outcomes, and action items over time. Regularly reviewing and communicating this progress—through meeting updates, newsletters, or bulletin board postings—keeps everyone informed and engaged. Sharing progress not only highlights achievements but also builds trust and accountability within the council and with the home's leadership team.

TAKING A SOLUTION-ORIENTED APPROACH TO COUNCIL WORK

Family Councils play an important role in strengthening the quality of life in long-term care by identifying shared issues and working toward solutions. While it can be easy to focus on problems, effective Councils avoid falling into the complaint trap. Instead, they frame concerns in a way that invites collaboration with staff and administrators.

By approaching issues with solutions in mind, Councils are more likely to be heard, respected, and taken seriously—building positive relationships that lead to real change.

Here are some strategies to help your Council stay solution-focused:

1. CLEARLY STATE THE ISSUE

When raising a concern, come prepared with details. Instead of vague complaints (“the food isn’t good”), state specific facts (“meals are often served cold at dinner time”). Encourage members to keep a log of concerns that notes the date, time, who was involved, and the impact on residents.

2. BRAINSTORM SOLUTIONS & RECOMMENDATIONS

Once an issue is identified, dedicate time to generating ideas for how it could be resolved. Ask guiding questions like:

- What might help solve the problem?
- How can we prevent it from happening again?
- What do residents and staff think about possible solutions?
- What are the benefits and challenges of each option?

3. GET EDUCATED

Knowledge of the Residents’ Bill of Rights, as well as relevant policies and legislation, gives Councils a stronger foundation. Understanding what’s reasonable and what processes exist (e.g., who to approach first) helps Councils present informed, realistic solutions.

4. PRIORITIZE ISSUES

Not every concern can be addressed at once. Use your Council's goals and terms of reference to guide which issues should come first. This will be helpful when approaching staff to address concerns, emphasizing the most significant problems.

5. CONSULT WITH THE RESIDENTS' COUNCIL

Before presenting concerns to staff, check in with residents and the Residents' Council. Residents live in the home and their needs should inform the work of your Council. Before raising an issue with staff, it is important to consult the Residents' Council and speak with residents to understand their priorities. Do they share your concern? Do your proposed solutions reflect their needs?

6. TAKE A BREATH

Discussions can become emotional. If frustration starts to take over, pause for a short break. Step away, gather your thoughts, and return when you're ready.

7. UNDERSTAND THE NEXT STEPS

Always close meetings by clarifying:

- What needs to be done along with timelines
- Who is responsible for each task
- When updates will be shared
- Where resources or information can be found

Document this action plan and revisit it at the next meeting.

RESIDENTS BILL OF RIGHTS

Familiarizing yourself with Ontario's Long-Term Care Residents' Bill of Rights is an essential step in supporting residents and strengthening your Family Council's work. Understanding these rights helps Family Council members better identify issues, promote fairness, and ensure residents' voices are heard.



RESIDENTS' BILL OF RIGHTS
ontarc.com/RBR/20220411RBR_English.pdf

RECRUITMENT TIPS AND TRICKS FOR AN ACTIVE FAMILY COUNCILS

Congratulations! You've taken the exciting step of moving from a planning committee to an active Family Council—or you've joined an established Council in your long-term care home.

Recruitment is one of the most important ongoing responsibilities of a Family Council. To stay active and effective, you'll need a steady flow of members. Think of recruitment as planting seeds—some will take root right away, others may take time. The key is to keep trying different approaches, reflect on what worked (and what didn't), and adapt your strategies.

Here are some tried-and-true ways to recruit and engage new members:

1. CREATE PROMOTIONAL MATERIAL

Design flyers, posters, or slides for TVs and digital boards in the home. Make sure materials answer the basics:

- What is a Family Council?

- Why do Councils matter?

- Who can join?

- When & where do meetings happen?

- Who to contact for more info?

Ask for a dedicated bulletin board to display Council updates, photos, meeting minutes, and highlights from past events. This keeps your Council visible and approachable.

2. LAUNCH A VOLUNTEER AMBASSADOR PROGRAM

Recruit approachable, enthusiastic members to act as ambassadors. Give them an “elevator pitch” about why Family Councils matter and the benefits of joining.

Try creative approaches:

- Set up a welcome table in common areas during peak visiting times.

- Use “Ask me about Family Councils” buttons so ambassadors can easily start conversations with families and staff.



**GET ALL OF OUR
RESOURCES AT**
tinyurl.com/2wk6ubsx

3. MAINTAIN YOUR DIGITAL PRESENCE

Ask your LTC home to feature your Council in the home newsletter and website.

If your Council is comfortable with technology, consider creating a simple webpage or private Facebook group to keep families informed and connected.

4. SPONSOR AND HOST EVENTS

Events are a powerful way to show the value of an active Family Council. Host informal gatherings such as a Family Night, a Welcome Tea or a Summer BBQ.

Use these events to share Council information, collect contact details, and invite attendees to your next meeting. Have your ambassadors follow up personally—it makes a big difference!

QUICK TIPS FOR RECRUITING NEW FAMILY COUNCIL MEMBERS

Keep it fresh, keep it visible, and keep it welcoming. Recruitment isn't just about filling chairs—it's about building a vibrant, sustainable Council.

Promote visibly: Use flyers, posters, newsletters, TV slides, or a Family Council bulletin board. Share who you are, why Councils matter, and how to join.

Show your story: Post photos from events, share updates, and highlight the impact your Council has made.

Build ambassadors: Select approachable, enthusiastic members to act as "Council champions." Try welcome tables during visiting hours or wear "Ask me about Family Council" buttons.

Stay digital: Ask your LTC home to include Council updates on their website and newsletters. Consider creating a Council webpage or private Facebook group.

Host events: Organize informal gatherings like Family Nights, teas, or BBQs to connect with families, share your role, and invite them to join.

If a strategy doesn't work, don't get discouraged—reflect, adjust, and try something new.

FAMILY COUNCIL ASSISTANT

Under the Fixing Long-Term Care Act, 2021, Section 67 states:

67(1): If the Family Council requests, the licensee must appoint a Family Council Assistant who is acceptable to the council.

67(2): In carrying out their duties, the Assistant takes instructions from the Council, ensures confidentiality where requested, and reports directly to the Council.

HOW DOES THE FAMILY COUNCIL ASSISTANT SUPPORT COUNCILS?

A dedicated and supportive Council Assistant can make a big difference in the success of a Family Council. Once appointed, the Assistant should meet with the Council leadership to clarify roles, responsibilities, and expectations. Assistants should always seek approval from Council leadership before completing any work on behalf of the Council.

The role of the Assistant is to make it easier for the Council to meet and accomplish their goals—not to lead the group. To understand these goals, Assistants can refer to the Council's terms of reference or speak directly with Council leadership.

Each Council may use their Assistant differently:

- Some request the Assistant attend the entire meeting.
- Others prefer the Assistant join for only part of the meeting.
- Some choose to meet without the Assistant present.

TIPS FOR SUCCESS AS A COUNCIL ASSISTANT

Clarify expectations early: Meet with the Council leadership to discuss your role.

Support, don't lead: Your job is to assist the Council, not to direct it.

Be a facilitator: Create opportunities for members to build their own skills and confidence.

Encourage shared responsibility: Help ensure the work is divided fairly among members to prevent burnout.

Respect boundaries: Do not make decisions or speak on behalf of the Council.

E-LEARNING HUB FOR HOME STAFF

Family Councils Ontario (FCO) supports Family Councils, families, and long-term care home staff across Ontario by providing education, resources, and training to help strengthen relationships and improve the care experience. The FCO E-Learning Hub offers online courses designed to:

- Train current and future Family Council members
- Equip home staff with tools to build and maintain positive, collaborative relationships with Family Councils

These self-paced courses are practical, accessible, and focused on real strategies to strengthen Council-home partnerships.

Working Collaboratively

Designed for both staff, administrators and Family Councils, this course explores strategies to build and maintain effective partnerships through collaboration.



3 lessons | 20 minutes

fco.ngo/course-files/working-collaboratively/#

Engaging with Family Councils

Created for staff and administrators, this course provides approaches to engage Family Councils with respect, empathy, and understanding.



3 lessons | 30 minutes

fco.ngo/course-files/engaging-with-family-councils/#/

Conflict Resolution in a Family Council

This training addresses the causes of conflict within Family Councils, explores difficult behaviours, and offers strategies to manage conflict effectively.



4 lessons | 35 minutes

fco.ngo/course-files/working-collaboratively/#

DO'S AND DON'TS FOR COUNCIL ASSISTANT

Do:



- Complete tasks discussed with and approved by the Council.
- Support the Council in exercising its rights and responsibilities under section 67(1) of the Fixing Long-Term Care Homes Act, 2021.
- Keep families informed about changes within the home (e.g., dietary updates, new staff members, policy revisions).
- Explain home policies and procedures clearly to Council members.
- Raise awareness among staff about the Council and its importance.
- Assist the Council in sharing their questions and ideas with appropriate staff or administration and ensure timely responses.
- Help foster confidence and engagement among all Council members.
- Facilitate communication with external stakeholders (e.g., Ministry compliance officers) without representing the Council.
- Share information with the Residents' Council when Family Council members cannot attend a meeting (without speaking on their behalf).
- Assist with meeting logistics, such as booking rooms or setting up technology for hybrid meetings.
- Provide support with administrative tasks (e.g., photocopying, emailing).
- Help with meeting minutes, if requested by the Council.

Don't:



- Create or impose corporate templates for Family Councils.
- Dictate or manage the Council's agenda.
- Invite attendees without Council consent.
- Speak on behalf of the Family Council.
- Break Council confidentiality with home leadership.

ROLE OF THE LICENSEE

Under the Fixing Long-Term Care Act, 2021, a licensee is the individual or organization that holds the license to operate a long-term care home. Licensees may include municipalities, not-for-profits, or private corporations. They are ultimately responsible for ensuring that their home complies with all standards and regulations under the FLTCA, including supporting the work of the Family Council.

KEY RESPONSIBILITIES OF A LICENSEE IN SUPPORTING FAMILY COUNCILS

- Co-operation with & Assisting Councils (Section 68)
- A licensee shall cooperate with the Residents' Council, Family Council, and their assistants. This includes providing financial information, assistance, and other resources as outlined in the regulations.
- Duty to Meet with Councils (Section 69)
- The licensee must meet with the Council—or ensure that representatives do—only if invited by the Council.
- Attendance at Meetings (Section 70)
- The licensee, and any staff or management representatives, shall attend a Council meeting only if invited.
- No Interference (Section 71)
- The licensee must not interfere with Council meetings or operations. They cannot prevent Council members from attending meetings or performing their functions, nor can they hinder or interfere with the Council assistant in carrying out their duties.
- Immunity — Council Members and Assistants (Section 72)
- No legal action can be taken against a Council member or assistant for anything done or omitted in good faith while performing their duties.
- Duty to Consult with Councils (Section 73)
- Licensees must consult regularly with the Residents' Council and Family Council (if one exists), at least once every three months.

DOCUMENTS THE LICENSEE MUST PROVIDE UPON REQUEST

- Inspection summaries
- Written plans to achieve compliance based on inspection findings
- Detailed allocation of funding
- Financial statements relating to the home filed with the Director
- Information about the operation of the home (e.g., masking policy, visiting policy, IPAC plans)



If your Family Council needs information or documentation from the long-term care home, such as policies, inspection reports, or updates on changes within the home, you have the right to make a formal request to the licensee. Be clear and specific about what you're asking for and why—it helps ensure timely and accurate responses. Keep requests respectful and collaborative, and always document your communications. Remember, transparency builds trust and strengthens your council's relationship with the home's leadership.

ACTIONS A LICENSEE CAN TAKE

- Attend Family Council meetings when invited
- Contribute to discussions in a supportive capacity
- Maintain transparency in interactions and communications with the Council
- Collaborate openly and respectfully to support Council goals and initiatives
- Share relevant news and updates from the home affecting residents and families
- Respond to inquiries from the Council within 10 business days
- Respect the powers of the Family Council as outlined in legislation and policies
- Seek feedback and suggestions from Council members to improve collaboration and support

WORKING TOGETHER: COLLABORATION OVER CONFLICT

Collaboration is the act of working with others to achieve a common goal. Effective collaboration involves sharing ideas, resources, and responsibilities to accomplish tasks that are too complex for one person alone.

The “us vs. them” mentality occurs when groups divide into opposing sides, seeing themselves as superior (“us”) and the other group as inferior or threatening (“them”). This mindset fosters prejudice, conflict, and barriers to cooperation. Within long-term care, it can limit collaboration between Family Council members or between the Council and home staff, reinforce stereotypes, and create unnecessary division.

Breaking away from this mentality involves recognizing commonalities, embracing diverse perspectives, and focusing on shared goals. Collaboration can take many forms depending on the context, but the following principles help create meaningful and effective partnerships:

1. OPEN COMMUNICATION

Collaboration begins with clear and open communication. Family Council members and home staff should feel comfortable sharing ideas, giving and receiving feedback, and discussing challenges. Take time to understand each other’s communication preferences, including frequency and methods, to ensure everyone can contribute effectively.

2. SHARED GOALS

Collaboration works best when everyone is aligned around a common goal. A shared vision unites team members, guides their efforts, and ensures everyone is working in the same direction.

3. MUTUAL RESPECT

Collaboration thrives when family members and staff respect each other’s perspectives, skills, and experiences. Valuing diversity and acknowledging different strengths enhances problem-solving, creativity, and innovation.



When conversations start to feel like “us vs. them,” take a step back and refocus on shared goals—supporting residents and improving quality of care. Remember, collaboration thrives when everyone feels respected, heard, and part of the same team. By approaching challenges together, you’ll find more effective solutions and foster a more positive environment for all.

4. TRUST

Trust is essential for effective collaboration. It encourages honest conversations, risk-taking, and stronger results.

5. FLEXIBILITY

Being adaptable and open to new ideas is key. Collaboration often requires adjusting approaches based on feedback and the evolving needs of the team or project.



THE IMPORTANCE OF TRANSPARENCY

Transparency means being open, honest, and straightforward in communication, decision-making, and actions. Sharing information clearly with the Family Council and the licensee helps everyone understand processes, motives, and outcomes. Being transparent reduces conflict, frustration, and resentment toward the Council, the home, and the leadership team.

BUILDING STRONG WORKING RELATIONSHIPS

- Involve the Family Council in sharing ideas or visions for new projects, such as creating a garden.
- Seek feedback when developing policies or implementing new activities, murals, or other initiatives.
- Request input on changes made in the home, including what's working well and what might need improvement.

Including the Family Council in discussions fosters trust and respect, helping members feel heard and valued.

GUIDANCE FOR FAMILY COUNCILS AND LONG-TERM CARE HOME COLLABORATION

Effective April 11, 2022, the Long-Term Care Homes Act, 2007 was repealed and replaced by the Fixing Long-Term Care Homes Act, 2021 (“the Act”). This reflects Ontario’s commitment to modern, safe, and sustainable long-term care (LTC) communities. The Ministry of Long-Term Care provides ongoing support to residents, families, and staff, emphasizing positive, collaborative LTC environments.

While the Act maintains many existing obligations for LTC homes, public consultations with residents, families, and staff informed recommendations to strengthen LTC communities. Family Council involvement remains a key component of legislation, and this guidance highlights promising practices for communication, collaboration, and conflict navigation between families, home staff, and licensees.

Note: This document is intended to complement legislation, directives, or orders and is not legal advice. Views expressed are those of Family Councils Ontario (FCO).

GUIDING PRINCIPLES

To foster healthy LTC communities and productive Council-home relationships, Family Councils are encouraged to follow these principles aligned with the Act:

Prioritize Resident Needs: Respond to residents’ diverse physical, mental, psychosocial, spiritual, and emotional needs while enhancing quality of life.

Collective Advocacy: Work together to address shared concerns and drive positive change.

Safety: Maintain health and safety for residents, staff, caregivers, and visitors, adhering to operational standards and IPAC best practices.

Effective Communication: Implement clear, user-friendly communication tools for consistent oral and written exchanges.

Culture of Respect and Civility: Promote accountability, mutual respect, and civility at all levels within the home community.

ROLE OF FAMILY COUNCIL

Family Councils play a vital role in supporting resident well-being by fostering collaboration among residents, families, caregivers, staff, and volunteers. Councils provide a forum to share experiences, exchange information, and collectively address concerns.

Key points for Council operations:

- Councils can leverage their knowledge to discuss concerns, make recommendations, and act on shared issues.
- Collaboration with residents, staff, and volunteers helps improve resident care and community life.
- Councils must understand their discretionary powers under Section 66 of the Act, ensuring their activities align with legislation.
- While Councils can act on concerns, they cannot manage staff performance, access confidential HR information, or request operational budgets—these remain the responsibility of the licensee and leadership team.

By working collaboratively and responsibly, Family Councils can:

- Address concerns affecting residents
- Serve as a sounding board for new ideas and improvements
- Educate families and advocate for positive change
- Plan and sponsor activities benefiting residents

Positive Family Council dynamics lead to:

- Increased member satisfaction, development, and peer support
- Perceptions of fairness and stronger morale
- Proactive problem-solving and engagement
- Stronger relationships with residents, families, and home staff

FOSTERING POSITIVE FAMILY COUNCIL & HOME PARTNERSHIPS

Ongoing Communication

Establish methods for effective and efficient communication with administrators and staff, considering staff schedules and availability. Examples include:

- Email, group messaging apps, or online forms
- Accessible suggestion/complaint drop boxes
- Virtual meetings (Zoom, Teams, GoToMeeting)
- In-person town halls and Council meetings

Staff Assistant support may include:

- Helping the Council exercise powers under the Act
- Connecting new families and residents with the Council
- Explaining home policies and changes
- Communicating Council questions and recommendations to staff
- Encouraging member confidence and skill development
- Assisting with bookings, guest speakers, and external stakeholder communications

Tasks best handled by Council members include:

- Developing Terms of Reference and Code of Conduct
- Recording and distributing meeting minutes
- Scheduling and running meetings and activities
- Communicating on behalf of the Council

Effective communication is a two-way process, with clear expectations and regular evaluations to maintain strong relationships. Section 67(1) requires homes to cooperate with Councils and, if requested, appoint a Family Council Assistant who reports to the Council (67(2)).

RECOMMENDATIONS FOR EFFECTIVE COMMUNICATION

Active Listening & Interpersonal Awareness: Listen to others, try to understand others communications limitations, ask relevant questions, avoid interrupting, and try to pay attentions to verbal and non-verbal cues.

Mindful Speech: Communicate tactfully, avoid reactionary statements, and disengage if interactions become heated or unproductive.

Anti-Oppressive Lens: Promote diversity, equity, and inclusion, be mindful of bias, and use inclusive language. Understand that not everyone communicates in the same way.

EXPRESSING CONCERNS AND RECOMMENDATIONS

- Submit concerns in writing with the date of submission, addressed to the recipient, in clear concise language, and with relevant details.
- Patiently wait for the home's response (within 10 business days) and avoid overloading long-term care home departments and staff.
- Ensure submissions reflect shared Resident Council and Family Council concerns, that they are factual, and include practical solutions.

Example Process:

1. Council members meet and discuss collective concerns; a point person summarizes key points and drafts a letter to the home staff.
2. The point person submits concern to home management who acknowledges receipt. The point person updates the Family Council.
3. Council discusses home response at the next meeting to determine resolution.

DEVELOPING AND FOLLOWING A CODE OF CONDUCT

- Establish group norms and expectations to minimize conflict and ensure smooth operations.
- Include expectations for behavior, confidentiality, respect for residents and staff, and adherence to home policies.
- Regularly review the Code of Conduct, especially during periods of change.
- Councils leaders can attempt to manage disagreements and difficult behaviors and can consult with FCO for additional support.



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tinyurl.com/2wk6ubsx

INTERPERSONAL DYNAMICS AND MANAGING CONFLICT

Conflict is natural due to differing values, beliefs, and perspectives. Common conflict triggers include: misunderstanding Council powers, poor communication, lack of structure, and confidentiality breaches.

Unresolved conflict may cause low engagement, anxiety, resentment, complaints, and breaches of confidentiality.

Managing Conflict:

- Address disagreements promptly and discuss root causes
- Conduct active listening exercises
- Keep detailed records and use clear, respectful communication
- Articulate support needed from the home and evaluate effectiveness
- Schedule meetings to discuss conflict resolution and possible solutions
- Seek guidance from FCO if needed

External Support for High-Risk Situations:

- Senior LTC management
- Ministry of Long-Term Care Action Line
- Local authorities and LTC organizations

FCO CONFLICT MANAGEMENT SERVICES

FCO offers a range of conflict management services, tools, and staff-led programs designed to support Family Councils and long-term care homes in maintaining positive, productive relationships. These services include guidance on managing interpersonal conflicts within the council, navigating challenges between council members and home staff, and strategies for preventing issues from escalating. FCO provides practical resources, such as templates, guides, and frameworks, to help councils address concerns respectfully and effectively. In addition, FCO's staff-led programs offer training, workshops, and one-on-one consultations to build skills in communication, active listening, and collaborative problem-solving. Whether you are looking for tools to mediate disagreements, improve team dynamics, or strengthen council-home partnerships, FCO's conflict management support equips Family Councils with the knowledge, confidence, and resources to navigate challenges while prioritizing resident wellbeing and maintaining a constructive home environment.

For assistance, councils can reach out anytime by emailing info@fco.ngo.

ORGANIZATION CONTACTS

This directory highlights trusted organizations and resources that support families, caregivers, and residents connected to long-term care in Ontario.

FINDING CARE



Elderado

Created by Daniel Clark based on his personal journey of searching for a retirement home, Elderado helps families choose the right care for a loved one. Their online navigation tool offers high-quality and transparent information to support decisions about retirement or long-term care homes.

elderado.ca



Ontario Ministry of Long-Term Care – Home Directory

Search for long-term care homes in your area. The directory provides details on the number of beds, waiting lists, type of home, and recent inspection reports.

ontario.ca/page/choosing-long-term-care-home

ELDER ABUSE PREVENTION



Elder Abuse Prevention Ontario (EAPO)

The provincial organization leading elder abuse prevention through education, training, and resources.

1-833-916-6728 | 416-916-6728

eapon.ca



Canadian Network for the Prevention of Elder Abuse (CNPEA)

A national network promoting the rights of older adults and advancing coordinated approaches to elder abuse prevention across Canada.

cnpea.ca

CAREGIVER SUPPORTS



Ontario Caregiver Organization (OCO)

Dedicated to improving the lives of Ontario's 4 million caregivers by ensuring access to supports, filling service gaps, and amplifying caregiver voices.

24/7 Helpline: 1-833-416-2273

ontariocaregiver.ca



Canadian Centre for Caregiving Excellence

Supports and empowers caregivers and care providers while advancing policy and innovation in the caregiving field.

canadiancaregiving.org



Ontario Caregiver Coalition (OCC)

A grassroots coalition of unpaid caregivers and supporting organizations advocating for system change.

ontariocaregivercoalition.ca



Carers Canada

A national coalition leading awareness and federal advocacy efforts to strengthen recognition and support for caregivers.

carerscanada.ca



Caregiving Strategies

A collection of educational resources for caregivers supporting seniors experiencing frailty.

geriatricsontario.ca/caregiving-strategies/

RESIDENTS' COUNCILS



Ontario Association of Residents' Councils (OARC)

Empowers long-term care residents to understand their rights, share experiences, and build a collective voice to improve life in long-term care.

1-800-532-0201

ontarc.com

ADVOCACY



Concerned Friends

A registered charity advocating for better quality of care in Ontario's long-term care homes through awareness, research, and system reform.

concernedfriends.ca



Advocacy Centre for the Elderly (ACE)

Canada's first legal clinic specializing in seniors' issues, providing both systemic advocacy and direct legal services (eligibility applies in the GTA).

1-855-598-2656 | 416-598-2626

acelaw.ca



CanAge

Canada's national seniors' advocacy organization, advancing policy and community engagement for older adults.

canage.ca



LTC COMPLAINTS AND CONCERNS

Ontario Patient Ombudsman

Independent office helping resolve complaints from patients, residents, and caregivers in Ontario's health system, including LTC homes.

416-597-0339 | 1-888-321-0339 (toll free) | TTY 416-597-5371
patientombudsman.ca



Ontario Ministry of Long-Term Care – Family Support & Action Line

For urgent or ongoing complaints about long-term care homes.

1-866-434-0144 (8:30 am–7:00 pm, 7 days/week)
ontario.ca/page/long-term-care-home-complaint-process

PALLIATIVE CARE



Ontario Palliative Care Network (OPCN)

A partnership to standardize and coordinate palliative care services across Ontario.

ontariohealth.ca/clinical/palliative



Hospice Palliative Care Ontario (HPCO)

The provincial association representing hospices and palliative care providers, advocating for quality and equitable access.

hpco.ca



Advance Care Planning Ontario

An HPCO initiative raising awareness and providing tools to guide conversations and decisions about advance care planning.

advancecareplanningontario.ca

DEMENTIA SUPPORTS



Alzheimer Society of Canada

Provides programs and services for individuals and caregivers throughout the dementia journey.

alzheimer.ca



Alzheimer Society of Ontario

Ontario's leading dementia charity, offering education, services, and research support.

416-967-5900 | staff@alzon.ca

alzheimer.ca/on/en



Behavioural Supports Ontario (BSO)

Supports older adults with complex needs (dementia, mental health, substance use) and their caregivers in community, LTC, or other care settings.

1-855-276-6313 | provincialbso@nbrhc.on.ca

behaviouralsupportsontario.ca



EDUCATION & RESEARCH

Ontario Centres for Learning, Research and Innovation (CLRI)

Offers education and resources to support LTC homes in addressing care complexity, staffing, and system improvements.

clri-ltc.ca



Canadian Institute for Health Information (CIHI)

Provides standardized data to improve health system performance and population health.

cihi.ca



Registered Nurses' Association of Ontario (RNAO) – LTC Toolkit

Evidence-based tools and guidelines to support quality resident care and healthy LTC work environments.

ltctoolkit.rnao.ca/

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Family
Councils
Ontario

Leading and supporting families in improving
the quality of life in long-term care

CONTACT

Family Councils Ontario
2-140 King St East
Suite 305
Hamilton ON L8N 1B2

Phone: 647-427-5551

Toll-free: 877-622-9968

Email: info@fco.ngo

CONNECT ONLINE



For more information visit fco.ngo



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youtube.com/@FcoNgo