

February 22, 2021

To: Mayor and Members of Council
Senior Leadership Team
Corporate Leadership Team
Accountability Officers

From: Giuliana Carbone, Deputy City Manager

Re: Staffing Announcement – Paul Raftis, Interim General Manager, Seniors Services and Long-Term Care

As many of you will recall, in January 2017, Paul Raftis agreed to temporarily leave his base position as Chief and General Manager of Toronto Paramedic Services (TPS) to lead the City's Shelter Support and Housing Administration (SSHA) division as Interim General Manager, at a time when the City was committed to transforming its social housing and shelter systems. Paul's experience as Chief of Paramedic Services along with his proven track record as a transformative leader of a complex City division, leading TPS through a period of significant change and modernization, aligned perfectly to this challenge.

Paul's strategic focus on driving performance improvements and service excellence, coupled with his proven ability to promote innovation and foster transformative change, enabled SSHA to effectively reform its programs to better meet the needs of Toronto's vulnerable residents while building a culture and capacity for high performance, continuous learning, and continuous service and program improvement.

In the Spring of 2019, when City Council expanded the mandate of the City's Long-Term Care Homes and Services division to include municipal service planning for seniors' services, renaming the division as "Seniors Services and Long-Term Care (SSLTC)," Paul graciously agreed to take on the role of Interim General Manager SSLTC, and to lead the transformation of the division to effectively take on this new role of municipal service planning, coordination and management of seniors services across the City.

Since May 2019, Paul has successfully led SSLTC in broadening its mandate to include services for Toronto's growing seniors' population, developing an emotion-centred approach to care for the City's ten LTC homes - with a 5-year implementation plan, designing an integrated service model and accountability framework for TCHC's seniors buildings, and most importantly, in proactively leading the Division through COVID-19, ensuring a safe and secure environment for the 2600+ residents in the City's directly operated homes.

I am most grateful for Paul's steadfast commitment to the Toronto Public Service. After successfully modernizing and transforming both SSHA and SSLTC, Paul will be returning, in the near future, to his base position as Chief and General Manager of Toronto Paramedic Services. We are currently in the process of recruiting a permanent General Manager for SSLTC. We hope to have a new General Manager selected by early May. Paul has agreed to help transition the new GM for a few

weeks before returning to Paramedic Services by mid-June. Paul has also committed to continuing to support the new General Manager in overseeing the integrated service model for TCHC's seniors' buildings.

Please join me in thanking Paul for his exemplary and passionate leadership of the Toronto Public Service.

Sincerely,

A handwritten signature in cursive script, appearing to read "Giuliana Carbone".

Giuliana Carbone
Deputy City Manager