

To: Long-Term Care Committee of Management

From: Director of Woodingford Lodge

Long-Term Care Committee of Management Update: Q1 2022

RECOMMENDATION

1. That Report No. WDFL 2022-01 titled “Long-Term Care Committee of Management Update: Q1 2022” be received for information.

REPORT HIGHLIGHTS

- This inaugural Committee of Management report provides an introduction to the Committee’s purpose and highlights a broad range of current information for the Committee’s awareness.
- The Q1 2022 update focuses on the current state of Long-Term Care (LTC) in Ontario, highlighting aspects that are relevant to Woodingford Lodge.
- Woodingford Lodge has done an exceptional job at preventing and containing COVID-19 for the entire duration of the pandemic.
- On-going challenges include COVID-19, staffing, and rising food costs.
- Emerging opportunities include accreditation, a partnership with Woodstock Hospital, a Provincially-funded review of nutritional services, performance measurement, and a funding opportunity for new beds in Oxford.

Implementation Points

Staff will continue to address the challenges and opportunities outlined in this report and provide quarterly updates to Committee of Management to enable on-going dialogue about the present, and future, of long-term care in Oxford.

Financial Impact

There are no financial implications to receiving of this report.

Communications







As the inaugural report to the Committee, staff have taken the approach of a ‘work in progress’, recognizing we will continue to refine the content and format of the communication, working toward an approach that will best balance legislative requirements, Committee interests, and staff needs.

Maintaining day-to-day operations while simultaneously managing COVID-19 prevention and control has made it difficult for staff to realize a comprehensive communications reach. Moving forward as we streamline the process and develop a critical path for regular reporting to Committee, it is staff’s intention to consult more broadly (where applicable) with other key partners such as our Resident and Family Councils. This report will be shared with them following the Q1 2022 Committee meeting.

Any Ministry-set communication and/or reporting requirements will be submitted to the Ministry as directed. Time sensitive information will be provided through Council correspondence or by special reports as deemed necessary given the timing of regular Committee reports.

Individual initiatives outlined in this report require varying levels of communication; staff are active members of many local, regional, provincial, and national committees, organizations, and networks. Most notably regarding governance and leadership, staff are active with AdvantAge Ontario – an organization representing the interests of not-for-profit and municipal long-term care homes.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.		3.i. 3.iii.		5.i. 5.ii.	6.i.

DISCUSSION

Background

Why have a Committee of Management?

Ontario’s Long-Term Care Homes Act, 2007 (the Act), which came into force July 1, 2010, requires that the Council of a municipality establishing and maintaining a municipal home must appoint a Committee of Management to oversee the management of the home.

The Act states that:

“132 (1) The council of a municipality establishing and maintaining a municipal home or the councils of the municipalities establishing and maintaining a joint home shall appoint from among the members of the council or councils, as the case may be, a committee of management for the municipal home or joint home. 2007, c. 8, s. 132 (1).”

Further to The Act, Ontario Regulation 79/10 states that:

*“284. A committee of management appointed under section 132 of the Act shall,
a) in the case of a municipal home, be composed of not fewer than three members; and
b) in the case of a joint home, be composed of not fewer than two members of the council of each of the municipalities maintaining and operating the joint home. O. Reg. 79/10, s. 284.”*

As such, on April 28, 2021, County Council received Report No. WDFL 2021-01, titled “Long-Term Care Homes Committee of Management” and adopted a Terms of Reference for a Committee of Management for Woodingford Lodge (Attachment 1), and that the Council of the County of Oxford be designated as the Committee of Management for Woodingford Lodge.

Comments

Current State: Long-Term Care 2022

Provincial Snapshot: Legislation

There are three key pieces of legislation specific to long-term care in Ontario:

- Long-Term Care Act, 2007
- Regulation 79/10
- Residents’ Bill of Rights

Of note for the purpose of this report is the current government’s introduction of the “Providing More Care, Protecting Seniors, and Building More Beds Act, 2021” which contains three schedules:

- Schedule 1: Fixing Long-Term Care Act, 2021
- Schedule 2: Amendments to other acts resulting from the enactment of the new Act
- Schedule 3: Amendments to the Retirement Homes Act, 2010

The first phase of regulations, introduced on October 28, 2021 under Schedule 1 - "Fixing Long-Term Care Act", proposes to provide for the following:

- Increased direct hours of care to an average of four hours per day from PSWs, RNs, RPNs by March 31, 2025, and 36 minutes per day from allied health care professionals by March 31, 2023;
- Mandatory quality improvement initiative; and
- Increased enforcement:
 - New powers for the Director and the Minister to suspend a licence and to appoint a supervisor;
 - Administrative penalties not to exceed \$250,000;
 - Inspectors may obtain a warrant if there are reasonable grounds to believe an offence has been, or is being, committed;
 - Maximum fines doubled (up to \$200,000 for 1st offence/\$400,000 for 2nd); and,
 - Reduced penalties for non-profit, municipal, and First Nation homes.

Provincial Investments

The Province has invested a considerable amount to address the recommendations from the Public Inquiry into Long-Term Care Homes as well as on-going needs for managing the pandemic, including:

- \$4.9B (staffing 4 hours of care)
 - ~\$3.8M annual increase for Oxford by 2025 (provided incrementally each year)
- \$373M (temp wage enhancement PSWs)
 - On March 15, the Province announced it will be introducing legislation in late March 2021 to make the hourly wage increase permanent
- \$100M (education and training)
- COVID-19 prevention and containment
 - ~\$3.25M for Oxford (2020-2022)

Federal Platform Commitments

The Federal government made a \$9B, 5-year commitment toward long-term care to:

- Raise wages for Personal Support Workers (PSWs)
- Train up to 50,000 new PSWs
- Improve the quality and availability of long-term care home beds (\$3B)
- Safe Long-Term Care Fund to support the development of national long-term care standards, including immediate funding for infection prevention and control measures (\$1B)
- Develop a Safe Long-Term Care Act to ensure that standards of care are upheld across the country

Woodingford Lodge: Celebrating Success

Managing COVID

- Woodingford Lodge staff consistently maintained a safe environment for residents, families, staff, and visitors through constantly changing Ministry Directives, science-based recommendations, and best practice guidelines.
- Dr. Barry Roth, Medical Director, for Woodingford Lodge homes, was named Global News “Hometown Hero” in February 2021, showcasing the value of his dedication to providing sound medical advice for our Senior Leadership Team. See video here: <https://globalnews.ca/video/7614275/the-ontario-doctor-going-above-and-beyond-for-his-patients-during-the-covid-19-pandemic>

Organizational Alignment

- To streamline the reporting structure and align certain processes / teams to increase efficiency, changes were made to the Woodingford Lodge organizational chart with a net zero impact on the budget.
- Key changes include the creation of a Support Services Team to oversee Housekeeping, Laundry and Nutritional Services; Behavioural Supports and Transitional Services; Customer Services and Logistics; Resident Programs and Staff Education; and Scheduling.

Staff Funding Increase

- In December 2020, the Ministry of Long-Term Care released “[A better place to live, a better place to work: Ontario’s long-term care staffing plan](#)” (Staffing Plan) with commitments to improve Ontario’s long-term care (LTC) sector by increasing staffing levels.
- In October 2021, the Ministry released funding details to enable the hiring of more staff to increase direct hours of care provided to residents.
 - Oxford County will receive ~\$3.8M by 2025 to fund RNs, RPNs, PSWs, and Allied Health Professionals (AHPs).
 - Details were provided to County Council in Report No. CS 2021-56, Attachment 3, during the 2022 budget process (New Initiative – Long-Term Care Staffing Supplement Funding NI 2022-14).
 - Recruitment and implementation are ongoing, with many of the enhancements already in place.

Pharmacogenetics

- Selected as one of only two LTC homes in Ontario to test this innovative diagnostic tool, Woodingford has partnered with CareRx (pharmacy services contract) and Inagene Diagnostics Inc. to trial the use of pharmacogenetics with up to 50 Woodingford residents.
- Pharmacogenetics is the combination of pharmacology and genetics, and is used to understand how an individual is likely to respond to medications based on their unique

genetic profile. Pharmacogenetics (PGx) testing enables a personalized treatment approach by predicting which drugs and doses will work best for an individual, based on the specific genetic variants they carry that impact individual responses to drugs.

Med Safety “Champion Home”

- Woodingford Lodge -Ingersoll location, was selected by the Institute for Safe Medication Practices (ISMP) Canada as one of 10 homes in Ontario to improve medication safety and help address recommendations from Justice Gillese’s Long-Term Care Homes Public Inquiry report released in 2019. This initiative is funded by the Ministry of Long-Term Care and is designed to improve medication safety by providing support (tools, education and coaching) to homes.
- The objectives of the initiative are to:
 - Improve transitions between hospitals and long-term care homes to reduce the risk of medication errors in handoffs of care;
 - Increase resident and family engagement in the medication use process; and,
 - Reduce the number of medication errors causing harm.
- As a Champion Home, Woodingford will test, refine, implement, and evaluate improvement strategies so that insight and learning can be shared throughout the province.

Quality Assurance

Ministry Inspections: Q4 2021

Location	Reason	Duration	Outcome	Follow Up
Ingersoll	Complaint	2 days	0 non-compliances	n/a
Tillsonburg	Proactive Compliance	8 days	2 compliance orders	All issues addressed
Woodstock	Complaint	8 days	0 non-compliances	n/a
	Critical Incidents		3 compliance orders	All issues addressed MLTC follow up 02/08/22

Case Mix Index: 2019 / 2020

Case Mix Index (CMI) is a measurement used by the Province as an input to determine Nursing and Personal Care funding allotments. This includes direct care staffing as well as nursing and medical equipment and supplies.

This factor is applied to other funding inputs, such as bed count, per-diem rate and the number of resident assessed days, to determine final funding allotment. The intent of the CMI is to account for the acuity level of care of individual residents, as well as home-level acuity. The two key components are:

- Resource utilization groups (combines similar residents based on their medical conditions, activities of daily living, etc.)
- Weighting (compares the relative resource needs in each group)

Regular assessments are conducted by Woodingford staff of individual residents and then calculated to determine grouping, home-level CMI, etc.

The following table provides the CMI ratings assessed in 2019/2020. A weighting score of 1.0 is considered the 'gold standard'.

Location	CMI 2019/2020
Ingersoll	0.9727
Tillsonburg	0.9438
Woodstock	0.9528

In theory, the higher the CMI, the higher the needs of an individual and / or home, and therefore the higher amount of funding allotted. However, two things must be kept in mind

1. The CMI lags two years behind funding adjustments. Funding received today is based on our CMI score and case load from two years ago – which has the potential to be significantly different, with a disconnect between funding and current resource needs of the home.
2. CMI-adjusted funding is subject to a capped pool of funding shared by all homes in the province. Therefore, the financial value of a particular CMI score is relative to all other CMI scores in the province. It is not an absolute, dollar-per-point funding score.

Long-Term Care Service Accountability Agreement

Long-Term Care Home Licensees are required to enter into an agreement with Ontario Health to operate their respective home(s).

Declaration of Compliance: 2021

Included in our Agreement with Ontario Health is an annual Declaration of Compliance, confirming our compliance with provisions of the *Local Health System Integration Act, 2006* (January 1 – March 31, 2021) and the *Connecting Care Act, 2019* (April 1 – December 31, 2021).

This Report to Committee of Management confirms that Woodingford Lodge homes are in compliance as required and, therefore will submit a Declaration of Compliance signed by the Chief Administrative Officer on behalf of Committee.

Long-Term Care Home Service Accountability Agreement: 2022/2023 (L-SAA)

Each year Ontario Health gives notice and advises the County of Oxford as to whether the Province intends to extend the L-SAA for another (Provincial) fiscal year.

This Report to Committee of Management confirms the extension of our Accountability Agreement until March 31, 2023, signed by the Chief Administrative Officer and Warden on behalf of Committee.

On-Going Challenges

COVID-19 Prevention and Containment: beyond March 31, 2022

Woodingford staff have continually ‘rose to the occasion’ throughout the pandemic, adapting to changing Provincial Directives, comforting residents’ in their reduced access to family and social activities, and frequent – at times daily – surveillance testing. The length of time we have been working under restrictions (more than two years) has also played a role. Staff, while continuing to maintain a high-level quality of care, are feeling the effects of this ‘long haul’.

As the Province eases restrictions, and the majority of Ontario begins to re-unite with elements of a lifestyle we were once used to, long-term care homes are experiencing increased pressure to prevent and contain COVID. It is critical to ensure we keep everyone safe, through proven prevention and containment practices such as active screening, surveillance testing, personal protective equipment (masks, etc.), and proper hand hygiene.

While the Ministry of Long-Term Care (LTC) has provided a Directive to guide these practices, they have not committed to funding the increased costs associated with prevention and containment beyond March 31, 2022.

Staff contacted the Ministry of LTC directly on March 11 to request an extension to the timeframe which current funding can be spent. The response received from the Ministry is that the funding must be spent by March 31, 2022. Nevertheless, staff remain active with partners such as AdvantAge to advocate for extended funding. Should the Province not announce additional funding, staff will provide an update to Council on how to best adhere to the Directive in the absence of funding.

Staffing: Extraordinary Demand

The announcement of the Province’s investment in additional funding for staff (to reach a provincial average of 4-hours of direct care per day per resident) has created increased demand for trained professionals province-wide, outweighing current supply. While it is a very welcomed increase to our funding allotment, it will take time for supply to catch up to the current demand, let alone future demand.

Other elements contributing to demand / supply challenge include:

- Enforcement aspects of the *Fixing Long-Term Care Act, 2021* shine a light on the importance of dedicated resources for internal quality control and assurance. These resources are not currently funded within existing funding policies and have historically been rolled into the duties of staff in direct care-related roles. However, with the increased complexity of resident care; the constantly evolving technology landscape; and, heightened enforcement, the need for dedicated resources is imperative.
- While the sector has made great strides under the philosophy of resident-centered care, the next step in the evolution of long-term care is to move beyond the current medical model of care, and balance the emotional, cultural, and spiritual needs of residents, through implementation of emotion-focused models of care. There is a gap in care, whereby physical needs are met but a corresponding emphasis on emotional needs is not considered in government funding or priorities.
- Further to the emergence of emotion-focused models of care is the extension of ongoing interaction with caregivers and families to enhance the resident experience. Similar to quality control and assurance tasks, relationships with caregivers and families are often assigned ad hoc, as an add-on to a team member's existing duties, which takes time away from providing direct care.

These challenges are common among our counterparts; we continue to work through our networks to advocate for additional Provincial supports so that we can implement and sustain solutions to these challenges.

Food: Rising Costs

External factors at the provincial, national and global level beyond our control continue to put pressure on balancing the quantity of food we provide with the quality of food our residents deserve. Staff continually monitor expenditures and will be taking a close look at first quarter spending to determine *actual* impacts, and forecast potential impacts to the current fiscal year. Staff are working with vendors to stay apprised of market conditions and price volatility.

Emerging Opportunities

Accreditation

Woodingford Lodge has an impressive track record of providing high quality care and we have a responsibility to maintain the high-quality care residents have come to expect. This requires not only a commitment to reviewing and improving services and upgrading our facilities as needed, but also commitment to fostering and maintaining a culture of continuous improvement.

This is demonstrated through an accreditation process that:

- Improves patient outcomes and mitigates risks
- Identifies strengths and gaps in programs and processes
- Promotes communication and staff empowerment across teams
- Fosters a culture of quality and safety

Many of our municipal counterparts are accredited, including Brant County, Greater Sudbury, Haldimand County, Hastings County, Kingston, Lanark County, Niagara Region, Ottawa, Simcoe, Thunder Bay, Timmins, and Toronto.

Staff will be kicking off the ~18 month journey this month.

Accredited status will unlock access to annual funding (Quality Attainment Premium Funding) from the Province to maintain our status.

Behavioural Beds (partnership with Woodstock Hospital)

As part of our on-going commitment to community partnerships, staff are in the process of discussing implementation details with Woodstock Hospital on how Woodingford Lodge can host behavioural beds for hospital patients who do not live in a long-term care home but would benefit from being cared for in our environment.

As leaders in providing behavioural supports for our residents, we are equipped to provide enhanced support in ways that the Hospital is not able. Discussions with the Hospital are on-going this month.

Collective Bargaining

Woodingford staff are working with Human Resources to negotiate an agreement with Unifor Local 636, which provides representation for our Unionized staff. The current agreement expired December 31, 2021.

Nutritional Services Review

In February, staff received confirmation that our application to the Municipal Modernization Fund – Intake 3 was approved, providing funding for a review of nutritional services provided to our residents, as outlined in Report No. CS 2021-38 presented to Council on October 13, 2021.

The review will utilize external consulting support to perform a critical review of service delivery for nutritional and dietary services performed by the County at Woodingford Lodge -Woodstock and its contracted service providers for the Ingersoll and Tillsonburg homes. The review will examine the effectiveness of existing delivery models in terms of level of service and financial performance. It will further identify any alternative approaches that would provide for consistent levels of service at all three locations, improved levels of service, higher resident satisfaction, cost savings, and partnerships.

The final report is required by the Province with specific actionable recommendations for cost savings and efficiencies by January 31, 2023.

Staff will be initiating the project this month with the goal of having recommendations available for the 2023 budget process.

Inventory and Logistics Review

The inventory and logistics process was reviewed in 2021 with the goal of identifying opportunities to reduce waste, streamline inventory, reduce time-on-task, eliminate hoarding, implement quality control measures, and provide process / role clarity.

Due to a change in staff resources and allocating resources to manage the unexpected Omicron variant, the review was put on hold and is expected to resume in Q2 of 2022.

Living Classroom (partnership with Conestoga College)

Woodingford Lodge is partnering with Conestoga College to provide a 'living classroom' for Personal Support Workers and Internationally-Educated Nursing students. Conestoga approached us to help scale their Ontario Sites for their Integrated Training and Experiential (ONSITE) learning program. The program addresses the challenge of staffing resources by facilitating remote education and training that can act as both an immediate and long-term solution.

Woodingford Lodge has a well-established relationship with Conestoga College that includes successful collaboration with our home over the years and provided opportunities for students to start their career with us.

To date, our commitment is limited to a letter of support for Conestoga's funding application to Employment and Social Development Canada. Should Conestoga be successful in securing funding, we are prepared to provide space for ONSITE activities at no cost and support up to 10-12 student field placements at Woodingford Lodge. Implementation could be as early as September, however, we await the results of Conestoga's funding application.

Quality, Performance Measurement, and Continuous Improvement

Staff are working to build upon current quality, performance measurement, and continuous improvement activities. There already exists a variety of legislated quality requirements directly related to resident care and the medical aspects of providing care. Throughout 2022, most notably via the accreditation process, staff will be developing a broader program of continuous improvement and performance measurement to include organizational effectiveness elements. Staff have been consulting through peer networks to see how others bring medical / care quality programs together with organizational quality programs, marrying health quality improvement with organization improvement methods (such as Lean thinking). Staff see this as a key 'backbone' element of the content and format of future Committee of Management meetings.

Skin and Wound Care Mobile Application

Working with our care planning and management software vendor, the functionality to chart, document, and monitor skin and wound care on a mobile device within a resident's care plan was recently implemented. The innovative hardware / software solution enables a mobile device to connect with diagnostic hardware placed on the skin surface near a wound to determine physical characteristics of a wound, both on and below the skin's surface. Entirely secure inside our system, it allows our medical team to see, diagnose, and collaborate with other team members by providing access to real-time insights at any stage of a resident's journey.

New Beds Application

Ontario has committed to creating 30,000 new long-term care beds by 2028 and redeveloping older beds to meet modern design standards. Eligible parties have been invited to apply for

capital development funding to build and / or redevelop long-term care beds. Eligible applicants include existing non-profit, for profit, and municipal long-term care home operators.

Staff have undertaken some minor preliminary work to determine the need for additional beds in Oxford, and conclude that the current supply of long-term care beds (private and municipal) does not meet current or future demand.

Recent announcements confirm that the Ministry has awarded 160 new beds to peopleCare Communities, to be built in Tillsonburg (January 2022 announcement), and 28 new beds to be built in Tavistock (November 2021 announcement), adding to the overall total of approximately 700 beds in Oxford.

Woodingford Lodge, as a municipally-owned and operated long-term care home, remains a popular home of choice for those seeking a bed, with a daily occupancy rate of greater than 98% and a multi-year wait list. Survey responses from the County's 2022 Budget Survey show an appetite for investing in additional beds, with support for municipally-owned / operated homes.

Staff are preparing a report for a Council meeting in April with more details regarding the new beds funding opportunity.

Conclusions

Committee of Management provides an opportunity for Woodingford Lodge staff to provide timely, informative updates, including legislative changes, to County Council as the newly created Committee of Management, while meeting legislated requirements. Staff will continue to refine the format and content of these regular updates to balance legislative requirements, Committee interests, and staff needs.

SIGNATURES

Report Author:

Original signed by

Dennis Guy
Manager of Support Services

Departmental Approval:

Original signed by

Mark Dager
Director of Long-Term Care

Approved for submission:

Original signed by

Gordon Hough on behalf of Michael Duben, B.A., LL.B.
Acting Chief Administrative Officer

ATTACHMENTS

- Attachment 1: Long-Term Care Committee of Management Terms of Reference
- Attachment 2: Long-Term Care Committee of Management Update: Q1 2022 Presentation