

To: Warden and Members of County Council

From: Director of Woodingford Lodge

Application for Long-Term Care Home Development Status Update No. 1

RECOMMENDATIONS

1. That County receive Report No. WDFL 2023-03 as Status Update No. 1 on the application process regarding the Province of Ontario's Long-Term Care Home Development program;
2. And further, that County Council appoint the following members of Council to participate on a joint staff-Councillor steering committee to guide the alignment and implementation of Woodingford Lodge's master planning and long-term care home development processes in accordance with Section 14 of the County of Oxford Procedure By-law No. 6268-2020: the Warden (Chair), and Councillors _____, and _____.

REPORT HIGHLIGHTS

- This report provides County Council with an update on Oxford County's application to the Province of Ontario's Long-Term Care Home Development Program.
- Following County Council's direction on [Report No. WDFL 2023-01](#) Application for Long-Term Care Home Development, staff continued to dialogue with Ministry of Long-Term Care (MLTC) leaders to further explore opportunities for Oxford.
- County staff are on schedule to submit an application for 160 new long-term care home beds, to be housed in a proposed new facility in Ingersoll by Friday, March 10, 2023.
- As long-term care home development is a complex and time-consuming undertaking, staff are seeking to assemble a joint staff-Councillor Long-Term Care Development Steering Committee to guide the alignment and implementation of key strategic processes moving forward.

Implementation Points

Staff, as per Council direction on January 25, 2023, will be submitting an application for 160 new beds in Ingersoll by Friday, March 10, 2023.

Also directed by Council on January 25, 2023 staff have initiated preliminary discussions regarding the multi-year master planning process and how to align and / or integrate it with the long-term care home development process to coincide with, and help guide, the County’s determination of the most sustainable investment in long-term care beds.

Upon Council’s approval of the recommendations in this report, staff will work with the Councillors appointed to the joint staff-Councillor steering committee to schedule a series of regular meetings to begin immediately, guiding the alignment of both the master planning and new beds processes.

Financial Impact







There are no financial implications associated with the recommendations in this report beyond what has been approved in the 2023 business plans and budget.

Communications

Communications have been initiated with the Town of Ingersoll, Alexandria Memorial Hospital, and the Upper Thames Valley River Conservation Authority regarding the County’s application for new beds in Ingersoll.

The recommended Steering Committee will work closely with the County’s Strategic Communications and Engagement Team to conduct a stakeholder analysis to ensure that partners and potential collaborators are given opportunities to participate at the appropriate points in the process.

Strategic Plan (2020-2022)

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| WORKS WELL TOGETHER | WELL CONNECTED | SHAPES THE FUTURE | INFORMS & ENGAGES | PERFORMS & DELIVERS | POSITIVE IMPACT |
| 1.i. 1.ii. | | 3.i. 3.iii. | 4.i. | 5.ii. | 6.i. |

DISCUSSION

Background

County Council approved the recommendations contained in Report No. WDFL 2023-01 “Application for Long-Term Care Home Development” on January 25, 2023, providing staff direction to:

1. Submit an application to develop a minimum of 160 new long-term care beds in Ingersoll under the Province of Ontario’s Long-Term Care Home Development Program; and
2. Work with the Ministry of Long-Term Care to explore additional long-term care bed needs in Oxford County, and opportunities to maximize efficiencies of existing County-operated homes through additional bed allocations.

Comments

Application for Long-Term Care Home Development

Staff completed work on an application for 160 new long-term care beds in Ingersoll and are on track to submit it to the Province by Friday, March 10, 2023. We are optimistic that our application will be reviewed expediently and are hopeful that we will receive comments and / or direction on our application sooner than the anticipated six-month turnaround estimate as presented on January 25.

Exploring Additional Long-Term Care Bed Needs in Oxford County

Staff continued to discuss opportunities with Provincial counterparts following County Council’s direction on January 25. There is much potential for the County, and the County’s role in the future of long-term care in Oxford. A structured, evidence- and criteria-based approach is required to ensure staff are presenting County Council with a holistic view of the landscape, opportunities, and associated challenges.

Strategic Alignment: Woodingford Lodge Master Planning and LTC Bed Needs

It is critical for these two Council-approved initiatives to be aligned as they have inter-dependencies that are key to developing and presenting “the best way forward” for Council to consider. As such, and in-line with past practice and best practices for initiatives and investments of this magnitude, a joint staff-Councillor Steering Committee will allow for an agile approach to project governance and implementation.

Joint Staff-Council Long-Term Care Steering Committee

With respect to Terms of Reference for Boards and Committees, the County of Oxford Procedure By-law No. 6268-2020 states:

14.2 *“For every Committee and Quasi-Judicial Board established by Council, Council shall adopt a terms of reference, and this terms of reference shall be reviewed with each term of Council and prior to any new committee appointments.”*

14.4 *“The powers and duties of Committees, Quasi-Judicial Boards, Ad Hoc Committees and Steering Committees shall be pursuant to the striking resolution and/or by-law of Council as adopted, giving direction, but shall not include the decision-making authority of Council, pursuant to Section 11 of the Act, except in the case of a Quasi-Judicial Board, or as otherwise explicitly provided for in the striking resolution and/or by-law.”*

In addition to the Warden and County Councillors appointed to this Steering Committee, the following staff support is proposed to ensure the appropriate complement is involved as the process needs change over the duration of the projects:

- CAO
- Director of Woodingford Lodge
- Director of Public Works
- Director of Corporate Services
- Clerk, as secretary
- Other staff members as deemed appropriate by the CAO as required.

A draft Terms of Reference is included as Attachment 1: Draft Long-Term Care Steering Committee.

Conclusions

The investment in 160 new long-term care beds in Ingersoll, with the potential for additional investments in long-term care in Oxford, could very well be one of the largest financial, social, and environmental investments the County has made to-date.

As such, staff are seeking to assemble a Long-Term Care Steering Committee to guide, and purposefully align, two County Council-approved initiatives: Woodingford multi-year master planning process and application for new long-term care home development.

SIGNATURES

Report Author:

Original signed by

Dennis Guy
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Departmental Approval:

Original signed by

Mark Dager
Director of Woodingford Lodge

Approved for submission:

Original signed by

Benjamin R. Addley
Interim Chief Administrative Officer

ATTACHMENT

Attachment - Draft Terms of Reference – Long-Term Care Steering Committee