

# Minutes

## Long-Term Care Committee of Management

**November 14, 2023**

Present: Councillor Scott Mackey, Councillor Sue Paterson, Councillor Sue Carleton, Councillor Shirley Keaveney, Councillor Dane Nielsen, Warden Brian Milne

Regrets: Councillor Tom Hutchinson

Staff Present: Kim Wingrove, CAO, Tara Warder, Clerk, Jennifer Cornell, Director of Long-Term Care, Karen Kraus, Executive Director, Kim Mustard, Acting Executive Director, Stacey Goldie, Executive Director, Renate Cowan, Corporate Accreditation & Quality, Denna Leach, Clinical Specialist, Mary Lou Spicer, Director of Finance, Markus Hawco, Long-Term Care Finance Manager, Jennifer Moreau, Director of Human Resources, Robert Hatten, Manager of Communications, Sarah Goldrup, Deputy Clerk

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### Call to Order

The Long-Term Care Committee of Management met at the Grey County Administration Building on the above date. The Chair called the meeting to order at 9:00 a.m. with all members present with the exception of Councillor Hutchinson.

### Declaration of Interest

There were no declarations of interest.

### Delegations

There were no delegations.

### Items For Direction or Discussion

LTCR-CM-21-23 - LTC Director Update August 29 – October 31, 2023

CM21-23

Moved by: Councillor Nielsen

Seconded by: Councillor Carleton

**That report LTCR-CM-21-23 regarding a Long-Term Care Director Update be received for information.**

Carried

## LTCR-CM-22-23 - LTC Operational Report August 15 - October 14, 2023

Jennifer Cornell noted to the Committee that before masking was again provincially mandated, the ethical decision-making framework was used to recommend to leadership on masking moving into the winter season with the support of the Executive Directors and Infection Prevention and Control leads. The Director noted pride in the balance of safety and quality of life prioritized by residents, families, and staff.

In response to questions from the Committee, Denna Leach spoke about COVID-19 staff assessments, testing, and mitigating measures to support low-risk return to work.

CM22-23

Moved by: Councillor Keaveney

Seconded by: Councillor Paterson

**That report LTCR-CM-22-23 regarding the LTC Operational Report from August 15 - October 14, 2023, be received for information.**

Carried

## LTCR-CM-23-23 - LTC Health Human Resources Update

Jennifer Cornell presented a summary and update to the Committee regarding health human resources in long-term care. The Director explained previous provincial staffing studies, implementing provincially mandated requirements, the staffing needed to meet the province's commitments to an increased level of care, and concerns about local access and retention of the necessary health human resources. The Director noted a past report and task force investigating a co-designed solution to local health human resources and the implementation of several recommended strategies.

Jennifer Moreau shared leadership's work to understand key staff demographics, including the impacts of the COVID-19 pandemic, staff leaves, future retirements, opportunities and partnerships, wellness and operational support, and professional development. The Director highlighted the success of the Care Support Assistant role, mentorship available to students, program funding from the province, and attraction of foreign workers.

Jennifer Cornell reviewed staff scheduling and staffing, the current process, future transition to a new software solution, improvements to staffing levels and lower agency

use due to lessening COVID-19 restrictions, innovative scheduling practices, and staff support. The Director highlighted that recent changes to legislation allow for a work experience equivalency for the Food Service Worker, which is anticipated to improve recruitment challenges.

The Directors further reviewed measures for staff development, mental health support and wellness, leadership days, and system or process optimization. Staff described the positive working relationships with union partners and the bargaining process for future collective agreements.

In response to questions from the Committee, staff discussed considerations for full-time and part-time staffing. Further, staff spoke about professional development opportunities, legislated criteria for assessing requirements for foreign-trained workers, and the role of the Care Support Assistant as a pathway through education to other skilled positions.

CM23-23

Moved by: Councillor Carleton

Seconded by: Councillor Nielsen

**That report LTCR-CM-23-23 regarding Long-Term Care Health Human Resources update be received for information.**

Carried

## LTCCR-CM-25-23 - Valve and Accelerator Replacement on Dry Sprinkler System-Grey Gables

Jennifer Cornell and Kim Mustard presented to the Committee regarding replacing a dry sprinkler valve at Grey Gables in alignment with emergency purchases under the County's Purchasing Policy. During the annual fire inspection in 2023, it was discovered that the valve could not close and required replacement, deemed necessary for life safety within the home.

In response to questions from the Committee, staff discussed previous inspections, maintenance, and the procurement process.

CM24-23

Moved by: Councillor Carleton

Seconded by: Councillor Keaveney

**That report LTCR-CM-25-23 regarding the emergency purchase for the replacement of the Dry Sprinkler Valve at Grey Gables be received for information.**

Carried

## LTCCR-CM-24-23 - 2024 Proposed Long-Term Care Budgets

Jennifer Cornell introduced the proposed budgets for the three homes. The Director spoke about the focus on resident-centred care, investment in staff retention, and higher costs required to maintain operations and quality of care.

Markus Hawco reviewed the report, noting a proposed operating and capital budget of \$81,537,900 and a net levy increase of \$2,860,500 or 34.56 per cent, which includes \$600,000 towards the eventual debenture payment to help support the Rockwood Terrace redevelopment. The presenter spoke about anticipated revenues, including provincial funding, increased resident co-payments, rentals, and levy funds. The presenter highlighted that despite increased resident acuity, the Case Mix Index (CMI) trends project a funding decrease. In response to questions from the Committee, staff discussed the ethical balance of maximizing the CMI and noted the 18-month lag in classifications to funding.

Markus Hawco reviewed budget impacts and expenditures, including salaries and benefits, non-union compensation review, raw food, long-term care administration, inflationary pressures, and mitigating measures proposed by management.

In response to questions from the Committee, staff explained that the budget maintains 3 hours and 42 minutes per resident per day of direct care staffing. When funding contributions from the province are known in 2024, staffing hours will be reassessed. Staff confirmed that there will be further advocacy to the ministry. Staff also described the impact of inflationary pressures, highlighting a \$72,000 increase in cleaning chemicals across homes.

Further, Jennifer Moreau confirmed that the non-union compensation review appeal process had been completed. Staff discussed the wage compression created by the provincial increase to personal support worker wages and the increase in registered staff that matches the hospital sector. Staff confirmed they are working with local partners for a better medical director remuneration, retention, and recruitment model. They noted the current system challenges and the benefits due to increased acuity needs and improved resident and family experiences.

### **Closed Meeting Matters**

CM25-23

Moved by: Councillor Paterson

Seconded by: Councillor Nielsen

**That the Long-Term Care Committee of Management does now go into closed session pursuant to Section 239 (2) of the Municipal Act, 2001, as amended, to discuss:**

- i. Personal matters about an identifiable individual, including municipal or local board employees.**
- ii. Labour relations or employee negotiations.**

Carried

The Committee proceeded into closed session at 10:50 a.m.

The Committee returned to open session at 11:03 a.m.

The Chair confirmed that only the items stated in the resolution to move into closed session were discussed.

### **LTCR-CM-24-23 - 2024 Proposed Long-Term Care Budgets**

Markus Hawco explained the mitigation measures taken by management, including review and comparison of historical spending, budget review exercises, and collaboration with other departments. The presenter confirmed that adjustments previously identified by the County Council had been incorporated into the documents and that further potential adjustments had been prepared for the Committee's consideration.

In response to questions from the Committee, staff confirmed that staff would be refreshing workplace violence assessment programs, that LTC leadership could be incorporated into the education and training plan for the corporate leadership team, and that there were free or ministry-supported training opportunities available to meet the mandate of increasing the skillset of staff. Staff discussed the benefit of the social worker role in supporting and building relationships with residents and their families, especially with the rise in high-acuity or complex needs cases. The Executive Directors confirmed that the Raw Foods budget line also provides for special diets, such as liquid, blended, or gluten-free, in addition to purchasing local meats and fresh produce, which would require some menu changes if reduced.

Mary Lou Spicer confirmed that the proposed adjustments discussed by the Committee would result in a quarter per cent savings.

Councillor Carleton left the meeting.

Discussion occurred on the historic gazebo at Grey Gables, part of the original Grey Owen Lodge. There is \$30,000 proposed in the draft budget to repair the gazebo. The Committee requested further information on the historical significance of the gazebo for the budget meeting.

Further discussion occurred on the signage at Grey Gables included within the budget document. The Committee was supportive of removing that \$30,000 for the signage for 2024 and having a plan for 2025.

Markus Hawco reported the budget impacts of the 2024 capital projects and discussed the proposed adjustments and the Rockwood Terrace redevelopment project.

Staff noted an anticipated occupancy date of quarter three of 2026, that further details regarding construction funding had yet to be received from the province, and that the tendering process was anticipated to be completed in January 2024.

CM26-23

Moved by: Warden Milne

Seconded by: Councillor Paterson

**That report LTCR-CM-24-23 regarding the proposed 2024 Long-Term Care budgets be received; and**

**That the 2024 proposed Long-Term Care budgets, as amended, be forwarded to County Council as part of the overall corporate budget package for consideration and that the Committee recommends the following reductions in the 2024 budget:**

- 1. Removal of Lee Manor Security \$23,500**
- 2. Reduction of LTC Admin - Internal Training Day to \$16,000**
- 3. Reduction of LTC Admin - Conferences to \$2,600**
- 4. Reduction of LTC Admin - Travel and Meal to \$3,700**
- 5. Removal of LTC Admin - Staff Appreciation \$4,000**
- 6. Reduce Homes - Staff Training to \$25,500**
- 7. Reduce Homes - Travel and Meal to \$11,200**
- 8. Reduce Homes - Maintenance of Building to \$100,000**

Carried

## **Correspondence**

There was no correspondence.

## **Other Business**

There was no other business.

## **Next Meeting Date**

To Be Determined.

## **Adjournment**

On motion of Councillors Nielsen and Paterson, the Long-Term Care Committee of Management adjourned at 12:36 p.m. to the call of the Chair.