

Minutes

Long-Term Care Committee of Management

May 14, 2024

Present: Councillor Scott Mackey, Councillor Sue Paterson, Councillor Sue Carleton, Councillor Tom Hutchinson, Councillor Shirley Keaveney, Councillor Dane Nielsen

Regrets: Warden Brian Milne

Staff Present: Kim Wingrove, CAO, Jennifer Cornell, Director of Long-Term Care, Karen Kraus, Executive Director, Renate Cowan, Accreditation and Quality Specialist, Shannon Cox, Executive Director, Tolleen Parkin, Executive Director, Denna Leach, Clinical Specialist, Sheri Murphy, Support Services and Educational Lead, Mary Lou Spicer, Director of Finance, Markus Hawco, Long-Term Care Finance Manager, Sarah Goldrup, Deputy Clerk

Call to Order

The Long-Term Care Committee of Management met at Grey Gables on the above date. The Chair called the meeting to order at 9:01 a.m. with all members present except Warden Milne.

Declaration of Interest

There were no declarations of interest.

Delegations

There were no delegations.

Items For Direction or Discussion

LTCR-CM-07-24 - LTC Director's Update March 1 – April 30, 2024

Jennifer Cornell presented to the Committee regarding the Long-Term Care Director's update for March 1 to April 30, 2024. The Director reviewed the report and spoke about

recent ministry memos and mandates, including recent amendments to regulations that broadened educational qualifications for staff, the solar eclipse, measles awareness, and the spring COVID-19 vaccination campaign. The Director noted using the Infection Prevention and Control ethical framework and process to receive feedback regarding masking mandate changes, and that a virtual family meeting was held on March 27, 2024, with a commitment to quarterly meetings unless required sooner.

The Director described the historic budget year for long-term care, with a 6.6 per cent increase in provincial funding. The Director stated that a future report would be prepared regarding the specifics of the provincial funding and the budget opportunities to lessen the draw of reserves or levy funds once the ministry had confirmed all details. The Director explained the ongoing support for education and training, resident health and wellbeing funding, and funding to create more behaviour support transition units (BSTU). The Director highlighted that Grey Gables hosted one of the first BSTUs in Ontario.

Jennifer Cornell reported on staff and training, including ongoing provincial investment in health human resources, the success of initiatives such as the Student Placement Coordinator role, and improved training and backfill support for preceptors. The Director shared that a number of the students have applied and been hired in Grey County homes and that funding has been confirmed until 2027. The Director welcomed Cindie Holm as the new Director of Care for Lee Manor. The Director described considerations for emergency preparedness that had been incorporated into the 2024 contractor and physician education booklets. The Director reported on recovery and wellness initiatives, the progress of the accreditation process, and recognized partnerships locally and in the broader health sector.

In response to questions from the Committee, Jennifer Cornell explained that care support assistants are provided as unionized workers and described the corresponding funding. Further, staff discussed the timeframe and reporting for one-time funding and the potential use of the funds for redevelopment or other capital projects. The Director replied to questions about direct care hour requirements and the exclusion of care from staff in recreation, administration, accommodations, or social workers.

The Director spoke about the BSTU at Grey Gables, waitlists for alternate levels of care, staff support to residents transitioning to traditional long-term care beds, previous advocacy regarding current system challenges, and the opportunity to address pressures caused by current legislation regarding regulations around placement and prioritization in connection with the construction of new BSTU beds. The Director noted that clarity is needed on whether the new BSTU beds will come from the existing bed pool or be additional spaces. The Director discussed the potential impacts on total capacity or resources, considerations for Rockwood Terrace, the limitations of the older homes and the anticipated provincial applications and assessment process for BSTU funding.

CM10-24

Moved by: Councillor Paterson

Seconded by: Councillor Nielsen

That report LTCR-CM-07-24 regarding a Long-Term Care Director Update be received for information.

Carried

LTCR-CM-08-24 - Long-Term Care Operational Report – February 15 to April 14, 2024

Renate Cowan reviewed quality indicators. The presenter explained that while there were no substantial shifts for Grey Gables or Lee Manor, the Rockwood Terrace trends for worsened mood from symptoms of depression were attributed to outbreaks in the home and the isolation of residents and were anticipated to return to normal now that the outbreaks were resolved. The presenter discussed the quality improvement plan, objectives, and quality improvement projects, such as intentional rounding to reduce the number of falls and the use of interventions for behaviours that are not medication-based. In response to questions, Renate Cowan discussed quality indicators, ongoing programs, and staff training to improve residents' quality of life.

Denna Leach presented to the Committee regarding accreditation and clinical pathways. The presenter reviewed the three-year process of working with the Registered Nurses Association of Ontario (RNAO) to implement the clinical pathways that support improvements to resident care through integration with regulations and resident bill of rights, facilitating regulatory compliance and auditing, improving staff efficiencies and reducing the risk of errors through integrated medical records. The presenter described the process and transition to date, communications and outreach, the integration of best practice guidelines for all healthcare workers and the unique operational needs of each home, the opportunity to make use of provincial data and trends, the next steps in the clinical pathway process and the future implementation of additional pathways in the effort to provide the best care possible for residents. The presenter highlighted how the system already supports Personal Support Workers in flagging changes in behaviour that allow for timely assessments for the medical emergency of delirium and early interventions that can help to avoid the need for antipsychotic medications.

In response to questions from the Committee, Denna Leach discussed how the pathway concepts will be consistent, but interventions may be unique to each home, and described efforts to ensure opportunities for the homes, steering groups, pathway champions, and staff to check in with each other regarding their experiences with implementation.

Tolleen Parkin reviewed ministry inspections and compliance orders. The presenter reported that three critical incidents were inspected at Lee Manor during this period, resulting in two written notifications from the ministry. The presenter explained the self-reporting practices and process for reporting incidents followed by the homes, the benefit of rigorous inspection protocols and the challenge of the rigid options for findings available to ministry inspections, the corrective actions and preventative work undertaken at the time of the incidents, and that no areas of noncompliance were found

in association with the related Infection Prevention and Control inspections. The presenter noted that any findings from the public inspection report would be included in a future update to the Committee.

In response to the Committee's questions, staff discussed inspection protocols and practices, the progression of findings, and advocacy to the minister regarding potential improvements to the inspection process.

The meeting recessed and reconvened at 10:42 a.m.

Karen Kraus provided a summary of the critical incidents reported during this period, the investigation and review process, and the use of video footage to address concerns.

Shannon Cox shared several Colour It Stories, noting initiatives and events at the homes for St. Patrick's Day, cruise weeks, the solar eclipse, and personalized resident doors in BSTU at Grey Gables.

Staff described the South Bruce Grey Health Centre's recent decision to transfer in-patient beds out of the Durham Hospital and summarized the recent public meetings and advocacy from municipalities and the community. Staff acknowledged concern about the potential impacts to Rockwood Terrace, including resident access to emergency admittance or diagnostic testing, transportation costs, and access to physicians. CAO Kim Wingrove confirmed that advocacy efforts with the Minister of Health and the hospital were ongoing and stressed the importance of the province, municipalities, and healthcare partners being aligned on the vision for rural healthcare and understanding the implications of service changes.

CM11-24

Moved by: Councillor Hutchinson

Seconded by: Councillor Carleton

That the Long-Term Care Operational Report LTCR-CM-08-24 dated February 15 to April 14, 2024, be received for information.

Carried

LTCR-CM-10-24 - Long-Term Care Financial Update as of March 31, 2024

Markus Hawco presented to the Committee regarding the long-term care financial update to March 31, 2024. The presenter reviewed the 6.6 per cent increase in provincial funding and noted that allocations were still being determined, and the full details would be shared in a future update. The presenter explained the possibility for variances in the budget resulting from factors such as vacation, illness, or WSIB claims, as well as the ongoing impact of inflation and supply chain shortages. The presenter reviewed each home's operating and capital summary and spoke about the challenges of projecting finances so early in the year and factors, such as journaling practices and the variable timing of receiving provincial funding, which impact the ability to provide a complete or accurate picture.

In response to questions from the Committee, staff confirmed that less agency staff have been needed, resulting from various factors, including the end of the pandemic, improved recruitment and onboarding processes, and retention from education and programs. Staff discussed the anticipated increased need for agency coverage during the summer months for vacations, the support of HR business partners, and the legislated hiring requirements for long-term care. Jennifer Cornell recognized the efforts of finance staff to modernize processes to more accurately track areas of variance and provide more timely notice to long-term care staff to investigate variances. The Director highlighted how the process improvements have benefitted planning and informed decision-making.

CM12-24

Moved by: Councillor Paterson

Seconded by: Councillor Keaveney

That report titled LTCR-CM-10-24 Long Term Care Financial Update as of March 31, 2024, be received for information.

Carried

LTCR-CM-11-24 - Grey Gables Signage

Shannon Cox presented to the Committee regarding a review of the Grey Gables signage identified for reconstruction during the budget process. The presenter described the investigation into the structure by GM BluePlan, which found that while the steel is in good repair, additional structure was needed and found that the current base could support reconstruction. The presenter reviewed the options for the sign, including refurbishment or the complete removal of the sign, and considerations that informed the recommendation for refurbishment.

In response to the Committee's questions, staff spoke about cost-sharing discussions with the tenants and municipality, including the municipality's interest in a larger digital sign. Staff explained the project goal of providing safe, aesthetically pleasing wayfinding signage within the set project budget.

CM13-24

Moved by: Councillor Hutchinson

Seconded by: Councillor Keaveney

That report LTCR-CM-11-24 regarding Grey Gables Signage options be received; and

That staff be directed to proceed with Option 1: total refurbishment of signage structure which includes reducing the height, completing cosmetic repair, and updating tenant signage quoted at \$20,000 plus applicable taxes.

Carried

Closed Meeting Matters (If Required)

There was no closed meeting.

Correspondence

There was no correspondence.

Other Business

There was no other business.

Next Meeting Date

July 23, 2024, at 9:00 a.m. at the Grey County Administrative Building.

Adjournment

On motion of Councillors Nielsen and Carleton, the Long-Term Care Committee of Management adjourned at 11:43 a.m. to the call of the Chair.